

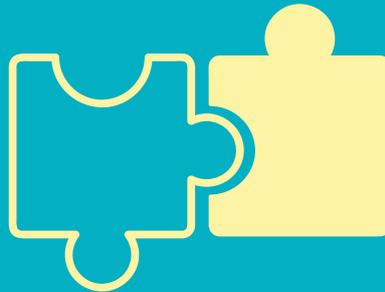


THE SPIRIT

Independent, Choice-orientated, Decisive

VALUES

- Working autonomously
- Making own decisions
- Having a choice
- Freedom & independence
- Awareness of the bigger picture
- Clear & specific objectives



STRATEGIES

- Share company vision & goals
- Delegate responsibility
- Empowerment
- Avoid micro-management
- Reward with freedom & autonomy
- Set clear & specific goals

DESCRIPTOR



A Spirit's need is for freedom or autonomy. This means they seek to be independent and are able to make key decisions for themselves. Restrictions and procedures irritate them. Take away the ability to make their own decisions - to choose - for any length of time, and they are stressed. Therefore, it's essential that autonomy be written very large in their modus operandi. Micromanagement seriously de-motivates them; having authority to proceed how they think best highly motivates them. They hate bureaucracy and boxes, and usually work best on their own. Elevated position is not as important as selfdirection – they are often entrepreneurial, and 'break out'.

WHERE IT IS THE HIGHEST MOTIVATOR

Where Spirit is the highest score, they are likely to be a difficult subordinate and if they are one, will push to the limit. They are their own master and have the emotional strength to stand alone.



WHERE IT IS THE LOWEST MOTIVATOR



Where Spirit is the lowest score, they probably don't worry about making their own choices – they will think solidarity is more important than maverick tendencies and wishes. They will be ultra-critical of people who 'let the team down' – especially if they are a Friend. They should try to limit these feelings. Remember that even fighting armies need outriders, scouts, spies and individuals who function at the fringe, but who are vital to the overall success of the campaign. They should consider how does having independently minded people in our team help the decision-making process.