

Understanding the four behaviors

Tendencies to explore with the person. Everyone draws on more than one approach.

Trailblazer

Prefers direct conversation, decisive action, and ownership of results.

Helps them engage: A meaningful challenge, a clear result, and authority to choose the approach.

Creates frustration: Close supervision, unnecessary approvals, or responsibility without authority.

Communicate: Lead with the decision or outcome. Agree on the deadline and which decisions belong to them.

Avoid: Burying the point, giving vague expectations, or controlling every step.

Try saying: Here is the outcome we need by Friday. Which approach would you take?

Connector

Prefers conversation, shared possibilities, and getting people involved.

Helps them engage: Interaction, variety, opportunities to share ideas, and specific appreciation.

Creates frustration: Isolation, dismissed ideas, or repetitive detail with no clear purpose.

Communicate: Start with connection. Discuss how the idea affects people, then confirm decisions and commitments in writing.

Avoid: Opening with a wall of data or assuming an enthusiastic yes means every detail is settled.

Try saying: Talk me through your idea. Then let's agree on who will do what.

Anchor

Prefers a steady pace, dependable relationships, and time to adjust.

Helps them engage: Trust, a sense of belonging, clear expectations, and preparation for change.

Creates frustration: Repeated surprises, unexplained changes, or public pressure to respond immediately.

Communicate: Explain changes early and calmly. Give time to think, invite their view, and follow through on what you agree.

Avoid: Rushing an answer, using an aggressive tone, or treating quietness as agreement.

Try saying: Here is what is changing and why. What do you need to make it work?

Architect

Prefers accurate information, thoughtful preparation, and clear standards.

Helps them engage: Challenging work, reliable information, room to analyze, and recognition of quality.

Creates frustration: Unsupported claims, artificial urgency, or changing the definition of success.

Communicate: Share the facts and reasoning. Define what good work looks like and allow time for questions.

Avoid: Vague instructions, exaggerated claims, or dismissing detailed questions as negativity.

Try saying: These are the requirements. What information would change your recommendation?