

CONCISE PERSONALITY PROFILE

Info User

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State/Province:
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For Your Review

Concise - Summarized

Introduction of the 4 DISC Personality Types of Behavior

The terms "personality" and "temperament" are synonymous to most people. When we use these terms, we are referring to the predictable patterns of thoughts, feelings, and behaviors. There are many theories about personality types. The DISC Model is simple to understand, easy to remember, and practical to apply.

Understanding our active or passive roles (extroverts and introverts) helps us identify our specific temperament styles. By combining these two different categories of influences, along with our task and people-orientations, we end up with four specific types.

Everyone has a predictable pattern of behavior because of his or her specific personality. There are four basic personality types. These types, also known as temperaments, blend together to determine your unique personality. To help you understand why you often feel, think, and act the way you do, review this entire repost.

Our personalities should never become an excuse for poor behavior. The attitude of many is: "That's just the way I am. Love me or leave me. You knew I was like that when you married me," but we should not blame our often poor reactions on our personalities.

Each temperament style represents a specific behavior pattern. How we use or abuse our personalities determines our effectiveness with others. Once we understand the four quadrant model of behavior styles, we can begin to identify our individual profile. To simplify the four types of temperaments, we will use William Marston's DISC titles. The following are the four quadrants of the DISC model:

"D" - active / task

"I" - active / people

"S" - passive / people

"C" - passive / task

Once you burn the personality types, each personality has its own performance are situations.

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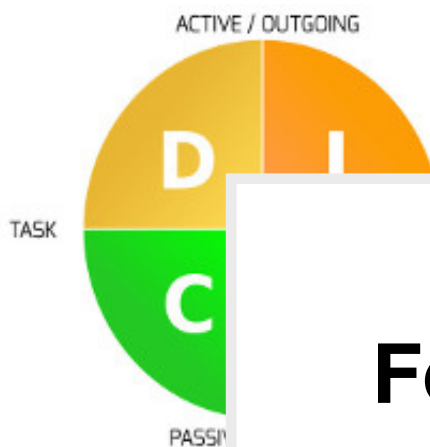
Keep in mind that 85% of people tend to be composites of DISC; therefore, most people will be blends and combinations of the evident characteristics in the four personalities. There are numerous variations of this model. Speakers, writers, and trainers have added their own titles to make the model more simpler or personal, but this four vector explanation of basic human

behavior has become very popular. The DISC personality profile (paper instrument) was originally designed by Dr. John Geier and has been validated by the Kaplan Report and Winchester Report. The DISC profile and Model of Human Behavior stands out as one of the most reliable and practical available today.

You have a predictable pattern of behavior because you have a specific personality. There are four basic personality types. These types, also known as temperaments, blend together to determine your unique personality. To help you understand why you often feel, think and act the way you do, review the "Interpretation" page after the Graph 1 and 2 personalized pages in this report. Study the "Pie of DISC Human Behavior" (four quadrant) graphic and page that summarizes the Four Temperament Model of Human Behavior, plus review this entire report for maximum learning.

Interpretation

You have a predictable pattern of behavior because you have a specific personality. There are four basic personality types. These types, also known as temperaments, blend together to determine your unique personality. They help you understand why you often feel, think, and act the way you do. The following graph summarizes the Four Temperament Model of Human Behavior.



Active/Task-oriented "D"

Dominating, Direct, Decisive, Drives

Active/People-oriented "I"

Inspiring, Influencing, Inducing, Impressing, Interactive, Interested in people

Passive/People-oriented "S"

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Steady, Stable, Shy, Security-oriented, Servant, Submissive, Specialist

Passive/Task-oriented "C"

Cautious, Competent, Calculating, Compliant, Careful, Contemplative.

"D" Type Behavior

Basic Motivation: Challenge & Control

Desires: Freedom from Control - Authority - Varied Activities - Difficult Assignments - Opportunities for Advancement - Choices rather than ultimatums

Respond Best To Leader Who: Provides direct answers Sticks to task - Gets to the point - Provides pressure - Allows freedom for personal accomplishments

Needs to Learn: You
Everyone has a boss
Sensitivity to people

ded -
portant -

"I" Type Behavior

Basic Motivation: Recognition

Desires: Prestige -
Opportunities to move

p others -

Respond Best To Leader Who: Provides recognition of abilities

- Provides

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Needs to Learn: Time must be managed - Deadlines are important - Too much optimism can be dangerous - Being responsible is more important than being popular - Listening better will improve one's influence

"S" Type Behavior

Basic Motivation: Stability & Support

Desires: Area of Specialization - Identification with a group Established work patterns - Security of situation - Consistent and familiar environment(s)

Responds Best To Leader Who: Is relaxed and friendly - Allows time to adjust to changes - Allows to work at own pace - Gives personal support

Needs To Learn: Change provides opportunity - Friendship isn't everything - Discipline is good -
Boldness and taking risks is sometimes necessary

"C" Type Behavior

Basic Motivation: Quality & Correctness

Desires: Clearly de
Time to think

Responds Best To
Provides resources

Needs to Learn: To
Deadlines must be

nd planning -

procedures -

everything -

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Graph 1: "This is expected of me"

"This is expected of me" is your response to how you think people expect you to behave. It's your normal guarded and masked behavior.

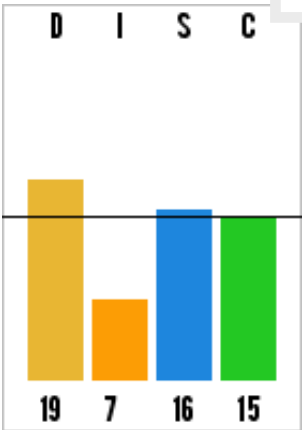
Description: As a "D / S / C" or "D / C / S" or "S / D / C" or "S / C / D" or "C / D / S" or "C / S / D" you think people expect you to be direct, submissive, and competent. You tend to be more passive, but you sometimes surprise people with your dominant ways. You can be active and decisive, but your sweet, sensitive, compliant, and conscientious feelings seem to balance any abrasiveness or forcefulness you might exhibit. You don't tend to be talkative or a crowd pleaser. You seem to think people expect you to be more quiet and shy. You often don't consider yourself as reserved because of your aggressive and assertive tendencies. There is a part of you that doesn't like to constantly sit still and wait for things to happen. You like to be in charge while cautiously moving forward. You also like helping those who may be hesitant or need more assurance. You tend to plan and prepare more than others, but you don't always communicate it well to the masses.

C/S/D - COMPETENT

Discovering your be

"C/S/D's" are a com oriented, but care a They prefer to get tl They tend to be mo really care for peop enthusiastic. Nature

Controlling you



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- Be more enthusiastic.
- Don't worry so much about problems.
- Be more positive.
- Let your sensitivity be more evident.
- Be more outwardly optimistic and encouraging to others.
- Be fearless.

Graph 2: "This is me"

"This is me" is your response to how you feel and think under pressure - how you really feel and think inside. It's your normal unguarded and unmasked behavior.

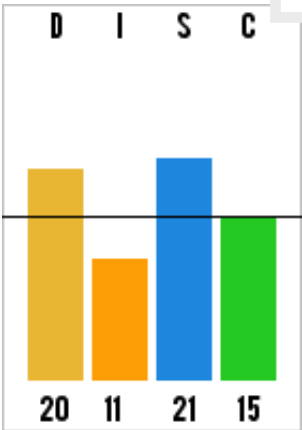
Description: As a "D / S / C", or "D / C / S", or "S / D / C", or "S / C / D", or "C / D / S", or "C / S / D", you think people expect you to be direct, submissive, and competent. You tend to be passive, but you sometimes surprise people with your dominant ways. You can be active and decisive, but your sweet and sensitive, as well as compliant and conscientious ways seem to balance any abrasiveness or forcefulness you might exhibit. You don't tend to be talkative or a crowd pleaser. You seem to think people expect you to be more quiet and shy. You often don't consider yourself reserved because of your soft and contemplative tendencies. There is a part of you that doesn't like to constantly sit still and wait for things to happen. You like to be in charge while cautiously moving forward. You also like helping those who may be hesitant or need more assurance. You tend to plan and prepare more than others, but you don't always communicate it well to the masses.

C/S/D - COMPETITIVE

Discovering your I

"C/S/D's" are a crowd-oriented, but care a lot for people. They prefer to get things done. They tend to be more direct. They really care for people and are enthusiastic. Nature

Controlling your



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task-oriented of crowds. large groups. "C/S/D" types and

- Be more enthusiastic.
- Don't worry so much about problems.
- Be more positive.
- Let your sensitivity be more evident.
- Be more outwardly optimistic and encouraging to others.
- Be fearless.

a tends to be more:

Demanding / Asserting
 Law-abiding / Conscientious
 Loyal / True Blue
 Peaceful / Calm
 Careful / Cautious
 Risk-taking / Courageous
 Hyper / Energetic
 Brave / Adventurous
 Persistent / Restless / Relentless
 Shy / Mild
 Admirable / Elegant
 Ambitious / Goes for it
 Challenging / Motivating
 Perceptive / Sees clearly
 Pondering / Wondering
 Sweet / Tender / Compassionate
 Generous / Giving
 Industrious / Hard working
 Driving / Determined
 Direct / To the point
 Courteous / Polite
 Inventive / Imaginative
 Organized / Orderly
 Helpful / Assisting

a's "D"Tendencies

Demanding, Assertive
 Relentless, Ambitious
 Determined, Direct,

a tends to be less:

Outgoing / Active
 Gentle / Soft / Humble
 Calculating / Analytical
 Convinced / Cocky
 Obedient / Submissive
 Pleasing / Good-natured
 Perfectionist / Precise
 Enthusiastic / Influencing
 Right / Correct
 Competent / Does Right
 Winner / Competitive
 Deep / Intense
 Accurate / Exact
 Animated / Expressive
 Persuading / Convincing
 Guarded / Masked / Protective

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Restless,
 Driving,

a's "I"Tendencies seem to be:

Hyper, Energetic, Admirable, Elegant

a's "S"Tendencies seem to be:

Loyal, True Blue, Peaceful, Calm, Sweet, Tender, Compassionate, Generous, Giving, Courteous, Polite, Helpful, Assisting

a's "C"Tendencies seem to be:

Law-abiding, Conscientious, Careful, Cautious, Pondering, Wondering, Organized, Orderly

a's "D"Tendencies are not very:

Convinced, Cocky, Winner, Competitive, Bottom line, Straight-forward

a's "I" Tendencies are not very:

Outgoing, Active, Enthusiastic, Influencing, Animated, Expressive, Smiling, Happy, Dynamic, Impressing, Exciting, Spirited

a's "S" Tendencies are not very:

Gentle, Soft, Humble

a's "C" Tendencies are not very:

Calculating, Analytical, Researching, Original

Preparing,

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Appendix

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Concise Personality Online Report.

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Why Uniquely You? . . .

Because you are wonderfully and naturally endowed to succeed in life. Fulfilling your purpose involves understanding yourself and others. Learning how to relate wisely to others is vital!

By understanding why we do what we do, we can improve our effectiveness, quality of life and relationships. Most problems are simple “*people problems*.” They are misunderstandings of how people think, feel, and act the way they do.

The Science of Human Behavior helps us understand these challenges. Everyone has a unique personality that’s neither good nor bad. It’s what you do with your personality that really matters.

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The interpretation and practical application throughout this report will help you better understand the dynamics of personality types. Hopefully this assessment will result in better attitudes, improved relationships and positive results. Doing this profile can be the beginning of a new way of solving problems.

It can make the difference in happiness and sorrow . . . success and failure in life. Above all, this profile can help you help others reach their potential and fulfill their dreams.

Historical Background

The Four Temperament Model of Human Behavior is attributed to Hippocrates, the father of modern medicine. His scientific research and brilliant observations are universally accepted. Contrary to what critics claim, the Four Temperaments did not hatch from archaic pagan greek philosophy, but rather the scientific process that made Hippocrates the respected physician of his day.

The DISC Model of Human Behavior was first introduced by William Marston in 1928 through his book, *The Emotions Of Normal People*. Marston took Hippocrates' Greek titles and assigned simple and single D, I, S, and C letters to each. Though there are now many titles to various models, they all have roots from the same basic four temperaments discovered 400 B.C.

Dr. John Geier, Chairman of the Human Behavior Science Department at the University of Minnesota designed the first paper assessment that identified a person's DISC personality

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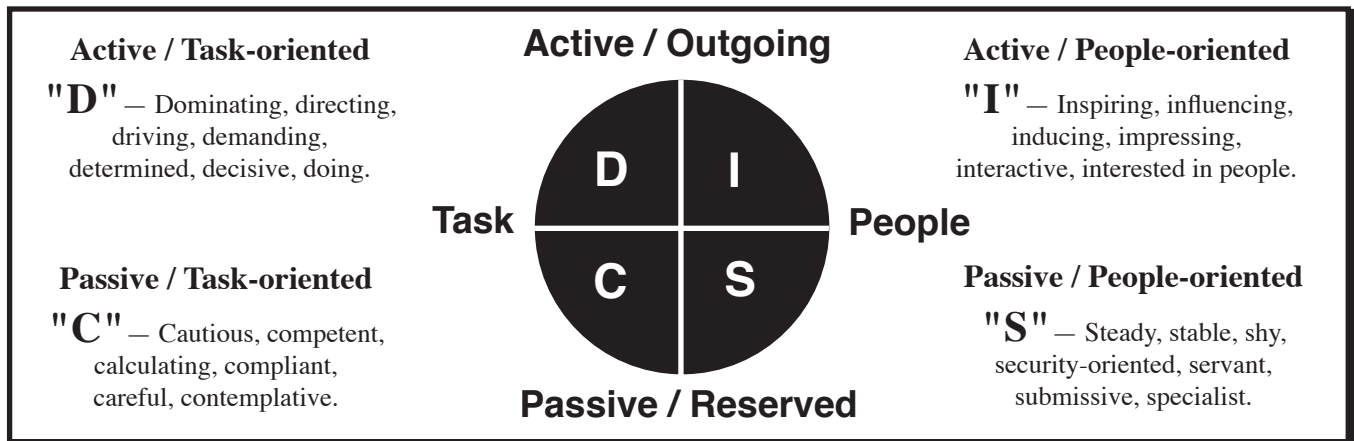
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Interpretation . . .

You have a predictable pattern of behavior because you have a specific personality. There are four basic personality types. These types, also known as temperaments, blend together to determine your

unique personality. To help you understand why you often feel, think and act the way you do, the following graphic summarizes the Four Temperament Model of Human Behavior.



"D" BEHAVIOR

Also known as "Dominators"

Descriptions: *Dominant, Directing*

Basic Motivation: *Challenge*

Desires: • Freedom from control
• Difficult Assignments • Openness
• Choices, rather than ultimatums

Responds Best To Leader who answers • Sticks to task • Gets things done
Responds Best To Follower who allows freedom for personal achievement

Needs To Learn: • You need to be in control
• Some controls are needed to get things done
• Time is the most important
• To focus on the task
• Sensitivity to people's feelings is wise.

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*freedom from
ities to motivate*

Who: • Is fair and
provides recognition

Needs To Learn: • Deadlines are
us • Being respon-
tensing better will

improve one's influence.

"C" BEHAVIOR *(Passive / Task-oriented)* *Also known as "Melancholy" and "Beavers"*

Descriptions: *Competent, Compliant, Cautious, Calculating*

Basic Motivation: *Quality and Correctness*

Desires: • Clearly defined tasks • Details • Limited risks
• Assignments that require precision and planning • Time to think

Responds Best To Leader or Follower Who: • Provides reassurance
• Spells out detailed operating procedures • Provides resources to do task correctly
• Listens to suggestions

Needs To Learn: • Total support is not always possible
• Thorough explanation is not everything • Deadlines must be met
• More optimism will lead to greater success.

"S" BEHAVIOR *(Passive / People-oriented)* *Also known as "Phlegmatic" and "Golden Retrievers"*

Descriptions: *Submissive, Steady, Stable, Security-oriented*

Basic Motivation: *Stability and Support*

Desires: • An area of specialization • Identification with a group
• Established work patterns • Security of situation • Consistent familiar environment

Responds Best To or Follower Leader Who: • Is relaxed and friendly
• Allows time to adjust to changes • Allows to work at own pace
• Gives personal support

Needs To Learn: • Change provides opportunity • Friendship isn't everything
• Discipline is good • Boldness and taking risks are sometimes necessary.

Understanding The Two Graphs

Two graphs are identified for each person. They will help you understand how each person feels, thinks and acts. There is no bad profile. Each graph simply identifies a specific way the person looks at life.

GRAPH 1: “*This is expected of me*” is the response to how the person feels and thinks people expect him or her to behave. The person is telling you, “*This is how I feel you want me to be*” or “*I think you want me to act like this.*”

People understand early in life that there are acceptable and unacceptable actions. Everyone is influenced by these thoughts and feelings.

GRAPH 2: “*This is me*” is the person’s response to how he or she feels and thinks under pressure—how the person really feels and thinks inside. The person is revealing how he or she will naturally respond when under pressure. The person is revealing how he or she is expected of him or her.

Everyone is born with a unique personality. Our parents, friends and peers, plus our own personalities into play.

If **GRAPHS 1** and **2** show a person’s personality will be different. A person may be struggling with how he or she feels about him or her and how he or she may be very consistent. Having two different graphs for many people.

The examples show a “D/I” type in **GRAPH 1** and “I/S” in **GRAPH 2**. This person is revealing that he or she thinks people want him or her to be more dominant, even though he or she really isn’t that type. This person is also more “S”—submissive and security oriented than what he or she feels is expected of him or her.

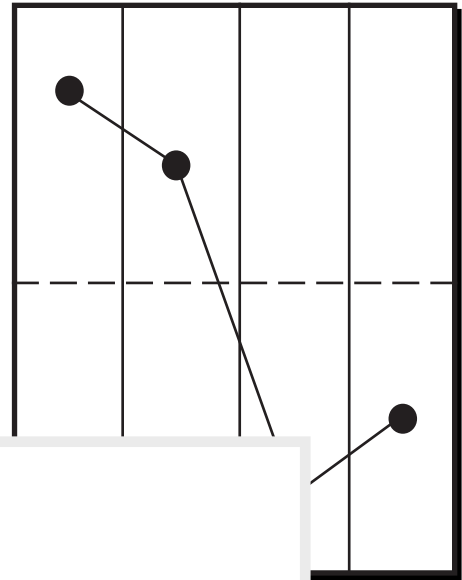
To understand how to read the two graphs, focus on each plotting point under the **DISC** columns.

Every point in the upper third is considered *high*. Every point in the middle third is *mid*. Every point in the lower third is considered *low*.

The higher the plotting point, the more that **DISC** letter describes the person’s behavior. Study this entire booklet to understand how to apply what you learn about yourself and others.

Example of Graph 1

D I S C

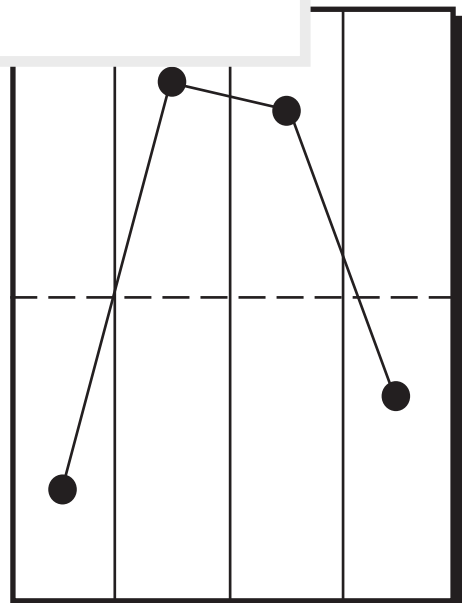


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Example of Graph 2

C



How To Read The DISC Graphs

Each graph describes a personality in a different way.
Look at each graph and find the highest plotting point.

Notice in **Example A**, the highest point is “C.” The next highest point is “S.” This profile is a “C/S” type personality.

“C/S”s are cautious and steady. They like to do one thing at a time and do it right the first time. They also like stable and secure-oriented surroundings. They don’t like to take risks or cause trouble.

“C/S”s need to be more outgoing and positive. Their **Behavioral Blend** is “*Competent Specialist*.”

To help you read the graphs, also notice the lowest plotting points. The example shows “I” as the lowest point. It simply means that this person doesn’t enjoy inspiring or interacting with people, while he or she tends to be more shy and calculating about things.

This person is more reserved than outgoing. He or she likes people on an individual basis and has a strong interest in enthusiasm.

Example B shows a person who is more active than people. They like to sit still or work on their own.

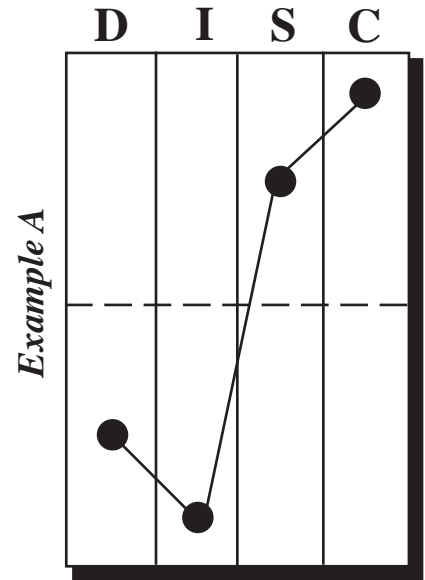
Notice the “S” and “I” points. This person is not so calculating and calculating active types.

Example C is an “I/S” type personality. “I/S”s love people. They are active/outgoing in their “I” and passive/reserved in their “S”. They don’t like tasks. They need lots of recognition and a stable environment. Their “D” and “C” are low, meaning they are not assertive/dominant or logical/contemplative types.

Your profile may be different. It really doesn’t matter what your personality is. The important thing is that you control your personality, rather than allowing your personality to control you.

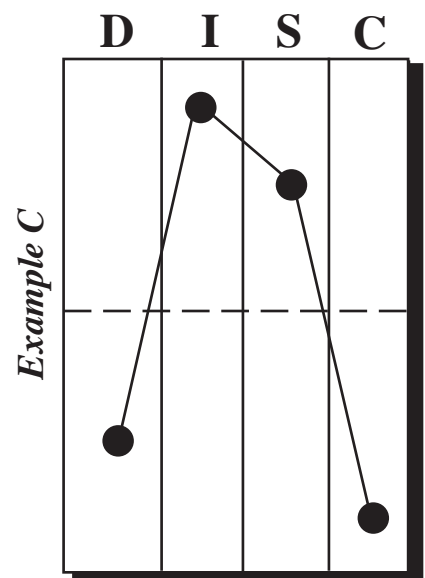
Remember, there is no bad personality. We need to accept the way we and others naturally respond as unique traits. Everyone doesn’t think, feel or act the same way. Once we understand these differences we will be more comfortable and effective with ourselves and others.

To learn more, be sure to study the **Behavioral Blends**.



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DISCOVERING YOUR BEHAVIORAL BLEND

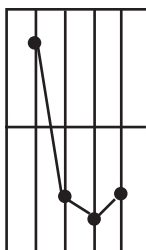
There are four basic personality types known as **D, I, S, and C** behavior. Everyone is a blend or combination of these four temperaments. No type is better than the other. No one has a bad personality. The most important factor is what you do with your personality. Don't let your personality control you; instead learn how to control your personality.

To help you discover more about your specific behavioral style, there are 21 **Behavioral Blends**. One or two **Behavioral Blends** will best describe you. Few people are pure **D, I, S, or C** types. Most everyone is a combination of the four types. Remember, it doesn't matter what personality you have, as much as what you do with it. (Continue instructions next page.)

D: DETERMINED DOERS

"D"s are dominant and demanding. They win at all costs. They do not care as much about what people think as they care about getting the job done. Their insensitivity to feelings makes them too strong. They are great at developing things, but they need to improve their ability to do things correctly. Their strong will should be disciplined to prepare and think more accurately about what they are doing. They are motivated by serious challenges to accomplish tasks.

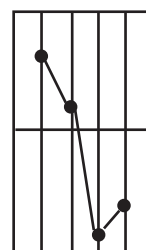
D I S C



D/I: DRIVING INFLUENCERS

"D/I"s are bottom line people. They are much like Dynamic Influencers. They are a little more determined and less inspirational, but they are strong doers and able to induce others to follow. They need to be more cautious and careful, as well as more steady and stable. They get involved in a lot of projects at the same time. They need to focus on one thing at a time and slow down. They are motivated by opportunities to accomplish great tasks through a lot of people.

D I S C



I: INSPIRATIONAL INFLUENCERS

"I"s are impressive people. They are extremely active and excited individuals. Approval is important to them. They can have lots of friends if they need for attention. They can be sensitive. They need to be more interested in listening. They do not like research or looking good. They often do things to please. They are entertainers. They need to control their emotions. They often overreact. They are motivated by recognition.

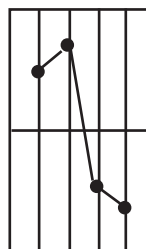
D I S C



I/D: INSPIRATIONAL DOERS

"I/D"s are super salespeople. They love large groups. They are impressive and can easily influence people to do things. They need a lot of recognition. They

D I S C



S: STEADY SPECIALISTS

"S"s are stable and shy types. They enjoy pleasing people and doing the same job. Secure, non-threatening, and important to them. They make things they are so forgiving. Other people take advantage of them. They need to learn how to say, "No" to a friend who won't listen. Talking in front of large crowds is difficult. They are motivated by sweet and to help others.

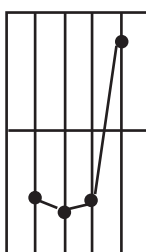
D I S C



C: CAUTIOUS COMPETENT TYPES

"C"s are logical and analytical. Their predominant drive is careful, calculating, compliant and correct behavior. When frustrated, they can over do it or be the exact opposite. They need answers and opportunities to reach their potential. They tend not to care about the feelings of others. They can be critical and crabby. They prefer quality and reject phoniness in others. They are motivated by explanations and projects that stimulate their thinking.

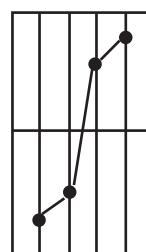
D I S C



C/S: COMPETENT SPECIALISTS

"C/S"s tend to always be right. They like to do one thing at a time and do it right the first time. Their steady and stable approach to things makes them sensitive. They tend to be reserved and cautious. They are consistent and careful, but seldom take risks or try new things. They do not like speaking to large crowds, but will work hard behind the scenes to help groups stay on track. They are motivated by opportunities to serve others and to do things correctly.

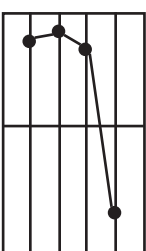
D I S C



I/D/S: INSPIRING DRIVING SUBMISSIVE

"I/D/S"s are impressing, demanding and stabilizing at the same time. They are not as cautious and calculating as those with more "C" tendencies. They are more active than passive. But they also have sensitivity and steadiness. They may seem to be more people-oriented, but can be dominant and decisive in their task-orientation. They need to be more contemplative and conservative. Details don't seem as important as taking charge and working with people.

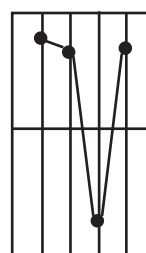
D I S C



D/I/C: DOMINANT INSPIRING CAUTIOUS

"D/I/C"s are demanding, impressing and competent. They tend to be more task-oriented, but can be people-oriented before crowds. They need to increase their sensitivity and softness. They don't mind change. Active and outgoing, they are also compliant and cautious. They like to do things correctly, while driving and influencing others to follow. Their verbal skills combine with their determination and competence to achieve. Security is not as important as accomplishment and looking good.

D I S C



For Your Review

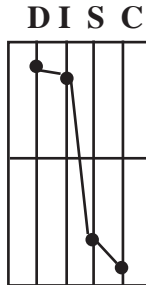
Concise - Summarized

Observe the 21 **Behavioral Blends** on these two pages. Choose the one or two profiles that are most like your graphs. Read the brief paragraph descriptions of the ones that are most like you. You will probably be a combination of two specific profiles. You can also have some characteristics of other types, but will normally fit into one or two **Behavioral Blends**.

Every personality has strengths and weaknesses (uniquenesses). One person's weakness may be another person's strength. That's why "uniqueness" may be a better word than "weakness." In order to be more successful and improve your relationships, you must learn how to control your strengths and avoid your "uniquenesses." Always remember that under pressure you lean toward your strengths. The over-use of a strength becomes an abuse, and the best thing about you becomes the worst. The characteristic that people once liked most about you can become what they later despise.

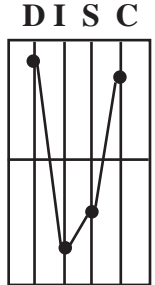
D/I: DYNAMIC INFLUENCERS

"D/I"s are impressive, demanding types. They get excited about accomplishing tasks and looking good. Determined and driven, they influence large crowds best. They can be too strong and concerned about what others think. They have good communication skills and are interested in people. They need to be more sensitive and patient with the feelings of others. Learning to slow down and think through projects are crucial for them. They are motivated by opportunities to control and impress.



D/C: DRIVING COMPETENT TYPES

"D/C" Types are determined students or defiant critics. They want to be in charge, while collecting information to accomplish tasks. They care more about getting a job done and doing it right than what others think or feel. They drive themselves and others. They are dominant and caustic. Improving their people skills is important. They need to be more sensitive and understanding. They are motivated by choices and challenges to do well.



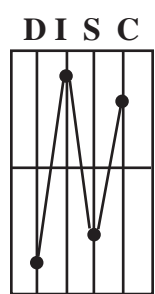
I/S: INSPIRATIONAL SPECIALISTS

"I/S"s are influential and stable. They love people and people love them. They like to please and serve others. They do not like time controls or difficult tasks. They want to look good and encourage others, but often lack organizational skills. They follow what they are told. They should be more assertive, not just what to do, than with whom to do it. They are motivated by interactive and sincere opportunities. Regardless of being up front or behind, they influence and support others. They are obedient workers.



I/C: INSPIRATIONAL COMPETENT

"I/C" Types are inspiring, yet cautious. They size up situations and comply with the rules in order to look good. They are good at figuring out ways to do things better through a lot of people. They can be too persuasive and impatient. They are dualistic, not seeing either side of things. They are careful.



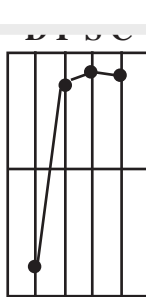
S/D: STEADY DOERS

"S/D"s get the job done. They are preoccupied and are determined to accomplish their tasks. They relate best to small groups. They talk in front of large crowds, but they are not comfortable. They enjoy secure relationships. They can be soft and hard on others. They are motivated by sincere challenges. They systematically do great things. They are not motivated by shallow recognition. They are driven to succeed.



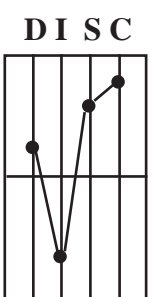
C/I/S: COMPETENT INFLUENCERS

"C/I/S"s like to do things right, impress others and stabilize situations. They are not aggressive or pushy people. They enjoy large and small crowds. They are good with people and prefer quality. They are sensitive to what others think about them and their work. They need to be more determined and dominant. They can do things well, but are poor at quick decision-making. They are capable of doing great things through people, but need to be more self-motivated and assertive. They are stimulated by sincere, enthusiastic approval and logical explanations.



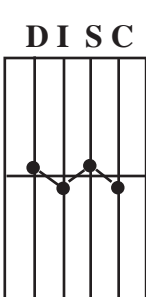
C/S/D: COMPETENT STEADY DOERS

"C/S/D"s are a combination of cautious, stable and determined types. They are more task-oriented, but care about people on an individual basis. They don't like to speak in front of crowds. They prefer to get the job done and do it right through small groups, as opposed to large groups. They tend to be more serious. Often misunderstood by others as being insensitive, "C/S/D" types really care for people. They just don't show it openly. They need to be more positive and enthusiastic. Natural achievers, they need to be more friendly and less critical.



STRAIGHT MID-LINE

A Straight Mid-Line Blend occurs when all four plotting points are close together in the middle of the graph. This may indicate that the person is trying to please everyone. Striving to be "all things to all men" may indicate mature response to pressure. Or it may confirm frustration over the intensity differences under pressure. The person may be saying, "I really don't know what my D, I, S, or C behavior should be or really is." The person may want to do another profile after a while to see if there is any change.

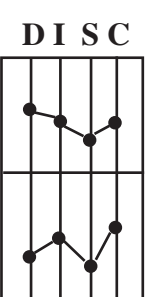


ABOVE MID-LINE • BELOW MID-LINE

Some patterns indicate unique struggles an individual may be having.

An Above Mid-Line Blend occurs when all four plotting points are above the mid-line. This may indicate a strong desire to overachieve.

A Below Mid-Line Blend occurs when all four plotting points are below the mid-line. This may indicate that the person is not really sure how to respond to challenges.



For Your Review

Concise - Summarized

Controlling Your Behavioral Blend/s

When we discover our personality types, we can recognize the specific areas in which we need to improve. The following are admonitions and challenges to help you focus on becoming more balanced. These points apply to all of us, but they are especially pertinent in our areas of weakness and need.

D: “Determined Doers”

- Be careful to not offend people when you take charge.
- Anger is a normal human emotion, but it must be controlled.
- Pursue purity and peace.
- Focus on doing one thing well.

For Your Review

Concise - Summarized

- Recognize that winning is not always most important.
- Be patient with others.
- Rely on others instead of your ability to make things happen.

D/C: “Driven and Competent”

- Seek to get along with everyone.
- Be kind and loving.
- Show more love.
- Seek to serve, not to be served, and have a “servant’s heart.”
- Recognize meekness is not weakness.
- Control your desire for power over others.
- Take time to be still.

CONTROLLING YOUR BEHAVIORAL BLEND *Continued*

I: “Inspirational Influencers”

- Do not exalt yourself.
- Listen more.
- Work at being organized.
- Concentrate on doing what is most important.
- Prepare thoroughly.
- Be careful what you desire.
- Do not be overconfident, and watch what you promise.

I/D: “Inspirational Doers”

- Guard the power of your words.
- Do not use flowery language just to impress people.
- Always tell the truth.

For Your Review

Concise - Summarized

I/C: “Inspirational and Competent”

- Do not think too highly of yourself.
- Be a good example.
- Care more about insignificant people.
- Be bold and confident.
- Guard what you say.
- Do not flatter yourself.

CONTROLLING YOUR BEHAVIORAL BLEND *Continued*

S: “Steady Specialists”

- Increase your confidence.
- Fear not.
- Speak out more often.
- Be outgoing and less inhibited.
- Be assertive.
- Do not be insecure.

S/I: “Steady Influencers”

- Think things through.
- Take stands.
- Guard against fearfulness.
- Remember, you do not always need people to encourage you.

For Your Review

Concise - Summarized

- Be more enthusiastic.
- Enjoy relationships rather than endure them.
- Peace and happiness do not come from security and safety.
- Deep peace is knowing there are answers to your problems.
- Be fearless.

CONTROLLING YOUR BEHAVIORAL BLEND *Continued*

C: “Cautious and Competent”

- Be more patient when you correct others.
- Correct others in love.
- Be more positive.
- Hope in the possibilities, not your circumstances.
- Build relationships with others.
- Find happiness apart from fulfilling your tasks.

C/S: “Competent Specialists”

- Think more positively.
- Guard against the fear of failure.
- Focus on the possible.
- Be cheerful

For Your Review

Concise - Summarized

C/S/D (or any combination of D, S, and C).

“Competent, Steady Doers”

- Be more enthusiastic.
- Do not worry so much about problems.
- Be more positive.
- Be more sensitive.
- Do not be reluctant to lead because of poor verbal skills.
- Be more outwardly optimistic and encouraging to others.

CONTROLLING YOUR BEHAVIORAL BLEND *Continued*

I/D/S (or any combination of D, I, and S):

“Inspiring, Driving, and Submissive”

- Be more calculating and careful.
- Be more organized.
- Be careful what you promise.
- Give others the glory for all you do.
- Think before you act.
- Be humble and slow to speak.

D/I/C (or any combination of D, I, and C):

“Dominant, Inspiring, and Cautious”

- Listen more.
- Be more sensitive to other’s feelings.

For Your Review

Concise - Summarized

- Stop attempting to do so much.

Below Mid-Line

- A Below Mid-Line Blend may indicate you feel threatened or insignificant.
- Let others encourage and guide you.
- Be more optimistic and think better of yourself.

Applying what we learn is the next level of profiling. It really does not matter how much we know about personality types. It is what we do about it and how it helps us be more effective that matters most. The following are some general applications that should be practiced.

Practical Application

High “D”s

- They need challenges and choices.
 - They don’t like to be told what to do.
- They want to be their own bosses.
- Controlling themselves is most important. Desiring to control others, “D”s need to guard their feelings.
 - Since “D”s test and challenge authority, they need to learn that everyone has a boss. If not, they will push others to the limit.

Instead of telling “D”s to complete a task immediately, give them the choice between completing the task now or by a certain time. They prefer the latter, but they at l

High “I”s

- They need lots of recognition, approval and stroking.
- They like to talk and get attention. Being quiet is difficult for them.
- Give them opportunities to express themselves.
- Don’t put them down for their desire to entertain.
- Encourage them to control their excitement and share the limelight with others.

“I”s need to learn they will have more

For Your Review

Concise - Summarized

High “C”s

- They like to do projects half way or not at all. Give them time to them.
- Give them time to do things their best.
- Don’t push them to always do better. They may get frustrated and give up.
- Encourage them to improve their people skills. They need to learn to be more sociable.
- Answer their questions and explain the “whys of life.”

Provide these types with happy and positive atmospheres. They tend to be naturally pessimistic and moody. Joyful and uplifting music around the home or office can be very encouraging. Avoid being constantly negative and critical, especially with these personality types.

look good. Emphasize them look They espe-asing every-

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t risks or try

new things. They prefer additional roles.

- Difficult assignments and enthusiastic challenges are not effective. Friendly and sweet appeals are best.
- Encourage “S”s to be more outgoing and assertive, so that they won’t be taken advantage.

“S”s’ natural submission causes others to take advantage of them. “S”s need to learn how to control their reluctance to be bold and assertive. Saying “no” can be frightening, yet powerful. Taking chances and risks to take charge can be very rewarding.

Stress Management

“D” Behavior —

Under Pressure:

Becomes dictatorial, domineering, demanding, angry, intense, forceful, direct, bossy.

Sources of Irritation:

Weakness, indecisiveness, laziness, Lack of — discipline, plan, purpose, direction, authority, control, challenge.

Needs To:

Back-off, seek help, reacting, control stress, friendly, loyal, kind

“C” Behavior

Under Pressure:

Becomes mood swings, negative, worrisome

Sources of Irritation:

Incompetence, disorganization, foolishness, dishonesty, inaccuracy, wastefulness, inconsistency, blind faith.

Needs To:

Loosen-up, communicate, be — joyful, positive, tolerant, compromising, open, trusting, enthusiastic.

“I” Behavior —

Under Pressure:

Becomes hyper, overly optimistic, immature, emotional, irrational, silly, wordy, selfish.

Sources of Irritation:

Disinterest, slowness, pessimism, details, time restraints, antagonism, doubt, structure, lack of — enthusiasm.

Needs To:

Control emotions, be calm, punctual,

Be confident, not fearful, not a pushover, not a sucker.

For Your Review

Concise - Summarized

Pushiness, instability, inflexibility, anger, disloyalty, insensitivity, pride, discrimination, unfairness.

Needs To:

Be — strong, courageous, challenging, aggressive, assertive, confrontational, enthusiastic, outgoing.

Leadership Insights

Most everyone responds to life's challenges and choices according to his or her personality.
Therefore, individuals who relate to others must be *personality wise*.

For example, High "S" leaders should not engage High "D" followers in small talk. "D"s prefer leaders who get-to-the-point. They want "bottom line" answers. They respond best to those who are not going to waste their time.

On the other hand, High "S" followers feel comfortable with leaders who are systematic, slower, and steady in their approaches. "S"s don't like fast talking, quick pace responses. "S"s respond best to stable and sensitive leaders.

Leader Styles

The following describes different leadership styles. People tend to lead according to their personalities, rather than adapt to the styles of others.

"D" Leaders —

"D"s are *take control* and *be in charge* types. They don't like people telling them what to do. "D" leaders can be too pushy and forceful. They need to control their direct and demanding approach to management. They make better leaders when they learn to be less demanding of others.

"I" Leaders —

"I"s are inspiring and influence others. Natural talkers, they tend to talk too much. "I" leaders are so sensitive to rejection. They are positive leaders. "I"s love to work with individuals.

"S" Leaders —

"S"s are the sweet, sensitive types. They seldom demand anything. They tend to be too nice. They are not assertive. Overly sensitive to criticism, they tend to be more confident. They miss opportunities because of their caution. Reliable and relaxed, they are more reserved.

"C" Leaders —

"C"s are competent and compliant. They go by the book and want to do everything just right. They are thorough and detail-oriented, but tend to be too informative. "C"s need to be more positive and enthusiastic. They answer questions people aren't asking. When optimistic, "C"s are extremely influential. They should not concentrate on problems, but focus on potentials.

Follower Styles

People also follow according to their personalities. Identifying individual followers' styles make leaders more effective.

"D" Followers —

"D"s respect strong leaders. They want to be part of a winning team. They follow with power and authority in mind. They wonder, "*Will this action make me more respected and / or get the job done?*" "D" followers need strong leaders.

"D" followers tend to be impulsive. They like to make them-
selves. They make great first impressions and often persuade others. Some-

"I" followers are sensitive. They like to be liked. They want to be around for fun and stability. Often, "S" followers

"C" followers are quality oriented. They like to be around for fun and stability. Often, "S" followers

For Your Review

Concise - Summarized

The most effective leader is the blended Servant Leader.

These type individuals learn how to adapt and become "all things to all men." They understand that everyone is often motivated by their specific personality. They guard their strengths from overuses, and improve their "uniquenesses / weaknesses."

Blended Servant Leaders control their drives, passions, and wills in order to motivate others more wisely. Servant Leaders are Transformational Leaders who raise people up to follow on a higher plain. Anyone can be a Servant Leader. It doesn't matter what your "DISC" personality type is. It's your maturity, ability to adapt, and control yourself, rather than others that makes the difference.

Intensity Insights

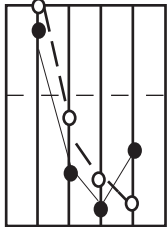
To identify the intensity between two personality types, look for the profile of person #1 ● and compare it to the profile of person #2 ○.

Don't make the mistake of thinking two personalities cannot work well together. In fact, it is sometimes better to have two different personality types working together, so one type will compensate for the other. Remember, we all have blind spots.

Two similar personalities can also work well together, as long as they both respect and trust each other. The purpose of understanding the intensity caused by contrasting personality types is to predict behavior and respond better.

Always keep in mind, no personality is better than the other. We must learn to understand why people do what they do. We should strive to respond in more mature and wiser ways.

DISC



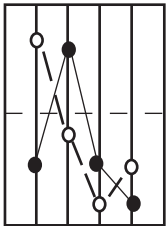
"D" / "D"

Work Index: Two "D"s can work well together as long as one recognizes the other is the "boss." "D" #1 may be the boss, but "D" #2 must respect and trust him. They must also learn to give-and-take. "D" #2 may be a little more dominant, but "D" #1 is also very dominant. "D" team members will be more driving and direct. They often intimidate, but can be extremely good for the team.

Practical Application

- Take turns making major decisions.
- Choose who will decide in specific areas.
- Don't give ultimatums.
- Don't force issues.
- Slow down in making decisions.
- Control yourself, rather than the other person.
- Learn to relax and control stress.

DISC



"D" / "I"

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Practical Application

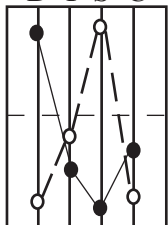
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For Your Review

Concise - Summarized

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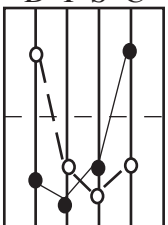
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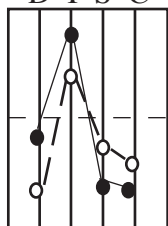
"D" / "C"

Work Index: A "D" and "C" working together conflict over dreams and details. The "D" wants to get the job done, while the "C" wants to get it done right. "D"s are optimistic, while "C"s are more pessimistic ("realistic"). "D"s need to be more careful, while "C"s need to be more positive. "D" and "C" team members are task, rather than people-oriented.

Practical Application

- Be more understanding of other's perspective — Don't criticize their personality.
- Allow others to feel the way they feel.
- "D"s ought to listen more to "C"s.
- "C"s should avoid always being negative.
- Give "C"s chance to think about decision.
- "C"s should take risks; "D"s careful.

DISC



"I" / "I"

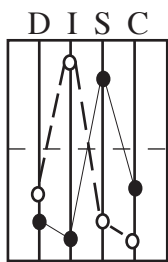
Work Index: Two "I"s working together will talk more than work. They compete for praise and approval. They tend to be overly optimistic and enthusiastic. Two "I"s will communicate well, if one doesn't try to out-talk the other. Each wants lots of attention. Both tend to be emotional. Communication goes two ways—talking and listening. "I" team members are the most expressive.

Practical Application

- Take turns talking.
- Ask the other to repeat back what he or she heard. "I"s don't listen well.
- Record what you agreed upon so there will be no misunderstandings.
- Praise each other more than seeking to be praised.

More Insights

1. Once you have studied your specific *Intensity Insights*, follow these instructions to understand more about other contrasting personalities on both pages.
2. Identify each person's HIGHEST, NEXT highest, and LOWEST plotting points from your Two Graphs.
3. Review the proceeding pages to avoid and resolve conflicts.

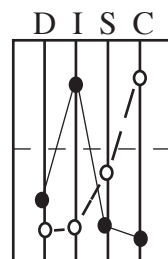


"I" / "S"

Work Index: "I"s and "S"s don't tend to be industrious. They like to "care and share." "I"s are great at PR, while "S"s like customer service. "I"s and "S" relate well together. "I"s are the talkers, while "S" are the listeners. "I"s want "S"s to tell them how they feel, but "S"s can't seem to get a word in. "I"s love crowds; "S"s prefer small groups. "I" and "S" team members are people-oriented.

Practical Application

- When an "I" asks an "S" a question, the "I" should wait for the "S" to answer.
- "S"s shouldn't let "I"s always interrupt and control every conversation.
- "S"s should ask "I"s to repeat what "S"s say. "I"s tend to think of what they want to say, rather than listen closely.

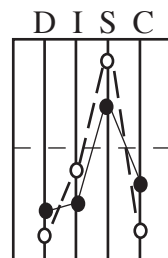


"I" / "C"

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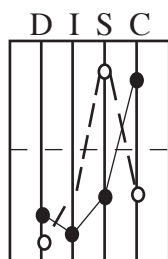
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For Your Review

Concise - Summarized

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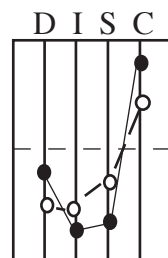


"S" / "C"

Work Index: "S"s and "C"s working together will be passive and methodical. Precision and propriety come before performance. "S"s want "C"s to be more friendly. "C"s can be too picky, but "S"s will be most forgiving. "S"s desire more kindness, while "C"s more perfection. They are both more quiet and private. They can work well together with little need for conversation.

Practical Application

- S"s need to be more demanding with "C"s.
- Work together on projects.
- "C"s should not criticize "S"s' disinterest.
- Be more intimate and aggressive.
- Don't wait on others to express themselves.
- Be more optimistic and positive about your problems.



"C" / "C"

Work Index: Two "C"s working together can be challenging. Both have high standards on how to do things. "C"s tend to think their way is best. Two "C"s will conflict over "right and wrong." They can be cold and caustic. "C"s tend to be picky-perfectionistic and demanding of competence. They make great team members when at peace and when they respect each other.

Practical Application

- Be more complimentary of each other.
- Don't criticize each other's work.
- Don't keep your feelings in.
- Be more expressive and positive.
- Think twice before saying what you think.
- Compromise your way of doing things.
- Be more outgoing and people-oriented.

How To Handle Conflicts

Often, the greatest hindrances to healthy relationships are personality conflicts. Positive individuals, desiring to build good relationships, are often discouraged because of misunderstandings and clashes with others.

This section is designed to help you discover why people do what they do under pressure and why you may conflict with others. Life's success principles on how to handle clashes are clear. The problem is many people are not aware of their "sensitive spots." Everyone needs to learn more about avoiding and resolving conflicts.

Every personality has its "hot button." Everyone can act like a "D" when pushed too far. The following are tendencies of personalities as they relate under pressure.

Review the following pages with your Behavioral Blends in mind. Read each section to see how you may respond as a specific personality type. Also consider how you may respond differently because of your "hot and cold buttons."

To improve your effectiveness, control your personality and never use it as an excuse for poor behavior!

Remember —

Most problems today are not technical — they're relational — personality conflicts and clashes with others.

"D" Behavior —

Under Pressure:

Becomes dictating, angry, intense

Sources of Irritation:

Weakness, indecision

Lack of — discipline, direction, authority

Needs To:

Back off, seek perspective, reacting, controlling, friendly, loyal,

"I" Behavior —

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For Your Review

Concise - Summarized

"C" Behavior

Under Pressure:

Becomes moody, critical, contemplative, negative, worrisome.

Sources of Irritation:

Incompetence, disorganization, foolishness, dishonesty, inaccuracy, wastefulness, inconsistency, blind faith, false impressions.

Needs To:

Loosen up, communicate, be — joyful, positive, tolerant, compromising, open, trusting, enthusiastic.

Under Pressure:

Becomes subservient, insecure, fearful, weak-willed, withdrawn, sympathizer, sucker.

Sources of Irritation:

Pushiness, instability, inflexibility, anger, disloyalty, insensitivity, pride, discrimination, unfairness.

Needs To:

Be — strong, courageous, challenging, aggressive, assertive, confrontational, enthusiastic, outgoing, expressive, cautious, bold.

Natural Responses To Conflict —

"D"s — Want To Attack

"I"s — Want To Expose Others

"S"s — Want To Support or Submit

"C"s — Want To Criticize

Recommended Wise Responses —

"D"s — Restore With Love

"I"s — Make others look good

"S"s — Care Enough To Confront

"C"s — Examine Own Self First

Challenging Differences

ASSIGNMENT —

- Consider how opposite personalities often are attracted to each other in order to "complete" themselves.
- Think about the obvious differences between you and your other team members.
- Ask your closest friends about opposite how personalities in their lives have helped and benefited them.
- Begin thinking about the so-called "weaknesses" of others as "uniquenesses."

Opposites seem to attract each other. Somehow we are attracted to people who have strengths that are our weaknesses. "C"s will meet an exciting, positive, upbeat type person, like an "I". "C"s will wish they were more like him or her, while the "I" is impressed with the "C"s logical thinking and organized behavior.

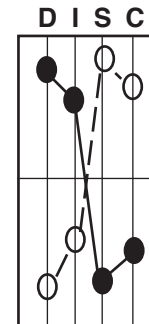
"D"s are often attracted to "C"s because of "C"s cautious and calculating demeanor, while "C"s are impressed with "D"s' risk-taking, driving, decisive and dreaming behavior. "I"s are attracted to "S"s because of "S"s' calm, sweet, soft demeanor; while "S"s are attracted to "I"s' outgoing, energetic, and enthusiastic behavior.

What happens when opposites attract? Our differences can drive us apart, but a bond often becomes the result.

While opposites often attract, blends or composites of "I"s and "C"s, "D"s and "S"s, or "C"s. Most people are

The following are three of the most common opposite types. See if any of these is like your Behavioral Blend/s and that of your "significant other."

"D/I" Relating To "S/C"



- "D/I"s are outgoing, while "S/C"s are passive and reserved.
- "D/I"s are more positive than "S/C"s.
- "S/C"s are more cautious than "D/I"s.
- Both should learn from the other.
- Be committed!

For Your Review

Concise - Summarized

EXAMPLES —

There are "D/I" people skills. There are "S/C" people and task oriented. "D/I" are active and passive.

"S/C" are task-oriented while active and passive.

The "I/C" is both active and passive while people and task-oriented at the same time. The same goes for the "D/S." But while the "I/C" loves to inspire and correct, the "D/S" enjoys dominating and serving others. The "D/S" type may sound like a contradiction in terms, but this unique and often confusing behavior is normal.

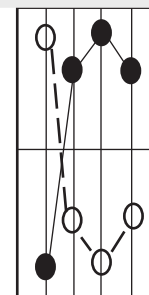
The most obvious conflicts occur when a pure "D/C" task-oriented individual is attracted to a pure "I/S" people-oriented person. These people were probably initially impressed with the others' strengths which were their own weaknesses. The "D/C" lacks people skills while the "I/S" needs to become more task-oriented and organized. The exciting news is each needs the other, but difficulty comes when one stops looking at the other's strengths and starts focusing instead on the other's weaknesses.

The "D/C" focuses on logical thinking and being industrious, while the "I/S" desires to build relationships and deepen communication. You can see how these two blends of behavior can clash.

"D/C"

"D/C"s are people-oriented, while "I/S"s are more high-achievers. "D/C"s are more task-oriented than "I/S"s. Both should learn from the other. Be committed!

"I/S/C"



- "D"s are more dominant and demanding.
- "I/S/C"s resist aggression, but respect it.
- They prefer friendly, secure and cautious behavior.
- Both should learn from the other.
- Be committed.

To compare your personality with that of another person's personality, be sure to study this entire report.