

Personality and Anti-Personality

Brand Creation Brief §6, pulled out to stand alone. **Time:** one sitting

Adjectives don't settle arguments. Behavior does. This sheet turns four traits and four anti-traits into five sentences somebody new could execute on their first day.

Step 1 — Four traits

What this brand *is*. Adjectives are allowed here — they're headings for the behavior you'll write in Step 3, not the answer.

1. _____
2. _____
3. _____
4. _____

Step 2 — Four anti-traits

What it must resist becoming. **The embarrassment test:** each one should name something you could plausibly slide into — ideally something you've nearly done — not something absurd. One of these should be the nearest cliché in your category, because that's the direction drift actually goes.

#	Anti-trait	A real moment I nearly did it
1		
2		
3		
4		

If you can't fill the right-hand column for one of them, it's a decoy. Replace it with something that costs you a little to admit.

Step 3 — The five behaviors

Write how *this* brand does each one, in the words you'd actually use. One or two sentences. Where a trait and an anti-trait collide, that sentence is the most valuable one on this page — mark it with a star.

Welcoming someone. (*Warmth, competence, or efficiency — you can't lead with all three.*)

Explaining a price. (*Apologize, justify, or simply state it?*)

Announcing good news. (*Celebrate loudly, or mention it and move on?*)

Handling a problem. (*Own it fast, explain the cause, or fix it quietly?*)

Asking for action. (*Invite, instruct, or make the case?*)

Step 4 — Check it against the tension

Your anti-traits should read as the failure modes of your productive tension (ch. 4). Write the tension here and see whether they match:

We are _____, but never _____.

- ☐ The anti-traits are recognizably the failure modes of that tension.
- ☐ If they aren't, I've marked which one I'm going to change.

Step 5 — The handoff test

Give this page to someone who doesn't work with you. Ask them to write your next price email using only what's on it.

- ☐ They could do it.
- ☐ They couldn't — so I wrote adjectives, not a personality. Rewrite Step 3.

. . .

Kill-or-keep date: _____

On that date, pull the last month of your actual output — captions, emails, replies — and mark every place an anti-trait won. If the same one keeps winning, it isn't an anti-trait yet; it's what the brand is. Either enforce it or admit it.