

## Dimension Key Points

DIMENSION	CHARACTERISTICS	
	STRENGTHS	POTENTIAL WEAKNESSES IF STRENGTHS ARE OVERDONE
<b>Innovating</b>	<p>Imaginative, innovative thinker. Generates ideas and concepts. Visualises outcomes. Creates original solutions. Unorthodox, fertile-minded and radical.</p>	<p>Low attention to detail. Has difficulty explaining own ideas. Absent minded and forgetful. Dislikes criticism and following rules. Can be wayward and independent.</p>
<b>Initiating</b>	<p>Outgoing, animated and entertaining. Articulate and persuasive. Establishes rapport easily. High-spirited, jovial and light-hearted. Good at achieving 'win-win' negotiations.</p>	<p>Over optimistic and unrealistic. Fails to follow through or deliver. Easily bored and distracted. Need to be entertaining and popular. Makes impetuous, intuitive decisions.</p>
<b>Supporting</b>	<p>Kind hearted, harmonious and caring. Supportive of others. Handles repetitive or routine work well. Good natured and accommodating. Considerate, kindly and compassionate.</p>	<p>Dislikes conflict and aggressive people. Unassertive and over sensitive. Uncomfortable making tough decisions. Dislikes pressure or fast pace. Uncomfortable with change.</p>
<b>Co-ordinating</b>	<p>Makes good use of other people's skills. Encourages opinions and participation. Broad minded and collaborative. Remains calm when under pressure. Consultative and open-minded.</p>	<p>Lacks drive and independence of mind. Relies heavily on gaining agreement. Laid-back and casual. Can appear detached and laid back. Too tolerant of inappropriate behaviour.</p>
<b>Focusing</b>	<p>Blunt, outspoken, forceful and dominant. Authoritative, assertive and challenging. Copes well with adverse conditions. Driven to win and achieve status. High pressure negotiating skills.</p>	<p>Irritable and easily frustrated. Provocative and argumentative. Poor listener when under pressure. Suspicious of the motives of others. Quick to anger and volatile.</p>
<b>Delivering</b>	<p>Self-reliant and venturesome. Independent and self-motivated. Practical, determined and autocratic. Works well when under pressure. Likes structure and organisation.</p>	<p>Can be over-competitive for status. Inflexible and single-minded. Uncomfortable with sudden change. Frustrated by others' low commitment. Insensitive to others' emotional needs.</p>
<b>Finishing</b>	<p>Strong attention to detail and accuracy. Conscientious, painstaking and orderly. Good at communicating complex data. Focuses on accuracy and high standards. Follows tasks through to completion.</p>	<p>Insular, pedantic and slow moving. Dislikes delegating to others. Uneasy making contact with strangers. Intolerant of errors or disorganisation. Prone to worrying unduly or anxiety.</p>
<b>Evaluating</b>	<p>Questions the validity of data. Checks the pros and cons of all options. Does not accept things at face value. Makes astute decisions based on facts. Fair-minded and unemotional.</p>	<p>May be seen as sceptical and cynical. Can be uninspiring and negative. Appears indifferent to others' feelings. Slow and cautious when deciding. Unreceptive to new, untried ideas.</p>