

## At Work - Pet Peeves of Each Type

From the *9 Types of Leadership* - B. Chestnut

Type 1	Type 2	Type 3	Type 4	Type 5	Type 6	Type 7	Type 8	Type 9
When you break the rules	When you put yourself above others	Inefficiently run meetings	When you don't value my contribution	When you draw me into your personal drama	When authority misuses their power	When meetings are boring and drag on	When you try to micromanage me	When expectations aren't clear
When you litter or don't clean up	When you don't think impact of your actions	Meetings that drag on and on and get nowhere	When you see me as negative pessimistic- I'm trying to help	When goals & rules aren't clearly defined	When you dismiss me or try to talk me out of my fears	When you respond to my work with negativity	When you go behind my back or say things indirectly	When you expect me to take action without reason
When you don't use professional courtesy - late; deadlines	Negative feedback with no positive	When you block my path to my goal	When you don't understand me but say you do	When you waste my time with your personal stuff	When you don't take my questions and doubts seriously	When you tell me your problem & want me to fix it	When you say i'm controlling - I'm just trying to get things done	When you get into conflicts that could be avoided
When you behave inconsiderately	When you withhold info	When you don't deliver on what you said you would do	When you choose speed & efficiency over aesthetics	When you interrupt me when I'm in the middle of task	When you see me as negative when I try to bring attn. to potential probs.	When you try to limit or control me	People who whine but do nothing to fix it	When people make it hard for me to say no
Unethical people	Lazy people	Slow people	Mundane tasks	Sloppy work	Dismissive people	Paperwork	Slow people	Bossy people
When mistakes aren't corrected....	When you don't reciprocate	Incompetent people -dead weight	When you tell me "just get over it"	When you ask me to share personal info	When you don't allow me to play devil's advocate	When you don't understand my need for fun	When you don't say what you really think	When I'm not informed
And are repeated over and over again	When I'm left out of gatherings	When you waste my time	When I'm not heard or not valued	When you don't respect agreed upon time limits	When you don't respect safety policies	When you dwell on what's not working	When you try to limit me or get in my way	When you aren't a team player
When you don't say please, thank you, etc	When you insult or attack me	When you miss a deadline	When others don't care about aesthetics	When you intrude on my private time or space	When you prioritize speed over careful analysis	When you shoot down my ideas & don't let me brainstorm	When you are weak and don't step up to the plate	When you do whatever you want w/o concern
When you make excuses-don't take responsibility	When you don't listen or take my advice	When you distract me while I'm working	When you don't slow down and get to know me	When you don't respect my knowledge	When you force me to make a decision before I evaluate the data	Unfriendly or unpleasant people	When you see my passion as hostility or intolerance	When you take me for granted b/c I'm easygoing
When you don't acknowledge me and my work	When you take advantage	When you do shoddy work	When you tell me to "look on the bright side"	When things aren't efficient	When you ask me to do things that require a decision	When you say "No" or "We can't do that"	When people in power mistreat others	When I'm overlooked & not consulted

## How to Tell Your Type: The View From the Inside

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Type 1	Type 2	Type 3	Type 4	Type 5	Type 6	Type 7	Type 8	Type 9
Have an inner critic that operates most of the time	See work you do through lens of relationships	Want to do best job possible in most efficient way	See work you do through lens of internal experience	See work thru lens of info that needs to be mastered to get job done	See work through lens of what you might do wrong	Your mind focuses on the positive data or pos. elements of work	See work through lens of how you can get what you want done	See work through lens of what works best for the most people
Sensitive to Criticism	Believe you can make others like you	Focus like a laser beam on goals	Want meaningful connections	Enjoy being alone & need private time	Normally support the underdog	Happiest being happy-seek happiness	Desire truth and directness from others	Like harmony and dislike conflict
Think in terms of good & bad, right & wrong	Can sense feelings and needs of others	Good at reading an audience/room	Places a high value on being authentic	Skilled at objectivity and analysis	Hard time trusting people initially	Have bright, shiny object syndrome	Don't have to be leader, but easy to take charge	Try to avoid conflict by helping mediate disputes
Notice errors and want to correct them	Can relate well to a wide range of people	Chameleon - poster child for each group	Can be emotional, oversensitive & moody	Enjoy working independently	Happy being number 2	Reframe negatives to positives	Will rebel against authorities if want or need to	Emotionally even-keeled and steady
Follow the rules all or most of the time	High value on being considerate, empathetic and unselfish	Want to look successful to others - concerned with image	Easy to see what's missing in situations	Feel uncomfortable with small talk	Ask a lot questions to make sure things are done correctly	Easily fascinated by interesting people, ideas and events	People tell you that you intimidate them - this surprises you	More attuned to agendas of others than to own
Live life with shoulds and musts in mind	Motivated by pleasing, impressing or wanting to support others	Want to win and be the best	Want to be seen & understood for unique self	More comfortable with data & facts than people & emo.	Although work hard, may not feel comfortable with success	Good at winging it - you can 'fake it til you make it'	Fearless- unafraid to take bold action and act decisively	May work hard but don't like being center of attention
Place high value on being ethical, honest and reliable	Bothers you when someone doesn't like you	Identify with your work - think you are what you do	Can sometimes feel inadequate when you compare self with others.	Not very emotional; but when you are, want to be alone	Others see you as pessimistic, you see yourself as a realistic	Like many options; don't like to be limited.	Experience anger as energy flowing through your body & express it easily	Have trouble making decisions -see value of different options
Feels AMAZING when it is perfect	Hard to give candid (critical) feedback	High or over-achiever	Can bear witness to pain. Can struggle with envy	More likely to observe than to participate	Like good data to make reliable decisions	Rarely complain about work	Important to be powerful, strong and in control	Say yes, when want to say no; may not follow through