

WHY YOU ARE YOU



IDENTIMAP



THE FOUR PERSONALITY TRAITS

Achiever | Analyzer | Encourager | Listener

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“THE IDENTIMAP METHOD”

Congratulations, you have taken an essential step in your personal journey of self-awareness. The Trek42 Survey you have taken is based on the Identimap Method.

By now, you should have already studied the customized narrative developed just for you. Our research suggests that you should read your customized narrative weekly and before an interview, a meeting with business colleagues, or a significant personal relationship. It is crucial to study your narrative, commit certain sections to memory and use the information; it is, after all, about the unique you.

To provide you with a complete understanding of the foundation of the Identimap survey and the explanations, this document explains the research and experiential analysis that is the basis of the Identimap Method. You should read a few pages each day and consider this research in light of your personalized narrative.

Daily practice is essential to mastering any new concept. You are in control. It is up to you.

BACKGROUND RESEARCH

The Identimap Method is based on experiential research by Dr. Randy Shepard. His studies included hundreds of counseling sessions with couples, business professionals, leadership training with Wal-Mart and AT&T executives, crisis intervention, and hostage behavior negotiation with law enforcement agencies. Dr. Shepard concluded that current assessment surveys such as Myers-Briggs and DISC were flawed. He set out to develop a more efficient, economical, and intuitive method to administer and understand the survey.

The basis for most current assessment surveys comes from Carl Jung's research in 1921, more than 100 years ago. According to Jung himself, his research was not scientific; it was based on his work with sick people. Dr. Shepard concluded the Identimap Method uses experiential data he developed and does not use any of the Jung research, which is not applicable to personalities in normal people in the 21st century. Jung's research was directed at mental health issues. Dr. Shepard's research resulted in developing methods for self-improvement through increased self-awareness for professional career, personal, and relationship development.

Dr. Shepard questioned whether or not experiential research on sick people was a solid foundation for analyzing the personality traits of healthy people. His research was conducted between 1984 and 2017 and culminated in his PhD thesis. In 2018, Dr. Shepard published a book based on his research, *Peak Performance Leadership*, and in March of 2020, with other founding members of Identimap, the Identimap Method was launched to promote a completely new Survey for personality analysis. Identimap has continued to conduct research on the Identimap Method. Unlike other methods that are based on Jung's static personality assessment, the Identimap Method recognizes that personalities are dynamic and can be changed with understanding and practice.

WHY PERSONALITY ASSESSMENT ANYWAY

You have taken the assessment survey, so likely you are already curious about various personalities and why people are different. As Butch Cassidy once said to the Sundance Kid, "Who are those guys anyway?" At times, we want to ask the same question about our team members, our supervisors, as well as the people who live in our home. Every day we come to the same conclusion, "Everybody's different!" In fact, we're usually convinced that most people are weird, except us. Though we might not actually say it, we're usually thinking: "What is it about people? Why can't they see things the way I do? After all, I'm normal and I think rationally? Why can't they?" Though we'd like everybody to see things the way we do, everybody is different.

IDENTIMAP RESEARCH

In Dr. Shepard's research of the history of personality analysis, he discovered that approximately four hundred years before the time of Jesus, Hippocrates, the Greek physician later noted as "The Father of Medicine," offered a theory that revolutionized the medical world at the time. Hippocrates believed certain human moods, emotions, and behaviors were caused by body fluids. He systematized this theory into four basic "temperaments" or personality types:

- 1) Choleric (hot-tempered)
- 2) Sanguine (cheerful)
- 3) Melancholic (analytical)
- 4) Phlegmatic (calm)

He believed that each person's body organs produced an excess of yellow bile, black bile, phlegm, and blood (the four "humors"). His theory stated that whichever fluid was produced in excess within a person's body would then determine their dominant personality type, but everybody has at least some of each fluid.

Over time, the original four descriptors have taken on different connotations and are still generally misunderstood. For example, melancholy implies a sad person, when it originally meant analytical or perfectionist, and phlegmatic implies spitting or a stuffed-up nose instead of a calm, consistent, peacemaker personality. Identimap's research determined that Hippocrates' terms were outdated, and modern psychology acknowledges that fluids are not a reasonable indicator of personality. Dr. Shepard's experiential research determined that the words should be updated to reflect personality traits that are more easily understood by people like you and me, so after careful consideration, Identimap modified the terms as follows:

- 1) Choleric = Achiever
- 2) Sanguine = Encourager
- 3) Melancholy = Analyzer
- 4) Phlegmatic = Listener

Medical evidence has proven that a person's body fluids do not have anything to do with your personality. However, Hippocrates stumbled onto something that has been well accepted and studied by the medical and science community ever since. His concept that personalities can be explained by the four basic personality types has held up over time. Further, psychologists in the early twentieth century have tried to expound on this subject and develop it into their own perspective. This has yielded a variety of branches of personality assessments, but they all stem from the four basic personalities that Hippocrates initially defined many years ago. All personality assessments are all designed to achieve the same goal—to determine who you really are. In spite of their variations, they support Hippocrates' initial findings.

A person's personality has an enormous impact on how they process words and information, how they act and react to given situations, how they relate to other people, what kind of mood they'll have based on circumstances and events, the kind of talents and natural skills they have, and importantly, how they view you and the rest of the world. When you grasp an understanding of these things, you will begin your journey into a comprehension of people that seems almost magical.

Personalities can change over time. While you'll always have your most dominant personality as the basis of who you are, there are other things in life that will impact your personality—such as culture, age, maturity, family, and life experiences.

For example:

- A harsh, outspoken Achiever may learn to be more careful with their words over time as they learn how words can hurt and even de-motivate a team
- A non-detailed Encourager may eventually learn how important it is to take the painstaking time to gather facts and put together detailed charts so that the Analyzers are happy and can do their job more effectively.
- A perfectionist Analyzer may eventually learn that their endless need for more information or the need to make sure all the “I”s are dotted and the “T”s are crossed is holding back decision making, and will thus need to cut back their perfectionist compulsion a bit.
- The quiet Listener may realize that their natural tendency to be quiet in the conference room isn’t helping the team in coming up with new ideas.

Your dominant personality trait is what you have to work with. Identifying your dominant trait and understanding its strengths and challenges, will affect the progress of your professional and personal life.

When you begin to fully comprehend these four basic personality styles, your understanding of yourself and other will improve. It will open up a whole new world for you. With this knowledge comes power— especially when you apply it!

When you grasp the knowledge of personalities, you have an insight that gives you the leading edge. When you can really understand yourself and how other people are wired, you can:

- Find a communication approach that will be much more effective.
- Match up the right job and you will most likely enjoy and perform successfully.
- Find the right kind of strategies for motivating others.
- Understand the information you’ll need to understand project expectations and motivate yourself and others to do it.
- Find the right approach to build unity and communication
- And the list goes on!

THE DRIVEN ACHIEVER

Our research concludes that Achievers, in the Identimap Method, possess the abilities to potentially be the greatest leaders of all. They are driven, challenge oriented, and forward-looking people. They love to start businesses, be the head of a project, initiate activities, and be free to lead a team in the way they think best.

Achievers excel at confrontation. In fact, they're like pit bulls. They have no problem confronting issues. They state what they feel openly and unashamedly. In fact, they feel that's the best way to converse with someone—be straight about the issue. To them, speaking to others in an open and candid way is simply their way of being productive and honest. To others, it might come off cocky, arrogant, rude, personal, and offensive. But they don't see it that way! They actually believe being candid is being honest and is the best form of communication. So, before being offended by them, understand how their brain is wired.

DR. SHEPARD'S RESEARCH IDENTIFIED THE FOLLOWING STRENGTHS OF AN ACHIEVER:

Born Leader	Lacks Mercy	Resourceful	Black and White
Confident	Persuasive	Self-Reliant	Daring
Strong-Willed	Positive	Corrects Wrong	Loves Competition
Competitive	Embraces Change	Independent	Must Prove Wrong
Speaks Openly	Forceful	Quick Decisions	Needs Few Friends
Discourage-Proof	Productive	Takes Risks	Charges Ahead

DR. SHEPARD'S RESEARCH IDENTIFIED THE FOLLOWING CHALLENGES FOR AN ACHIEVER:

Bossy	Unsympathetic	Resistant	Frank
Impatient	Unaffectionate	Egotistical	Proud
Argumentative	Workaholic	Tactless	Domineering
Intolerant	Manipulative	Stubborn	Lord over Others
Short-tempered	Frustrated with Others	Aggressive	

A WORD ABOUT ACHIEVERS

The Identimap Method concludes an Achiever thinks in terms of “black and white.” There are very few gray areas. They call it like they see it and don’t hold back. To them, it’s a waste of time and energy to go down any other path. In the process of doing so, however, to the others who don’t possess this personality trait, they appear to throw diplomacy and mercy out the window.

If you’re an Achiever, remember that there are other personality types who don’t think like you do. They are sensitive to what’s being said to them. Just because you’ve been wired a different way, you should take into account that others ARE wired differently. You must respect their personality style in the same way you expect them to respect your personality style. They value the feelings and words coming from other people to such a degree they feel words should be used in a diplomatic and respectful fashion. If you start blurting out exactly how you feel without considering how others might perceive it, you’re definitely going to offend someone. You might say, “Who cares? They need to get over it.” But that type of attitude only makes things worse. As a leader, your job is to pull people together, working as a unit synergistically. If you take the attitude that says, “If it works for me, then it ought to work for everybody else,” then you’re headed for a mutiny.

If you’re not an Achiever, you can still be a leader. If Achievers had the role of supervisor in every business around the world, it would be a dangerous thing! It takes all types of personalities to make an organization run efficiently and effectively.

WORKING WITH AN ACHIEVER

The Identimap Method determined that having another Achiever on a team or in a group can appear to be a threat to the leader, especially if that leader is not an Achiever themselves. Often, people within a team gravitate to someone with a strong personality, making the leader feel that the Achiever is dividing the group and manufacturing a hostile takeover.

As a leader, the best thing you could do is to discuss this feeling openly and honestly with the Achiever. Keep in mind, the Achiever relates to an open and honest conversation. So, you need to do the same. You need to speak their language! They appreciate the more assertive approach to communications, because that’s how they think it should be done. They hate to waste time on small talk. This is not an encouragement to be rude or to speak without tact and respect.

If you find yourself in a disagreement with an Achiever, you’re in for a fight. They usually think in terms of win-lose, where they win and you lose. Since they often lack diplomacy skills, they find it difficult and at times irrational to think a disagreement could actually end up in a win-win situation.

As you approach your disagreement with an Achiever, a word of caution. Be assertive, but not argumentative. You'll only make matters worse. Back up your disagreement with facts and documentation. Because of their "know-it-all" attitude, they'll respond more affirmatively if you can prove you are correct. They'll have more respect for your disagreement if backed up with sound documentation and proof.

If you have an Achiever on your team, the most ideal environment for them would be the following:

- Freedom from controls, supervision, and details.
- An innovative and futuristic-oriented environment.
- A forum in which they can readily express their ideas and viewpoints.
- An environment devoid of routine work. They love to innovate.
- They enjoy new challenges and new opportunities.

Another flaw is that the Achiever is usually only interested in their personal needs and goals. The team can often get in the way of their personal drive. These types of Achievers will often work against the interests of the team, believing that their ideas and strategies are best for the team.

Under stress, the Achiever can become impulsive, hot-tempered, demanding, and dictatorial. Some Achievers may even choose to live in the extreme elements of their style, becoming the classic "difficult person." When that happens, yelling, bullying, demanding, and even physically aggressive actions can result. As a leader, this must be addressed as quickly as possible!

Achievers can also be praise-challenged. They're not prone to praising people well. They do notice when people do a good job, but it is not a natural inclination to praise it. The Achiever sees good or even great work as something everyone should be doing and is a natural part of the job requirement. When seen from this perspective, they don't see the need for praise. It is expected of the person to do a great job.

To be a Driven Achiever, you need to work at recognizing the strengths of others, listening to your team, considering their advice as something valuable, and caring about them. Let them know you care with praise and rewards, be careful with your words, work hard at being merciful and patient, and stop being a know-it-all.

THE HAPPY ENCOURAGER

Identimap research concludes that Encouragers, in the Identimap Method, are easiest to be around socially. Encouragers are extroverts. They are the outgoing, optimistic, cheerful people that bring energy to a room or group. They are always trying to find the positive in all things; the glass is half full. They love to dream, set goals, and live life to the fullest. While they excel at being outgoing, warm, compassionate, and can make friends easily, they have a tough time with maintaining friendships because of their inability to make commitments and stay on task.

DR. SHEPARD'S RESEARCH IDENTIFIED THE FOLLOWING STRENGTHS OF AN ENCOURAGER:

Optimistic	Charismatic	Touchy	Colorful
Social	Friendly	High Energy	Star of the Show
Loves People	Loves Attention	Inspirational	Good Starter
Cheerleader	Likes Change	Sense of Humor	Apologetic
Motivator	Sensitive	Helpful	Volunteering
Emotional	Conflict Resolver	Team Player	Adventuresome

DR. SHEPARD'S RESEARCH IDENTIFIED THE FOLLOWING CHALLENGES FOR AN ENCOURAGER:

Talkative	Restless Energy	Wastes Time
Too happy for some	Controlled by Circumstances	No Follow Through
Easily hurt	Superficial in Relationships	Appears Flashy
Egotistical	Rather talk than work	Wants the Credit
Exaggerates	Confidence Fades Fast	Dominates Talk
Can't remember names	Easily Distracted	Repeat Stories

A WORD ABOUT ENCOURAGERS

Dr. Shepard's research determined that the Encourager is the happiest of all personalities, and the best at bringing people together for a common cause. They are the next in line for those who might seem to be a natural born leader. Because of their charisma, many people think they are natural born leaders.

They are the most people-oriented type of person on the planet. They exude enthusiasm. They may not have more talent or opportunity than any other personality type, but they usually end up having more fun. They love people, parties, and attention. They're comfortable on a stage and relating stories, events, or any kind of chatter to others. They are the most natural conflict-resolution mediator known to man due to their natural people skills. They can deflate hostilities and help negotiate a common ground. They get their "high" by motivating, inspiring, teaching, training, and working with people—the larger the group the better.

If a team succeeds, the Encourager will give credit to the team. "I got where I am today because I build good relationships and make sure that people are taken care of." Encouragers measure their work and their lives in terms of the quality of their relationships with others. You'll find that many of them will gravitate into sales, a speaking career, politics, or any frontend task that allows them to converse with people and share their ideas and feelings.

There are no strangers to Encouragers. While others hesitate or hold back, the Encourager is usually the first to start up a conversation, say hello, or to make friends with the person at the checkout counter.

WORKING WITH ENCOURAGERS

The Identimap Method determined that when it comes to the workplace, the Encourager does well, ranging from staff positions to leadership. While the Encourager doesn't have the driving passion for leadership like the Achiever, they still make excellent leaders because of their people skills, especially when balanced with personal assertiveness. Their leadership style is democratic, and when it comes to decision making, they are more concerned with making the right decision than with a quick one.

They have a strong need to be liked and praised. Making sure that the team comes to a consensus is important to an Encourager. They are very uncomfortable with disagreements and conflict. As a leader, they struggle with being disliked and having to deal with problematic people. They want to please everybody. Receiving negative feelings from others is a real challenge, because they thrive on people liking them. Since people are at the center of their world, they need to know that people are happy with them. That's why they thrive on compliments from the boss, the team, or the group. Rewards, praise, and special recognition are all important to an Encourager. When they do encounter difficult people or hurtful conversations, they're good about not holding grudges and can forgive

others. However, they often let pain and hurt feelings stay with them for a long time. They don't do well with hurt feelings; a crushed spirit can sideline them from moving forward and can affect their job performance and personal lives.

The ideal environment for the Encourager is one in which they have contacts. They want freedom from control, freedom from movement, and a platform in which to share their ideas. The challenges of the Encourager are plenty, just like every other personality style.

They are great at getting things started but can become easily side-tracked and lack follow-through on a project. To them, starting a project is fun, but finishing can be a difficult chore. They are easily distracted and bored with routines.

Another thing that comes as a challenge to an Encourager is that they like to talk too much. At the office, Encouragers often feel the need to spend 5 minutes of conversation with someone for every 20 minutes of focused mental activity. Since they are people-oriented, they need to interact with people more often than any other personality.

Encouragers especially like meetings because it brings people together and provides for a forum for them to discuss their ideas with others. Unfortunately, due to their talkative nature, they can easily stray off point and chat their way down a rabbit hole. Memory is another challenge for the Encourager. They can remember faces, numbers, and facts extremely well, but the ability to remember names and dates is very difficult.

When it comes to stressful moments during work, the tendency for an Encourager is to be overly optimistic and unrealistic. This is when they really need the help of an Analyzer to provide a balanced view. The Encourager can also be self-promoting and talkative.

Whatever you do as a leader, do not put an Encourager in charge of detailed work. In general, they are not very good with details. They frustrate Analyzers with their non-detailed information during meetings, lack of preparation, overly unrealistic ideals and goals, and their small talk.

While an Encourager is a popular person, and usually the kind of person voted as 'The Most Likely To Succeed,' they seldom succeed in the way you think they would. Success is not elusive to an Encourager, it's just that with all their charm and people talent, most people expect them to go farther than they do. They have ideas, an engaging personality, and creativity, but many seldom get it all pulled together at any given time. If they happen to hit instant success, they ride high, but if it takes years of planning and hard work, they will quit and head off in another direction. Many Encouragers change jobs, even careers, every few years because they see the crown is elusive in this kingdom, so they'd better move on.

THE PERFECT ANALYZER

Dr. Shepard's research defined the Perfect Analyzer personality has more of an introvert style. They are deep, thoughtful, and analytical people who are genuinely kind to others, and can appreciate the beauty of art, architecture, and the details of life.

Analyzers make great leaders when details are a critical component to success. They are great at structuring their time, their notes, and take great pride in keeping things organized and tidy.

There are more geniuses born with the Analyzer personality style than any other personality style. They love to think introspectively. Charts, graphs, figures, and lists excite them. They also love to finish what they start.

Analyzers gravitate to anything that requires efficiency and details. They lead architectural firms, accounting firms, and software firms. They make great doctors, attorneys, and technicians. They are inventors, musicians, and problem-solvers. They are happiest when high standards of efficiency are met, however many of them are such perfectionists that satisfaction can be out of reach for them.

DR. SHEPARD'S RESEARCH IDENTIFIED THE FOLLOWING STRENGTHS OF AN ANALYZER:

Analytical	Considerate	Chart-Maker	Inventor
Detail-Oriented	Quiet	Reserved	Needs Facts
Perfectionist	Sensitive	Thinker	Needs Proof
Orderly	Planner	Introspective	Deep Thought
Persistent	Scheduled	Technical	Fixer Upper
Self-Sacrificing	Musical	Team Player	

DR. SHEPARD'S RESEARCH IDENTIFIED THE FOLLOWING CHALLENGES FOR AN ANALYZER:

High Standards	Critical	Suspicious
Perfectionist	Hard to Please	Loner
Fussy	Insecure	Indecisive
Pessimistic	Withdrawn	Careful Thinker
Negative Attitude	Depressed	Bashful
Unforgiving	Moody	Argumentative

A WORD ABOUT ANALYZERS

The Identimap Method has identified a wide range of Analyzer behaviors, but all Analyzers have a focus on details and processes. Their ability to stay organized is critical to their work and success and rely on things being under control. They emphasize the importance of having a detailed plan and that everything they do is thorough. They are great at developing processes that need to be systematic, well documented, and in compliance with policy. As long as the process is correctly followed, they feel comfortable that the desired results will be obtained. They love charts, graphs, and any extra information that might seem superfluous to other personality styles.

Analyzers are usually found in management roles when details and process management are critical ingredients for success. They tend to hold staff positions including accounting, quality assurance, and technical support, where these kinds of strengths are essential.

To paraphrase Aristotle, “All men of Genius are of Analyzer temperament.” Analyzer personalities are deep thinkers and more serious about life. They see themselves as realists and are typically the most talented and creative of all the temperaments. Most of your writers, artists, and musicians have an Analyzer personality.

Michelangelo was undoubtedly an Analyzer. Before he carved his classic statues of Moses, David, and the Pieta, he made an intensive study of the human body. He went to the morgues and cut up cadavers to study the muscles and sinews. Because he went deeper into the details of design than the average sculptor of his day, his creations are admired and revered to this day.

Analyzers enjoy the details of life. They feel details are critical to life itself. They are thrilled with things that are artistic, musical, philosophical, poetic, and literary in nature. They appreciate gifted people, admire geniuses, and admit an occasional tear of emotion. They are moved by the greats of all mediums, and they marvel at the wonder of nature. Analyzers also think that lists, charts, and graphs are an essential part of life.

WORKING WITH AN ANALYZER

The Identimap Method determined that Analyzers have an indirect and task-oriented style. They are slower paced, which is part of their systematic approach. They like to take time to think it through before they take action. This can often frustrate others who aren't as detail oriented. Analyzers are frustrated when others don't seem to understand the need for thoroughness. They are also frustrated when people don't seem to respect the rules, agree with policy, follow procedures, and align themselves with systems that are set up to manage the work.

A cartoon by Colman titled "Men and Women" shows a couple facing each other. He looks depressed and she says, "If this is happy, what are you like when you're sad?" With the Analyzer person, it is sometimes hard to tell happy from sad, because they don't want to get too excited, and most of life is serious—if not downright depressing.

The Analyzer is so serious about life that they tend to take everything too personally. If they hear their names across the room, they're convinced people are talking about them. They are frustrated by the loud, powerful Achiever who wants to get things done fast and at backbreaking paces. They don't really care for the Encouragers, either. They see them too unrealistic about life and are somewhat naive. Although they appreciate their positive attitude and fun-loving style, they abhor their lack of attention to detail and processes.

The Analyzers have many challenges. One challenge is their negative attitude. They can be very pessimistic. Their mind is like a radio dial that's set on negative. What they need to do is to practice looking at the positive things in life. People hate to be around a grouch.

Analyzers need to work on procrastination; it's a challenge for them. Because of their perfectionist tendencies, they often refrain from starting certain projects because they are afraid, they won't do them right. While the Listener procrastinates in hopes they won't have to do it, the Analyzer holds back because they have to do it perfectly.

Analyzers also tend to spend too much time in the planning stage. In many management training conferences, one of the frustrations that was consistently discussed about Analyzers was how aggravated team members were when the Analyzer took too much time to plan. They often want to plan it out so thoroughly that the project inevitably got delayed. When this happened, customers and team members ended up very unhappy. The group suffered because it held them up on getting the product to the customer as promised. The customers got angry, because they missed the deadline.

Analyzers need to relax their standards a bit. While everyone appreciates their talent in doing things right, their standard of excellence can often be much too high and unrealistic.

THE PEACEFUL LISTENER

The Identimap Method describes the fourth type as the Peaceful Listener. The Listener, like the Analyzer, is an introvert. They naturally maintain a low-key personality that's easy going, calm, cool, relaxed, and usually very quiet. They are reserved people who like to stay in the background and watch. They almost never say anything in a meeting. They would rather listen than be heard.

Although they are quiet people, when they do speak, it usually carries weight and can be witty. They make great leaders when the environment is extremely hectic. They have the natural ability to remain calm under pressure. They're never in a hurry and they seldom get upset. This is the kind of person who makes a great parent. They are very patient with kids and will be patient with the team.

At work, they are great with administrative duties and/or mediation issues. No one is as good at listening than the Listener. They love to listen to others. Sitting at the mall watching people all day is fun for them. Listening to you describe all the details of your 4-week vacation is pure joy. Since they are so peaceful and agreeable, they also get along well with just about anybody. Everybody is their friend. Without a doubt, they are your all-purpose person and one of the best team players you'll ever find; they thrive in groups.

DR. SHEPARD'S RESEARCH IDENTIFIED THE FOLLOWING STRENGTHS OF A LISTENER:

Peaceful	Friendly	Content
Easy Going	Diplomatic	Pleasant
Controlled	Consistent	Satisfied
Submissive	Great Listener	Balanced
Patient	Dry Humor	Quiet
Shy	Mediator	

DR. SHEPARD'S RESEARCH IDENTIFIED THE FOLLOWING CHALLENGES FOR A LISTENER:

Blank	Nonchalant	Mumbles	Plain
Unenthusiastic	Worrier	Loner	Sluggish
Indecisive	Lazy	Doubtful	Avoids Conflict
Uninvolved	Slow	Reluctant	
Hesitant	Withdrawn	Bashful	

A WORD ABOUT A LISTENER

The Identimap Method contends the Peaceful Listener is the easiest of all temperaments to get along with. They are probably the closest thing there is to a balanced person. They don't typically function in the extremes or excesses of life but walk solidly down the middle of the road. They like to avoid conflict and ensure a balanced environment. The Listener does not offend or call attention to him or herself but will quietly do what is expected of them without looking for credit. While the Achiever is the "born leader", the Listener is the "learned leader," and with proper motivation, they can rise to the top due to their outstanding ability to get along with everybody else.

These Peaceful Listeners are always calm and slow to anger. They seem to be in control of stress at all times and are never impulsive. This is perhaps their most admirable quality, to stay calm under pressure. If you had an incident where the Encouragers would scream, the Achievers would lash out, and the Analyzers would sink into depression, the Listener rides a cool wave. They back up and wait a minute, and then move quietly and confidently in the right direction. Emotion does not overwhelm the Listener, and anger doesn't enter his or her heart.

Because the Achiever is noted as the typical business executive, we sometimes overlook the Listener as a competent, steady worker—one who gets along with everyone and has administrative ability. During a tumultuous time in our nation, immediately following the Watergate scandal of President Nixon, the United States needed a peaceful man, a Listener, to take his place and calm a disturbed nation. That man was Gerald Ford.

Bob Pierpoint of CBS once said about Gerald Ford, "Jerry Ford is decent, friendly, and compassionate. He didn't really have a new or progressive thought in twenty-five years, but he's a genuinely good guy." Author Doris Goodwin called him "enjoyable, unassuming, relaxed, easygoing, well balanced, normal, decent, honest, regular." The All-American Mr. Clean.

It was Ford's middle-of-the-road, totally inoffensive nature that caused him to be effective at a moment in history when we didn't want a flashy, daring question mark, but a simple, solid man we could trust.

In any area of life, there is some conflict: parent/child; teacher/pupil; boss/employee; friend/friend. As the other temperaments strain and strike, the Listener tries to keep peace in the ranks. As people struggle in choppy waters, the Listener lifts their head and calms the seas. As others fight for their own way, the Listener sits back and gives objective opinions. Every home and business need at least one Listener to look at both sides and provide a calm, cool, and collected reply.

WORKING WITH A LISTENER

The Identimap Method maintains that the Peaceful Listener makes an incredible friend because their total assets add up to positive human relations. Due to their easygoing, relaxed, calm, cool, well/balanced, patient, consistent, peaceful, inoffensive, and pleasant temperament, everyone is attracted to them. Quite frankly, the Listener seldom has an enemy. The Listener will work hard to be a friend to everyone. If they know of someone who's been offended by something they have done, they will make it a priority to make it right with that individual. What more could anyone ask for in a friend?

Because the Listener has low-key strengths, they also have low-key challenges. Since the Listener is a very relaxed individual, they are often seen as lacking motivation or as being lazy; the extreme form of a Listener is a tendency to be lethargic and to be a procrastinator.

The problem of procrastination is prevalent with both the Analyzer and the Listener, but for different reasons. The Analyzer doesn't want to do the work until he or she has all of the right information in order to do the job correctly. The Listener, on the other hand, postpones the job simply because he or she doesn't want to do it at all.

Having this relaxed frame of mind, they also tend to have a difficult time establishing priorities and making decisions. They are prone to being the most democratic of all personalities. They want to hear all sides before making a decision. Due to their grit-iron determination to please everyone, they tend to stall for a decision. They don't want to hurt anyone's feelings and they'll do anything possible to avoid controversy.

Another danger of the Listener temperament is their willingness to do it all to please the leader. They will take on more than they can handle. They make a great team player as are willing to do whatever needs to be done for the leader and the cause. However, in the process they will overload themselves with too many tasks. For a person who tends to procrastinate and has a difficult time making decisions, as a leader you'll want to make sure the Listener doesn't do this.

Here's another way to view the four different Identimap Method personalities as they relate to the people who work on your team.

A COLLECTIVE LOOK AT THE IDENTIMAP METHOD AND THE FOUR TEMPERAMENTS

	Achiever	Encourager	Analyzer	Listener
<i>Likes to:</i>	Focus	Relates	Integrates	Operates
<i>Wants to know:</i>	Task at hand	The big picture	Its significance	The details
<i>Preferred roles:</i>	Take charge	Coordinate	Problem solving	Monitoring
<i>Concerned with:</i>	Practicality	Teamwork	Innovation	Documentation
<i>Manages by:</i>	Directing	Organizing	Planning	Controlling
<i>Leader style:</i>	Authoritative	Democratic	Self-directed	Systematic
<i>Wants to be:</i>	Productive	Flexible	Self-reliant	Accountable
<i>Values:</i>	Experience	Participation	Questioning	Compliance
<i>Follows:</i>	Strong leader	The group	Personal reason	Policy
<i>Works well:</i>	Within clear goals	Within broad goals	Within ideas	Within systems
<i>Focus is on:</i>	Outcomes	Involvement	Input	Procedures
<i>Wants to have:</i>	Authority	Influence	Time to assess	Boundaries
<i>Learns by:</i>	Doing	Observing	Listening	Repetition

