

## RELATIONSHIPS

### Info User

First name:  
Last name:  
Phone:  
Company:  
City:  
State/Province:  
Country:  
Postal Code:  
Street Address:

# Couples Standard 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 the four personality types.

Our personalities are  
"That's just the way  
but we should not

Each temperament  
personalities determine  
model of behavior  
of temperaments,  
of the DISC model

"D" - active / task-oriented

"I" - active / people-oriented

"S" - passive / people-oriented

"C" - passive / task-oriented

Once you burn these four quadrants in your mind you can begin to easily identify the different personality types. It will also help you become more effective in your work and home. Each personality has its strengths and weaknesses. Conflict or harmony in relationships and job performance are the result of how we use or abuse our personalities in response to life's situations.

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

# For Your Review

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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.

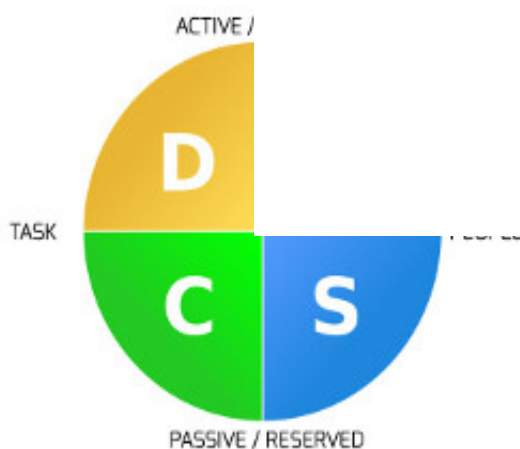
You have a predictable pattern of behavior because you have a specific personality. There are four basic personality types. These types, also known as temperaments, blend together to determine your unique personality. To help you understand why you often feel, think and act the way you do, review the "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

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# For Your Review



### Active/Task-oriented "D"

Dominating, Directing, Demanding, Determined, Decisive, Doing

### Active/People-oriented "I"

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

### Passive/People-oriented "S"

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

**Needs to Learn:**

Everyone has a bc  
Sensitivity to peop

# For Your Review

### **"I" Type Behav**

**Basic Motivation:**

**Desires:** Prestige  
Opportunities to m

Respond Best To Leader Who: Is fair and is also a friend Provides social involvement - Provides recognition of abilities - Offers rewards for risk-taking

**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:** Q

**Desires:** Clearly defined  
- Time to think

**Responds Best To:** I  
- Provides resources

**Needs to Learn:** Total  
Deadlines must be met

# For Your Review

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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 STEADY DOERS

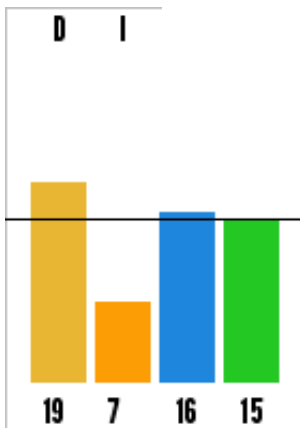
#### Discovering your behavioral blends

"C/S/D's" are task-oriented, but they prefer large groups. They tend to really care for enthusiastic

and

# For Your Review

#### Controllir



- 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 - COMPE

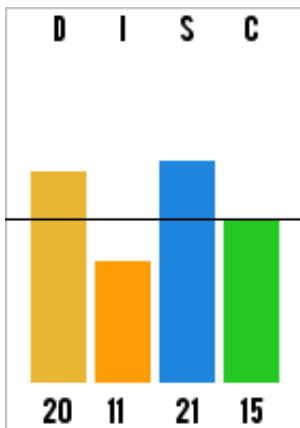
#### Discovering your

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# For Your Review

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### Controlling your behavioral blends



- 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.

**test** 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  
Driving / Determined  
Direct / To the point  
Courteous / Polite  
Inventive / Imaginative  
Organized / Orderly  
Helpful / Assisting

**test** 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

## For Your Review

**test's "D"Tendencies**

Demanding, Asserting, Risk-taking, Courageous, Brave, Adventurous, Persistent, Restless, Relentless, Ambitious, Goes for it, Challenging, Motivating, Industrious, Hard working, Driving, Determined, Direct, To the point

**test's "I"Tendencies seem to be:**

Hyper, Energetic, Admirable, Elegant

**test's "S"Tendencies seem to be:**

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

**test's "C"Tendencies seem to be:**

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

**test's "D"Tendencies are not very:**

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



**test's "I" Tendencies are not very:**

Outgoing, Active, Enthusiastic, Influencing, Animated, Expressive, Smiling, Happy, Dynamic, Impressing, Exc

**test's "S" Tendencies:**

Gentle, Soft, Hu

**test's "C" Tendencies:**

Calculating, Analytical, Researching, O

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# For Your Review

Comparing,

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# Appendix

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Couples (Standard) Online Report.

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***Special thanks to Dr. Stan and Carol Ponz for their  
encouragement and help in preparing this profile.***

# ***Historical Background Of Personality Types***

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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, *Emotional and Personality Types*. This book has become a classic in the field of personality and assigned many titles to various personality types. Marston discovered 400 Basic Personality Types.

Dr. John Geier, C. of Minnesota designed a personality type from a

## **For Your Review**

After studying under staff Psychologist at Dallas Theological Seminary, Dr. Mels Carbonell designed the first-of-their-kind combination personality and spiritual gifts profiles. With over 1 million profiles now in print in several different languages, Uniquely You Resources are one of the most respected and popular profiles available for businesses, personal use, and faith-based organizations.

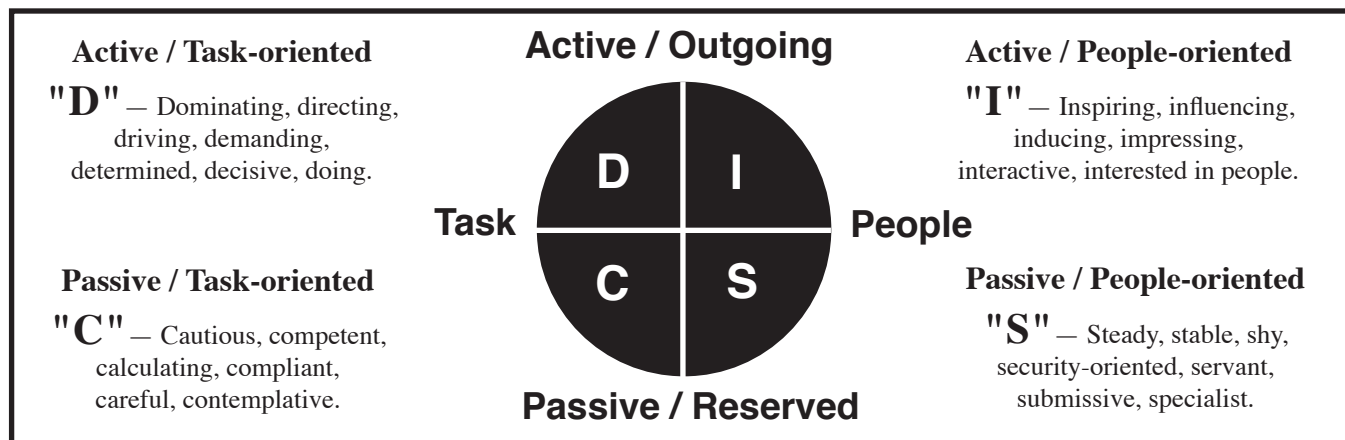
Understanding the four-quadrant model of basic human behavior often explains why people do what they do. These insights can make the difference between right and wrong responses, and the best or worst behavior in any situation.

The profile is not a psychological analysis. It is not designed to deal with serious emotional problems. It can help with simple insights into basic human behavior motivations. For more in-depth needs, we recommend you seek “professional” counseling.

# 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 *(Active / Task-oriented)* *Also known as "Choleric" and "Lions"*

**Descriptions:** *Dominant, Direct, Demanding, Decisive*

**Basic Motivation:** Challenge and Control

**Desires:** • Freedom from control • Authority • Varied Activities  
 • Difficult Assignments • Opportunities for Advancement  
 • Choices, rather than ultimatums

**Responds Best To**  
 answers • Sticks to  
 lows freedom for p

**Needs To Learn:**  
 • Some controls are  
 most important • To  
 • Sensitivity to peo

## "C" BEHA *Also kno*

**Descriptions:** *C*

**Basic Motivation**

**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.

## "I" BEHAVIOR *(Active / People-oriented)* *Also known as "Sanguine" and "Otters"*

**Descriptions:** *Inspiring, Influencing, Impressing, Inducing*

**Basic Motivation:** Recognition and Approval

**Desires:** • Prestige • Friendly relationships • Freedom from details  
 • Opportunities to help others • Opportunities to motivate others  
 • Chance to verbalize ideas

**ho:** • Is fair and  
 vides recognition

Deadlines are  
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 ening better will

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# For Your Review

**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.

# 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.

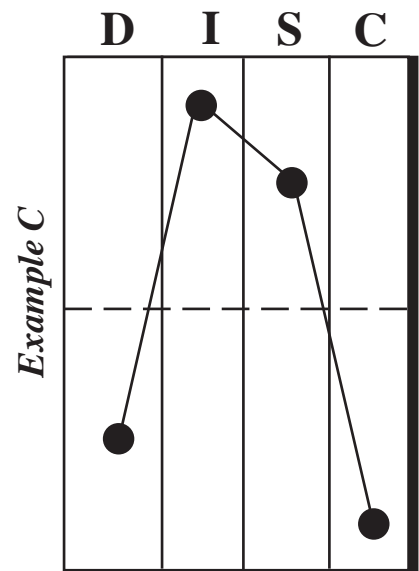
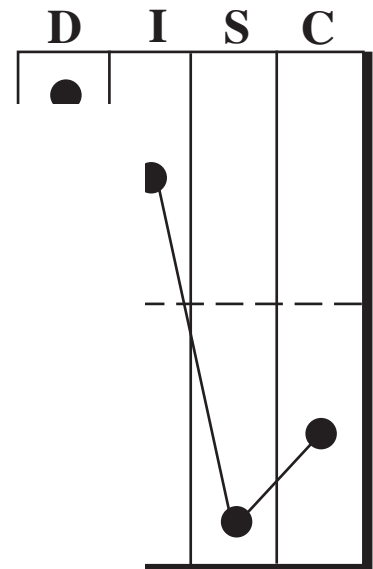
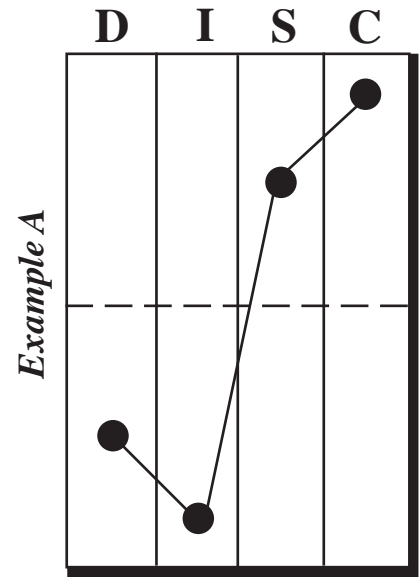
Notice in *Example A*, the highest point is “C.” The next highest point is “S.” This profile is a “C/S” type personality.

“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. The low “I” is not bad. It only indicates a low interest in enthusiastic and carefree behavior.



## For Your Review

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*Ex*  
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**.

# 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 he or she will naturally respond to what is expected of him or her.

Everyone is brought into the world by parents and peers, plus other personalities into

## For Your Review

If **GRAPHS** personality will be different from what a person may be strong in. The graph of him or her and the graph of her may be very consistent with what is expected and the real him or her. Having two different graphs is not a problem and is normal for many people.

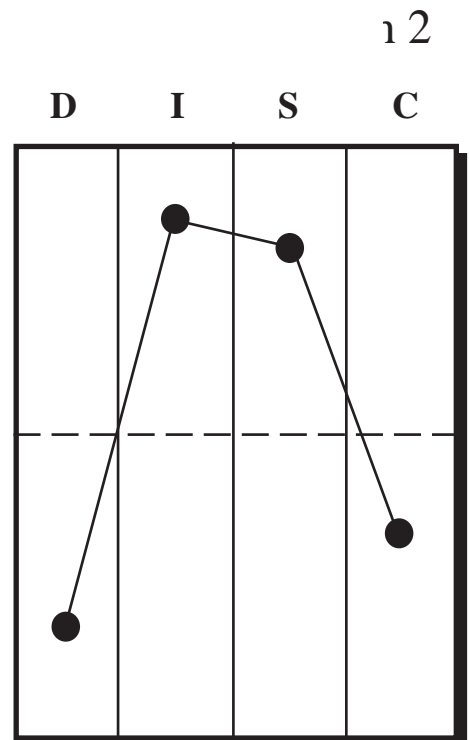
The examples show a “D/I” type in **GRAPH 1** and “I/S” in **GRAPH 2**. This person is revealing that he or she thinks people want him or her to be more dominant, even though he or she really isn’t that type. This person is also more “S”—submissive and security oriented than what he or she feels is expected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



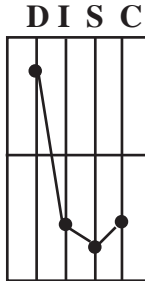
# DISCOVERING YOUR BEHAVIORAL BLEND

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.

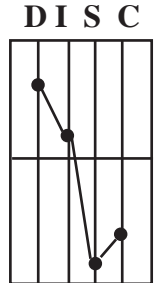
## D: DETERMINED DOERS

□□ 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: DRIVING INFLUENCERS

□□□□ 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.

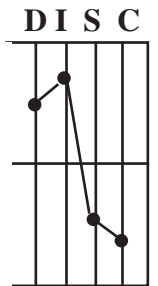


## I: INSPIRATIONAL INFLUENCERS

□□□ are impressive people. They are talkative and excited individuals. They are approachable. They can have lots of friends and a high need for attention. They can be very persuasive. They need to be more interested in listening. They do not like research or a lack of lookgood. They often do things that are entertainers. They need to think more logically. They are often motivated by recognition.

D I S C

## I/D: INSPIRATIONAL DOERS



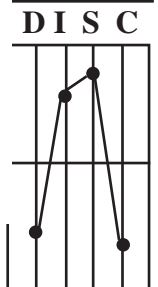
# For Your Review

## S: STEADY SPECIALISTS

□□□ are stable and shy types. They enjoy pleasing people and doing the same job. Security is very important to them. They make their friends and they are so forgiving. One of the advantages of them. They need to learn how to say, "No" to a friend who wants them to do wrong. Talking in front of large crowds is difficult for them. They are motivated by sweet and sincere opportunities to help others.

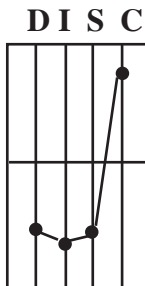


They would be more influential if they were more aggressive and careful. They are kind and considerate. Motivated by opportunities to share and shine, they induce others to follow.



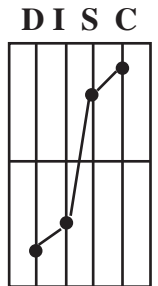
## C: CAUTIOUS COMPETENT TYPES

□□□ 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.



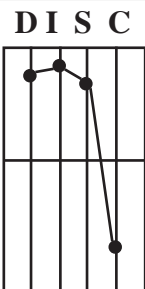
## C/S: COMPETENT SPECIALISTS

□□□□ 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 very 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.



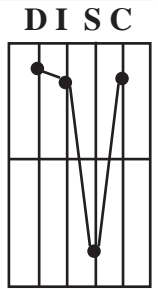
## I/D/S: INSPIRING DRIVING SUBMISSIVE

□□□□ are impressive, 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/C: DOMINANT INSPIRING CAUTIOUS

□□□□ are demanding, impressive 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.



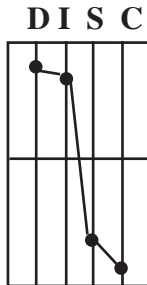


Observe the 21 **Behavioral Blends** on these two pages. Choose the one or two profiles that are most like your graphs. Read the brief paragraph descriptions of the ones that are most like you. You will probably be a combination of two specific profiles. You can also have some characteristics of other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

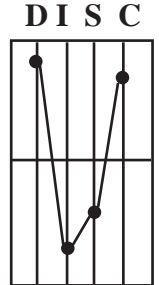
**D/I: DYNAMIC INFLUENCERS**

□□□□ 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**

□□□□□□ 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.



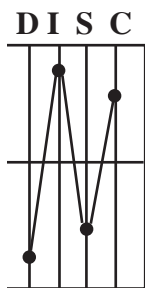
**I/S: INSPIRATIONAL SPECIALISTS**

□□□□ are influential and stal people love them. They like to They do not like time control want to look good and encour organizational skills. They foll they are told. They should l what to do, than with whom to by interactive and sincere op Regardless of being up front c influence and support others. and obedient workers.

**D I S C**

**I/C: INSPIRATIONAL COMPETENT**

□□□□□□ are inspiring, vet cautious. They size up



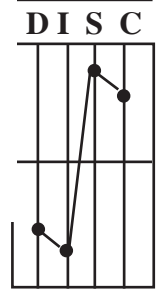
# For Your Review

**S/D: STEADY DOERS**

□□□□ get the job done. They r and are determined to accomp ers, they relate best to small g talk in front of large crowds, l They enjoy secure relationsl them. They can be soft and ha are motivated by sincere chal systematically do great things. They prefer sure things, rather than shallow recognition. They make good friends, while driving to succeed.

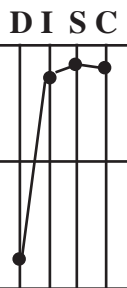


finding. They need to improve their enthusiasm and optimism. They are motivated by kind and conscientious opportunities to slowly and correctly do things.



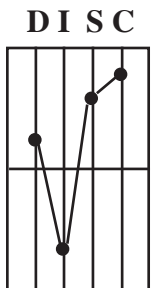
**C/I/S: COMPETENT INFLUENCING SPECIALISTS**

□□□□□□ 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.



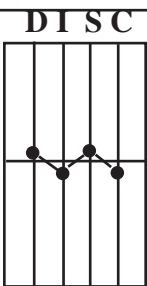
**C/S/D: COMPETENT STEADY DOERS**

□□□□□□ 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, □□□□□□ 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 □□□□□□□□ □□□□□□□□□□ 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.

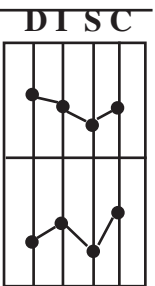


**ABOVE MID-LINE • BELOW MID-LINE**

Some patterns indicate unique struggles an individual may be having.

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

A □□□□□ □□□□□□□□□□ 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.





# 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.
- Be kind to everyone, because everyone is carrying a burden.

## ***D/I: “Driving Influencers”***

- Though naturally fea
- Guard the overuse o
- Making peace is a g
- Choose your words
- Control your feeling

## ***D/I (lower): “***

- Develop humility an
- Remember everyone
- Avoid rebellion.
- Recognize that winn
- Be patient with othe
- 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.

# For Your Review

# ***Controlling Your Behavioral Blend/s*** ***(cont.)***

## ***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
- Do not use flowery l
- Always tell the truth
- Be small in your ow
- Give others the glor
- Put others before yo
- Beware of the “lust

# **For Your Review**

## ***I/S: “Inspirati***

- Beware of always se
- Seek to please other
- Be more task-orient
- Do not be lazy.
- Work hard.
- Do not just talk about what you want.
- Be industrious.

## ***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/s*** ***(cont.)***

## ***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 st
- Guard :
- Remen
- Always
- Prepare

## ***S/D: ‘***

- Let pec
- Speak c
- Be exci
- Be stro
- Encour
- REASON AND EVALUATE MORE.

## ***S/C: “Steady and Competent”***

- Be assertive and strong.
- 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.

# **For Your Review**

# ***Controlling Your Behavioral Blend/s*** ***(cont.)***

## ***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
- Guard against
- Focus on
- Be cheerful
- When ever
- Take more

# **For Your Review**

## ***C/I/S (Cautious, Inquisitive, Specialist)***

“Competent, Inquisitive, Specialist”

- Guard against
- Avoid bit
- Step out of
- Be thankful for everything.
- Be encouraging and a good example to others.
- Take charge and do whatever you need to do.

## ***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.

# ***Controlling Your Behavioral Blend/s*** ***(cont.)***

## ***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,

- Listen more.
- Be more sensitive to
- Be a peacemaker.
- Do not be judgmental
- Be optimistic and en

# **For Your Review**

## ***Straight Mid-l***

- Recognize your impo
- Relax more.
- Remember you cann

## ***Above Mid-Line***

- An Above Mid-Line Blend may mean you are trying too hard to over- achieve.
- You may feel pressure from unrealistic expectations.
- 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.

# General Practical Application

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## 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 opportunity to complete the task now or later. "D"s will usually choose to complete the task later. They will have the choice.*

## 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.

*High "I"s are often friends of the friends of their friends. They are usually poor at making decisions and are often very under-*

## For Your Review

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## High "C"s

- They like to do things on their own. They often stop a project half way through and then give up. Give them time and resources to do 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.*

- They are often very sensitive to criticism. They often adjust to criticism by withdrawing or becoming more defensive.
- Don't expect them to accept risks or try new things.
- They prefer traditional 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 of.

*"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.*

# Combined Graphs

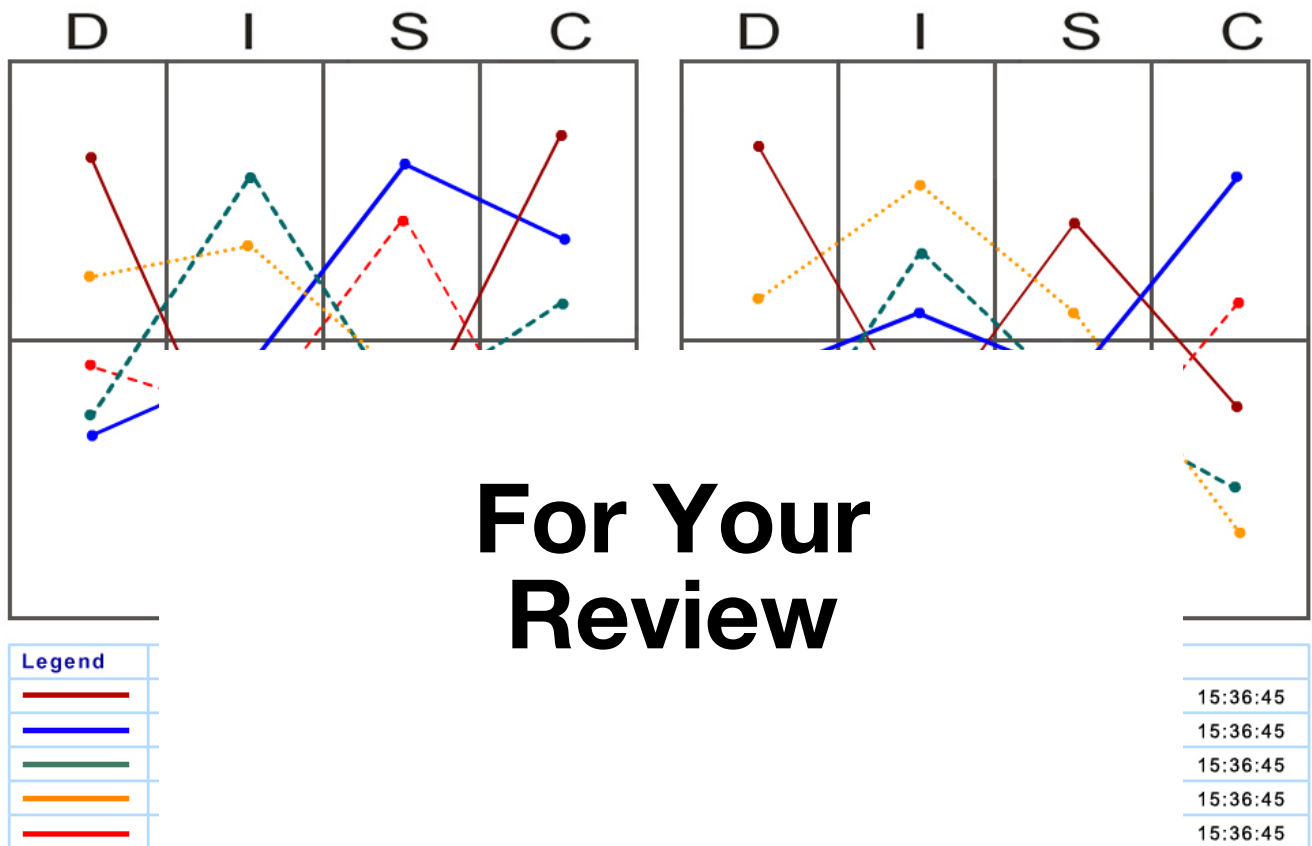
Contrast 2 - 20 people on the same graph. See how your graph relates to another person's or the group's graphs. Parent, Couples, Team leaders, Supervisors, Business Managers and Owners can now assess their staffs as a group by having each person on the team complete his or her profile and then plot their results on the same graphs.

*See example below.*

There is also an entire section in some of the *Uniquely You Profiles* that allows you to compare the graphs of different people. Up to 20 individuals in a family, or on a staff or team can see their group dynamics and develop strategies to improve their effectiveness.

**Graph - 1 : This is expected of me**

**Graph - 2 : This is me**



This is also great for a parent or child to glean insights from up to 4 other members of their family. Parents can use this feature to identify why certain members of the family conflict with each other.

Couples can also combine their individual graphs to contrast their specific personality types. Dating and engaged couples should especially identify their strengths and “uniquenesses.”

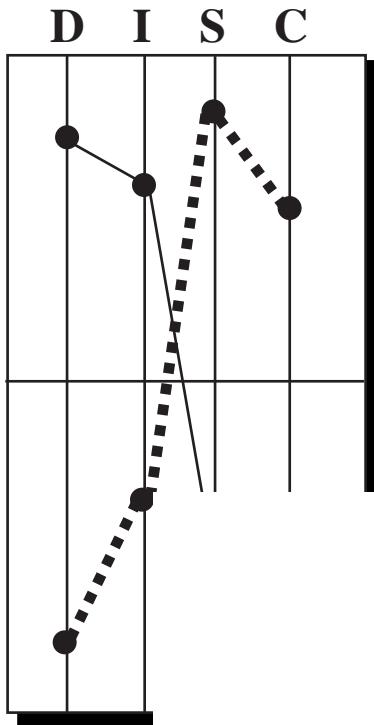
Each person in a group, family, or relationship must first purchase and complete his or her profile. Then **Log-in**, go to **My Account**, and click on **Compare Graphs**. You may choose 2 - 20 person's profiles on Graph 1 “*This is Expected of Me*” and Graph 2 “*This is Me*” from a DISC perspective.

# Relationship Reflections

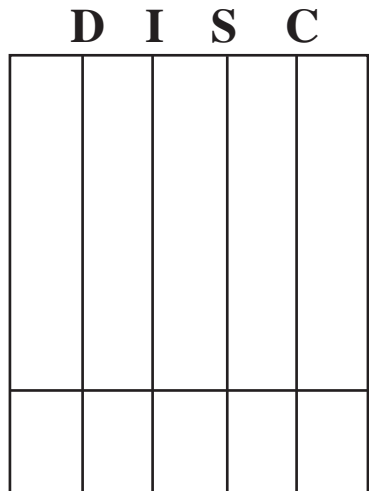
To contrast two personality profiles use Graphs 1 and 2 below. Transpose the graphs from your report.

To observe the possible differences in the profiles use two different color ink pens or a pen and pencil or a dotted line in contrast to a solid line. Notice the sample graph.

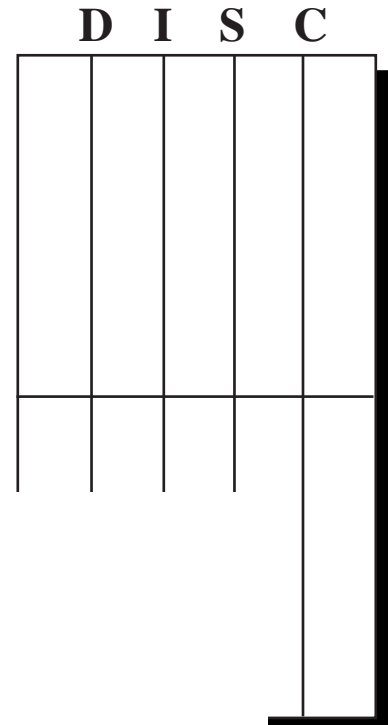
Sample



Graph 1



Graph 2



## For Your Review

The person with ality, while the pe personality. One t personalities have enhance and/or in to guard their differences.

Opposites often, but not always, attract (and attack) each other. People are naturally attracted to those who seem to have strengths that are the other's weaknesses. What one person calls a weakness another may see it as a strength. A better outlook of another person's differences is helpful.

The "D / I" personality needs to be more sensitive to the "S / C" personality's more passive and reserved behavior. The "D / I" may want to jump into doing things, while the "S / C" may want to think everything through and take it slower.

ore ac-  
'D / I'  
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other.

The most important factor in developing a great relationship is **commitment**, rather than compatibility. Chances are your "significant other" has a different personality than yours. Remember, these differences can help you as well as hurt you.

Work on understanding and accepting each other's differences. Be committed to permanency and control your strengths and change your weaknesses (uniquenesses) for the sake of your relationship.



# 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 how opposite 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 "C"s are organized and in a more serious demeanor, while "C"s are in a more relaxed and dreaming behavior. "I"s are attracted to "S"s because "I"s are a soft demeanor; while "S"s are more reserved and cautious.

What happens when opposite personalities meet? They often learn from each other's differences. Our differences can drive us apart. The characteristics of each become the very traits we seek in others.

While opposites often attract, they can also repel or be composites of DISC. For example, most people are a combination of two or more types.

## EXAMPLES —

There are "D/I" blends of people skills. There are "D/C" blends of people and task oriented. "D/C"s are pure task-oriented, while being active and passive. "I/S"s on the other hand, are basically people-oriented while being active and passive.

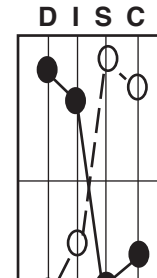
The "I/C" is both active and passive while being people and task-oriented at the same time. The same goes for the "D/S." But while the "I/C" loves to inspire and correct, the "D/S" enjoys dominating and serving others. The "D/S" type may sound like a contradiction in terms, but this unique and often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

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"



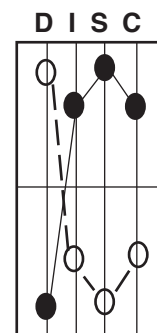
- "D/I"s are outgoing, while "S/C"s are passive and reserved.
- "D/I"s are more positive than "S/C"s.
- "S/C"s are more cautious than "D/I"s.
- Both should learn from the other.

# For Your Review

## "D/C"

People, are high-ore "I/S"s. earn r. i!

## "D" Relating To "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.

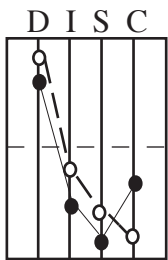
# Intensity Insights

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.

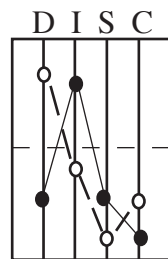


## "D" / "D"

**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 the other.
- Learn to relax and control stress.



## "D"

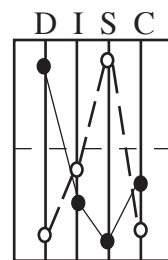
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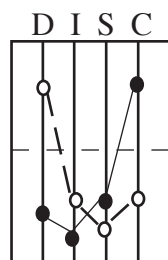
## "D"

Who  
mas  
to a  
dominate "S"s, but should never take them for granted. "S"s feel secure with "D"s as long as "D"s show controlled and stable behavior. "S"s should be assertive — "D"s more compromising.

"s —

ntrol,

- the "S" has the right to say so, without fear.
- "S"s need to strongly appeal to "D"s when their behavior is unacceptable.
- "S"s should show more determination.

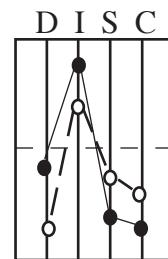


## "D" / "C"

**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.



## "I" / "I"

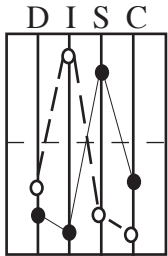
**Work Index:** Two "I"s working together will talk more than work. They compete for praise and approval. They tend to be overly optimistic and enthusiastic. Two "I"s will communicate well, if one doesn't try to out-talk the other. Each wants lots of attention. Both tend to be emotional. Communication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

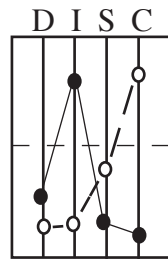


## "I" / "S"

**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.



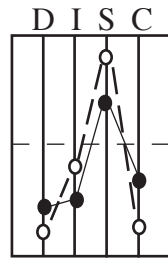
## "I" / "C"

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### Practical Application

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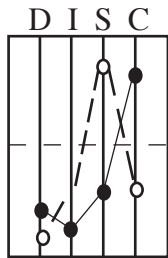


## "S"

**Wo:**  
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add stability and sensitivity to the team.

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major

- Be more enthusiastic and outgoing.

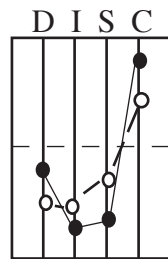


## "S" / "C"

**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 a 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.

# Rearing Children According To Their Bents

Most children need discipline. Dealing with disobedient and disruptive children can be challenging. Correction can either help or hurt children. Knowing what works best often depends on knowing the child's personality type.

Discipline must be motivating. All children have "hot buttons." Children also have "cold buttons" that turn them off. A parent's personal "hot button" can be a certain child's "cold button." In other words, things that motivate the parent may de-motivate the child and vice-versa.

There is a misconception about motivation — that we can motivate others.

Everyone is motivated. Some children are motivated to do one thing, while others are motivated to do the exact opposite. But everyone is motivated.

"Motivation" is actually creating the climate and environment that makes children decide for themselves to do right. Unfortunately, many parents discipline and motivate through intimidation or manipulation.

Effective parenting involves wise discipline that creates the climate to motivate each child individually. The following are suggestions on how to motivate / discipline children according to their personalities.

Remember, what motivates you may not motivate the child. Think of certain children who may respond better to different approaches.

## "D" Type Child —

### Under Pressure:

*Becomes resistant, rebellious, strong-willed, angry, stubborn, demanding, controlling.*

### Sources of Irritation:

*Weakness, losing, indecisiveness, laziness; Lack of — leadership discipline challenge*

### To Motivate / D

- Establish a
- Give opport
- Give one w
- When disob
- Sit out chall
- Give choice

## "I" Type Child —

### Under Pressure:

*Becomes active, impatient, loud; seeks attention; too excited; wants to please the crowd.*

### Sources of Irritation:

*Boredom, routine, being overlooked, criticism, time constraints, organizational demands,*

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## "C" Type C

### Under Pressure

*Becomes up-  
critical, worr  
picky, goes by book.*

### Sources of Irritation:

*Uncertainty, incompetence, disorganization, simplicity, dishonesty, inaccuracy.*

### To Motivate / Discipline:

- Explain reasons for desired action.
- Allow questions and suggestions to improve.
- Give opportunity to research and evaluate.
- When disobedient, prohibit opportunity to analyze and/or correct serious problem.
- Write reasons why obedience is important.

*status quo, peace at all cost.*

### Sources of Irritation:

*Intimidation, inflexibility, turmoil, disloyalty, insincerity, pride, discrimination, unfairness.*

### To Motivate / Discipline:

- Establish close relationship — Be friends.
- Emphasize need for help.
- Appreciate loyalty.
- Give time to prepare and adjust.
- When disobedient, show heartfelt hurt.
- Don't rub-in wrong. Show silent disapproval.

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hips,

# Positive Parenting

Parents have specific styles raising their children. Children also have their own personalities that may conflict with their parent's. Families often struggle when parents and children clash. Identifying predictable parenting styles can improve family living.

No parenting style is better than the other. The wise parent learns to respond according to each child's personality type. Unfortunately, many parents don't know their parenting style. They may also not know each child's specific personality type.

Most families struggle because of personality differences. Familiarity often breeds contempt. In other words, the closer you get, the easier it is to conflict. The things we often love about someone, we sometimes despise.

Understanding "parenting styles" will help you deal with the differences between you and your child. Be sure to identify both personalities.

Children sometimes have totally different personalities from their parents. An aggressive parent may have a passive child. Don't think the child will be just like the parent. Learn to deal with children according to their specific personalities.

As an adult, it is your responsibility to adapt and control the conflict. Don't expect the child to.

The following are proven and practical ways to deal with different type of children. Focus on your D, I, S or C type personality, along with that of the child's.

Be sure to consider your Behavioral Blend and other predominant temperament tendencies ("highs").

## "D" Type Parenting Style With —

### "D" Child:

*Be strong, but willing to bend. The child will challenge and intimidate. Get to the point. Remind the child, you're the boss.*

### "I" Child:

*Be enthusiastic and complimentary. The child will talk and exaggerate a lot. Listen and don't try to control the conversation or prove your point.*

### "S" Child:

*Be sweet. Do not be afraid. The child will be gentle and kind. Apologize when necessary.*

### "C" Child:

*Be prepared. The child wants to be strong, if necessary.*

## "I" Type Parenting Style With —

### "D" Child:

*Be serious. Don't be silly or informal. The child is not interested in funny stories. Don't waste time. Demonstrate your plan to solve the problem.*

### "I" Child:

*Be a good listener. Don't talk much. Compliment the child. Emphasize the good and positive. Smile and agree as much as possible.*

*Be sensitive to the child's feelings. Stay calm and patient.*

*Ask for details and be thorough. Be methodical.*

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h —

*The child may be a strong child, but you're right.*

## "C" Type Parenting Style With —

### "D" Child:

*Be relaxed. Do not be afraid. Do not be afraid. Do not be afraid. Do not be afraid.*

### "I" Child:

*Be patient. Let the child talk. Ask pointed questions that makes the child think. Get the child to talk through to the solution. Stay on track.*

### "S" Child:

*Be loving. Show sincere care for the child. Make the child feel you really enjoy what you do. Don't complain. Be optimistic and sure of your plan.*

### "C" Child:

*Be precise and accurate. Meet forceful demands with clear answers. Be sure of your facts. Be open to suggestions.*

*Be interested in what the child says. Don't just listen. Share your thoughts and concerns. Ask the child to review what was settled.*

### "S" Child:

*Be kind, but don't overdo it. Be strong, if necessary. Don't hold back, but be sensitive. Encourage the child to be stronger concerning problems.*

### "C" Child:

*Be ready for stress. Have your proof ready. The child will pressure you with logic or reasons. Be open to what is said. Take the good, leave the bad.*



# Step-Parenting Insights

Step-parenting can be the hardest kind of parenting. It's difficult enough raising your own kids. Obviously, relating to children with totally different personalities than the new step-parent's, creates unique challenges.

Remarriage with children involved is a whole new ball game. Parents and children must relate to new ways of thinking, feeling and acting. The rules and boundaries seem to change over-night.

Some people often seek mates completely opposite of their former mates. For example, an "S" divorced from a "D" may want an "S" or "C" type. The "S" doesn't want another domineering and demanding mate.

Others are attracted to the exact same type as their former mates. For example, an "I" divorced from a "C" because of a constant cautious and critical attitude, may

marry another "C" just like the former mate. The "I" subconsciously is attracted to competent and conscientious types.

The solution is not finding another mate totally different or exactly like your former mate. Remember, commitment is more important than compatibility.

It's imperative that step-parents understand personality types — their's, as well as their step-children's. By guarding strengths and avoiding weaknesses, you can relate more effectively.

The following are specific ways D,I,S or C type step-parents can relate to D,I,S or C type step-children. Above all, rely on the Holy Spirit to control your personality. Allow God to do something uniquely wonderful for the step-child through you.

## "D" Type Step-Parent Dealing With—

### "D" Step-Child:

*Gain child's respect and trust before trying to control him or her. Child will naturally challenge. Give choices not commands.*

### "I" Step-Child:

*Praise child for successes. Don't try to make child more serious. Motivate child through positive reinforcement. Encourage child more than challenge.*

### "S" Step-Child:

*First become 1 child's slow re Be sensitive at*

### "C" Step-Child:

*Expect child to Be logical and atmosphere. 1*

## "I" Type Step-Parent Dealing With—

### "D" Step-Child:

*Control your emotions. Child will test your feelings. Show child you can be serious. Don't lecture child. Give child opportunity to speak.*

### "I" Step-Child:

*Don't compete for attention. Let child share his or her feelings. Don't interrupt. Teach child how to respond calmly when under pressure.*

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## "C" Type Step-Parent Dealing With—

### "D" Step-Child:

*Don't push child's point when explain for the good in*

### "I" Step-Child:

*Go out of your way to be positive and encouraging. Overlook much of child's disorganization. Praise child. Don't be sarcastic. Be cheerful and excited.*

### "S" Step-Child:

*Be kind and sweet. Don't try to correct everything. The child wants to please, but needs to trust you first. Build loving relationship.*

### "C" Step-Child:

*Child is just like you and will judge everything you do. Show child how competent, yet caring you can be. Don't over-analyze. Stimulate child's thinking.*

*Be excited about child's accomplishments. Show enthusiasm. Don't try to calm the child. Be more expressive and active with child.*

### "S" Step-Child:

*Child is much like you. He or she will take time to know. Take it slow and steady. Build security-oriented environment.*

### "C" Step-Child:

*Be consistent with your approach. Explain the "why" questions. Teach child to be more positive and outgoing by your example.*

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s.*

# 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 slow down, be gentle, and not so demanding of others.

### "I" Leaders —

"I"s are inspiring and enthusiastic. They love to lead and influence others. Naturally great presenters, they tend to talk too much. "I" leaders need to listen more and not be so sensitive to reject positive leaders in individuals.

### "S" Leaders —

"S"s are the seldom demand and tend to be too nice and assertive. Overly confident to be more confident, they miss opportunities. When relaxed, they are

### "C" Leaders —

"C"s are common to 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 choices, rather than "*get-in or get-out*" ultimatums. They need opportunities to do their own thing.

### "I" Followers —

"I"s follow with their hearts. They tend to be impulsive followers. They want opportunities that will make them look good. "I" followers talk a lot. They make great first persuaders often the top. Some-

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is. They like they want to be around for peace and stability. At, "S" followers work-key environ-

vers. They analyze each decision. They love research and development. "C"s are quality oriented followers. They don't like quick or costly decisions. Picky and precise, they follow with their minds, rather than hearts. "C"s seldom respond positively at first. They often want time to think about their decisions. Once convinced, they follow best.

### ***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.