



Definitions of the Twenty-four Qualities in **UNDERLYING** and **EVERYDAY** Personae

<b>Communication Style</b>	<p><b>Intimate:</b> Listens first and gravitates toward one-on-one conversations</p> <ul style="list-style-type: none"> <li>● Good listener</li> <li>● Low key</li> <li>● Prefer one-to-one</li> </ul>	<p><b>Takes Charge:</b> Seizes the initiative in a group and is drawn towards authority positions</p> <ul style="list-style-type: none"> <li>● Persuasive</li> <li>● Comfortable with Responsibility</li> <li>● Assertive</li> </ul>
<b>Resolution Style</b>	<p><b>Accommodating:</b> Strives for harmony and is willing to adjust their stance in a conflict</p> <ul style="list-style-type: none"> <li>● Diplomatic and Forgiving</li> <li>● Consensus Oriented</li> </ul>	<p><b>Tough:</b> Argues forcefully and is comfortable with conflict. Emotionally resilient/Courageous enough to tackle difficult conversations</p> <ul style="list-style-type: none"> <li>● Candid</li> <li>● Likes to challenge, Don't need to be popular</li> </ul>
<b>Approach to Task</b>	<p><b>Collaborative:</b> Team player with a win-win mindset</p> <ul style="list-style-type: none"> <li>● Supportive team player</li> <li>● Trusting</li> <li>● Humble</li> </ul>	<p><b>Competitive:</b> Strong willed with a win-lose mindset, yet may be "our team can win"</p> <ul style="list-style-type: none"> <li>● Winning focused</li> <li>● Proud</li> <li>● Skeptical</li> </ul>
<b>Relate using Heart or Head</b>	<p><b>Empathetic:</b> Considerate and in touch with other people's feelings</p> <ul style="list-style-type: none"> <li>● Compassionate</li> <li>● Want to understand people</li> <li>● Altruistic</li> </ul>	<p><b>Logical:</b> Objective and rigorously applies reason</p> <ul style="list-style-type: none"> <li>● Critical thinker</li> <li>● Hard liner</li> <li>● Discerning</li> </ul>
<b>Goal Setting Style</b>	<p><b>Adaptable:</b> Works in passionate bursts towards emergent goals</p> <ul style="list-style-type: none"> <li>● Easy going</li> <li>● Goal evolving</li> <li>● Go with the flow</li> </ul>	<p><b>Purposeful:</b> Sets ambitious goals and then works diligently towards them</p> <ul style="list-style-type: none"> <li>● Set clear goals</li> <li>● Determined</li> <li>● Driven by timescales</li> </ul>
<b>Planning Style</b>	<p><b>Flexible:</b> Easy going and informal</p> <ul style="list-style-type: none"> <li>● Minimize bureaucracy</li> <li>● Relaxed about order</li> <li>● Organic planner</li> </ul>	<p><b>Structured:</b> An organized and effective planner</p> <ul style="list-style-type: none"> <li>● Organized planner</li> <li>● Orderly</li> <li>● Detailed</li> </ul>
<b>Commitment Style</b>	<p><b>Spontaneous:</b> Makes quick gut-feel decisions</p> <ul style="list-style-type: none"> <li>● Carefree with commitments</li> <li>● Gut feel decision making</li> <li>● Adrenaline driven</li> </ul>	<p><b>Reliable:</b> Disciplined and meets commitments</p> <ul style="list-style-type: none"> <li>● Diligent</li> <li>● Punctual</li> <li>● Honour commitments</li> </ul>
<b>Problem Solving Style</b>	<p><b>Conceptual:</b> An abstract thinker comfortable with complexity and ambiguity</p> <ul style="list-style-type: none"> <li>● Learn by theory</li> <li>● Like complexity</li> <li>● See patterns in data</li> </ul>	<p><b>Practical:</b> Adopts a realistic and common sense approach</p> <ul style="list-style-type: none"> <li>● Keep it simple</li> <li>● Learn by doing</li> <li>● Realistic</li> </ul>
<b>Sourcing Data</b>	<p><b>Imaginative:</b> A source of new and creative ideas</p> <ul style="list-style-type: none"> <li>● Innovative</li> <li>● Appreciate aesthetics</li> <li>● See possibilities</li> </ul>	<p><b>Evidence-based:</b> Focussed on observable facts and attentive to details</p> <ul style="list-style-type: none"> <li>● Need information</li> <li>● Prefer engineering over art</li> <li>● Fact finder</li> </ul>
<b>Appetite for Change</b>	<p><b>Radical:</b> Embraces change and is willing to challenge tradition</p> <ul style="list-style-type: none"> <li>● Seek variety, Seek change</li> <li>● Non-conformist</li> </ul>	<p><b>Cautious:</b> Resists change – prefers to stick with tried and tested methods</p> <ul style="list-style-type: none"> <li>● Risk averse, Stick to the rules</li> <li>● Conservative</li> </ul>
<b>Energetic Orientation</b>	<p><b>Sociable:</b> Friendly and energized by interacting with others</p> <ul style="list-style-type: none"> <li>● Outgoing</li> <li>● Friendly</li> <li>● Think aloud</li> </ul>	<p><b>Observing:</b> Boundaried and energized by their inner world</p> <ul style="list-style-type: none"> <li>● Prefer small groups</li> <li>● Think before speaking</li> <li>● Energized by inner world</li> </ul>
<b>Expression</b>	<p><b>Demonstrative:</b> Enthusiastic and expresses positive emotions</p> <ul style="list-style-type: none"> <li>● Enthusiastic</li> <li>● Good verbal skills, expressive</li> </ul>	<p><b>Measured:</b> Serious minded and contains positive emotions</p> <ul style="list-style-type: none"> <li>● Serious</li> <li>● Prefer written communication</li> <li>● Control emotions</li> </ul>



Definitions of the Twenty-four Qualities in **OVEREXTENDED** Persona

<b>Communication Style</b>	<b>Intimate to Passive:</b> Listens too much, not sharing their own notions and opinions.	<b>Takes Charge to Controlling:</b> Domineering and micromanaging
<b>Resolution Style</b>	<b>Accommodating to Acquiescing:</b> Accommodating so much that you give up what's important to you	<b>Tough to Seeks Conflict:</b> Looking for disagreements to expose
<b>Approach to Task</b>	<b>Collaborative to Consensus Obsessed:</b> Cannot move forward without everyone in agreement	<b>Competitive to Win at All Costs:</b> Winning becomes the only focus
<b>Relate using Heart or Head</b>	<b>Empathetic to Emotionally Stretched:</b> So invested that you become emotionally drained and tired	<b>Logical to Argumentative:</b> Becoming abrasive, argumentative and impatient with perceived lack of logic, stupidity
<b>Goal Setting Style</b>	<b>Adaptable to Unfocussed:</b> Becoming directionless and distracted	<b>Purposeful to Goal Fixated:</b> Becoming attached/fixated to the goal and inflexible
<b>Planning Style</b>	<b>Flexible to Chaotic:</b> Extreme flexibility that can create confusion/chaos	<b>Structured to Rigid Planning:</b> Having lists for the lists. Spend too much time organizing their work instead of doing it.
<b>Commitment Style</b>	<b>Spontaneous to Impulsive:</b> Rash and imprudent decision making	<b>Reliable to Hesitant:</b> Hesitates on all further interactions or decisions (shuts down) if possibility of meeting commitments is hindered
<b>Problem Solving Style</b>	<b>Conceptual to Unfeasible:</b> Ideas so abstract, complex and ambiguous that they become unreasonable and impractical	<b>Practical to Narrow Sighted:</b> So concerned with a real outcome that you hinder creativity and possibilities
<b>Sourcing Data</b>	<b>Imaginative to Fantasist:</b> Constant new ideas that become divorced from reality	<b>Evidence-based to Lost in the Details:</b> So attentive to getting the facts right that you get lost in your own data
<b>Appetite for Change</b>	<b>Radical to Change for the Sake of Change:</b> Becoming too eager to implement change and may trample tradition	<b>Cautious to Change Resistant:</b> Becoming impervious to new ideas
<b>Energetic Orientation</b>	<b>Sociable to Can't be alone:</b> Seeking solace in a crowd	<b>Observing to Detached &amp; Aloof:</b> Becoming quiet and isolated in your thinking
<b>Expression</b>	<b>Demonstrative to Overbearing:</b> Overenthusiastic and talking over others	<b>Measured to Serious &amp; Withdrawn:</b> Unexpressive and tending toward being judgmental