



# THE 17 REFERENCE PROFILES

A simple guide to the behaviors  
in your organization



# The 17 Reference Profiles



Adapter



Altruist



Analyzer



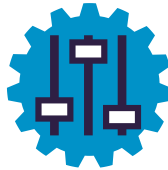
Artisan



Captain



Collaborator



Controller



Guardian



Individualist



Maverick



Operator



Persuader



Promoter



Scholar



Specialist



Strategist



Venturer

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# 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



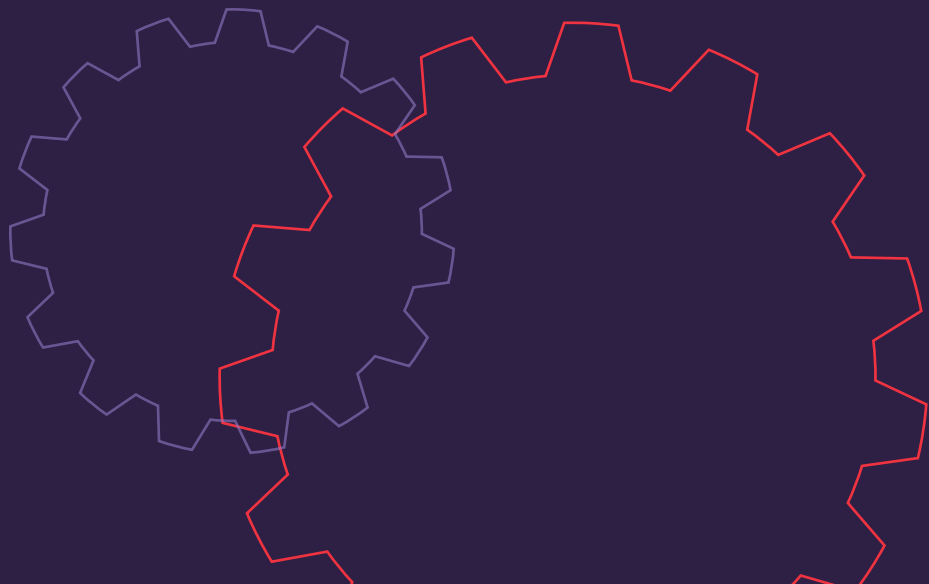
SPECIALIST



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:

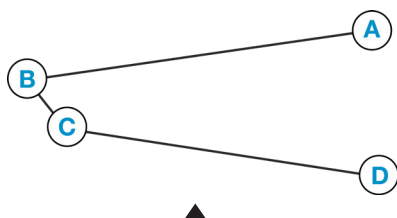
Assertive

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:

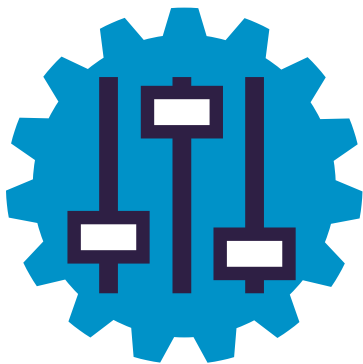
- Disciplined and strong on execution
- Innovative and self-motivated
- Data-driven and analytical

## 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:

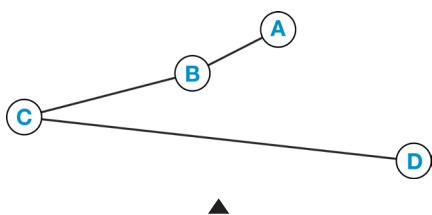
Autonomous

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

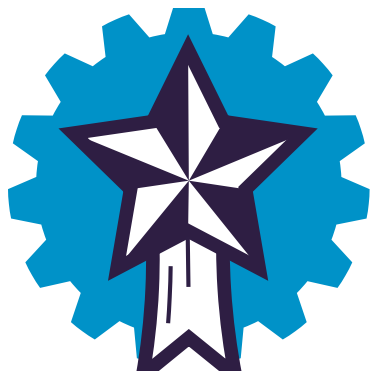
## Common traps:

- 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.





# Specialist

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

## 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



## 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:

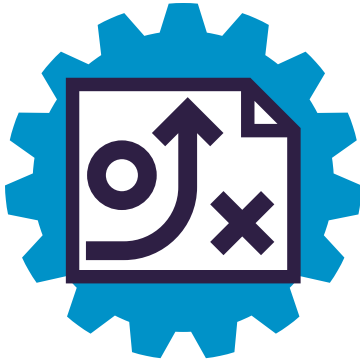
- Understanding and collaborative
- Thoughtful approach to communicating information
- Strong discipline and execution

## 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:

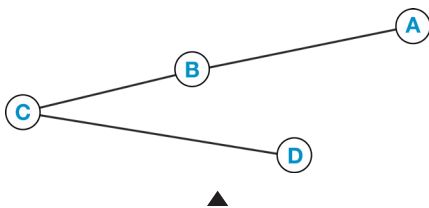
Independent

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:

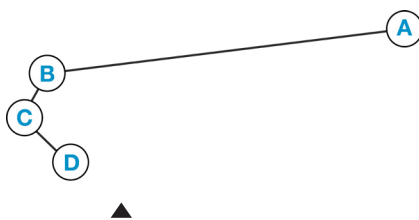
Assertive

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:

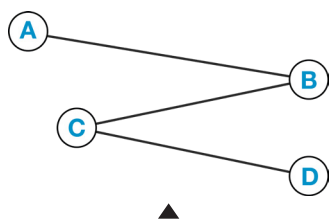
Cooperative

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:

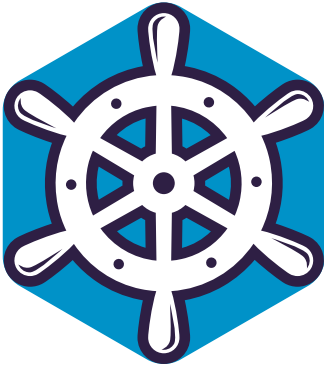
- Builds team cohesion and collaboration
- Organized and thorough follow up
- Multitasker, able to juggle priorities

## 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

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Connection with others

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Variety and change

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Flexibility

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## BEHAVIORS:

Competitive

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Enthusiastic

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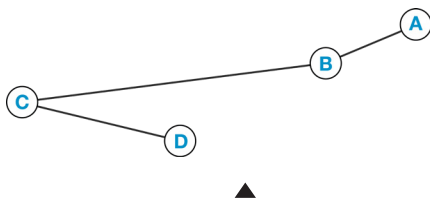
Driving

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Non-conforming

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## 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:

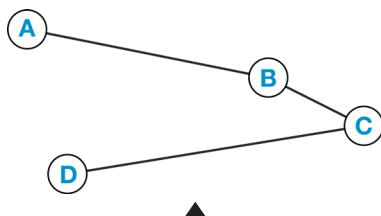
Cooperative

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

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Opportunities to influence

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Variety

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Freedom from rules and controls

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## BEHAVIORS:

Venturesome

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Enthusiastic

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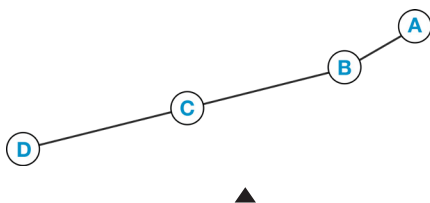
Driving

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Tolerant of uncertainty

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## 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:

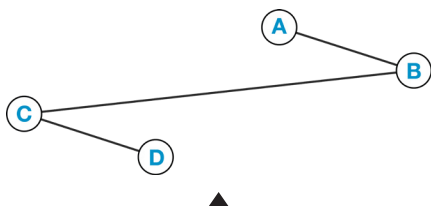
Self-confident

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

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Social acceptance

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Supportive work team

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Freedom from rigid structure of expectations

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## BEHAVIORS:

Collaborative

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Outgoing

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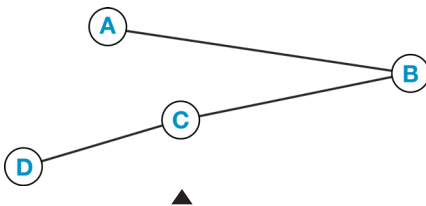
Patient

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Flexible

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## 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

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## BEHAVIORS:

BEHAVIORS ARE FLEXIBLE

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### 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:

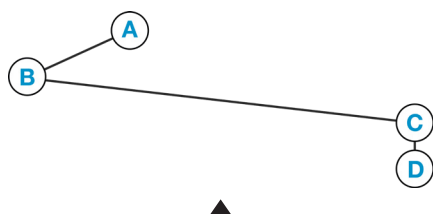
Accommodating

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

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Time to trust others

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Freedom from changing priorities

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Freedom from risk of error

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## BEHAVIORS:

Helpful

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Pensive

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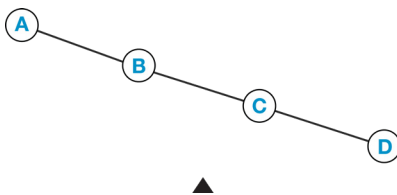
Steady

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Diligent

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## 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:

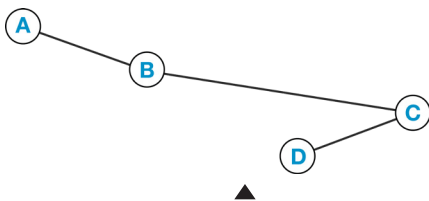
Cooperative

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:

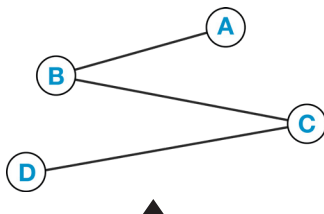
Self-confident

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

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Opportunities to reflect

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Stable work environment

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Freedom from risk of error

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## BEHAVIORS:

Autonomous

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Introspective

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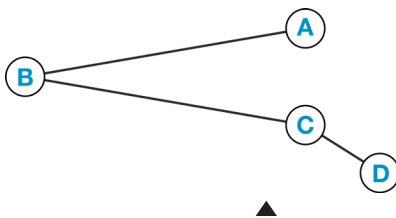
Deliberate

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Reserved

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## 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.


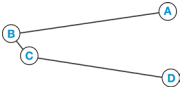

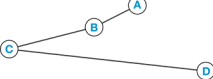













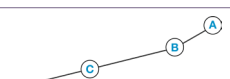

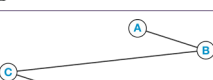





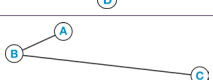



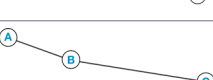

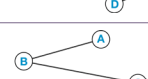


# A Deeper Understanding of Behavioral Drives

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

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





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our office in Boston to yours.