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PERSONALITY TYPES

HOW THEY SHAPE BEHAVIOUR, INFLUENCE PEOPLE INTERACTIONS & BUSINESS OUTCOMES

Extrovert, Ambivert or Introvert. Intuitive, Hybrid or Analytical. Strong, Balanced or Developing.
Your personality shapes how you lead, communicate, and collaborate. There's no right or wrong—just different strengths. No one has it all, but together we're stronger. Explore how personality types show up at work—and how to get the best from each.

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Extrovert, Ambivert or Introvert

An extrovert is energised by social interaction, enjoys being around people, and tends to think out loud. An introvert is more reflective, enjoys solitude, and prefers deeper one-to-one conversations over large groups. An ambivert sits in the middle—comfortable in social settings, but equally values quiet time to recharge. Most people lean toward one type but display traits from all three, depending on the situation.

Extroverts - Your Watch Outs

- Talking Too Much: Over-talking can overwhelm others and hinder meaningful exchanges.
- Poor Listening: Missing key details by not listening attentively alienates colleagues. There's a probability that you need to develop active listening skills.
- Arrogance: Appearing self-centered undermines trust; great leaders uplift others.
- Poor attention to detail. Being error prone.
- Impulsiveness: Rushing decisions without reflection can lead to poor outcomes.
- Disregard for Introverts: Overlooking quieter colleagues reduces team cohesion.

Ambiverts - Your Watch Outs

- Lack of Spark: Failing to energize or captivate others can lead to missed impact in meetings or presentations.
- Inconsistency: Shifting between introverted and extroverted behaviors creates unpredictability and mixed signals.
- Burnout: Struggling to balance socializing and solitude risks disengagement and reduced productivity.
- Ambivalence: Hesitating between action and retreat can result in indecision and diminished effectiveness.
- Mixed Communication: Conflicting styles confuse colleagues and undermine leadership credibility.

Introverts - Your Watch Outs

- Low Visibility: Staying in the background or avoiding the spotlight can lead to being overlooked and undervalued.
- Underestimating Impact: Self-doubt and lack of self-advocacy reduce recognition of contributions and achievements.
- Networking Hesitation: Reluctance to engage socially limits collaboration and career opportunities.
- Reluctance to Speak Up: Hesitating to share ideas or opinions leads to missed chances for influence.
- Limited Assertiveness: Avoiding conflict and lacking confidence can hinder leadership and career progression.

Intuitive, Hybrid or Analytical

An intuitive personality relies on gut feeling, big-picture thinking, and future possibilities—they trust instinct over data. An analytical personality is data-driven, detail-oriented, and prefers logic, facts, and structured thinking before making decisions. A hybrid personality blends both —able to zoom out for vision while diving into the details when needed. Each style brings unique strengths depending on the challenge or environment.

Intuitive - Your Watch Outs

- Lack of Detail – Missing key facts weakens credibility.
- Impulsiveness – Acting too fast can lead to poor decisions and you're prone to making errors.
- Inconsistency – Your constantly shifting ideas can confuse others.
- Over-Idealism – Your vision without execution is just a dream and you need to be careful about how many ideas you offer up – there's only so much time in which to do so many things.
- Vagueness – Be careful you're likely to frequently use abstract language and without substance, you'll lose people's buy in.

Hybrid- Your Watch Outs

- Blending In – You risk being overshadowed.
- Communication Confusion – Mixing big ideas with data can lose your audience.
- Overthinking – Your interests to achieve balance can translate into decision paralysis.
- Perfectionism – Unrealistic standards slow progress.

Analytical - Your Watch Outs

- Lack of Connection – Strong in logic, but you may struggle with building rapport and relationships.
- Over-Analysis – Stuck in the details? You'll miss opportunities.
- Struggle to Inspire – When you communicate, you're likely to focus on facts. However, people need emotion, not just logic.
- Rigidity – Facts matter, but so does flexibility. You may be stubborn, set in your ways, or see things from only one perspective.

Too Strong, Balanced or Too Weak

A too strong personality may dominate, struggle to listen, or push too hard.
A balanced personality asserts ideas clearly, listens well, and adapts. A too weak personality may hold back, avoid conflict, or lack presence. The right balance builds trust, clarity, and influence.

Too Strong - Your Watch Outs

- Overbearing: Dominating conversations or decisions, you can alienate others and appear arrogant.
- Lack of Flexibility: Insisting on your way limits collaboration, creativity, and innovation.
- Dismissiveness: Overlooking others' input damages morale and stifles team cohesion. You'll come across as dictatorial rather than as a leader!
- Impatience: Rushing processes or colleagues undermines thoughtful decision-making.
- Overconfidence: Underestimating challenges or ignoring feedback can lead to mistakes.

Balanced - Your Watch Outs

- Stuck in the Middle! – A risk for you is a lack of distinctiveness, making it difficult to stand out. This can result in reduced visibility and influence.
- Assertiveness Challenges – You may struggle to take charge or effectively advocate for ideas, limiting the perception of your leadership capability and effectiveness. This can also impact your potential for promotions, projects, or contracts.
- Inconsistent Presence – If your level of conviction and expression varies, you risk losing engagement. When you withdraw, it creates a sense of unreliability.
- Neutral Positioning – Avoiding strong stances to keep the peace weakens your advocacy and impact.
- Risk Avoidance – Shying away from risks hinders innovation and growth.

Too Weak - Your Watch Outs

- Lack of Confidence: Doubting abilities diminishes authority and influence.
- Indecisiveness: Struggling to make decisions creates instability and erodes trust.
- Passivity: Avoiding initiative and conflict leads to being overlooked and missed opportunities.
- Over-reliance: Depending on others for validation undermines independence and leadership.
- Fear of Failure: Avoiding risks stifles growth, innovation, and visibility.

Too improve

Extroverts

Some of the best ideas come from quieter thinkers—people who've reflected deeply and spotted what others miss. You need their input, not just your own. Active listening means being fully present, focused on understanding—not just waiting to speak.

Introverts

You often shine when discussing topics you know well, but speaking up can feel daunting. Practice small talk and use friendly assertive phrases like "I see your point, but…" to share your perspective. Asking thoughtful questions boosts visibility, and rehearsing scenarios can build confidence.

Ambiverts

You're in the sweet spot—able to flex between introversion and extroversion. But to really stand out, choose key moments to speak up and lead. Focus on what matters most—your contribution, role, or values—and bring extra spark when it counts. Most people are ambiverts, but you don't want to fade into the background. Aim for consistent behaviour, clear communication, and energy that makes your presence felt.

Intuitive

You're a thinker. You have big ideas, you spot patterns, and gut instincts. People need to have confidence that what you're saying is right, logical and supported by facts. Focus on details, consistency, and clear, actionable plans.

Analytical

Intuitive and Analytical. The best of both worlds—if balanced right. Prioritize, simplify decisions, and communicate with clarity.

Hybrid

Make an effort to consider others' feelings and motivations. Build rapport with small talk, open-ended questions, and simple gestures like smiling or nodding. Reflect on times you've been inflexible—did it help or hinder? When a request challenges your approach, pause, restate key points, and ask yourself: can I adapt?

Too improve

Too Strong

Be more inclusive, listen more, and ask for input and ideas. Ask open-ended questions. Acknowledge what people have said—both one-on-one and publicly. Encourage open and effective team communication. Note: One of the qualities of great leaders is their openness to ideas from all directions. A final point—practice patience.

Balanced

Speak up, take a stance, and own your opinions—don't just blend in. Push yourself to be more assertive, even if it feels uncomfortable at first. Start by practicing in lower-risk situations—small meetings, casual discussions, or giving input on non-critical decisions. Rehearse your points, refine your delivery, and gradually build confidence. Embrace calculated risks; growth comes from stepping outside your comfort zone.

Too Weak

Build confidence, practice assertiveness, enhance decision-making, and take proactive steps to self-advocate. Speak up early.

Narcissists

Research suggests that up to 5% of the general population meet the criteria for Narcissistic Personality Disorder but it's more common for entrepreneurs and people in leadership roles, stats suggest c. 10 and 20% respectively! Why? Because narcissism is linked to risk-taking, innovation, and the desire for recognition—all traits that can fuel success in business.

Charisma, confidence, and ambition can elevate a leader, helping them inspire teams, drive results, and take bold risks. But unchecked narcissism leads to toxic cultures, reckless decision-making, and ego-driven leadership. Balance Boldness with Humility. Great leaders channel confidence without letting ego take the wheel. The best safeguard? Seeking diverse input, embracing accountability, and focusing on "we" over "me." Confidence earns respect—unchecked narcissism destroys it.

Taking a Deeper Dive

None of us is as smart as all of us

Different personality types can complement each other brilliantly. Extroverts can amplify introverts' ideas, while introverts help extroverts think more deeply. Intuitives bring vision; analyticals bring structure. Strong personalities drive decisions, but need balance from more reflective types. When teams leverage these differences, they cover blind spots—and everyone grows stronger.

Consider how, in teams or one-to-one settings, you and others can complement each other. Everyone brings different strengths—when recognised and combined. These differences can create a more balanced, high-performing dynamic, build individual skills and performance.

At a Business Level

Personality types drive positive, negative, and neutral behaviours—such as attention to detail, accuracy, being heard, delivering impact, influencing change, gaining buy-in, and driving innovation. They also shape our ability to win contracts and get ideas over the line. And it's not just the big ideas that matter—small wins count too, and they add up. By leveraging our individual and collective strengths, we can sell more, serve better, reduce attrition, increase motivation, innovate faster, avoid waste, and improve governance. Different personality types naturally thrive in some areas and face challenges in others.

Next Level Performance

When you address your own gaps or find workarounds, you grow into a more complete version of yourself. You build self-awareness, adaptability, and inner strength. Developing traits you may not naturally lean into—like confidence, calmness, or critical thinking—helps you respond better to challenges. It's how you build personal range, resilience, and long-term success.

Taking a Deeper Dive

Self-Awareness

Curiosity & Growth Potential

Some people get stuck in repeat mode — not listening, not learning, not noticing what's working or what isn't. They might reject new ideas, downplay feedback, or ignore their own blind spots.

The high achievers, though? They stay curious. They're always open to ideas from all directions and learning — especially about themselves.

This quality together with motivation is associated with a "growth mindset".

Self-Management

Self-discipline

Common shortcomings include: impulsiveness—jumping in too quickly and at an opposite level, procrastination—avoiding action.

Self-awareness is key. If you're impulsive, you probably know it. The challenge is keeping yourself in check, especially when the stakes are high.

If you're more indecisive, it's often because you can see both pros and cons in a situation. To clarify your thinking, try mapping your choices using a simple four-box model called a SWOT analysis: Strengths, Weaknesses, Opportunities, and Threats. This helps you weigh your options, understand the risks of delay, and move toward better outcomes with more confidence.

One obstacle for all of us is taking shortcuts, taking our foot off the pedal, losing focus and either not finishing something or thinking that'll do rather than doing a good or great job.

Another issue is mood management. A trap when feeling troubled is to bring a negative energy rather than a positive one into work. There's a need for all of us to be proactive to manage our mood and energy levels. Exercising is energising, it's a stress buster—the high achievers exercise and have good diets.

Taking a Deeper Dive

Social Awareness:

How Observant Are You?

Pay attention to body language, tone, and pacing—people reveal a lot beyond words. Observe group dynamics and how others respond, not just what's being said. Tune in by thinking, "How might they be experiencing this moment?" Some people limit their awareness to their immediate team, overlooking other levels and functions—this can block leadership impact in building cohesive, high-performing teams.

Watch Out

There's a high proportion of people under 40 who've been heavily involved in Zoom-based meetings—often quick, fast-paced, intensive, and back-to-back, with minimal small talk or rapport building.

As a result, many people fail to build rapport, and without it, what comes across is a transactional approach. You can't form relationships or build trust that way. The same applies to shy individuals. To varying degrees, most people need to make more of an effort.

Next level understanding

It's not just about empathy—it's about truly tuning into people: their moods, needs, and challenges. That takes proper listening—the kind where you're not just waiting to speak, but digging deeper to understand what's really going on. Some people stay at the surface, missing how important or concerning something really is. Without understanding how someone feels, there's no real connection. But when you grasp both their emotions and their agenda, you build trust and stronger relationships. Aim to understand people at multiple levels—first, second, third, and deeper—to connect in a more meaningful way.

Taking a Deeper Dive

Social Management:

Too Strong, Too Weak

Influencing and assertiveness

Assertive leaders find the right balance—too strong can seem like bullying, too weak can appear passive. Confidence, clear boundaries, and open dialogue drive effective leadership. Know your limits and goals. Use “I” statements (“I believe…” or “I need…”) to express yourself calmly. Prepare for discussions, practice speaking, and listen actively. Start small—build confidence in low-stakes situations.

Give them your choice of options

When someone counters your suggestion with something you’re not comfortable with, rather than simply saying yes or no, try steering the conversation toward options—ones you have chosen. Instead of accepting their terms outright, you might say, “We’d talked about X—here are the options?” This keeps you in control while still offering flexibility, making it less likely that their choice will override yours. This approach can also be useful when anticipating difficult conversations.

Take away their control

If you’re not 100% happy with something, you could say, “Let me take this away and think about it.” If you're too nice and too much of a pushover, the advantage of this is that it neutralises a situation! This approach has three benefits: it avoids committing to something you don’t want, it may prompt the other person to agree with your suggestion, and it gives you time to reflect—whether to agree, propose alternatives, or find a way to bring them around to your thinking.

Practice Being Assertive

Assertive leaders find the right balance—too strong can seem like bullying, too weak can appear passive. Confidence, clear boundaries, and open dialogue drive effective leadership. Know your limits and goals. Use “I” statements (“I believe…” or “I need…”) to express yourself calmly. Prepare for discussions, practice speaking, and listen actively. Start small—build confidence in low-stakes situations.

Social Management:

Using the Point of View Approach

The "I have a point of view" approach encourages you to share your thoughts with confidence while staying open to others. It's about self-awareness, clear communication, and taking ownership of your perspective. When expressed well, your view adds value, promotes constructive dialogue, and respects diverse ideas. Here's an example of how to structure it:

1) Introduction

Start by clearly stating your perspective or opinion on the topic at hand.
Example: "From my perspective, remote work has significantly increased productivity in many industries."

2) Supporting Evidence

Provide reasons or examples that support your viewpoint.
Example: "Studies have shown that employees working from home often experience fewer distractions and more flexibility, which leads to higher job satisfaction and better output."

3) Acknowledge Other Viewpoints

(Show Respect for Different Opinions)
Briefly mention that you understand or recognize other perspectives. Example: "I understand some people argue that remote work can lead to isolation and reduced collaboration."

4) Clarification or Reaffirmation

Reaffirm why your viewpoint remains valid despite other opinions. Example: "However, I believe with the right tools and communication strategies, these challenges can be mitigated, making remote work a sustainable option."

5) Conclusion

End by inviting others to share their thoughts or suggesting further discussion. Example: "I'd love to hear others' experiences with remote work, as there's always more to learn from different viewpoints."

Taking a Deeper Dive

Motivation

Motivation reflects your internal drive—your commitment to goals, resilience through setbacks, and readiness to take initiative. It's the spark behind consistent high performance, and it often shows in your attitude, energy, and ambition. If these are well aligned you've got high-performance potential otherwise they can represent obstacles. Here's how it can manifest across different personality types:

Extroverts	Tend to show motivation outwardly—with energy, action, and visibility. Their drive is often fuelled by interaction, recognition, and momentum.
Ambiverts	Flex between quiet determination and outward drive. Their motivation often emerges situationally—when a topic or goal resonates, they step up and lead.
Introverts	May be quietly motivated, often setting personal goals and striving for excellence without seeking the spotlight. Their motivation shows in preparation, thoughtfulness, and depth of focus.
Intuitive Types	May draw motivation from purpose, vision, or possibility—often driven to improve or reinvent.
Analytical Types	May be motivated by logic, precision, and mastery. They often pursue goals tied to accuracy, process, or innovation.
Highly Expressive	People-focused types might be motivated by team success, influence, or a desire to support others.

Watch Outs

Day to day, our motivation levels (or lack of them) affect more than we think — they shape our choices, our priorities, and how we show up. It's also worth noting how our internal drivers and personal biases can distort the way we read situations. We might overlook risks, misjudge intent, or fail to see the ripple effects our actions have on others — simply because we're too focused on what we want. A little self-check can go a long way.