



Business Personality Assessment

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IT'S ALL ABOUT YOU

Ask most entrepreneurs about their list of “day job” complaints and most of them will talk about fulfillment, making a difference, flexibility and maybe money. What they won't say—even though they definitely feel it—is that working for someone else means they have to abide by that person's rules. And not just when it comes to vacation planning and clock punching.

When you work for someone else, you are required to abide by their rules in all things.

Staff writers work the stories they are assigned—whether they're interested in the subject or not.

Sales persons represent the product lines the company offers, regardless of other, better options.

Teachers follow an approved curriculum—never mind that students have been shown to learn better with a more updated system.

Not only that, but when you have a day job, you must conform to the company culture as well. Christmas parties may not be optional, even for a true introvert. Open doors may be policy, even if you work best in absolute quiet.

So you leave the corporate world behind. Finally, you're going to run your business your way. But then, doubts begin to creep in.

You see that super successful coach and she's always dressed beautifully and perfectly made up, so you begin to think you have to look like that, too. Or you follow another well-known business owner who is continually encouraging you to outsource everything so you can work just a handful of hours each week. Or maybe you stumble across a coach who insists that the only way to grow your following is through live, on camera webinars.

Suddenly, all that freedom you envisioned starts to feel pretty restrictive. Your business is no longer your own—or so you think.

Here's what you need to remember: This is your business, and you get to run it your way. But first you have to know what that means.

For so many of us, we've spent so much time trying to conform to what we think is expected of us, that it's nearly impossible to know what we really want. And not only do we not know what we want, but we don't know what makes us...

- Work most efficiently and effectively
- Happiest and most fulfilled
- Most comfortable when it comes to working with others

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Figure those things out, and you'll love your business as much as you thought you would when you sat down in your home office for the very first time. Even better, you'll be more successful because of it.

STEP 1: KNOW YOUR PERSONALITY TYPE

It's no secret that some people are energized by crowds while others break out in a cold sweat at the thought of attending a child's birthday party. This difference in personality types is what makes some of us great at sales, while others thrive in content creation or other solitary endeavors.

And that would be great, if business only entailed one task.

The problem for solo-entrepreneurs is that your business requires you to wear many hats. While you might get to indulge your inner introvert by hiding behind your computer monitor, your business will suffer if you don't put yourself out there in the form of marketing and networking.

It's clear that no matter which side of the introvert/extrovert divide you find yourself on, managing a business can be uncomfortable. It's easier though, if you first know exactly where you fall on the scale.

According to Susan Krauss Whitbourne Ph.D. in Psychology Today, introverts are easily identified by these 9 characteristics:

1. You enjoy spending time by yourself.
2. You do your best thinking when you're alone.
3. You lead best when others are self-starters.
4. You're the last to volunteer when someone asks something of a group.
5. Others ask for your opinion—because you never offer it.
6. You wear headphones in public.
7. You avoid conflict.
8. You receive more calls, texts and emails than you create.
9. You don't initiate small talk with people who are passing acquaintances.

If you found yourself nodding along to most of those, you're very likely an introvert.

Extroverts, on the other hand, can be identified by their outgoing personalities. If you're an extrovert, you likely:

- Prefer phone calls over email.
- Love being the center of attention.
- Take action first, sometimes without considering the consequences.
- Enjoy working on a group project—in fact, you're probably the team captain.
- Have numerous, unrelated interests.

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- Enjoy discussions about thoughts and feelings.
- Feel sad if your social calendar is too empty.

Sound familiar? You're probably on the extrovert side of the aisle.

Of course, there are those of us who display both introverted and extroverted tendencies, depending on the situation. In fact, no matter where you fall along the introvert/extrovert continuum, you're absolutely normal, but it does affect how you manage your business.

True introverts will not be happy filling their schedule with speaking engagements and on-camera interviews. Extroverts will feel wilted and be less productive if they can't get out and meet with people in real time, at least occasionally.

Knowing your personality type is only half the battle though. The next step is arranging your business to match. For example:

- Introverts might recognize that networking is essential, so they agree to attend a conference, but plan for some "alone time" to rest and regroup.
- Extroverts know that to build a business takes dedicated focus time for content creation and planning, but schedule social activities to keep their batteries charged.
- Introverts realize that JV partnerships (such as webinars) are important for business growth, but rather than stress out over it, offer to conduct text interviews instead.
- Extroverts may be anxious to get that new program out there, but—realizing a tendency toward impulsiveness—enlist the help of a friend or colleague to review the material for completeness before releasing it.

STEP 2: DISCOVER YOUR CORE VALUES

Ever had a “bad feeling” about a potential client? Failed to “click” with a coworker? Felt an instant connection with someone you just met?

These are your core values at work.

Whether we consciously name and recognize them or not, we all have a set of values that drive everything we do and feel. When someone you just met “rubs you the wrong way” it’s very likely a conflict with a core value. By the same token, when you meet your soulmate (or someone who will become a lifelong friend) it’s clear that your core values are in alignment.

Core values are as important in business as they are in your personal life—maybe even more so. You will find that:

- You feel more fulfilled when you work with clients who align with your core values.
- Projects that align with your core values will be a joy to work on, while those that don’t will lead to procrastination and poor performance.
- Virtual assistants who share your core values will become trusted partners.
- Coaches who recognize and share your core values will help your business grow much more effectively.

As you can see, knowing your core values and recognizing how they affect your emotions plays an important role not only in your life, but in your business as well.

Exercise: List Your Core Values

Using [the list found here](#), write down the words and phrases that most resonate with you. Don’t overthink it, simply read through the list, making a note of each one that makes you nod your head or smile in agreement.

If a client makes you uncomfortable, or you’re procrastinating on a project, or if you’re feeling burned out or overworked, chances are your core values are being abused. Take a look at this list to identify which value is being “stepped on,” then make the necessary changes in your business to prevent it from happening again.

STEP 3: ARE YOU A LION OR A WOLF?

“The early bird may get the worm, but the second mouse gets the cheese.”

While dozens—or maybe even hundreds—of articles and books have been written espousing the merits of “early to bed, early to rise,” the facts are actually much more complicated—as the second mouse certainly knows.

Not only do we all operate on our own internal schedule, feeling energized and awake during certain hours, and sleepy and unfocused during others, but it turns out that trying to fight that personal schedule can actually be detrimental to your business.

As we said in Step 1, it’s critical to your success to realize that this is your business and your life, and you get to run it in a way that makes the most sense to you—and that includes your daily schedule.

But it goes beyond recognizing if you’re an early bird or a night owl. In fact, one researcher, Michael Breus, PhD) claims there are actually four “chronotypes:”

- Lion—the classic early riser
- Wolf—the night owl
- Bear—your sleep schedule varies
- Dolphin—sleep? Who can sleep?

According to Dr. Breus, not only are the chronotypes linked to your personality traits, but knowing your chronotype allows you to arrange your schedule for maximum productivity and effectiveness.

For example, if you’re a lion, it’s best to schedule your must-do tasks first thing in the morning, since that’s when you’ll be most productive. You also are likely an introvert, so while you realize social activities are necessary for networking, you’re definitely the first to leave the party.

Wolves, on the other hand, only really get going several hours after waking, and do their best creative work long after the lions have retired for the night. If you’re a wolf, you know to never schedule meetings first thing in the morning, and look for business partners and outsourcers who share your night-owl tendencies if it’s important for you to communicate in real time.

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Exercise: Find Your Chronotype

Take [The Power of When Quiz](#) to find your Chronotype.

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|--|

Exercise: Design Your Ideal Schedule

With your chronotype and personal preferences in mind, create a schedule that makes the best use of your creative and productive times.

| Time | Best Type of Work/Activity for Me |
|------------|-----------------------------------|
| 5am – 7am | |
| 7am – 9am | |
| 9am – 11am | |
| 11am – 1pm | |
| 1pm – 3pm | |
| 3pm – 5pm | |
| 5pm – 7pm | |
| 7pm – 9pm | |
| 9pm – 11pm | |
| 11pm – 1am | |

STEP 4: COMMUNICATION STYLES MATTER

Closely tied with your personality type, your communication style will drive many elements of your business, including:

- How you choose business partners
- Who you hire
- The clients you work with
- The programs you create
- And even your marketing materials

Depending who you speak to, communication styles may have many names, but regardless of their titles, they all fall into one of four broad categories, as explained by Mark Murphy of LeadershipIQ.com:

- **Analytical:** You want numbers and facts to base your decisions on, not emotions or feelings. Personal communicators make you just a little bit crazy.
- **Intuitive:** You see the big picture and often only want to know the outcome, not the details of how to get there. Speaking to a functional communicator makes you lose interest...fast.
- **Functional:** You prefer step-by-step plans and outlines. No detail is too small to be held up to endless examination and consideration.
- **Personal:** You value emotional connections and build them easily by recognizing not only how people think, but how they feel.

If you've ever sat in a meeting that seemed it would never end, while a coworker talked on and on (and on) about the budget for a project, chances are you've met an analytical communicator. Or if you've sat down with a JV partner to hammer out a plan for a new project, only to be met with something akin to, "We'll just create a 16-week coaching program" rather than the step-by-step roadmap and milestones you expected, you've met an intuitive communicator.

None of these communication styles are bad. They all can—and do—make great entrepreneurs, small business owners and even coaches. The key is to know yourself and how you communicate, and which style will complement (or not) your own.

For example, if you're an analytical communicator and you're looking for a business coach, stay away from the personal communication types. Their emotional thinking won't work on you, and will only leave you feeling frustrated and out of sorts. Instead, look for a functional or intuitive communicator to help you see the big picture and make solid plans.

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Likewise, if you tend toward intuitive, easily seeing and communicating the big picture with little regard to how you're going to get there, then a virtual assistant or business manager with a more functional style might be just the person you need on your team to help keep your projects on task. He or she can help you organize your thoughts and clearly communicate them to the rest of the team, so no steps are missed and nothing gets overlooked by less experienced staff.

Exercise: Find Your Communication Style

Do you recognize yourself in any of these four types? [Take the quiz here](#) for more insight into your personal communication style, then think about your current clients, business partners, virtual assistants and others you work with. What types of communicators are they? Which people resonate with you? Which ones stress you out or make you anxious?

My personal communication style is:

| |
|--|
| |
|--|

My family, friends, colleagues and team members' style is:

| Name | Communication Style | I can best work with this person by: |
|------|---------------------|--------------------------------------|
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STEP 5: MICROMANAGE ISN'T A DIRTY WORD

Like your communication style, your management style is a critical component of your business success. Also like your communication style, there is no right or wrong type, there is just awareness of how you work best, so that you can build a business that fulfills you and meets your needs.

Whether you're a total hands-off type who prefers to travel the world while your team runs the nuts and bolts of your business, or you'd rather roll up your sleeves and dive right in, that's exactly what you should do.

According to Dr. Kurt Lewin, who is known for his studies on management and group dynamics at the University of Iowa in the 1930s, we all fall into one of three basic management types:

- **Democratic:** The democratic leader is open to the opinions of her team. She readily accepts thoughts and ideas from others and is approachable in her management style.
- **Authoritarian:** This leader is the control freak. She sets a high standard and expects total conformity. In the online world, this management style is best suited to working with assistants who require a lot of oversight.
- **Delegative:** This leader is the laid back one. She's happy to hand off tasks to team members, and fully expects them to be done without the need for constant check ins. This manager works best with self-starters.

Of the three types, the democratic leader is considered the most effective. Her team is motivated, she's open to new ideas and ways of doing things, and the company culture is generally positive. The authoritarian type can certainly head up a highly successful business—Steve Jobs is the most famous example of authoritarian leadership—but employees are often unhappy and stressed out. In terms of employee happiness, the delegative leader wins, but there's a cost. Her business simply won't grow at the rate she would prefer. After all, no one is really manning the ship's wheel.

Ideally, a great business leader has a healthy mix of all three management styles, and can call up each persona as needed. With team members who need strong direction, the authoritarian is called upon. Brainstorming new products? Enter the democratic leader. And if you want to take off for 6 weeks in Europe, you better put the delegative leader in charge.

Knowing which type of leader you are (at least most of the time) will help you better choose and work with assistants, JV partners, and even clients. If you lean toward the delegative side, for example, you likely won't do well with a staff of off-shore virtual assistants. They'll need too much input and guidance from you. A better choice for you would be to work with a fully trained online business manager who you trust to oversee the business growth with little input.

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The same can be said of partnerships. If you are more of a “team player” and you choose a partner who is authoritarian, you’ll quickly become frustrated and resentful. Instead, look for partners who closely match your own management style, and you’ll both be much happier with the results.

Exercise: Know Your Management Style

My management style is mostly:

I actively seek out team members and partners who:

| Democratic | Authoritarian | Delegative |
|---|---|---|
| Readily bring new ideas to the group and are excited by changes in direction. | Do exactly as they are told. I have a system and I know it works. | Work well independently. I don't want to have to oversee every little thing. |
| Are comfortable questioning my plans or ideas. | Need a lot of direction. I want things done my way. | Live by the philosophy, “It’s easier to beg forgiveness than ask permission.” |
| Work together to improve my business. They know that when I win, we all win. | Have little to no entrepreneurial drive. They are focused on doing their job. | Are entrepreneurial in nature. They “get me.” |

STEP 6: NO-SWEAT NETWORKING

Depending on your personality type, you probably either love networking or hate it. Extroverts are energized by a room full of people and have truly “never met a stranger.” Introverts, on the other hand, break out in a cold sweat at the very thought of walking into a party alone, or attending business conference where they don’t know anyone.

But both types agree that networking is critical to their business success. That can lead to some really uncomfortable moments for the introverted business owner. At the other

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end of the spectrum, the extroverted entrepreneur might spend so much time attending meetups and conferences that little actual work gets done.

The key is to find the balance, and to do the networking that resonates with you. Not only that, but when necessary, you should strive to find a way to step out of your comfort zone and network with purpose—even if it's not your first choice.

For introverts, that might mean:

- Choosing to host a prerecorded telesummit rather than live, on camera interviews.
- Seeking out small, intimate mastermind groups rather than large conferences.
- Easing into networking by attending a local meetup with a friend and colleague.
- Recognizing that public speaking might never be on your radar, but writing a book certainly is—and is as effective when it comes to getting your name out there.

Extroverts have it a bit easier in the networking space. They thrive in a crowd and love to be the center of attention, so true extroverts may choose to:

- Host a live event, rather than simply attending.
- Make Facebook Live video an important part of their overall marketing strategy.
- Cold call prospects and potential JV partners.
- Actively seek out speaking opportunities to grow her reputation and business.

There is no right or wrong way to network. There is only what works for you. But make no mistake, your business cannot thrive in a vacuum. Whether you love it or hate it, networking must be a part of your overall marketing plan. The key is to make it work for you, while pushing yourself just a little bit. After all, growth comes only from stretching.

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Exercise: Plan Your Networking Strategy

Networking opportunities I love...or at least will attempt:

| Networking Opportunity | Yes/No | Upcoming Events/Groups |
|---|--------|------------------------|
| In-person industry conference (less than 50 people) | | |
| In-person industry conference (more than 50 people) | | |
| Live, on-camera interviews/summits | | |
| Pre-recorded audio only interviews/summits | | |
| Local Meetups | | |
| Facebook or other live video conferencing | | |
| Private (in person) mastermind group | | |
| Private (online) mastermind or networking group | | |

STEP 7: KNOW YOUR LOVE LANGUAGE

You may have heard of the book, [The 5 Love Languages](#). In it, author Gary Chapman asserts that we each react strongly (and best) when the people in our lives “speak” to us in the language that we prefer. The five languages are:

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- **Words of affirmation.** If your day is made when a colleague or friend praises your work or other activity, your love language is very likely words of affirmation.
- **Acts of service.** Do you feel loved and appreciated most when your kids unload the dishwasher or your spouse puts the laundry away without being asked. These are acts of service.
- **Receiving gifts.** If unexpected flowers, jewelry or other gifts make your heart sing, this is your love language.
- **Quality time.** For some people, nothing says love quite like a quiet evening at home.
- **Physical touch.** If a hug or a cuddle on the couch makes you feel most loved, then this is your love language.

But if you think it only applies to personal relationships, you'd be wrong. While Chapman asserts that the five love languages are definitely in play in the workplace, he does clarify that the application differs. After all, you probably can't go around cuddling with your team members. But you might offer a "high-five" or a handshake, or even a hug, depending on the situation.

In the workplace, the love languages are titled:

- Words of affirmation.
- Acts of service.
- Tangible gifts.
- Quality time.
- Appropriate physical touch.

You can see that there isn't much difference between personal and work relationships, but how we show appreciation changes.

You can take the love language assessment [here](#) to learn your own love language.

Reading through the questions will not only give you insight into your own love language, but it will help you discover your team members' and business partners' language as well. With this information in hand, you'll be better equipped to:

- Choose the right team members
- Help your team grow and improve
- Encourage your team to make positive changes where needed

Remember, it's not always money that is the great motivator in business. Many times an assistant or team member can be encouraged or lifted up simply with a few words or a small, heartfelt gift. By knowing the love languages of your team, you can better show

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your appreciation, and a team who knows they are appreciated will be a loyal part of your business for years to come.

Exercise: Consider the Love Languages of Your Team

| Name | Love Language | How I Show My Appreciation |
|------------------|-----------------------------|---|
| <i>Sue Smith</i> | <i>Words of Affirmation</i> | <i>A card or a phone call expressing my happiness over a job well done.</i> |
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