



THE 17 REFERENCE PROFILES

A simple guide to the behaviors
in your organization



The 17 Reference Profiles



Adapter



Altruist



Analyzer



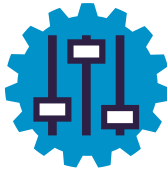
Artisan



Captain



Collaborator



Controller



Guardian



Individualist



Maverick



Operator



Persuader



Promoter



Scholar



Specialist



Strategist



Venturer

Contents

Drives and Needs	2
The Four Factors	3
Reference Profiles Explained	3
Analytical Profiles	4
Analyzer	5
Controller	6
Specialist	7
Strategist	8
Venturer	9
Social Profiles	10
Altruist.....	11
Captain.....	12
Collaborator.....	13
Maverick	14
Persuader	15
Promoter.....	16
Stabilizing Profiles	17
Adapter	18
Artisan.....	19
Guardian	20
Operator	21
Persistent Profiles	22
Individualist	23
Scholar	24
A Deeper Understanding of Behavioral Drives	25

Drives and Needs

When it comes to how we act at work, we all have traits. Traits are habits, thought patterns, and emotions. And a given trait produces a drive to have certain things. These drives create needs, and these needs motivate us to behave in a way that satisfies the associated need.

Consider what happens when you're hungry: you find something to eat. Your survival drive creates a hunger need, and thus the logical behavior of ordering a hoagie from your favorite sub shop.



The Four Factors

At the Predictive Index (PI), we've been conducting behavioral assessments for about 65 years. Since the very beginning, PI has quantified people's behavioral drives in the workplace in four areas that give us an enormous amount of insight about how someone will behave at work. We call these the Four Factors.

Here are the Four Factors and how we define them:

Dominance: The drive to exert one's influence on people or events

Extraversion: The drive for social interaction with other people

Patience: The drive for consistency and stability

Formality: The drive to conform to rules and structure

When someone takes a PI Behavioral Assessment, their results are based on these Four Factors.

Reference Profiles Explained

After a thorough analysis of millions of Behavioral Assessments, the PI Science Team identified 17 "Reference Profiles" that create a behavioral map for different types of people. You can think of these as easy-to-reference groupings of the characteristics of people who have similar drives.

Once you know someone's Reference Profile, you gain insight into what their defining workplace behaviors are, how to work with them more effectively and what kind of traps and pitfalls they have a tendency to fall into. Understanding your own Reference Profile—and your coworkers' Reference Profiles—can be a massive advantage to you in your career. After all, almost all business problems are people problems, and if you know how to effectively work with every kind of person, you have an enormous leg up at work.



Analytical Profiles

The Reference Profiles in the Analytical group are more dominant than extraverted and work at a faster pace. They are generally more task oriented as opposed to people oriented.



ANALYZER



CONTROLLER



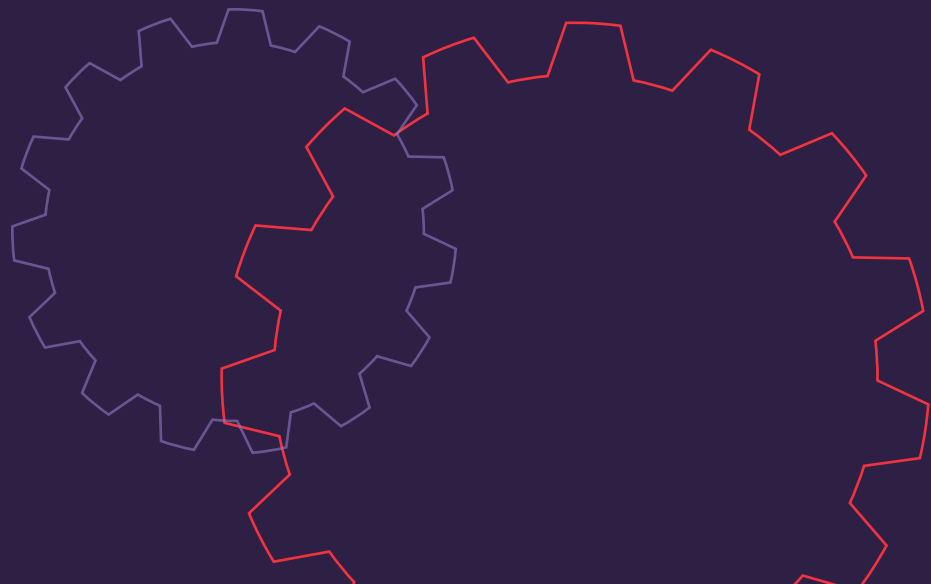
SPECIALIST



STRATEGIST



VENTURER





Analyzer

An Analyzer is intense, with high standards and a disciplined and reserved personality.

NEEDS:

Understanding of the big picture

Room for introspection

Opportunities to work at a fast pace

Freedom from risk of errors

BEHAVIORS:

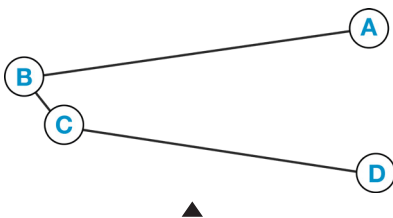
Assertive

Pensive

Intense

Thorough

Average Behavioral Pattern



Signature work styles:

Communication

- Reserved, takes time to think
- Direct, generalist

Delegation

- Selective in delegating both details and authority
- Close follow-up to ensure quality

Decision making

- Imaginative problem-solver
- Drive to make decisions but can "second-guess" them

Action & risk

- Drive to initiate action
- Risk-averse, wants all the answers before taking action

Strengths:

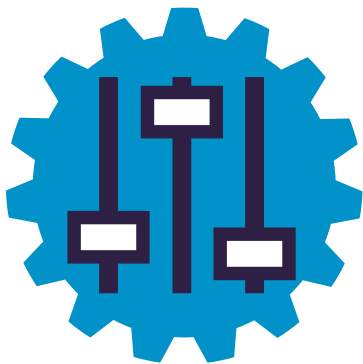
- Disciplined and strong on execution
- Innovative and self-motivated
- Data-driven and analytical

Common traps:

- Can be seen as a perfectionist with high standards
- May be skeptical if they don't have enough information
- Often hesitant to take action without having all the information up front

How to work well with them:

- Give them room; don't micromanage them. Analyzers like to express and implement their own ideas.
- Don't pressure Analyzers to make quick decisions. They feel more comfortable when the decision is within their area of expertise or if they can manage the risk involved.
- Bring challenges to Analyzers. They like opportunities to showcase both their expertise and their creative problem solving abilities.



Controller

A Controller is detail-oriented and conservative, with a preference for high quality and technical expertise.

NEEDS:

Autonomy in problem solving

Room for introspection

Opportunities to work at a fast pace

Understanding of rules and regulations

BEHAVIORS:

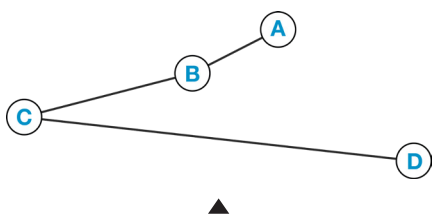
Autonomous

Matter-of-fact

Impatient

Precise

Average Behavioral Pattern



Signature work styles:

Communication

- Factual, straightforward
- Thinks before speaking

Delegation

- Very tight delegation
- Controls closely and critically

Decision making

- Makes decisions firmly and quickly if they can follow “the book”
- Ingenuity in problem-solving in areas within own specialty

Action & risk

- Avoids risk
- Conservative

Strengths:

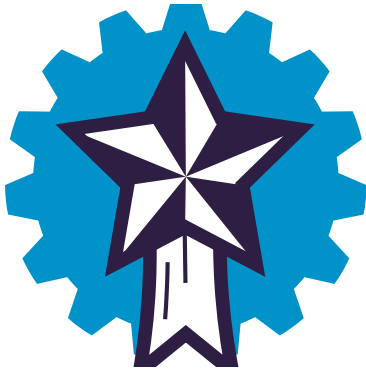
- Builds structure and has respect for the plan
- Anticipates problems
- Proactive and results-oriented

Common traps:

- Can have difficulty delegating authority
- Resistant to change if it feels too brusque
- Likely to feel uncomfortable in ambiguous situations

How to work well with them:

- Give them specifics; Controllers want to know what they’re talking about.
- Since Controllers like to do things by the book, provide them with a clear definition of responsibilities and authority.
- Stay on track and on time; Controllers like to run a tight ship.



NEEDS:

Encouragement

Opportunities to work with facts

Opportunities to work at a faster than average pace

Understanding of rules and regulations

BEHAVIORS:

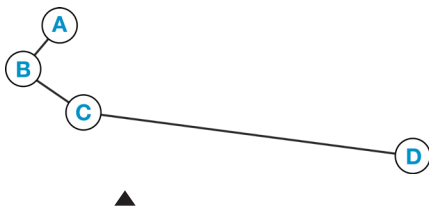
Accepting of company policies

Matter-of-fact

Fast-paced

Precise

Average Behavioral Pattern



Specialist

A Specialist is a highly precise worker, who remains skeptical while respecting authority.

Signature work styles:

Communication

- Reserved, introspective
- Thinks before speaking

Delegation

- Takes time to earn trust
- Will provide a lot of structure with delegation

Decision making

- Cautious
- Needs the details before making decisions

Action & risk

- Conservative and careful
- Highly responsive

Strengths:

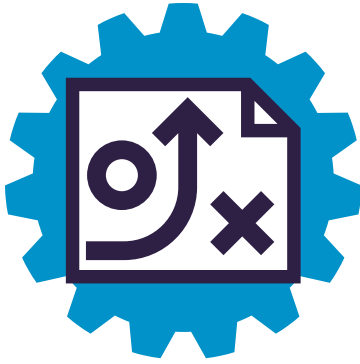
- Understanding and collaborative
- Thoughtful approach to communicating information
- Strong discipline and execution

Common traps:

- Can be exceedingly cautious when action is required
- Communication may be pointed and sparse
- May not be comfortable in ambiguous situations

How to work well with them:

- Give them time to develop their specialty; they're more confident once they're fully trained or have more experience.
- Provide clarity to Specialists, so that they can do things the right way without risk of making mistakes.
- Recognize their specialized skills to help them feel secure.



Strategist

A Strategist is results-oriented, innovative and analytical with a drive for change.

NEEDS:

Understanding of the big picture

Opportunities to work with facts

Variety and flexibility

Time to develop expertise

BEHAVIORS:

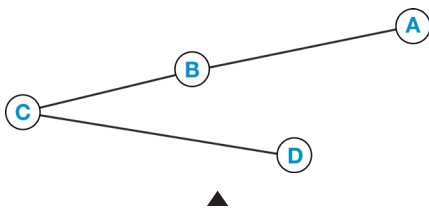
Independent

Reflective

Intense

Organized

Average Behavioral Pattern



Signature work styles:

Communication

- Reserved, introspective
- Authoritative

Delegation

- Delegates details more freely than authority, but tight with both
- Controlling with frequent check-ins

Decision making

- Results-oriented
- Decisive

Action & risk

- Innovative, self-motivated
- Calculated risk-taker

Strengths:

- Able to think big picture and anticipate problems
- Able to deal with pressure and multiple priorities
- Organized and thorough follow-up

Common traps:

- May appear tough-minded and directive
- May be intolerant of delays or stagnant environments
- May be seen as a perfectionist

How to work well with them:

- Keep things moving to satisfy Strategists' desire to get things done quickly.
- Follow directions; Strategists want things done correctly.
- Give Strategists time to develop their expertise; they want to be confident in the knowledge they've acquired.



Venturer

A Venturer is a self-starting, self-motivating, and goal-oriented risk-taker.

NEEDS:

Independence

Opportunities to reflect

Variety

Freedom from structure and rules

BEHAVIORS:

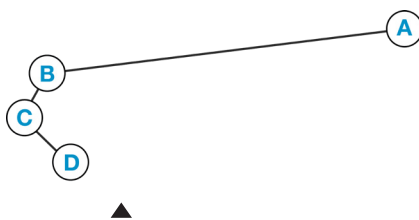
Assertive

Analytical

Driving

Non-conforming

Average Behavioral Pattern



Signature work styles:

Communication

- Direct, factual, outspoken, frank
- Authoritative

Delegation

- Hesitant to delegate major authority or responsibility
- Delegates details freely

Decision making

- Innovative problem-solver
- Values own judgments more than others

Action & risk

- Takes initiative
- Willing to take risks

Strengths:

- Drives change and challenges status quo
- Able to think big picture and anticipate problems
- Purposeful approach to most situations and people

Common traps:

- Can appear tough-minded and directive
- May be dissatisfied or uncomfortable working under close supervision
- Probably won't adhere to structure or direction

How to work well with them:

- Keep it high level; Venturers are more concerned about achieving goals than the details needed to get there.
- Don't micromanage, let them prove themselves.
- Don't slow Venturers down; they thrive on getting things done.

Social Profiles

The Reference Profiles in the Social group are highly extraverted compared to other behavioral drives. In the workplace, people in this group tend to focus on relationships.



ALTRUIST



CAPTAIN



COLLABORATOR



MAVERICK



PERSUADER



PROMOTER



Altruist

An Altruist is congenial and cooperative with an efficient, precise work ethic.

NEEDS:

Harmony

Opportunities to interact and collaborate

Opportunities to handle multiple priorities

Clarity of expectations

BEHAVIORS:

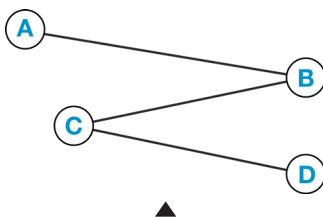
Cooperative

Sociable

Fast-paced

Organized

Average Behavioral Pattern



Signature work styles:

Communication

- Extraverted, enthusiastic
- Persuasive talker

Delegation

- Close follow-up after delegating details

Decision making

- Brings others into the decision-making process
- Makes decisions carefully and cautiously

Action & risk

- Cautious, avoids risk
- Responds well to pressure

Strengths:

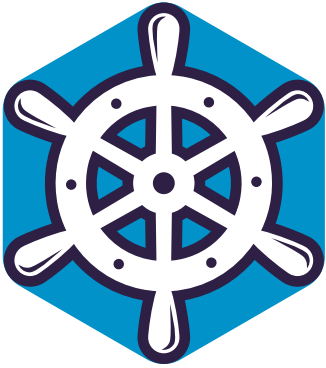
- Builds team cohesion and collaboration
- Organized and thorough follow up
- Multitasker, able to juggle priorities

Common traps:

- May be seen as too cautious and not strategic enough
- May be too optimistic or overly trusting
- May become frustrated in stagnant environments

How to work well with them:

- Give them guidelines; Altruists like clear, specific definitions of the job, responsibilities and relationships.
- Mix it up; Altruists like variety in their work.
- Let them help and collaborate; they like being part of a team.



Captain

A Captain is a problem solver who likes change and innovation while controlling the big picture.

NEEDS:

Independence

Connection with others

Variety and change

Flexibility

BEHAVIORS:

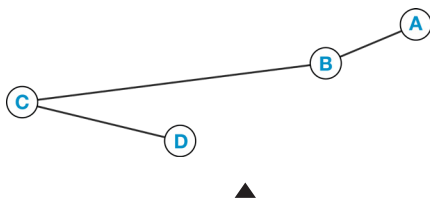
Competitive

Enthusiastic

Driving

Non-conforming

Average Behavioral Pattern



Signature work styles:

Communication

- Authoritative, telling
- Articulate communicator

Delegation

- Delegates authority and details somewhat freely

Decision making

- Innovative problem-solver
- Push to decide things quickly

Action & risk

- Risk-taker, responds positively to pressure
- Self-starter

Strengths:

- Seeks to lead and have an impact
- People-oriented, sociable
- Able to deal with time pressure and change

Common traps:

- Can seem authoritative
- May appear to be brusque
- Struggles to adhere to structure or direction

How to work well with them:

- Give them room; Captains want flexibility in their activities.
- Let Captains grow; they want opportunities to learn, advance or demonstrate responsibility.
- Challenge them; they like tackling tough problems.



Collaborator

A Collaborator is a friendly, understanding, willing and patient team player.

NEEDS:

Freedom from individual competition

Opportunities to work with others

Supportive work team

Freedom of expression

BEHAVIORS:

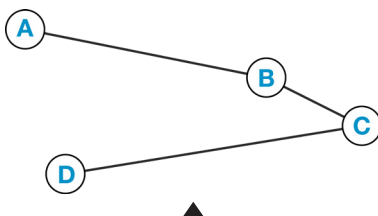
Cooperative

Empathetic

Patient

Casual

Average Behavioral Pattern



Signature work styles:

Communication

- Open, approachable, persuasive
- Understanding listener

Delegation

- Delegates authority and details freely

Decision making

- Brings people into the decision

Action & risk

- Dislikes risk
- Responsive more than proactive

Strengths:

- Understanding and collaborative
- People-oriented, sociable
- Patience with routines

Common traps:

- Can have difficulty making unpopular decisions
- May not have great follow through with details
- Sometimes appear to others as being too casual

How to work well with them:

- Let them collaborate; Collaborators like to communicate with and involve others.
- Show them the love; they want consistent, dependable management and support.
- Keep it friendly; Collaborators don't like competitive pressure.



NEEDS:

To be challenged

Opportunities to influence

Variety

Freedom from rules and controls

BEHAVIORS:

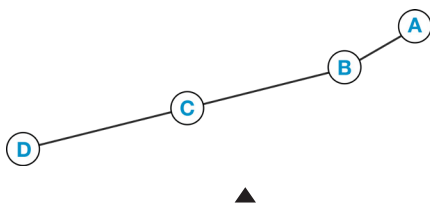
Venturesome

Enthusiastic

Driving

Tolerant of uncertainty

Average Behavioral Pattern



Maverick

A Maverick is an innovative, “outside the box” thinker, who is undaunted by failure.

Signature work styles:

Communication

- Forceful, direct
- Animated, telling

Delegation

- Freely delegates with loose follow-up

Decision making

- Innovator
- Confident decision-maker

Action & risk

- Thinks risk is necessary, “the end justifies the means”
- Quick to act

Strengths:

- Responds positively to challenges and pressure
- Visionary that includes people in the planning
- Goal-oriented

Common traps:

- May appear tough-minded
- Can be intolerant of and frustrated by delays
- May not adhere to structure or direction
- Needs to be reminded to listen to others’ perspectives

How to work well with them:

- Hand them the reins; Mavericks want to take action on their own ideas and initiatives.
- Give them freedom; Mavericks like independence and flexibility.
- Remind them of the details; they’re goal-oriented but may overlook the details.



Persuader

A Persuader is a risk-taking, socially poised and motivating team builder.

NEEDS:

Independence

Opportunities to interact with others

Variety and change

Freedom from rigid structure

BEHAVIORS:

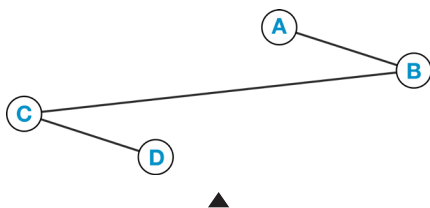
Self-confident

Persuasive, stimulating

Fast-paced

Informal

Average Behavioral Pattern



Signature work styles:

Communication

- Empathetic, persuasive selling style
- Gregarious and extraverted

Delegation

- Delegates authority and details

Decision making

- Confident decision-maker
- Works through people to solve problems

Action & risk

- Venturesome risk-taker
- Strong initiative

Strengths:

- Drives change and challenges status quo
- Motivating, stimulating communicator
- Proactive and results-oriented

Common traps:

- May appear talkative or superficial
- May provide limited follow up or attention to detail
- May appear too casual or uninhibited

How to work well with them:

- Interact with Persuaders; they like to work with and develop people.
- Give them variety; Persuaders want freedom from routine.
- Give them independence; they are ambitious and have strong initiative.



Promoter

A Promoter is a casual, uninhibited, and persuasive extravert with a tendency for informality.

NEEDS:

Harmony

Social acceptance

Supportive work team

Freedom from rigid structure of expectations

BEHAVIORS:

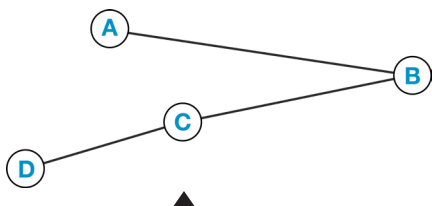
Collaborative

Outgoing

Patient

Flexible

Average Behavioral Pattern



Signature work styles:

Communication

- Fluent, persuasive talker
- Sympathetic, good listener

Delegation

- Delegates authority and details freely with little follow-up

Decision making

- Often thinks “outside the box”

Action & risk

- Negative response to pressure

Strengths:

- Motivating, stimulating communicator
- Flexible approach to most situations and people
- Doesn't take no for an answer

Common traps:

- Can be overly talkative and superficial
- May be excessively casual or uninhibited
- Sometimes prioritizes being liked or being center of attention over results

How to work well with them:

- Let them be social; Promoters like a high level of social/group activities.
- Give Promoters freedom; they prefer work that is unstructured and delegating the details.
- Let them sell; Promoters like to be recognized for persuading and motivating people.



Stabilizing Profiles

The Reference Profiles in the Stabilizing group have a low amount of Dominance and Extraversion, with high Patience and Formality. People with profiles in the Stabilizing group are generally steady, detailed, and work well with structure and processes.



ADAPTER



ARTISAN



GUARDIAN



OPERATOR





Adapter

An Adapter is a bridge-builder, comfortable with changing situations.

NEEDS:

NEEDS VARY

BEHAVIORS:

BEHAVIORS ARE FLEXIBLE

Average Behavioral Pattern



Special note on Adapters:

Adapters have a similar amount of each the Behavioral Drives. There is no predominant drive that really fuels his or her needs and behaviors.

Adapters can be hard to read at times because there is not a strong drive that defines his or her behavior. This situational flexibility is the beauty of the pattern as well. Adapters are generally versatile and adaptable, flexing to meet the needs of the situation. Adapters can easily work with a variety of people and are often seen as a bridge-builders or glue in a team setting. Adapters view all sides of a situation, easily putting him or herself in someone else's shoes.

Strengths:

- Versatile, flexible
- Empathetic
- Bridge-builder

Common traps:

- May be hard to "read"
- Will benefit from communicating their thinking to mitigate uncertainty or perceived surprises in their action

How to work well with them:

- Talk to them to learn about them; have a conversation with them to find out about their motivations and preferences.
- Due to their inherent flexibility, Adapters have no hard and fast behavioral preferences or motivating needs.



Artisan

An Artisan is accommodating and analytical, while producing highly precise and accurate work.

NEEDS:

Understanding

Room for introspection

Stable work environment

Specific knowledge of the job

BEHAVIORS:

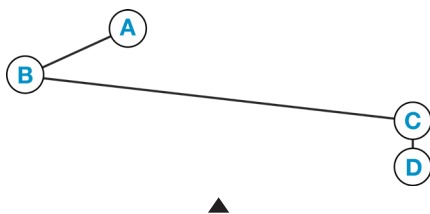
Accommodating

Analytical

Deliberate

Precise

Average Behavioral Pattern



Signature work styles:

Communication

- Reserved, quiet
- Listens thoroughly

Delegation

- Will delegate, but with careful follow up

Decision making

- Seeks direction
- Can demonstrate ingenuity when solving problems

Action & risk

- Cautious
- Careful, responsive

Strengths:

- Anticipates problems
- Thoughtful approach to communicating information
- Builds structure and has respect for the plan

Common traps:

- Sometimes overly sensitive to criticism
- May have difficulty under time pressure
- Can be uncomfortable in ambiguous situations

How to work well with them:

- If you have feedback, make it positive and constructive.
- Recognize them; Artisan enjoy being recognized for their technical work.
- Provide Artisan the details; they like to think about the technical aspects of the work.



Guardian

A Guardian is unselfish and approachable with a preference for detailed, skill-based work.

NEEDS:

Reassurance

Time to trust others

Freedom from changing priorities

Freedom from risk of error

BEHAVIORS:

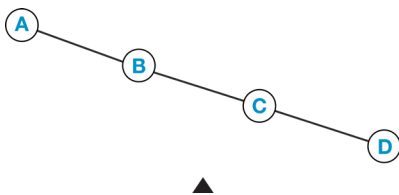
Helpful

Pensive

Steady

Diligent

Average Behavioral Pattern



Signature work styles:

Communication

- Reserved, formal
- Detailed communication style

Delegation

- Tight with delegation
- Likes to hold onto his/her work

Decision making

- Looks for consensus
- Follows "the book"

Action & risk

- Conservative, cautious
- Avoids risk

Strengths:

- Thoughtful approach when communicating
- Close attention to detail
- Strong discipline and execution

Common traps:

- May be sensitive to criticism
- May avoid conflict
- May struggle in ambiguous situations

How to work well with them:

- Train them; Guardians do best with thorough, step-by-step training 'by the book'.
- Be supportive of Guardians; they don't like conflict.
- Keep it steady, because Guardians like a stable work environment.



Operator

An Operator is a patient, conscientious, relaxed and cooperative team worker.

NEEDS:

Reassurance

Opportunities to work with facts

Freedom from changing priorities

Understanding of rules and structure

BEHAVIORS:

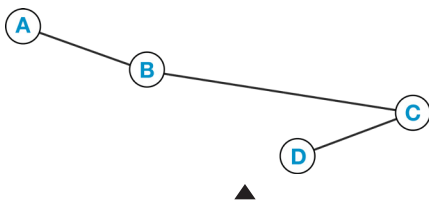
Cooperative

Pragmatic

Stable

Thorough

Average Behavioral Pattern



Signature work styles:

Communication

- Informal, relaxed
- More comfortable with someone familiar

Delegation

- Delegates authority and details easily

Decision making

- Likes consensus

Action & risk

- Responsive
- Careful, cautious

Strengths:

- Accepting of others decisions
- Reflective and introspective
- Focuses on how to get things done right

Common traps:

- May be seen as too cautious and not strategic enough
- May appear overly task-focused
- May struggle in ambiguous situations

How to work well with them:

- Reassure them; Operators want a sense of security.
- Don't pressure Operators; they prefer freedom from urgent time pressures.
- Give Operators time so they can take their preferred methodical approach.

Persistent Profiles

The Reference Profiles in the Persistent group are more dominant than extraverted, with a high amount of patience. In the workplace, people with profiles in the Persistent group are generally task-oriented and deliberate, and thrive when they have control over their own work.



INDIVIDUALIST



SCHOLAR



Individualist

An Individualist is highly independent and persistent, while remaining results-oriented.

NEEDS:

Independence

Opportunities to work with facts

Freedom from changing priorities

Flexibility

BEHAVIORS:

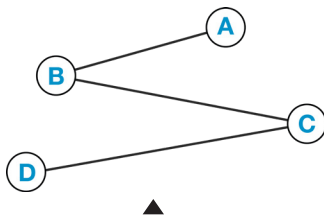
Self-confident

Analytical

Methodical

Non-conforming

Average Behavioral Pattern



Signature work styles:

Communication

- Directive, telling
- Factual, with strong conviction

Delegation

- Delegates details

Decision making

- Creative problem-solver
- Decisive

Action & risk

- Able to take risk
- Will act on new or unconventional ideas

Strengths:

- Drives change and challenges status quo
- Creative problem solver
- Adept at changing organizational needs

Common traps:

- May appear as stubborn or opinionated
- Can be tough-minded and authoritative
- May recoil at too much structure and direction

How to work well with them:

- Give Individualists space; they want to develop and act on their own ideas.
- Challenge them, because Individualists enjoy digging into problems and overcoming challenges.
- Give Individualists opportunity; they want management that is receptive to new ideas, change and risk.



Scholar

A Scholar is accurate, reserved, imaginative and seeks a high level of technical expertise.

NEEDS:

Independence

Opportunities to reflect

Stable work environment

Freedom from risk of error

BEHAVIORS:

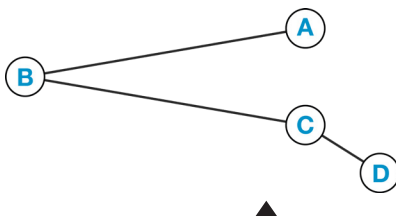
Autonomous

Introspective

Deliberate

Reserved

Average Behavioral Pattern



Signature work styles:

Communication

- Quiet, reserved
- Authoritative, telling

Delegation

- Finds it difficult to delegate

Decision making

- Analytical, imaginative
- Cautious, do things "by the book"

Action & risk

- Acts deliberately and methodically
- Protects against risk

Strengths:

- Data-driven, analytical
- Strong discipline and execution
- Organized and thorough follow-up

Common traps:

- May be cautious about acting on new or controversial ideas
- Can be anxious to avoid disagreements
- Often uncomfortable in new environments or social situations

How to work well with them:

- Give Scholars time; they want to be able to do thorough analysis.
- Scholars want to develop their expertise, so let them grow.
- They want to be responsible for their own work, so don't micromanage.


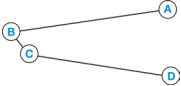

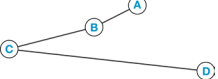













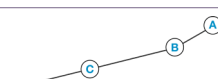

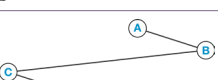








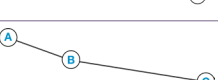




A Deeper Understanding of Behavioral Drives

PI Reference Profiles are a fantastic framework for understanding people in a broad brush way and providing a type of shorthand for describing general personality configurations. People are complex, of course, and each person is unique. That's why Reference Profiles are just the beginning when it comes to decoding what makes us who we are.

The signature output of the PI Behavioral Assessment is a pattern that provides a more nuanced way to interpret an individual's behavioral drives and needs. When an assessment taker completes the PI Behavioral Assessment, we plot their results in a way that creates a pattern. These patterns reveal which of the assessment's Four Factors are strongest, and that gives us an amazing amount of information about what it will be like to work with that person.

In fact, once you're versed in reading these patterns, you'll gain insights into people that the resume doesn't convey and that even multiple rounds of interviews won't reveal.

The 17 Reference Profiles

	Analyzer Intense, high standards with a disciplined and reserved personality	
	Controller High quality, detail-oriented, and conservative with a preference for technical expertise	
	Specialist Highly precise worker, skeptical while respecting authority	
	Strategist Results-oriented, innovative and analytical with a drive for change	
	Venturer Self-starter, self-motivator, risk-taker with strong goal-orientation.	
	Altruist Congenial and cooperative with an efficient, precise work ethic	
	Captain Problem solver who likes change and innovation while controlling the big picture	
	Collaborator A friendly, understanding, willing and patient team player	
	Maverick Innovative, "outside the box" thinker, undaunted by failure	
	Persuader Socially poised, risk-taker. A motivating team builder.	
	Promoter Casual, uninhibited; a persuasive extravert with a tendency for informality	
	Adapter Bridge-builder, able to adapt to situations easily	
	Artisan Accommodating, analytical, producing highly precise and accurate work	
	Guardian Unselfish and approachable with a preference for detailed, skill-based work	
	Operator Patient, conscientious and relaxed; a cooperative team worker	
	Individualist Highly independent and persistent, while remaining results-oriented	
	Scholar Accurate, reserved, imaginative and seeks a high level of technical expertise	



Better work, better world.



Revolutionizing the working world from
our office in Boston to yours.