

Type 8 | Entrepreneurial Finisher

The entrepreneurial finisher, also called the Challenger, is direct, assertive, and alert. They are not afraid of confrontations. They are courageous and willing to make decisions quickly and they like to take initiative. Type 8's are biased towards making things happen. They love the truth and have a strong sense of justice. They have a lot of energy and make a motivated and confident impression. Their natural tendency is to take the lead.

Change-Maker Focus	Challenger, prompting course corrections and moving things forward
InnovationCircle™ Stage	Orientated towards Staying on Track
Inner qualities	truth, immediacy, self-confidence, persevering
Communication Style	powerful, revealing, candid
Makes Decisions	By asserting themselves and calling for action
Leadership focus	authority, challenging, straightforward and championing
Inner Motivation	control and action
Learning Suggestions	respectful listening, ask for feedback, allow yourself to trust others, express vulnerability
When under stress – watch out for	Provoking others, arrogance, showing impatience and pushing, insensitivity, dominating

Type 9 | Stabilizing Team Networker

The stabilizing team networker, also called the Peacemaker, sees the different points of views, and can find acceptable solutions. Type 9's listen well and want to facilitate agreement. When there is common ground, they become decisive and vigorously productive. They create a neutral and safe atmosphere where everyone feels included. They often can communicate what is happening in a group and identify areas of tension and disagreement quickly.

Change-Maker Focus	Stabiliser, creating the conditions for change to follow a natural follow order
InnovationCircle™ Stage	Orientated towards Awareness
Inner qualities	Kindness, caution, including others, calm, decisiveness
Communication Style	reassuring, binding, approachable, listening, accommodating
Makes Decisions	by taking in multiple viewpoints
Leadership focus	clear agreement and cohesion within the group/relationship
Inner Motivation	harmony and balance
Learning Suggestions	Learning to check-in with themselves first, “what do I think”, say no, set priorities, self-expression,
When under stress – watch out for	Avoiding conflict, indecisive, stubborn, friendly absence, postponing

Type 1 | Precise Improver

The precise improver, also called the Reformer, has a keen eye for what could be done better. They have strong personal beliefs, values, and a sense of what is good and bad. The Type 1 is critical and are quick to find mistakes. They can be judgmental for others and harsh in judging themselves also. They want to be right, objective, and ethical. They have a sense of personal integrity, fairness in opinions, and have a great sense of responsibility.

Change-Maker Focus	Gardener, keeping things aligned to purpose and addressing what can be improved
InnovationCircle™ Stage	Orientated towards Positioning
Inner qualities	idealism, reliability, orderliness, self-discipline
Communication Style	serious, precise, methodical, efficient
Makes Decisions	considered, based on own judgement and obligations
Leadership focus	Making things functional, principled in how to do things correctly
Inner Motivation	to do things well and to improve
Learning Suggestions	Relaxing perspective, flexibility, more empathic listening, free space for creativity
When under stress – watch out for	Rigid very detailed perfectionism, strict convictions, highly critical and fault-finding

Type 2 | Supporting Goal Finder

The supporting goal finder, also called the Helper, wants personal contact, and wants to be supportive for others. They draw a sense of identity from helping and being of service. They like to be recognized for their support to others and do get involved in everything. Interpersonal relating emotionally energizes them. Type 2's can bring forth the best in others. Impersonal contact and working for themselves generally does not appeal to them.

Change-Maker Focus	Challenger – uncovering what is needed and going out of their way to support others
InnovationCircle™ Stage	Orientated towards Positioning
Inner qualities	Helpfulness, relationship sensitivity, enthusiasm, tact, compassion
Communication Style	friendly, consultative, personal, warm
Makes Decisions	sensitivity towards how people are impacted
Leadership focus	how others can benefit from the collaboration, to facilitate mutual benefit
Inner Motivation	to be considered as thoughtful, caring, and loving
Learning Suggestions	objectively and immediately say no, put rejection in perspective, allow others to help you
When under stress – watch out for	Not taking enough care of self, favouring certain people, favourites and manipulation, overstepping boundaries

Type 3 | Opportunity Shaper

The Opportunity Shaper, also called the Achiever, wants to be successful through their striking performance. Making a good impression is important to them. Effectiveness and saving time is a priority. They are focused on a task or purpose in order to reach the goal. Type 3's are well organized and skilled at communicating so others feel motivated and inspired. Failure has to be avoided. They take the shortest route and adapt flexibly to do several things at once. Type 3s like to be productive and recognised for their efforts and achievements.

Change-Maker Focus	Stabilizers – bring hope by inspiring others to believe change is possible and achievable
InnovationCircle™ Stage	Orientated towards Choosing Direction
Inner qualities	purpose, optimism, determination, passion
Communication Style	compelling, results-oriented, effective, directed/intentional
Makes Decisions	focused on skill and efficiency
Leadership focus	identify desired goals and follow up on progress against desired results
Inner Motivation	to be valued for their contribution and performance
Learning Suggestions	honesty in personal reflection, asking for feedback, accepting losing
When under stress – watch out for	Place emphasis on image opportunism, short-term work, taking shortcuts

Type 4 | Creative Developer

The Creative Developer, also called the Individualist, tends to add a unique touch to their performance. They can use their skills to convey meaning creatively, inspire others, to influence or persuade. Type 4's do not like routine work, they want to be innovative, and do not follow the crowd. They feel things deeply and can often truly empathize with others. They value making a genuine contribution. They are focused on differentiating themselves and want to deliver excellence which is lasting and is informed by their unique way of doing things.

Change-Maker Focus	Gardener – they uncover new and creative possibilities often unique in how the details and approach comes together
InnovationCircle™ Stage	Orientated towards Choosing Direction
Inner qualities	sensitivity, introspection, empathetic, emotional balance, respecting individuality of others
Communication Style	intense, feeling-oriented, unconventional, about meaningfully phrasing
Makes Decisions	intuitively from an ideal
Leadership focus	good preparation and passionately wanting to make a meaningful difference
Learning Suggestions	value what is, create structure, realistic tuning, do not see criticism as rejection, give yourself permission to be happy
When under stress – watch out for	moodiness, eccentric way of working, sensitive to criticism, expecting to be disappointed, emphasizing the tragic

Type 5 | Integrative Developer

The Integrative Thinker, also called the Investigator, wants to think first about the facts – whether they make sense, how the facts can be integrated – and considers the situation before they participate. Type 5’s value simplicity and remain calm in a crisis. They can be good negotiators if they have thought things through in advance. They are good in strategy formulation, where the focus is the long-term, and they can envision predictable results.

Change-Maker Focus	Challenger – they question current thinking and invite clearer and more considered perspectives
InnovationCircle™ Stage	Orientated towards Bringing into Motion
Inner qualities	contemplative, calm, independent, clever-curious
Communication Style	inquisitive, insightful, complex, explanatory, factual, concise, and brief
Makes Decisions	when the context is clear and understandable
Leadership focus	Working with facts, seeing patterns, and adopting an analytical approach
Inner Motivation	to develop knowledge and understanding
Learning Suggestions	Contact and engagement with others, sharing more about themselves instead of withholding, physical activity
When under stress – watch out for	insistent directness, disengaging and withdrawing from others, discounting the input of others

Type 6 | Committed Problem-Solver

The committed problem solver, also called the Loyalist, can unite people in a project. They enjoy working interdependently with a focus on clear structures and functions. Type 6’s like to anticipate potential problems. They are alert to problems and creative in solving them. They want the support of significant others. They tend to stall things when in doubt, but when they feel confident, they are hardworking, committed and highly effective.

Change-Maker Focus	Stabilizers - their tendency is to develop implementable solutions and prepare pragmatically in support.
InnovationCircle™ Stage	Orientated towards Bringing into Motion
Inner qualities	alertness, loyalty, responsibility, trust
Communication Style	friendly questioning, wanting to address concerns, sound boarding and asking for feedback
Makes Decisions	by covering their bases to minimize the risk of something going wrong
Leadership focus	working together and creating a support system for each other, inviting involvement
Inner Motivation	to prepare well in order to feel safe and secure
Learning Suggestions	reality testing, internally allow yourself being successful, seeing opportunities instead of problems
When under stress – watch out for	Nagging doubt, restless mechanical doing, overly worried, feeling pressured and stressed in meeting the expectations of respected others

Type 7 | Enthusiastic Pusher

The enthusiastic pusher, also called the Enthusiast, has imagination and is positive and forward-looking. Type 7’s are cheerful, creative, charming, convincing, adventurous, confident, and good at networking. They seek stimulation, have great enthusiasm for new experiences. They bring ideas and different approaches together to create options and possibilities. They are quick to read the environment and spontaneously make new plans.

Change-Maker Focus	Gardener – they generate enthusiasm, and bring ideas providing choices for action
InnovationCircle™ Stage	Orientated towards Staying on Track
Inner qualities	charming, associative, curious, spontaneous, playful, generous, gratitude
Communication Style	positive, imaginative, fast thinking and talking,
Makes Decisions	spontaneously from my ideas, easily and flexibly
Leadership focus	Attention is placed on new features, willing to take risks and trust others to run with things
Inner Motivation	Desiring to be fulfilled through positive experiences
Learning Suggestions	Face the unpleasant, finish plans, realism, slowing down deliberately,
When under stress – watch out for	Distracting themselves and others, Impatience, expression irritation quickly, acting out when bored