



5 VOICES

QUICK START GUIDE



GIANT



NURTURER SNAPSHOT

STRENGTHS

- They intuitively feel how an organization will react to a new idea.
- They defend values - people will always come before profit.
- They function as the relational oil inside teams and organizations.
- They are pragmatic realists who ask, "Has this really been thought through?"
- They take genuine delight in celebrating the achievements of others.
- They are natural team players.

POTENTIAL NEGATIVE IMPACT

- They can become overly resistant to change & demonstrate passive aggressive tendencies.
- They rarely value the contribution they make.

CHAMPION OF...

- Champion of People, Relational Harmony, and Values



Nurturer

VOICE VOLUME



POPULATION

43%



CHAMPION OF

People, relational harmony, and values



WATCH OUT FOR

Nurturers have a fear of conflict and often won't speak out, beware of silence



HOW TO EMPOWER THEM

Let them speak first, affirm their competence and the genuine value of their contribution



CREATIVE SNAPSHOT

STRENGTHS

- They are the Conceptual Architects and love to think outside the box.
- They function as an “early warning radar system” for teams, often seeing the opportunities and dangers long before everyone else.
- They are never satisfied with the status quo — they inherently believe things can always be better.
- If the vision is compelling the word “can’t” is not in their vocabulary.
- They exhibit a strong social conscience and desire for personal and organizational integrity.

POTENTIAL NEGATIVE IMPACT

- They often struggle with the fact that, “people never seem to fully understand my ideas”
- Being internal perfectionists they can often fail to celebrate the 90% that has been achieved, focusing instead on the 10% that hasn’t!

CHAMPION OF...

- Champion of Future Ideas, Innovation, and Organizational Integrity



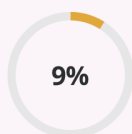
Creative

VOICE VOLUME



POPULATION

9%



CHAMPION OF

Future ideas, innovation, and organizational integrity



WATCH OUT FOR

Creatives can struggle to communicate effectively and have idealist perfectionist tendencies



HOW TO EMPOWER THEM

Don't judge them on what they say first, help them communicate their ideas. Let them know it's ok to be wrong sometimes



GUARDIAN SNAPSHOT

STRENGTHS

- They have a relentless commitment to ask the difficult questions.
- They will always seek to honor the past as teams look towards the future.
- They accept as personal the commitment to deliver projects on time and on budget.
- They have the ability to detach decision-making from personal sentiments.
- They are naturally risk averse asking, "Is it worth the risk and investment?"
- They respect and value logic, order, systems and repeatable processes.

POTENTIAL NEGATIVE IMPACT

- Their desire for truth & right decisions can sometimes override the feelings of others.
- Inability to compromise when they have a strongly held opinion.

CHAMPION OF...

- Champion of Due Diligence, Resources, and Efficient Systems and Processes



Guardian

VOICE VOLUME



POPULATION

30%



CHAMPION OF

Due diligence, resources, and efficient systems and processes



WATCH OUT FOR

Guardians are risk averse, can be negative and bring excessive critique



HOW TO EMPOWER THEM

Welcome their challenging critique and commitment to due diligence



CONNECTOR SNAPSHOT

STRENGTHS

- They are persuasive and inspirational communicators — rallying people to causes and things they believe in.
- They are incredibly resourceful — “Whatever we need, I can get it or I have a source.”
- They have the capacity to maintain a large number of relationships.
- They know how to connect with people & their aspirations.
- They need appreciation and credit for making key connections — “Are you aware of what I’ve done?”

POTENTIAL NEGATIVE IMPACT

- Their people pleasing tendencies means they often struggle to bring effective challenge.
- They often struggle to hear or engage fully with critical feedback.

CHAMPION OF...

- Champion of Relational Networks, Internal Collaboration, and Effective Communication



Connector

VOICE VOLUME



POPULATION

11%



CHAMPION OF

Relational networks, internal collaboration, and effective communication



WATCH OUT FOR

Connectors always interpret challenge of their ideas as personal



HOW TO EMPOWER THEM

Give them time to share their ideas and passions, appreciate before you critique



PIONEER SNAPSHOT

STRENGTHS

- They approach life with an “anything is possible!” attitude.
- Visioning and shaping a scalable future is always the highest priority.
- Their strategic military thinking makes them incredibly effective at aligning people, systems and resources.
- Winning is a massive driver, they hate to give up and will drive their team long after others would have given up.
- They are powerful communicators, using logic and rationality to provide an attractive and compelling vision of the future.

POTENTIAL NEGATIVE IMPACT

- The immature Pioneer can often appear very arrogant with a “me focused” agenda.
- They quickly dismiss the contributions of those they don’t believe to be competent or experienced.

CHAMPION OF...

- Champion of Strategic Vision, Results, and Problem-Solving



Pioneer

VOICE VOLUME



POPULATION

7%



CHAMPION OF

Strategic vision, results-focused, and problem-solving



WATCH OUT FOR

Pioneers lack sensitivity, can be unwilling to listen, and perceived as arrogant



HOW TO EMPOWER THEM

Don't worry - they empower themselves. Just affirm their competence