

**UPHOLDERS**

*want to know what should be done.*

**Dealing with an UPHOLDER**

- They readily meet external and internal expectations.
- They're self-directed, so they can meet deadlines, work on projects, and take the initiative without much supervision.
- They enjoy routine and may have trouble adjusting to a break in routine or sudden scheduling changes.
- They hate to make mistakes, and because of that...
- They may become very angry or defensive when you suggest that they've dropped the ball or done something wrong.
- They put a high value on follow-through. Don't tell them you're going to do something, and then not do it.
- They may need to be reminded that, unlike them, others aren't necessarily comforted or energized by getting things done.
- They may have trouble delegating responsibilities, because they suspect the others aren't dependable.

**QUESTIONERS**

*want justifications.*

**Dealing with a QUESTIONER**

- They question all expectations; they meet an expectation only if they believe it's justified.
- They put a high value on reason, research, and information.
- They follow the advice of "authorities" only if they trust their expertise.
- They follow their own judgement-sometimes when it flies in the face of experts who (allegedly) know more.
- Their persistent questioning may make them seem uncooperative or defiant.
- They hate anything arbitrary-anything like "Five garments to a fitting room."
- They may dislike being questioned themselves; they consider their actions carefully so they find it tiresome or even insulting to be asked to justify their decisions.
- They have trouble delegating decision-making, because they suspect that others don't have sufficient basis for action.

**OBLIGERS**

*need accountability.*

**Dealing with an OBLIGER**

- They readily meet outer expectations, but struggle to meet inner expectations.
- They put a high value on meeting commitments to others-"I'll do anything for a client/patient/family member".
- They require deadlines, oversight, monitoring, and other forms of accountability.
- They may have trouble setting limits on others' demands.
- They may be exploited by people who take advantage of them, and because of that...
- They feel resentful and fall into Obliger-rebellion.
- They may have trouble delegating, because they feel that some expectations attach to them personally.
- They must have systems of external accountability in order to meet inner expectations.

**REBELS**

*want freedom to do something their own way.*

**Dealing with a REBEL**

- They resist both outer and inner expectations. They put a high value on freedom, choice, self-expression, and authenticity.
- If someone asks or tells them to do something, they're likely to resist, and because of that...
- They may be easy to manipulate by using their spirit of resistance: "I'll show you," "Watch me," "You can't make me," "You're not the boss of me."
- They may choose to act out of love, a sense of mission, belief in a cause.
- They have trouble telling themselves what to do-even when it's something they want to do.
- They may love to meet a challenge in their own way, in their own time.
- They don't respond well to supervision, advice, directions, or routines, schedules, or doing repetitive tasks.
- If they're in a long-term relationship in work or romance, their partner is probably an Obliger.