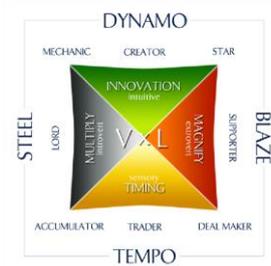




# PROFILE SUMMARY



## CREATOR

*“Creating a Better Product”*

### The Best Initiator

**Profile Summary:** Creators are the best at getting things started, and although they can be quick to create chaos, they can also be surprisingly creative at finding ways out of chaos. Always put them in charge of new projects, but move them on to the next creation once their job is done.

**Strengths:** Visionary; creative; optimistic; stimulating; able to inspire others; can multitask; quick to get results; great at getting things started.

**Challenges:** Poor sense of timing; impatient; over-optimistic with what others can achieve; easily distracted; terrible at getting things finished.

**Successes:** Best when free to create, with a team to promote and a team to watch the details. Excels when kept focused on the big picture strategy and the creative process through to the end result.

**Struggles:** Failure comes from trying to control too much, run too fast, or expect too much of others. Creators often keep to themselves and so fail in their communication and expectations.

**The best activities in teams:** Creative projects, creative problem-solving, big picture thinking, strategy, task-focused leadership, learning with visuals, communicating in simple summaries.

**The worst activities in teams:** Time-keeping, detailed analysis, taking time with everyone in the team, being down-to-earth, activity monitor, learning with text books, communicating the details.

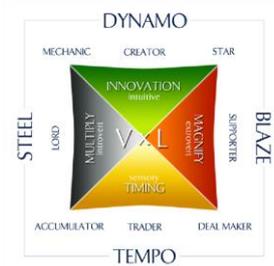
**The best activities in life:** Big picture, business strategy, brainstorming, product development, design, risk-taking, starting new companies.

**The worst activities in life:** Customer service, repetitive routines, detailed analysis, market research, proof reading, patient implementation, time keeping.

**Creators to learn from:** Walt Disney (Walt Disney Company), Richard Branson (Virgin), Steve Jobs (Apple/Pixar), Bill Gates (Microsoft), JK Rowling (Harry Potter Books), Sara Blakely (Spanx), Jack Ma (Alibaba), Elon Musk (Tesla/SpaceX), Tory Burch (Tory Burch), Elizabeth Holmes (Theranos)



## PROFILE SUMMARY



**STAR**

*“Creating a Better Brand”*

**The best promoters**

**Profile Summary:** Stars are the best promoters, and need to lead from the front. Give them the chance to shine, and give them the space to deliver results without tying them down. Give them the support and encouragement, and they will be the best spokesperson for the group. Discourage them, and they will be the biggest critic.

**Strengths:** Creative, outgoing, able to motivate and inspire others, quick to connect, holds the stage, high energy and knows how to have fun.

**Challenges:** Often overpowering, can forget to consider everyone, not strong at detail, often runs with first ideas before considering other ideas.

**Successes:** Best when free to express and develop their own identity. Stars are best when able to work on their presentation and performance, provided the light is used to shine on others around them. Stars need a team to be at their best.

**Struggles:** Failure comes from frightening others away by expecting too much of others or taking on too much themselves. When Stars are overly judgmental of others or themselves, they find themselves all dressed up and nowhere to go.

**The best roles in teams:** Creative projects, big picture thinking, promoting projects, leading the team, people-focused leadership, learning through conversation and discussion, communicating through debate and performance.

**The worst roles in teams:** Detailed study, time-keeping, system planning, measurement, looking after everyone, keeping views to themselves, detail-focused leadership, learning through text books, communicating through data.

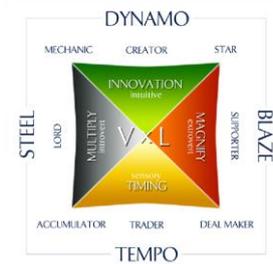
**The best roles in life:** Marketing, promotion, sales leadership, presenting, performing, leading out of crisis, motivation, starting a business.

**The worst roles in life:** Financial detail, research and measurement, customer care, detailed writing, patient listening, project management.

**Stars to learn from:** Oprah Winfrey (Harpo), Paul Newman (Actor), Arnold Schwarzenegger (Actor), David Copperfield (Magician), Hillary Clinton (Politician), Beyonce Knowles (Singer), David Beckham (Footballer), Martha Stewart (Martha Stewart Omnimedia), Ellen DeGeneres (TV host), Amitabh Bachchan (Actor)



## PROFILE SUMMARY



### SUPPORTER

*“Leading the Team”*

**The best leaders**

**Profile Summary:** Supporters are the best leaders, but don't expect them to come up with the plan themselves. Build a plan and set the goals with a Supporter, and then let them lead the team towards the plan. Let them set their own management style, and their own agenda. Always give them an environment of fun, variety and celebration.

**Strengths:** Relationship-focused, confidence-building, able to lead, able to follow, enjoys team building, enjoys meeting new people, loyal to the team.

**Challenges:** Little patience with numbers or details, restless on their own, easily defocused, loves to chat; changes direction often, wants constant variety.

**Successes:** Best when in a team, bringing out the best in everyone. Will shine if given clear direction and outcomes to achieve. Takes the time with each team member and builds loyalty. Best when provided creative input and back-up.

**Struggles:** Failure comes from being left on their own to figure everything out. Supporters fail by not having enough direction or when their team is taken away from them. They also lose energy without fun and celebration.

**The best roles in teams:** Relating to people, organising the team, motivating, communicating, people-focused leadership, learning through conversation and teams, communicating through one-to-one discussion.

**The worst roles in teams:** Financial management, system planning, measurement, creating new ideas, starting or finishing things, detail-focused leadership, learning through text books, communicating through data.

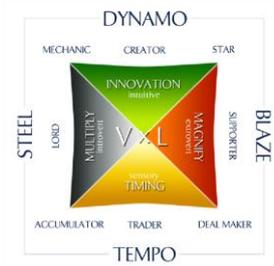
**The best roles in life:** Leadership, marketing, relationship management, sales, support, team building, motivation, support team to Creators and Stars.

**The worst roles in life:** Financial detail, research and measurement, administration, innovation, product development, data processing.

**Supporters to learn from:** Jack Welch (GE), Michael Eisner (Disney), Steve Case (AOL Time Warner), Steve Ballmer (Microsoft), Meg Whitman (eBay), Sheryl Sandberg (Facebook), Howard Schultz (Starbucks), Ginni Rometty (IBM), Lucy Peng (Alibaba), Robert Iger (Disney)



## PROFILE SUMMARY



### DEAL MAKER

*"Bringing People Together"*

**The best peacemakers**

**Profile Summary:** Deal Makers are the best peacemakers, and will leave everyone feeling good. Don't expect them to go out cold calling, as they thrive on building the relationships they have. Work with Deal Makers to nurture the relationships within the team and, when things get too hot in the team, Deal Makers will cool it down.

**Strengths:** Outgoing, entertaining, approachable, listening to others, always connecting people, quick to see opportunities, always in conversation.

**Challenges:** Needs structure to get results, often too quick to please, often mischievous, easily distracted by others or their ideas, unsure of their own identity.

**Successes:** Best when free to connect with others, out and about. Deal Makers need variety and constant contact, with clear directions and rules to the game. They are energised by others and work by bringing people together.

**Struggles:** Without clear direction, Deal Makers are often lost or can't decide on the best way forward. They are so busy helping others, they often forget themselves. They will hide in the background if not acknowledged or included.

**The best roles in teams:** Sourcing materials or resources, speaking one-to-one, looking after everyone, service-focused leadership, learning through role-play and hands-on experience, communicating one-to-one.

**The worst roles in teams:** System planning, measurement, creating new ideas or plans, public presentations, task-focused leadership, learning through visuals, communicating through visuals or presentations.

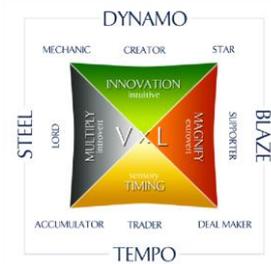
**The best roles in life:** Networking, negotiation, partnerships, market research, peacekeeping, conflict resolution, diplomacy.

**The worst roles in life:** Financial accounting, system design, disciplining, innovation, project leadership, product design, detailed reporting.

**Deal Makers to learn from:** Donald Trump (The Trump Organization), Rupert Murdoch (News Corp), Masayoshi Son (Softbank), Charles Koch (Koch Industries), Susan Wojcicki (YouTube), Lynda Resnick (Roll Call), Sheldon Adelson (Las Vegas Sands), Jorge Paulo Lemann (InBev), Ronald Perelman, David Geffen



## PROFILE SUMMARY



### TRADER

*“Buying Low Selling High”*

**The best negotiators**

**Profile Summary:** Traders are your best negotiators, as they are looking for balance and fairness. They will always get you the best price, in both what you buy and what you sell. Traders will have their ear to the ground in your market and your team, and they will always look for harmony and equality in the team.

**Strengths:** Balanced, observant, grounded and always clear in what is fair. Takes time with people, gets to the point, and often sees things that others miss.

**Weaknesses:** Needs direction to get results, happier with existing routines than new things, needs to see it to believe it, often loses direction or clarity.

**Successes:** Works best when in the thick of the action. Traders need to be hands on and actively engaged. When they are in charge of making moment-by-moment decisions they are at their best, and are the best to lead in a crisis.

**Failures:** Traders fail when they are in charge of creating or directing from a blank sheet. They will take on too much or forget to delegate effectively. They also need much more information before being comfortable with new directions.

**The best roles in teams:** Keeping the team together, keeping things fair, activity monitor, time keeper, activity-focused leadership, learning through hands-on experience and observation, communicating one-to-one.

**The worst roles in teams:** Public speaking, creating new ideas or plans, creating change, task-focused leadership, learning through visuals, communicating through visuals or presentations.

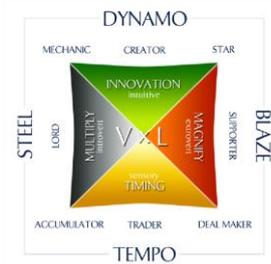
**The best roles in life:** Customer care, emergency services, market trading, market research, time keeping, human resources, team harmony.

**The worst roles in life:** Creative design, strategic leadership, public speaking, marketing, financial accounting, system design

**Traders to learn from:** George Soros (Quantum Fund), Jim Rogers (Rogers International Commodities), Carl Icahn (Icahn Enterprises), Azim Premji (Wipro), Melinda Gates (Gates Foundation), Joanne Liu (Doctors without Borders), Ray Dalio (Bridgewater), Jason Simons, Peter Lynch, John Templeton



## PROFILE SUMMARY



### ACCUMULATOR

*“Buying and building appreciating assets”*

**The best ambassadors**

**Profile Summary:** Accumulators are your best ambassadors. They are reliable, get things done on time, and don't make rash decisions. Accumulators make the best project managers, when a task or a project needs to be delivered reliably on time and budget. They are the reliable organisers in the team.

**Strengths:** Reliable, careful, delivers on time, organised, looks for a time and place for everything, sees what can go wrong, keeps the team together.

**Weaknesses:** Often finds it difficult to decide, easily distracted by detailed, worried about getting things wrong, collects clutter, walks away from chaos.

**Successes:** When left to work at their own pace, Accumulators are the tortoises that wins the race. They are slow to get started, but pick up the piece's others leave behind. They deliver results by putting the leg work in.

**Failures:** Accumulators will often wait for enough information or direction. Like a goalie in a football game, they are the best defenders because they are so careful, but they don't see the need to lead up front.

**The best roles in teams:** Keep the project on time, keeping the team detailed research, organisation, activity-focused leadership, learning through measurement and observation, communicating through data and reports.

**The worst roles in teams:** Creating change in chaos, creative design, creative writing, networking, people-focused leadership, learning through debate and discussion, communicating through visuals or conversation.

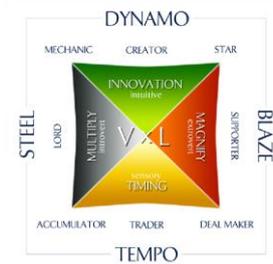
**The best roles in life:** Project management, scientific research, market research, calculation, organisation, time keeping, jobs that require accuracy.

**The worst roles in life:** Networking, negotiating, creative design, creative writing, strategic leadership, public speaking.

**Accumulators to learn from:** Benjamin Graham (Graham Newman Corporation), Warren Buffett (Berkshire Hathaway), Carlos Slim Helu (Telmex), Li Ka Shing (Cheung Kong Holdings), Gina Rinehart (Hancock Prospecting), Helen Clark (UNDP), Leonardo Del Vecchio, Joseph Safra, Aliko Dangote, Wang Jianlin



## PROFILE SUMMARY



### LORD

*“Controlling Cash Flow Assets”*

#### The best analysts

**Profile Summary:** Lords are your best analysts. Give them the space to study the detail, and to deliver the data. Don't ask them to go out and network, as they are strongest when focused behind the scenes. When you need to keep count or keep score, give the job to a Lord and they will always be the most reliable to keep track.

**Strengths:** Cautious, organized, very detailed, analyses very situation, sees many details that others miss, only comfortable when everything is covered.

**Weaknesses:** Often very controlling, little patience with small talk, always worrying about the detail, can often miss the big picture or miss the party.

**Successes:** focused on the detail in the back end, and freed from the front end, Lords rule. Once the systems in place, Lords will make sure things run smoothly. Lords are behind every bank and big business, watching the numbers.

**Failures:** Lords like to control, which makes them good with numbers but not so good with people. They don't have time for small talk and stories, but they are the ones to get down to the facts. Left to start things on their own, they often are at a loss.

**The best roles in teams:** Controller, treasurer, data management, score keeper, data-focused leadership, learning through measurement and calculation, communicating through data and reports.

**The worst roles in teams:** Creative design, creative writing, networking, negotiating, people-focused leadership, learning through debate and discussion, communicating through visuals or conversation.

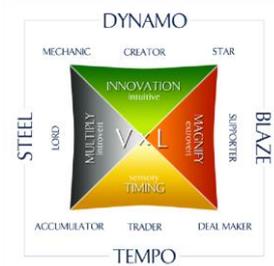
**The best roles in life:** Financial management, detailed operations, analyst, auditor, proof reading, measurement, jobs that require accuracy.

**The worst roles in life:** People management, motivation, networking, negotiating, marketing, product development, performance, public speaking.

**Lords to learn from:** Andrew Carnegie (Carnegie Steel), Sergey Brin, Larry Page (Google / Alphabet), Robin Li (Baidu), Angela Merkel (Politician), Janet Yellen (Federal Reserve), Indra Nooyi (PepsiCo), Mukesh Ambani (Reliance Industries), Sri Mulyani Indrawati (World Bank), John D Rockefeller (Standard Oil)



## PROFILE SUMMARY



### MECHANIC

*“Creating a Better System”*

**The best completers**

**Profile Summary:** Mechanics are your best completers. They will wrap up the process and find smart ways to do it better next time. Don't ask a mechanic to start from scratch, but do give them an existing process or product to improve on. They work fine on their own and often find social situations uncomfortable.

**Strengths:** Completing things, finding ways to improve systems, making things simpler, perfecting projects, paying attention to details.

**Challenges:** Often takes a long time to complete tasks. Gets caught up in details, forgets about the team around them, often inflexible and unwilling to change.

**Successes:** Mechanics are at their best when they are looking for ways to improve things. They love to tinker and take things apart, and then put them together in new and better ways. They are best when completing things.

**Struggles:** Mechanics are not so good at starting things from scratch, as they are perfectionists who are worried of getting it wrong from the beginning. They aren't comfortable in chaotic or political situations and aren't so sensitive to feelings.

**The best roles in teams:** Creative problem-solving, making smart improvements, organising roles in teams, task-focused leadership, learning with visuals and detail, communicating in flow charts and mind maps.

**The worst roles in teams:** People management, socialising and small talk, being down-to-earth, activity monitor, learning through discussion and conversation, timekeeping, interviews and people research.

**The best roles in life:** System design, perfecting processes, completing tasks, fine tuning, operations strategy, data collection.

**The worst roles in life:** Negotiating, customer service, marketing sales, project start-ups, people management, selection, motivation.

**Mechanics to learn from:** Sam Walton (Wal-Mart), Michael Dell (Dell), Mark Zuckerberg (Facebook), Jeff Bezos (Amazon), Marissa Mayer (Yahoo!), Christine Lagarde (IMF), Loretta Lynch (US Secretary General), Tadashi Yanai (Japan), Henry Ford (Ford Motor Company), Ray Kroc (McDonald's)