



### **Info User**

First name:

Last name:

Phone:

Company:

City:

State/Province:

Country:

Postal Code:

Street Address:

## **For your Review**

**Professional Leadership Personality  
Profile - Expanded**

## 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, re

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# For your Review

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## Professional Leadership Personality Profile - Expanded

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the four types  
our quadrants

"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

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.

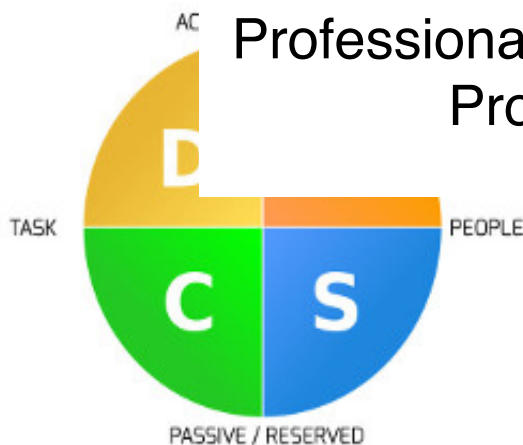
You have a predictable pattern of behavior because you have a specific personality. There are four basic personality types. These types, also known as temperaments, blend together to determine your unique personality. To help you understand why you often feel, think and act the way you do, review the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

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## Professional Leadership Personality Profile - Expanded

### 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  
Sensitivity to p

needed -  
important -

## **For your Review**

### **"I" Type Be**

Basic Motivati

## **Professional Leadership Personality Profile - Expanded**

Desires: Presti  
Opportunities to motivate others - Chance to verbalize ideas

help others -

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: Quality & Correctness

Desires: Clear  
Time to think

n and planning -

Responds Bes  
Provides resol

ig procedures -

Needs to Learn  
Deadlines mus

everything -

# For your Review

## Professional Leadership Personality Profile - Expanded

## Behavioral Blends

These are the Behavioral Blends that are specific to you. Read through the report to see other personalized information. At the bottom of each page is a link to pages with general information.

This is expected of me: **COMPETENT STEADY DOERS (C/S/D)**

This is me: **COMPETENT STEADY DOERS (C/S/D)**

Preface: This section discusses how individuals may experience different comfort zones. It explores the various environments they live in and how these environments influence their behavior and decision-making.

Review the following specific Graph 1

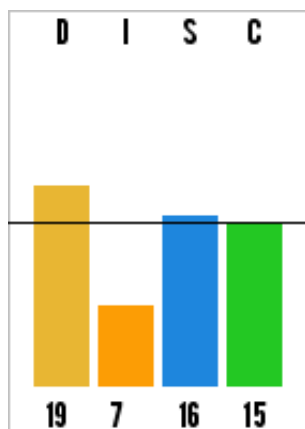
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# For your Review

## Professional Leadership Personality Profile - Expanded

## Your Personality Type on Graph 1: "This is expected of me!"



### Description

As a "D / S / I" type, people expect you to be sometimes surly, sometimes sweet, sensitive, and sometimes forceful. You think people expect you to be like this because of your personality. You constantly sit back and wait for things to move forward. You are a planner and preparer.

## For your Review

### Professional Leadership Personality Profile - Expanded

"You" you think you are passive, but you are not. You are reserved, but your reserve is a strength. Your reservedness or reserve is a strength. You seem to be a reserved person. If as reserved as you are, you don't like to move forward. You tend to be reserved. You tend to be reserved.

### How Others See You

You are often seen as a blend of strength, sensitivity, and serious thinking. You don't tend to be viewed as a "glory hog" who needs a lot of attention. You think people want you to be humble, but you are self-assured with a well of knowledge. You are recognized as one who can be challenging, but reasonable and thorough. You think others feel you have a lot of answers to difficult questions because you like to research and investigate more than most. You are often seen studying or organizing others to accomplish tasks well.

### Your Feelings and Thinking

You tend to feel like you can do just about anything you put your mind to. You think people want you to be confident and courageous, but you sometimes doubt yourself because of your need for security and more information. You aren't really extroverted, plus you don't seem to desire opportunities to speak to large crowds. You would rather work through small groups and individuals as a personal support to them. You tend to think positively about your ability to do great things, but you also struggle at times because of your subconscious passivity and

occasional negative thinking.

## Vision and Passion

Your vision is widespread as well as focused. You tend to see the big picture and details that need to be considered. You think people expect you to be committed to accomplishments and excellence with a tender heart. You seem to flip back and forth when it comes to a secure and stable environment. On one hand you don't need anyone to make you feel comfortable and on the other hand you don't like people to be disappointed in you. You sometimes don't care what others think; then there are times you can be very sensitive. You don't tend to be verbal or talk a lot, but you can communicate well in small groups. You also often like to be by yourself thinking and planning

## Leadership Style

Your leadership style is aggressive and cautious. You have excitement when it comes to skills or public and demonstrate example and p

# For your Review

## Professional Leadership Personality Profile - Expanded

## Follower St

You tend to be a good follower when you believe you need to be in charge. Followers have to let others tell them what needs to be done. You think people would rather have you give all the commands. You are one of the best when it comes to your following submissively and competently. You like to obey and prefer to follow the rules. You can be a risk taker, but often guard your aggressiveness through your cautiousness. You tend to plan and prepare a lot so you will be wiser and able to follow your leaders in a sure and steady fashion.

## Responds Best To

You respond best to those who have a plan, plus you take things slowly and methodically. You don't get real excited by energetic and upbeat presentations. You prefer challenging, steady, and outlined programs, as opposed to hyper and empty appeals. You don't respond well to those who tend to be careless or sloppy. You like things organized and effective. You are a great team player and you don't care who gets the credit as long as you don't get the blame.

## Conflict Management

You prefer dealing with conflicts straight on, but you tend to approach them gingerly and analytically. You think people expect you to see both sides fairly and then make a decision one

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way or the other. You don't care that much about being popular. You just want to make the correct decision. You tend to gather information and research more than others so you can come to the wisest conclusions. You aren't afraid of conflicts, but you tend to be unsure of making decisions too quickly or too slowly.

## Strengths and Uniquenesses

You are strongest when it comes to being sure of yourself publicly. Sometimes you can be insecure because you may lack optimism privately. You tend to be outwardly confident but inwardly timid. Your uniqueness or what others may call your "weakness" is your public speaking and inspiration. You don't tend to be openly enthusiastic or outgoing. You sometimes aren't friendly, except in small groups or with individuals. You tend not to stand out in a crowd, and would rather blend in than be seen or heard.

## Overuses and Abuses

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## Professional Leadership Personality Profile - Expanded

### Guard Agai

Don't hesitate to speak to large groups. You often have great material to share. You tend to be both challenging and sensitive when you speak, but you sometimes avoid speaking opportunities. You tend to be disinterested and would rather work behind the scenes making sure the jobs get done and are completed correctly. You are people-oriented, but not with crowds. You prefer working with small groups or motivating individuals. Overcome your disinterest in public speaking and force yourself to inspire and influence the masses. Don't let your quiet and sometimes humble attitude hold you back from communicating with conviction, warmth, and information.

## Relating Style

You seem to relate in several different ways. You think people want you to be more passive, but you also can exhibit active and aggressive behavior. On one hand, you relate well with individuals in a quiet and slow way, but you can also challenge large crowds with your dreams and direction. You also tend to be sensitive and kind, especially when working with small groups and individuals. You seem to relate well in several different dimensions. You don't try very hard to make good impressions speaking to large groups or publicly influencing others to promote your causes. You are best at demonstrating confidence in what you do and being supportive and cautious.

## Conclusion

You stand out in many ways, but you don't seek to be popular or the center of attention. This is not bad, but may hinder your effectiveness. You may need to work on your friendliness and charisma. People respect your strong convictions combined with your sensitive spirit and competent preparation, but you seem to lack the enthusiasm to exhibit all that you have going for you. Be more excited and take advantage of speaking to large groups whenever possible to share your dreams, warmth, and wise counsel. You will complete many tasks, comfort even more people, and improve your results.

DISCLAIMER: These insights are broad descriptions of your specific personality type. They are NOT intended to be 100% accurate. This is simply a brief overview.

Having completed your Uniquely You Personality Questionnaire, be sure to view these descriptions from a Graph 1: "This is expected of me" perspective. If both graphs are the same, your understanding of them will be easier. If both graphs are different, keep the appropriate perspective in mind.

People seem to be subjective, basic, guarded, mask specific personality descriptions.

## For your Review

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### Professional Leadership Personality Profile - Expanded

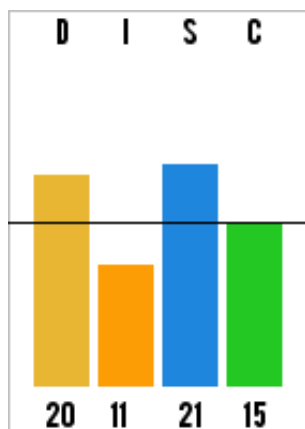
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This is NOT a psychological evaluation and is not intended to be used as a definitive example of your behavior.

Preface: This section is designed to describe specific personality types from a private perspective - when individuals are either in their home environments or in settings among friends and relatives. People tend to have different motivations in public - at home or away from work than they have in public - at work or among casual friends or strangers.

Review the following insights with a specific person in mind, or find the type that describes your specific Graph 2 personality type.

## Your Personality Type on Graph 2: "This is me!"



### Description

As a "D / S / I", people expect you to be sometimes surly, sweet and sensitive, and abrasiveness (or abrasiveness). You seem to be reserved because you like to constantly move forward and tend to plan around masses.

## For your Review

### Professional Leadership Personality Profile - Expanded

As a "D / S / I", you think you are, but you are not. You are not a crowd pleaser. You consider yourself a person that doesn't like to be cautiously sure. You are all to the

### How Others See You

You are often seen as a blend of strength, sensitivity, and serious thinking. You don't tend to be viewed as a "glory hog" that needs a lot of attention. You think people want you to be humble, but you are self-assured with a wealth of knowledge. You are recognized as one who can be challenging, but reasonable and investigative. You think others feel that you have a lot of answers to difficult questions because you like to research and contemplate more than most. You are often seen studying or organizing others to accomplish tasks well.

### Your Feelings and Thinking

You tend to feel like you can do just about anything to which you put your mind. You think people want you to be confident and courageous, but you sometimes doubt yourself because of your need for security and information. You aren't extroverted, and you don't seem to desire opportunities to speak to large crowds. You prefer to work through small groups and individuals as a personal support to them. You tend to think positively about your ability to do great things, but

you also sometimes struggle because of your subconscious passivity and occasional negative thinking.

## Vision and Passion

Your vision is widespread and focused. You tend to see the big picture, as well as the details. You think people expect you to be committed to accomplishments and excellence with a tender heart. You seem to flip back and forth when it comes to seeking a secure and stable environment. On one hand, you don't need anyone to make you feel comfortable. On the other hand, you don't like people to be disappointed in you. You sometimes don't care what others think; then there are times you can be very sensitive. You don't tend to be very verbal, but you can communicate well in small groups. You also often like to think and plan by yourself.

## Leadership Style

Your leadership style is aggressive and sensitive, soft excitement with communication. You influence care. You lead do all the work

# For your Review

## Professional Leadership Personality Profile - Expanded

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## Follower Style

You tend to be a good follower when you control your desire to be in charge. You think people would rather have you lead and give all of the direction. You are one of the best when it comes to following submissively and compliantly. You like to obey, and prefer to follow the rules. You can be risk-taking, but often guard your aggressiveness with your cautiousness. You tend to plan and prepare extensively so that you will be wise and able to follow your leaders in a sure and steady fashion.

## Responds Best To

You respond best to those who have a plan, take their time, and are slow and methodical. You don't become very excited by energetic and upbeat presentations. You prefer challenging, steady, and outlined programs, as opposed to empty appeals. You don't respond well to those who tend to be careless or sloppy. You like things to be organized and effective. You are a great team player, and you don't care who gets the credit as long as you don't get the blame.

## Conflict Management

You prefer dealing with conflicts directly, but you tend to approach them gingerly and analytically.

You think people expect you to see both sides fairly, and then make a decision one way or the other. You don't care much about being popular. You just want to make the correct decision. You tend to gather information and research more than others so you can come to the wisest conclusions. You aren't afraid of conflicts, but you tend to be unsure of making decisions too quickly or too slowly.

## Strengths and Uniquenesses

You are strongest when it comes to being sure of yourself publicly. Sometimes you can be insecure because you may be unsure of yourself privately. You tend to be outwardly confident, but inwardly timid. Your uniqueness, or what others may call your weakness, is your public speaking and inspiration. You don't tend to be openly enthusiastic or outgoing. You sometimes don't seem to be friendly, except when in small groups or with individuals. You don't tend to stand out in a crowd or seek to be heard.

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## Professional Leadership Personality Profile - Expanded

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## Guard Agai

Don't hesitate to speak to large groups. You avoid speaking opportunities, even though you often have great substance to share. Furthermore, you have the ability to be both challenging and sensitive when you speak. You tend to be disinterested and would rather work behind the scenes to ensure the job gets completed and done correctly. You are people-oriented, but not with crowds. You prefer working with small groups or motivating individuals. Overcome your disinterest in public speaking, and force yourself to inspire and influence the masses. Don't let your quiet and sometimes humble attitude hold you back from communicating with conviction, warmth, and information.

## Relating Style

You seem to relate in several different ways. You think people want you to be more passive, but you also can exhibit active and aggressive behavior. On one hand, you relate well with individuals in a quiet and slow way. However, you can also challenge large crowds with your dreams and research. You also tend to be sensitive and kind, especially when working with small groups and individuals. You seem to relate well in several different dimensions. You don't try too hard to make a good impression while speaking to large groups or publicly influencing others to promote your causes.

You stand out in many good ways, but you don't seek to be the center of attention. This is not bad, but may hinder your effectiveness. You may need to work on your friendliness and charisma. People respect that your strong convictions are combined with your sensitive spirit. They also respect your competent preparation. Nevertheless, you seem to lack the enthusiasm to exhibit all that you have going for you. Be more excited. Whenever possible, take advantage of speaking to large groups so that you can share your dreams, warmth, and wise counsel. You will be able to complete more tasks, comfort even more people, and improve your results.

Having completed your Uniquely You Personality Questionnaire, be sure to view these descriptions from a Graph 2: "This is me" perspective. If both graphs are the same, your understanding of your personality is more accurate from the "This is me" perspective. If the graphs are different, your understanding of your personality is more accurate from the "This is you" perspective.

People seem to be so subjective, biased, unguarded, untruthful, and unkind to their relatives. Reviewing your life is always

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Your Uniquely You Personality Profile contains basic insights on how you tend to think, feel, and act from a DISC temperament type's perspective. When both your Graphs 1 and 2 are generally the same, the profile is easier to understand than if Graphs 1 and 2 are different. Similar graphs simply mean that you tend to be consistent in public and in private. How you respond at work or publicly is generally the same as how you think, feel, and act at home among friends and relatives. Having similar graphs is common, but has specific challenges when it comes to being flexible or adapting to others.

that you are not very flexible, or that you perhaps need to loosen up and adapt to challenge differently. Having similar graphs is both a strength and a weakness when dealing with others. You relate on a consistent basis, but may need to respond differently than how you normally might think or feel.

Additionally, you may be revealing you feel that people expect you to behave in the same way among fellow employees and associates at work, or publicly outside your more personal and familiar environments (Graph 1), as you behave at home under pressure among your closest friends and relatives or in more familiar environments (Graph 2). Keep in mind that Graph 1 is your behavior “expected of you” when you have your guard up and mask on (usually at work or in less familiar environments). Graph 2 is “the real you” when you let your hair down, drop your guard, or take your mask off (usually at home or among your closest friends and relatives or in more familiar environments).

When both graphs are similar, you are consistent with your motivations and feelings. Having similar configurations may be a sign that you are self-aware and that you are not willing to adapt.

Understanding productive and differences. The

can be very arities and control you.

# For your Review

## Professional Leadership Personality Profile - Expanded

## Case Study or Example of an Immature or Out-Of-Control “D/S/C” Type

Here’s an example of “D / S / C” or “D / C / S” or “S / D / C” or “S / C / D” or “C / D / S” or “C / S / D” types who seem very passive, but out of control they can be extremely aggressive. They tend to be more task-oriented than people-oriented. They focus more on completing tasks.

They prefer to be relational with individuals rather than crowds. They would rather be behind the scenes with small groups than up front in large groups. They are more introverted, than extroverted.

When these types are immature, their driving and demanding demeanor makes them lose control of their responses. They tend to not do well with anger management. They often become surprisingly forceful. They don’t tend to be emotional, but they can be very stubborn.

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## For your Review

### Professional Leadership Personality Profile - Expanded

They would greatly improve their effectiveness if they would guard their aggressiveness under pressure, and be livelier, socially expressive, avoid withdrawing from crowds, and not worry or fret so much. They have a lot going for them, but sometimes trip over their own strengths.

These types are behaviorally pulled in many different directions. They make great friends on an individual basis, but can be a little bossy and critical. They are not known for their outgoing and bubbly personality. When pressured and out of control, they can be very difficult.

People find them hard to understand, because they tend to be distant and moody. They can be very kind and caring at times. When stress attacks them and they don’t guard their personalities, they can become dull and distant.

When in control of their feelings, thoughts, and actions, they make great workers, mates, parents, and friends.

## Case Study or Example of an Mature or In-Control “C / S / D” Type

Here's an example of a "D / S / C" or "D / C / S" or "S / D / C" or "S / C / D" or "C / D / S" or "C / S / D" type who has learned to control his personality, rather than crumbling under the weight of life's pressures. Most people struggle with stress, but only those who adapt, rather than attack or outright surrender to their feelings, often succeed in life.

This person has a tendency to be passive because he is naturally submissive and cautious. His unusual innate driving and determined tendencies sometimes override his withdrawn and reserved ways. He often surprises others with strong indications that he wants to be in charge.

He doesn't seek attention, nor does he desire to be recognized. He seriously enjoys getting projects done through hard work and careful planning; He likes to enjoy the companionship of individuals more than the energy of a crowd. He does not seek attention or approval.

He tends to be more laid back, but also has the drive and determination to tackle difficult tasks. He enjoys working on projects especially with a good friend who appreciates his preciseness and quality control.

This person is has taken charge, but not the scenes in his maturity by security and st

He can also be can investigate opposed to large gatherings.

He can get lost in a crowd, because he doesn't seek to be seen or recognized. He has disciplined his ego and doesn't dominate discussions. He seldom interrupts in conversations and seems to always say the right things.

He isn't foolish or silly. He sometimes comes across as unfriendly, but once you get to know him, he can be a dear friend. His maturity is best seen under pressure/ While others who are like him may explode with anger, he knows how to keep his cool. When others are sarcastic and critical, he is more positive and kind.

He can be a successful leader who lives by example.

## For your Review

### Professional Leadership Personality Profile - Expanded

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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 max

C/S/D - COMF

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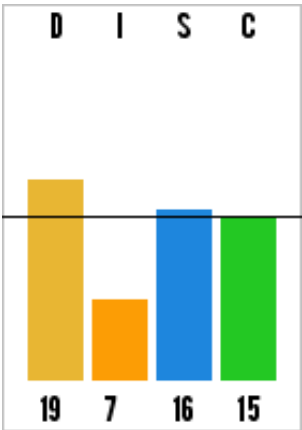
For your Review

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Professional Leadership Personality Profile - Expanded

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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.

## 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 - COMF

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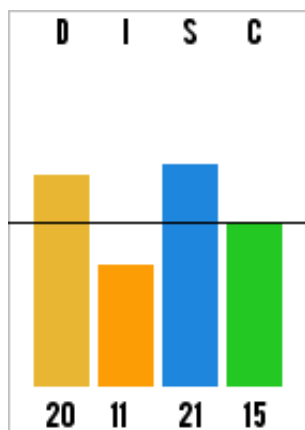
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# For your Review

## Professional Leadership Personality Profile - Expanded

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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.

## Your DISC Insights

**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  
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 Sweet / Tender  
 Generous / Giving  
 Industrious / H  
 Driving / Determined  
 Direct / To the point  
 Courteous / Polite  
 Inventive / Imaginative  
 Organized / Orderly  
 Helpful / Assisting

**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

## For your Review

### Professional Leadership Personality Profile - Expanded

Bottom line / Straight-forward

**a's "D" Tendencies seem to be:**

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

**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,

**a's "S" Tendencies are:**

Gentle, Soft, Humble

**a's "C" Tendencies are:**

Calculating, Analytical, Researching, Original

## For your Review

Professional Leadership Personality Comparing,  
Profile - Expanded

# Appendix - Table of Contents

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This Table of Contents is for the generic pages of your *Professional / Leadership Online Report*. Be sure to first review your online report to learn all the personal information generated from your questionnaire.

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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.

We must learn  
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## For your Review

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Ironically,  
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help.

## Professional Leadership Personality Profile - Expanded

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Convincing the greatest skeptics involves understanding their motivations. Once we answer their objections, they make supportive optimists. Effectiveness requires insights. Success begins with identifying our uniquenesses.

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 C. Norcross, Ph.D., is a professor of psychology at the University of North Carolina at Chapel Hill. He is the author of the DISC personality model, which is used by many professionals to understand a person's behavior.

After studying the first-of-their-kind profiles now the most re-faith-based

## For your Review

### Professional Leadership Personality Profile - Expanded

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Understand 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.

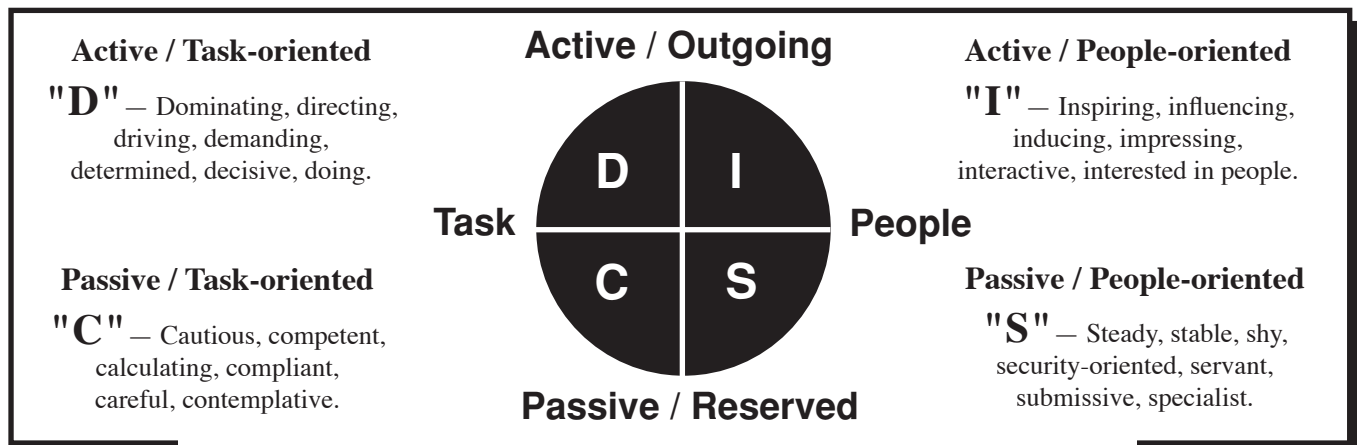
The profile is not a psychological analysis. It is not designed to deal with serious emotional problems. It can help with simple insights into basic human behavior motivations. For more in-depth needs, we recommend you seek "professional" counseling.

To receive maximum effectiveness, be sure to study your complete personality profile. There are so many insights to learn!

# 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 "Doers"*

**Descriptions:** *Domineering, Directing, Driving, Demanding, Determined, Decisive, Doing*

**Basic Motivation:** *Control, Power, Achievement*

**Desires:** • Freedom  
• Difficult Assignments  
• Choices, rather than being told what to do

**Responds Best To:** *Clear instructions, deadlines, and structure*

*Answers • Sticks to tasks • Does not mind being told what to do • Allows freedom for personal accomplishments*

**Needs To Learn:** • You need people • Relaxation is not a crime  
• Some controls are needed • Everyone has a boss • Self-control is most important • To focus on finishing well is important  
• Sensitivity to people's feelings is wise.

## "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.

# For your Review

## Professional Leadership Personality Profile - Expanded

*People-oriented*  
*and "Others"*

*Pressing, Inducing*

*Approval*

*Desires • Freedom from  
opportunities to motivate*

**Who:** • Is fair and  
• 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" 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 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.*”

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

## For your Review

### Professional Leadership Personality Profile - Expanded

If **GRAPE** personality will person may be of him or her and how he or she really wants to act. Or the person 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.

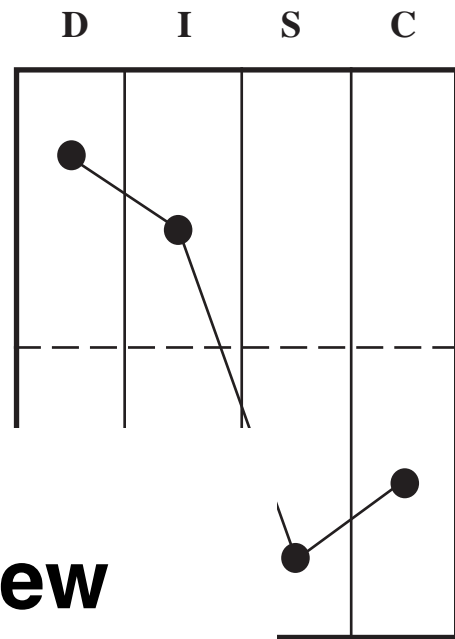
The examples show a “D/I” type in **GRAPH 1** and “I/S” in **GRAPH 2**. This person is revealing that he or she thinks people want him or her to be more dominant, even though he or she really isn’t that type. This person is also more “S”—submissive and security oriented than what he or she feels is expected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

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

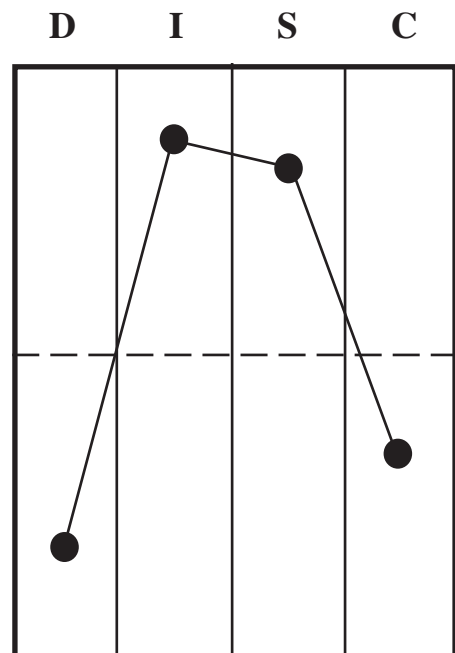
Every point in the upper third is considered *high*. Every point in the middle third is *mid*. Every point in the lower third is considered *low*.

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

Example of Graph 1



Example of Graph 2



# 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.

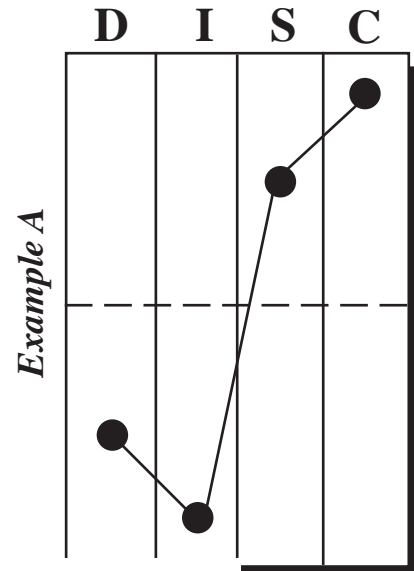
Notice in **Example A**, the highest point is “C.” The next highest point is “S.” This profile is a “C/S” type personality.

“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

This person  
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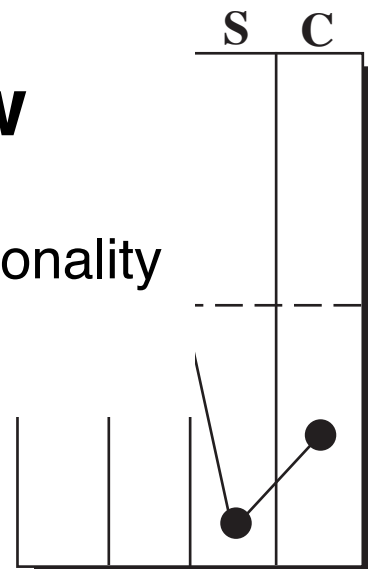


## For your Review

**Example B**  
person is more  
people. They li  
sit still or work

Notice the “  
person is not so concerned with security and stability of cautious and calculating actions. Low “S/C”s are more risk-takers and active types.

## Professional Leadership Personality Profile - Expanded

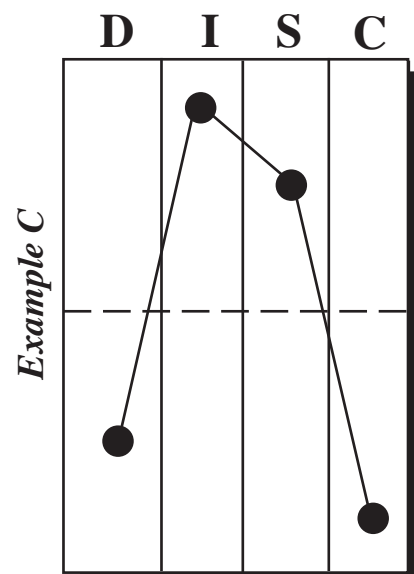


**Example C** is an “I/S” type personality. “I/S”s love people. They are active/outgoing in their “I” and passive/reserved in their “S”. They don’t like tasks. They need lots of recognition and a stable environment. Their “D” and “C” are low, meaning they are not assertive/dominant or logical/contemplative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



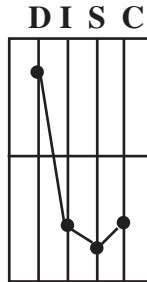
# DISCOVERING YOUR BEHAVIORAL BLEND

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.)

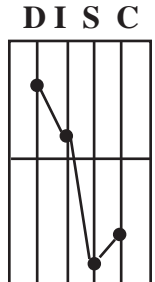
## D: DETERMINED DOERS

"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: 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.



## I: INSPIRATIONA

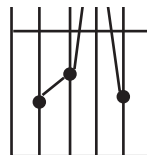
"I"s are impressive people and excited individuals. They can have lots of friends and need for attention. They are great at developing things, but they need to improve their ability to do things correctly. They need to be more interested in listening. They do not like to look good. They often do things that are entertainers. They need to think more logically. They are motivated by recognition.

# For your Review

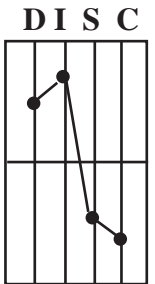
## Professional Leadership Personality Profile - Expanded

## S: STEADY SPEC

"S"s are stable and shy types. They enjoy pleasing people and the same job. Secure, non-competitive, and important to them. They are so forgiving. Other people sometimes take advantage of them. They need to be stronger and 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.

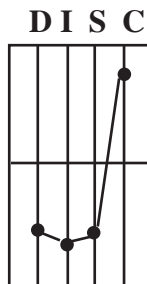


"S/I"s are people who need to be more task-oriented. They must learn to finish their work and do it well. They like to talk, but should pay more attention to instructions. They would be more influential if they were more aggressive and careful. They are kind and considerate. Motivated by opportunities to share and shine, they induce others to follow.



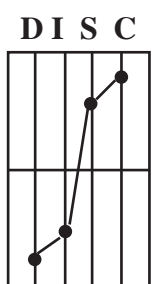
## C: CAUTIOUS COMPETENT TYPES

"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.



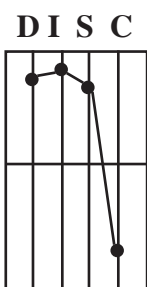
## C/S: COMPETENT SPECIALISTS

"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.



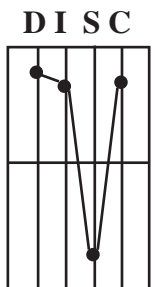
## I/D/S: INSPIRING DRIVING SUBMISSIVE

"I/D/S"s 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

"D/I/C"s 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.

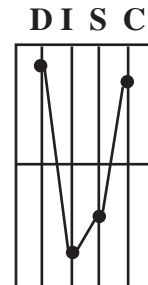
#### D/I: DYNAMIC INFLUENCERS

"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.



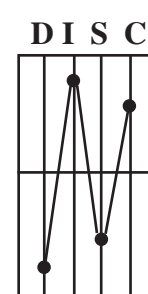
#### I/S: INSPIRATIONAL SPECIALISTS

"I/S"s are influential and people love them. They do not like time to want to look good and excellent organizational skills. They are told. They show what to do, than with who by interactive and sincere. Regardless of being up to influence and support of and obedient workers.

**D I S C**

#### I/C: INSPIRATIONAL COMPETENT

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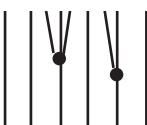


## For your Review

## Professional Leadership Personality Profile - Expanded

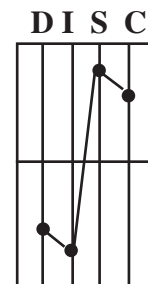
#### S/D: STEADY DOERS

S/D"s get the job done. They are determined to achieve and are determined to achieve, they relate best to small groups, they talk in front of large crowds. They enjoy secure relationships. They can be soft and hard at the same time. They are motivated by sincere challenges that allow them to systematically do great things. They prefer sure things, rather than shallow recognition. They make good friends, while driving to succeed.



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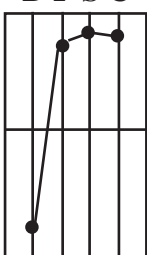


and sensitive to the needs of others, but can be critical and caustic. They are loyal friends, but can be too fault-finding. They need to improve their enthusiasm and optimism. They are motivated by kind and conscientious opportunities to slowly and correctly do things.

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

"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.

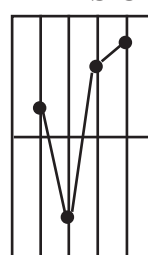
**D I S C**



#### 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.

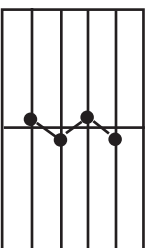
**D I S C**



#### 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.

**D I S C**



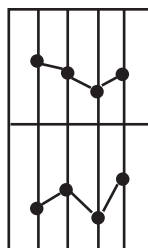
#### ABOVE MID-LINE • BELOW MID-LINE

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.

**D I S C**



# **CONTROLLING YOUR BEHAVIORAL BLEND/S**

## ***From a Business Perspective***

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.

## **For your Review**

### **Professional Leadership Personality Profile - Expanded**

#### ***D/I (lower): “Dynamic Influencers”***

- Develop humility and obedience.
- Remember everyone has a boss, even you.
- Avoid rebellion.
- 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.

### ***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.

## **For your Review**

### **Professional Leadership Personality Profile - Expanded**

- 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.

### ***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

## **For your Review**

### **Professional Leadership Personality Profile - Expanded**

- 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.

### ***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.

## **For your Review**

### **Professional Leadership Personality Profile - Expanded**

- 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.
- Be more outwardly optimistic and encouraging to others.

***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”***

## **For your Review**

### **Professional Leadership Personality Profile - Expanded**

***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.

# 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 between a certain time. In the latter, but they*

## 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.

*will have more  
rs look good.  
all. Emphasize  
tes them look  
re. They espe-  
pleasing every-*

## For your Review

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### Professional Leadership Personality Profile - Expanded

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## High “C”s

• They like to do things right. Finishing a project half way or half right is unacceptable to them.

• 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 desire steady and stable environments. Change is difficult. Give them time to adjust.

• 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.

*“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, s  
reacting, cont.  
friendly, loyal*

---

## “I” Behavior —

### Under Pressure:

*Becomes hyper, overly optimistic, immature, emotional, irrational, silly, wordy, self-ish.*

### Sources of Irritation:

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

*trouble emotions,  
ned, punctual,*

---

## For your Review

## “C” Behavior

### Under Pressure

*Becomes n  
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.*

## Professional Leadership Personality Profile - Expanded

*cure, fearful,  
weak-willed, withdrawn, sympathizes, sucker.*

### Sources of Irritation:

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

### Needs To:

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

# Are you a Transactional or Transformational Leader?

## *So what's the difference? . . .*

According to many authorities on leadership there are "two fundamental types of leaders; the transactional and the transformational leader.

Transactional leaders engage in an exchange process with followers; 'If you do this, I'll give you that'. Transformational leadership, by contrast, gets people to do far more than they themselves expect they can do."

Transactional leadership is more contingent upon rewards. There's a contract exchange of rewards for tasks. There are promises of rewards for good leader and the fol

On the other h leadership is insp purpose. Followe than rewards. Th healthy pride, res accomplishments

Transformati communicate hig lowers and organi

These type lea lems that arise from the misunderstanding about leadership. Regardless of what type leader you are, understanding the science of leadership is imperative.

## *Everything rises or falls on leadership!*

Leadership is the backbone — the heart and soul; the hands and feet that make things work best. Without good leadership, an organization is like a ship without a rudder. It's like an airplane without wings; or like an archer without arrows. Transformational leadership is more than just leading.

Transformational leadership is a life long process of "becoming" — of being transformed, in order to transform others. It's not natural traits enabling them to be better than others. People learn and grow into more effective leaders.

According to Bass and Stogdill, there is "devastating evidence" against the traits theory of leadership. "A person does not become a leader by virtue of the possession of some combination of traits, but the pattern of personal characteristics of the leader must bear some relevant relationship to the characteristics, activities, and goals of the followers."

*Most people believe —  
Leaders are not born. They are made!*

*But it is probably more accurate to say —  
Everyone is born with the innate  
leader!*

That's what I about. Being our mind to be be. Leader begins to succeed in life. arm you into a

the Transfor- are those who to work on a

higher plain of life. They discover the insights that transcend the norm or typical. They learn how and what it takes to impact others.

Understanding Human Behavior Science and applying what you learn can help you identify your style of leadership. The **Uniquely You Questionnaire** identifies your DISC personality type. Simply adapt what you learn to leadership from a Servant Leader perspective. The interpretation and practical application throughout this report will help you clearly see the relationship between personality types and Transformational Servant Leadership.

Hopefully this assessment will result in better attitudes, improved relationships, and measurable results. Identifying your DISC profile can be the beginning of a new way of leading for you and others.

It can make the difference in happiness and sorrow . . . success and failure in life. This profile can help you *discover and develop the unique leader within you!*

## For your Review

### Professional Leadership Personality Profile - Expanded

# 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 and demanding approach leaders when they lead. They are demanding of others.

### "I" Leaders —

"I"s are inspirers and influence others to talk too much. "I"s are so sensitive to rejection that they reject positive leaders. "I"s are in individuals.

### "S" Leaders —

"S"s are the sweet, steady and stable leaders. They seldom demand anything. They are friendly and loyal, but tend to be too nice. They need to be more aggressive and assertive. Overly sensitive to their shortcomings, "S"s need to be more confident. They hate to take risks. They often 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 inflexible. "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. "D" followers need firm instructions. They

tend to be impulsive and will make them great first impressions to persuade others to the top. Sometimes.

"S" followers don't make quick decisions. They like leaders who are understanding and gentle. They want to establish a relationship with a leader who will be around for a long time. "S"s are concerned about service and stability. When it comes to sensible and slow judgment, "S" followers feel right at home. They like familiar and low-key environments.

### "C" Followers —

"C"s are "Consumer Report" type followers. 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.

## For your Review

## Professional Leadership Personality Profile - Expanded

# DISC Learning Styles

According to Cynthia Tobias's book, *THE WAY THEY LEARN*, there are four basic learning styles: Concrete, Abstract, Sequential, and Random. There are also three ways we remember. She adds, "Learning styles researchers Walter Barbe and Raymond Swassing present three modes of sensory perception (ways of remembering) that we all use in varying degrees." These "modalities" (auditory, visual, and kinesthetic) affect everyone's learning styles.

Every leader should discover their auditory, visual, or kinesthetic / feeling styles in order to help communicate better with their followers and fellow leaders. It is not always their follower's fault when things are misunderstood. It is every leader's responsibility to work with others to know how they learn best.

Every leader should also know and understand how these learning styles respond. Adapting one's presenting style to the learning style of others will often determine the success or failure of a relationship.

It is not always the responsibility of the follower to adapt his or her learning style to that of the leader. Followers and leaders must both control their communicating and learning styles in order to have the best results possible.

Understanding how your DISC personalities affect learning styles can help guard your strengths and avoid your weaknesses. Study the insights below to improve your communicating and learning.

Always remember, you are the only one who can control yourself to do right. Don't expect or depend on anyone else to give you the determination to respond appropriately. Learn to control your personality, rather than letting your personality control you. Take command of your feelings and thinking, rather than expecting others to change on your behalf.

Become a more effective Transformational Leader by adapting your leading style to the learning style of others.

## "D" Behavior

**Auditory Learner:** *straightforward communication and summarized facts. Responds best to stories. Needs to hear most attention when*

**Visual Learner:** *responds best to actions. Needs to see things are animated or visual. Desires more hands*

**Kinesthetic Learner:** *wants to FEEL in control of learning. Desires strong emotion-packed, as opposed to sensitive or silly type presentations. Responds best to authority who makes him or her relate personally to the learning.*

## For your Review

### Professional Leadership Personality Profile - Expanded

*Needs to hear exciting and entertaining expressions and stories. Needs to hear what communicates optimally. Desires humorous stories.*

*Needs to see person through drama or action. Responds best to acting out or visualizing. Needs to see picture him or herself. Desires to explain the lesson.*

## "C" Behavior —

**Auditory Learner:** *LISTENS best to clear and precise words. Desires to hear lessons that explain why, what, when, and how. Wants to hear competent and accurate communication. Is not as interested in the drama, but in hearing the facts. Learns best with thorough explanation.*

**Visual Learner:** *Wants to SEE the lesson, as opposed to just hearing about it. Desires visualization of the facts. Learns best when presented with investigated lessons. Needs to have pictures and charts drawn that explain the lesson.*

**Kinesthetic Learner:** *Wants to FEEL the lesson is clear and understandable. Learns best when communicated through rational and emotional means. Desires balance between facts and feelings. Wants to learn through heartfelt, yet intellectual presentations. Needs to feel the lesson is logical.*

## "S" Behavior —

**Auditory Learner:** *LISTENS best to sweet and soft presentations. Doesn't like strong or fast-paced communication. Responds best to supportive and security-oriented words. Desires to hear lessons in a small group. Wants to hear words that make the lesson kind, nice, and caring.*

**Visual Learner:** *Wants to SEE the lesson lived-out through the life of the presenter. Learns best by visualizing the lesson as part of a small group, rather than having to be up front presenting. Desires steady and stable visual environments.*

**Kinesthetic Learner:** *Wants to FEEL comfortable and secure as he or she learns. Responds best to status-quo type learning, without surprises or challenges. Desires that everyone is learning harmoniously and together as a family. Needs to feel the lesson in a personal and private way.*

# Neurolinguistic Programing

Neurolinguistic Programing (NLP) is the unique way our minds often process what we say and hear. The following insights are simple observations of how people verbally share their thoughts, plus how people perceive what they hear.

Everyone processes what they experience through their unique senses. There is no normal right or wrong way of processing what we hear. Some leaders can intuitively “read between the lines” of those who are silently hurting, while other leaders are better able to say just the right words at the right time.

The problem is that we tend to lean toward and be controlled by our specific NLP. Under pressure and stress we lean toward our strengths, because that’s where we are most comfortable and confident. But the overuse of a strength can become an abuse and the best thing about us can become the worst.

By identifying and understanding our NLP from a DISC personality perspective, we can guard our strengths and avoid our weaknesses (uniqueness) while communicating to others. We

can consciously use the most effective words to influence others. We can also be aware of the words others may use that best influence us.

So when you speak to an individual or a group, keep in mind that people listen through their NLP. You will also have the natural tendency to share through your NLP. Therefore, consider the words you use. Adapt your presentation to the person you are trying to communicate with to fit their NLP. Also when speaking to a group of people, be sure to add the words and phrases with which everyone can identify.

For example, when making an appeal to a group you may want to say something like this as you close: “*I challenge you to take this risk*”; and “*people will see and take note of your wisdom*”; and “*I want to sincerely encourage you to make this decision*”; and “*doesn’t this decision make sense?*”

Also keep in mind there is a lot of “*junk*” associated with human behavior science. Choose what you use carefully.

## "D" Types

Listen for and the following words

**Words:** Challenge bottom-line, win, win direct, definite, demand

**Phrases:** *If it does get-in or get-out; let or the highway; big I don't like the status-quo, things need to change around here; we need to work harder; let's not be so sensitive; take a stand; stand in the gap; give it to me straight; don't beat around the bush; I demand; I'm determined; I've decided; now is the time; let's not wait any longer*

## For your Review

### Professional Leadership Personality Profile - Expanded

*l, joy, joyful, positive, fantastic, wow, awesome, sensational*

*so excited; let's I really care about is going to happen; I*

*feel great, now is this going to effect the crowd; let's go for it; let me tell you this story; let me illustrate this; you're going to really like this; can you believe this; watch me, this is sensational; I'm overwhelmed; I'm elated; I sincerely want to help you*

## "C" Types —

Listen for and often use the following words or phrases:

**Words:** Think, analyze, reason, evaluate, investigate, comprehend, understand, plan, contingency, process, due-diligence, organize; explain, cautious, careful, conscientious, consider, contemplate, study, research

**Phrases:** *The intelligent thing to do; it's the reasonable thing to do; I don't understand; please explain; let's think about this; I need time to think; doesn't this make sense; let's process this; we need a backup plan; let's work our plan and plan our work; we need to work smarter; we need to be more organized; I can't stand disorganization; let's be more careful; let's look further; I don't like quick decisions; I hate sloppy work; figure it out*

## "S" Types —

Listen for and often use the following words or phrases:

**Words:** Caring, nice, kind, sensitive, sweet, soft, tender, loving, belonging, family, tradition, steady, stable, security, serving, servant, teamwork, unity, calm

**Phrases:** *I really care about you; let's not hurt anyone; we need to be more sensitive; how will this affect our family; doesn't anyone care; I don't like change just for change sake; let's take it slow; I don't like instability or insecurity; I like stable and steady situations; people are more important than things; his or her feelings really matter; how can we help that person; let's work together; together we can; we're in this together; let me help you; I'm not sure I can do that; I really don't feel comfortable*

# Presenting Insights

Most everyone responds to life's challenges and choices according to their personalities. Therefore, leaders especially must be personality wise.

For example, High "D" followers should not be engaged in small talk. They want leaders who get-to-the-point — "bottom line." They prefer leaders who are not going to waste their important time and busy schedule.

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

## Leader's Communicating Styles

The following will help you see each leader's communicating style. People tend to speak according to their types, rather than adapt to the other person's type.

### "D" types —

"D"s are task-oriented. They don't like people who are too emotional. Leaders can be too impulsive and control their direct and others. They make decisions quickly, be gentle and

### "I" types —

"I"s are influential. To lead and influence others, they tend to talk more and not be so sensitive to rejection. They are the most impressive and positive leaders. "I"s love crowds, but need to be interested in individuals.

### "S" types —

"S"s are the sweet, steady and stable leaders. They seldom push or demand anything. They are friendly and loyal, but tend to be too nice. They need to be more aggressive and assertive. Overly sensitive to how people feel, "S"s need to be more optimistic. They hate to take risks. They often miss great opportunities because of their caution. Reliable and relaxed, they are more shy.

### "C" types —

"C"s are competent and compliant. They go by the book and want to do everything just right. They are thorough and detailed-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 rather focus on the potentials.

## Follower's Listening Styles

Followers also listen according to their personalities. The following insights are the listening styles of their different personality types.

bottom line." They take an active part in making the decision and authority in the group. I can make me more responsible. I need choices, rather than

They tend to be individuals that will let them speak more than listen.

Their high egos and ability to persuade often turns them into the obedient followers in order to look good. Sometimes you don't know who's leading who.

### "S" types —

"S" followers don't make quick decisions. They like leaders who are understanding and gentle. They want to establish a relationship with a leader that will be around a long time. "S"s listen best to sensitive and stable building presentations. When it comes to making sweet and slow decisions, "S" followers feel right at home. They like to listen in familiar and low-key environments.

### "C" types —

"C"s are "Consumer Report" type followers. They research and prepare each move. They also love analytical reports. "C"s are thinkers. They don't like messy plans. Picky and precise, they follow with their minds, rather than hearts. "C"s seldom ever follow spontaneously. They often want time to think about their decisions. They listen for details and well thought out plans.

## For your Review

### Professional Leadership Personality Profile - Expanded

# Leadership Reflection

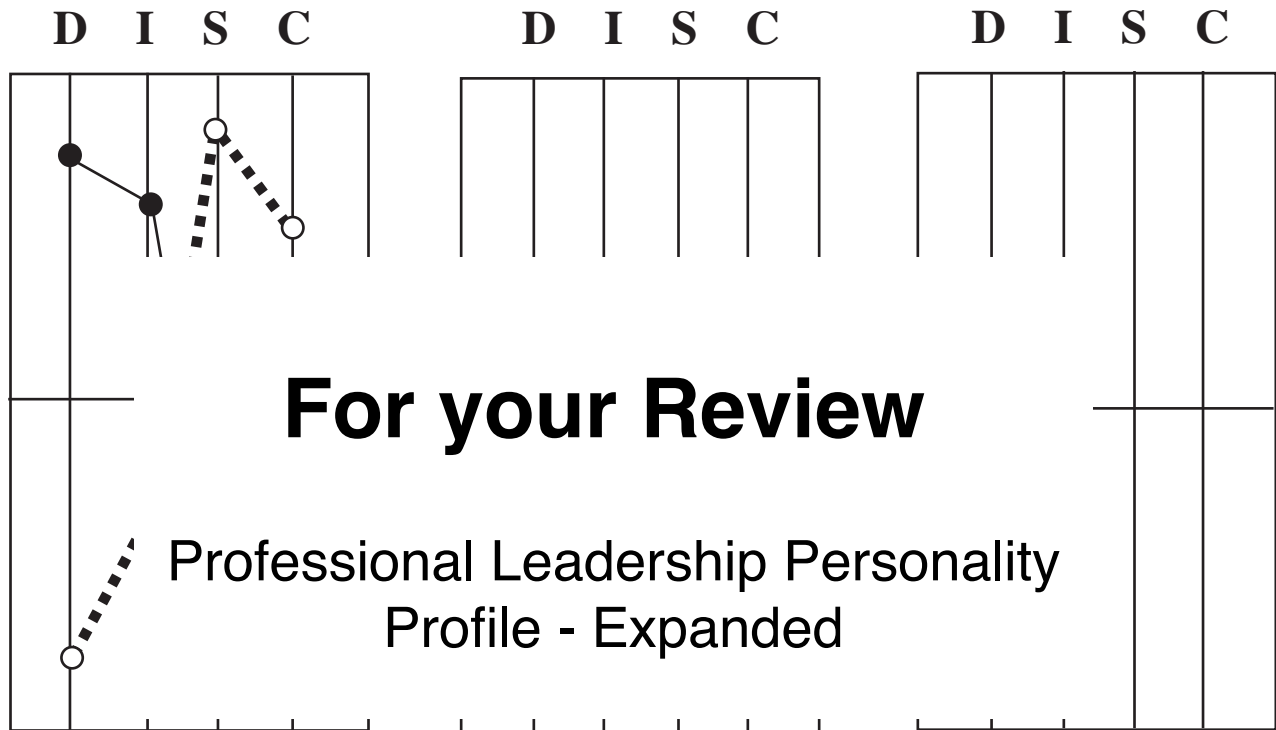
Contrast your personal DISC profile to your leadership role. Transpose your graphs from the back page of your *UY Questionnaire* to the two graphs below.

Redo your *UY Questionnaire* from the perspective of your leadership role. Choose the "Most" and "Least" groups

of words that best describe your role as a leader. Focus on what you think others expect a good leader should be.

Complete your questionnaire again using different distinguishable marks. If you marked each box with a dot, use a  $\sqrt$  or X this time.

Then transpose your new leadership role profile on top of your personal profile below. Now contrast your personal profile to that of your role as a leader. Study the differences and develop strategies to adapt your personal profile to your role as a leader.



**Example above:** The person with the solid line has a "D/I" personal profile, while his or her leadership role with a dotted line calls for a "S/C" type. One profile is not better than the other. Both profiles have their strengths and "uniquenesses." To improve your effectiveness as a leader, notice the differences between the two profiles.

Leaders often struggle because their personal profiles don't match their leadership roles. If the solid line is your personal profile, you may be more decisive or need to be in charge. But your leadership role may know that total freedom is not possible. You must adapt your personal profile to your leadership role profile.

But your "D/I" personal profile may be exactly what your leadership role requires. The "D/I" may want to do his or her own thing, while the S / C role as a leader may want to be more cautious. The "D/I" profile wants to be more aggressive, while the "S/C" role as a leader needs to be more reserved.

The "S/C" leadership role needs to be more assertive in order to control your "D/I" natural drives. The "S/C" role as a leader also needs to be aware of the "D/I" personal profile needs more opportunity to "run with the ball." This person is a natural self-starter, but will need to guard their aggressiveness and be more slow and soft.

On the other hand, "D/I" roles as leaders must control themselves first, if they want to control their followers. "S/C" leadership roles must always remember certain personalities are control-oriented and need to be instantly addressed. Followers will gain more freedom and responsibility when they learn to obey, rather than resist strong "D" type leaders.

Notice all D,I,S, and C differences in your contrasting graphs above in respect to your role as a leader and your personal profile. Concentrate on all the DISC letters. Evaluate each letter with your specific role as a leader in mind.

# Leadership Intensity Factors

Becoming the most effective leader for a specific task will obviously make a difference between success and failure as a leader. Adapting your personal profile to a specific role is imperative. The following examples and explanations of how to adapt your natural personality type, to your role as a Blended (DISC) Servant Leader.

Stress occurs in every job. The level of pressure can be directly related to your personality in relations to your demands as a leader. In other words, aggressive leaders can cause more stress to the passive and reserved type followers. "D" and "I" type personalities are more suited to active type leaders, but must learn to adapt to the more passive type followers.

At the same time, "S" leaders can also be successful as they control their natural reluctance; and discipline themselves to be more outgoing. Their style will be "steady, stable and sensitive," emphasizing service and security (trust) as they lead others whether they are active or passive types.

Graph A compares active/people-oriented to like detail commitments. T

If an "I" were frustrated and bored of people. They shine, while "S"

Graph B compares are task-oriented and getting it done telling people with

"D/C"s make good managers as leaders, but need to work on being more sensitive and encouraging to those who work under them. "I/S" roles require more social skills.

Graph C compares a high "I/S/C" individual to a high "D" role. An "I/S/C" leader will like to deal with the public and is concerned about the details. "D" roles desire not getting bogged down with details or having to socialize. "D" roles also require a thick skin and decisive leader.

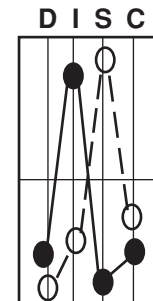
"I/S/C"s who have learned to be more "shakers and movers" can handle the role, but may struggle with strong-willed and demanding people. "D" roles may need someone less tolerant and compromising.

## Summary

The higher the individual's DISC personality type is, in contrast to what their role as a leader is, the greater the potential for making a mistake. For example, if you are a "C" type personality in the role as a leader that requires a lot of "I" type, you may be too reserved. But if you are a "C" type trying to lead a group of "I"s, that's what they need, but you must adapt your style to be more excited. "I"s prefer someone to take care of the details and paper work. But "I"s also need someone positive and encouraging. You must decide which factors are most essential and become "all things to all people."

The following are three common opposite types.

### A. "I" Relating To "S" Role



- "I"s are outgoing, while "S" roles need steady responses.
- "I"s are more optimistic, while "S" roles need sensibility.
- "S" roles require caution, not risks.
- "I"s love to talk; "S" roles may require listening skills.

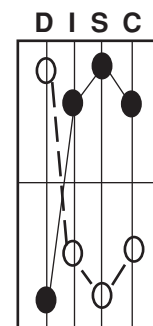
### 3 To "I/S" Role

"s are task-oriented; while "I/S" require people s. "s want to get ole done, while ' jobs need more itivity. roles focus on : service than : "s may prefer.

## For your Review

## Professional Leadership Personality Profile - Expanded

### C. "I/S/C" Relating To "D" Role



- "I/S/C"s are not dominant.
- They prefer socialization and competence in their role.
- "D" roles require aggressive and assertive behavior.
- "I/S/C"s do well with people and tasks, but tend not to be drivers.

To learn more about the different composite personality types or specific insights about your personality blend, be sure to study all the pages in this report.

# 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.

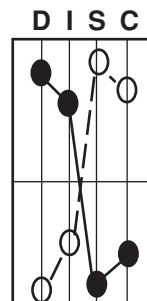
"D"s are often :  
demeanor, while "C  
and dreaming beha  
sweet, soft demean  
others.

What happens w  
differences. Our di  
ences can drive us :  
a bond often becom

While opposites  
blends or composit  
or "C"s. Most peop

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. or co-worker".

## "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

## Professional Leadership Personality Profile - Expanded

### To "D/C"

s are people,  
le "D/C"s are  
-oriented.  
s are more high-  
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!"s are more  
i-tech than "D/I"s.  
should learn  
i the other.  
ommitted!

## EXAMPLE

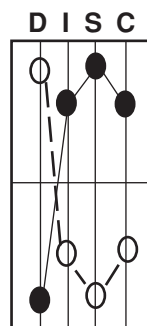
There are "D/I" behavior types, who are active in their tasks and people skills. There are "S/C" types, who are passive, while both people and task oriented. "D/C"s are pure task-oriented, while being active and passive. "I/S"s on the other hand, are basically people-oriented while active and passive.

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" 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.

# How To Handle Conflict

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 immature, angry, and selfish.*

### Sources of Irritation:

*Weakness, Lack of direction*

### Needs To:

*Back off, reacting, friendly, joyful, kind, sensitive.*

## For your Review

### Professional Leadership Personality Profile - Expanded

*immature, selfish.*

*details, time, culture, patience.*

*reactions, punctual,*

*Careful with words, conscientious.*

## "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.*

## "S" Behavior —

### 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

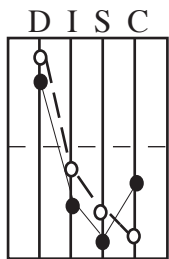
# Intensity Insights

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.

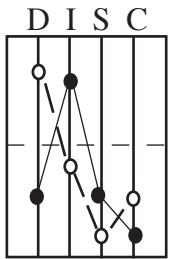


## "D" / "D"

**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

### Practical Application

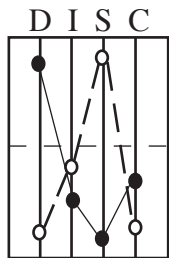
- Take turns making major decisions.
- Choose who will decide in specific areas.
- Don't give ultimatums.
- Don't force issues.
- Slow down in making decisions.
- Control yourself, rather than the other person.
- Learn to relax and control stress.



## For your Review

## Professional Leadership Personality Profile - Expanded

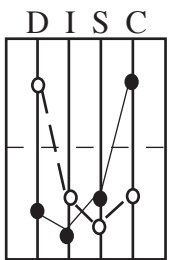
ate on the basis of  
i.  
really care.  
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to appreciate "S"s for their hard work. "D"s definitely dominate "S"s, but should never take them for granted. "S"s feel secure with "D"s as long as "D"s show controlled and stable behavior. "S"s should be assertive — "D"s more compromising.

dominate "S"s —  
the other."

- Agree that when the "D" is out of control, 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.

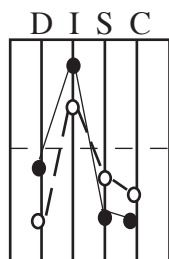


## "D" / "C"

**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"

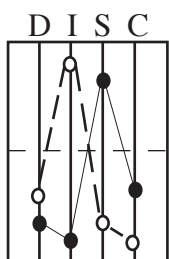
**Work Index:** Two "I"s working together will talk more than work. They compete for praise and approval. They tend to be overly optimistic and enthusiastic. Two "I"s will communicate well, if one doesn't try to out-talk the other. Each wants lots of attention. Both tend to be emotional. Communication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



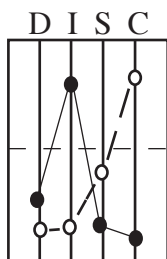
## "I" / "S"

**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

### 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

listen closely.

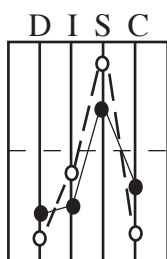


## For your Review

### Professional Leadership Personality Profile - Expanded

concerns.  
optimistic about

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s about an idea.  
emselves, instead  
"I"s.

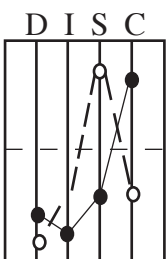


compete or criticize each other. They are loyal and sensitive to the other. They make great associates. "S"s are the most tolerant and forgiving types; therefore, they make the nicest team members. They tend not to be assertive and will struggle with decision-making. They add stability and sensitivity to the team.

their feelings.

- Two "S"s can miss great opportunities, because neither one wants to take risks.
- Try not to depend on the other for major decisions.
- Be more enthusiastic and outgoing.

elves to express

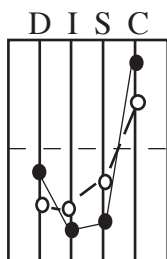


## "S" / "C"

**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.

# Resolution Management Promise

---

Avoiding and resolving conflicts are essential when managing people. It's the "people-problems" that cause the greatest hindrance to greater productivity and profits. The following Promise is a simple guide to share with each Team Member.

## **Promise**

As a commitment to Resolution Management, I promise to follow the Principle of Priorities. That is, my priorities are to avoid and resolve conflict, while building harmony and effectiveness in my school. I will attempt to always go first and alone to the offending person.

## **First Step**

I will not  
son. I am com  
rather than ex  
recognize mos  
personality ch  
actions based

## **Second Step**

If going to  
solve our diffe  
mature individual who will listen to each of our per-  
spectives of the problem. This person will hopefully  
be able to shed light on one or both of our blind spots  
or needs to change in order to resolve the conflict.

I recognize that the "mediator" may reveal or  
say things I won't like, but believe their interest is  
to resolve the conflict, rather than take sides. (The  
"mediator" must be an individual with deep wisdom  
and highly respected by all those involved.)

## **Warning**

I will not seek to find others who have also been  
offended, nor share with potential "mediator" my  
concerns prior to the meeting with my "offending  
person." The purpose of having a "mediator" is not  
to validate my hurt, but rather open my heart and  
mind to the possible needs I may have regarding my  
relationship with others.

I realize my friends may naturally listen to my  
concerns, but also take up my offense. I will, there-  
fore not cause them to become a party to a possible  
division and disharmony because of our friendship.

Whenever I feel an urge to share with my friends  
the offense, I will seek to be mature about my  
hurt.

## **Confronting Leaders**

I believe in following the Chain of Command,  
other than in grave matters of misconduct or ir-  
refutable illegal activity. I will earnestly follow  
my leaders. I will not allow anyone to criticize  
them without following Principle of Priorities and  
without the specific person present.

If I have a problem with my leader/s, I will go  
"first alone" to them. I will not share with anyone

understand  
I am not  
continue to  
mission to find  
conflict.  
is understood  
further, I  
"media-  
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matter and  
is conflict.

## For your Review

### Professional Leadership Personality Profile - Expanded

## **Serious Step**

If I continue to find fault with a leader and  
cannot relate or work in "harmony," I will seek  
to find another place of employment, rather than  
cause any conflict and disharmony. I am com-  
mitted to resolving my conflicts even if it means  
separating myself from the source of my irrita-  
tions.

## **Ultimate Goal**

I commit myself to be professional rather  
than "personal" when it comes to solving my  
problems with others. I want the best way to re-  
solve my conflicts and will do "right", regardless  
of my normal and natural feelings.

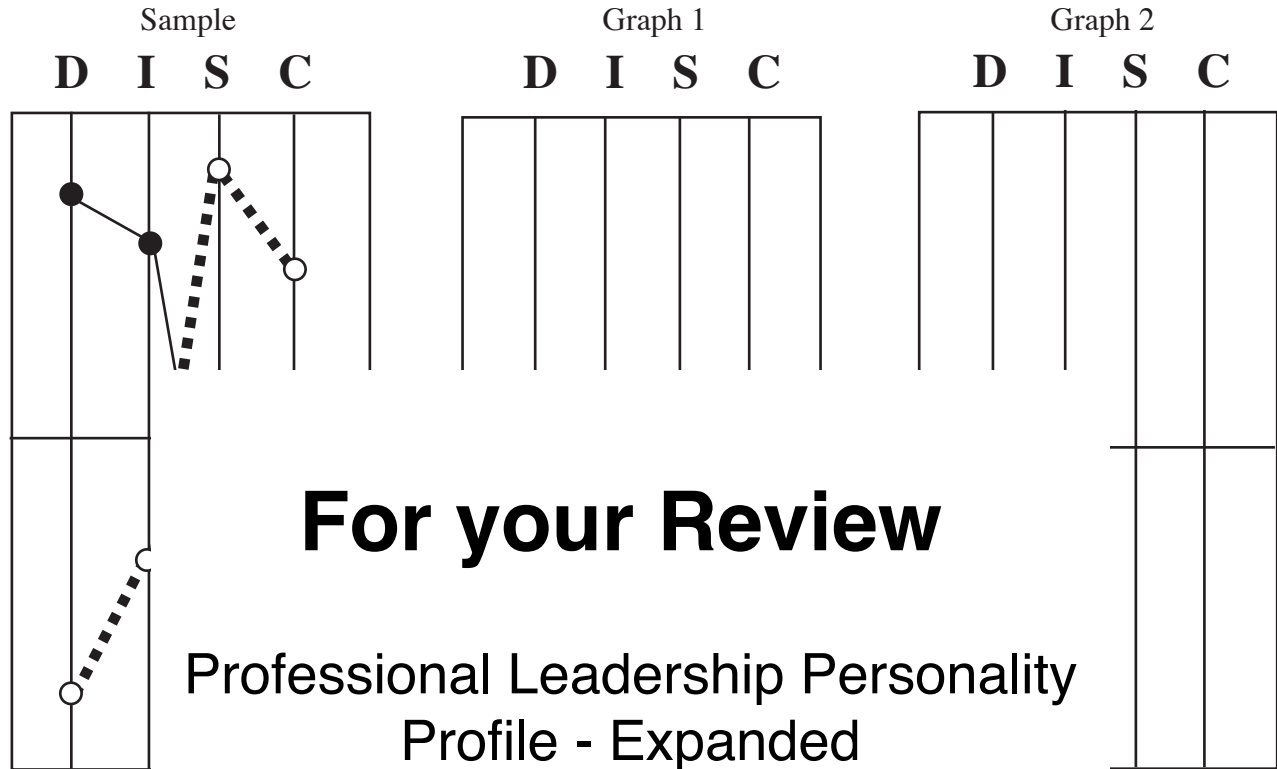
My ultimate goal is to effectively lead by  
relating best to others.

# Job / Profile Indicator

To contrast a potential employee to the job, use Graphs 1 and 2 below. Transpose the two graphs from *Plotting Instructions* page (employee and employer must each complete a *Uniquely You Questionnaire*).

Employer should do the *UYQ* with the specific job needs in mind. In other words, the employer should choose the words in the *UYQ* you would prefer the applicant choosing.

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 below.



## For your Review

### Professional Leadership Personality Profile - Expanded

The person with the solid line has a “D/I” personality, while the person with a dotted line has a “S/C” personality. One type is not better than the other. Both personalities have their strengths and “*uniquenesses*.” To improve your interviewing, notice the differences.

Prospective employees and their jobs often conflict because of prospects’ personalities and job demands. If the solid line is that of the prospect, this person wants to dominate — to be in charge. But the employer knows total freedom is not possible. The employer may naturally resist hiring this person.

But the “D/I” prospect may be exactly what this job needs. The “D/I” may want to do his or her own thing, while the S / C employer may want to make sure the person is careful. The “D/I” prospect wants to be more aggressive, while the “S/C” employer may want the prospect to be more reserved.

The “S/C” employer needs to be more assertive in order to control the “D/I” employee. The “S/C” employer also needs to be aware of the “D/I” prospect’s need for opportunity to “*run with the ball*.” This prospect is a self-starter, but will need to work under authority.

On the other hand, “D/I” employers must control themselves first, if they want to control their employees. “S/C” employees must always remember certain personalities are control-oriented and need to be instantly obeyed. Employees will gain more freedom and responsibility when they learn to obey, rather than resist strong “D” type employers.

Notice all D,I,S, and C differences in the graphs the employer completed in respect to the job and the graphs of the potential employee. Don’t concentrate on the predominantly high letter. Evaluate each letter with the specific job description in mind.

## ***Job Intensity Factors***

Placing the right person in the right job obviously makes a difference. Hiring the right personality for a specific job is imperative. The following are examples and explanations of how to interview and hire people according to their personalities, as well as abilities and experiences.

Stress occurs in every job. The level of pressure can be directly related to the employee's personality in relations to his or her job demands. In other words, aggressive sales presentation will cause more stress to the passive and reserved type personality. "D" and "I" type personalities are more suited to sales positions.

At the same time, “S” salespeople can be successful as they control their natural reluctance and discipline themselves to be more outgoing. Their sales style will be “*steady, stable and sensitive*,” emphasizing service and security (trust) as they sell.

**Graph A** compares the attitudes of people who are active in the market with those of people who are not. The graph shows that people who are active in the market tend not to like closing the sale.

If an "I" were  
and bored. "I"  
They love to ex  
"S" jobs may n

**Graph B** con  
are task-oriente  
getting it done  
people what to

“D/C”s make good managers, but need to work on being more sensitive and encouraging to those who work under them. “I/S” jobs require more social skills.

**Graph C** compares a High “I/S/C” employee to a High “D” job. An “I/S/C” employee will like to deal with the public and is concerned about the details. “D” jobs require getting bogged down with detail and socialization. “D” jobs also require a thick skin and decisive employee.

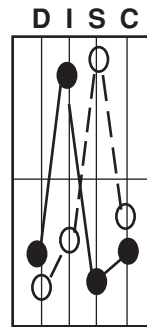
“I/S/C”s who have learned to be more “*shakers and movers*” can handle the job, but may struggle with strong-willed and demanding people. “D” jobs may need someone less tolerant and compromising.

## Summary

The higher the employee's personality type (D, I, S or C) is, in contrast to what the employer is looking for, the greater the potential for making a mistake. For example, if you hire a "C" for a job that requires a lot of "I" personality, you may make a mistake. But if you hire a "C" to manage a group of "I"s, it might be just what you need. "I"s prefer someone to take care of the details and paper work. But "I"s also need someone positive and encouraging. You must decide which factors are most essential.

The following are three common opposite types. See if one of these is like your **Job / Profile Indicator**.

### A. “I” Relating To “S” Job



- “T”s are outgoing, while “S” jobs need steady responses.
- “T”s are more optimistic, while “S” jobs need sensibility.
- “S” jobs require

- “I”s love to talk; “S” jobs may require better listening skills.

### To "I/S" Job

”s are task-oriented; while “I/S” require people to be social.

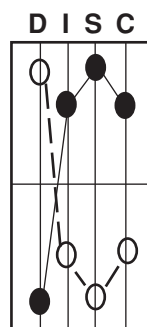
”s want to get the job done, while “I/S” jobs need more creativity.

” jobs focus on the service than “I/S”s may prefer.

# For your Review

Professional Leadership Personality  
Profile - Expanded

### C. “I/S/C” Relating To “D” Job



- “I/S/C”s are not dominant.
- They prefer socialization and competence on the job.
- “D” jobs require aggressive and assertive behavior.
- “I/S/C”s do well with people and tasks, but tend not to be drivers.

*To know more about a prospective employee's personality or specific insights about your personality, be sure to study Discovering Your Behavior Blend and Practical Application.*

# INTERVIEW QUESTIONS / PERSONAL INSIGHTS

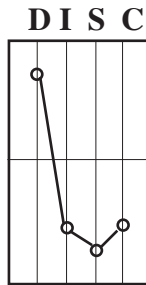
The following questions are designed for you to ask 21 Behavioral Blends in an interview situation. Be sure to first identify the interviewee's personality profile by administering the questionnaire. Once he or she has completed the *UYQ* study the two graphs, then find the most similar graphs below. The graphs may not be exactly alike. Look for the configurations that are most similar to both graphs.

Ask the questions designated to each graph. Take notes for future reference. Don't use this assessment as an influence whether to hire or fire anyone. You may also want to ask other questions listed for similar profiles relating to the person's highest plotting point.

(Continue instructions on next page)

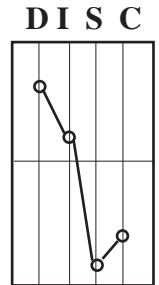
## D: DETERMINED DOERS

- How well do you work under authority? Explain.
- How do the feelings of others affect your decision-making?
- Do you relate well to people and why or why not?
- How do you resolve conflicts with people?
- How do you motivate people to be productive?
- What are your long-range plans?
- What do you think about quality versus quantity?
- How do you guard against dominating people?



## D/I: DRIVING INFLUENCERS

- What is more important to you and why—finishing the job or how people feel?
- When is it better to sit still and listen, than decide and act? Explain why.
- How would you relate to an indecisive boss?
- When is a job “well done?”
- How would you respond to a person under you who takes too long to complete a task?
- How do you control your feelings?

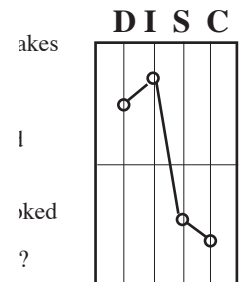


## I: INSPIRATIO

- How punctual are you against poor time management?
- How do you feel about written reports?
- How do you deal with beginning a project?
- How do you avoid a good idea?
- How good are your ideas?
- What would you do something you did?

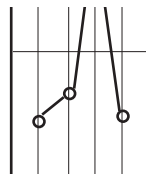
# For your Review

## Professional Leadership Personality Profile - Expanded

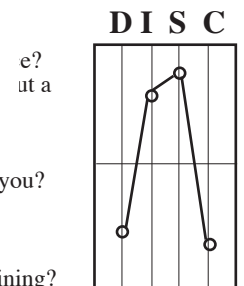


## S: STEADY SPEAKERS

- How do you deal with a friend?
- Could you fire some friend?
- How would you handle an irate customer or fellow employee?
- How excited can you get about working here?
- What would you do if you saw something that wasn't right?
- How aggressive can you be to get the job done?
- What would the last straw be to make you quit?

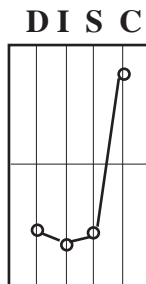


- When is compromise unacceptable?
- How do you handle forceful people?
- How do you deal with those who criticize you?
- How much do you prepare for a lecture or presentation?
- How self-motivated are you?
- What do you know about assertiveness training?



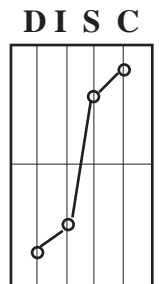
## C: CAUTIOUS COMPETENT TYPES

- What do you think about people who do their work half way? How do you deal with them?
- How well do you handle deadlines?
- Do you carry grudges and how do you resolve conflicts with people who hurt you?
- How well can you work under an incompetent supervisor?
- How are you friendly to people you don't know?
- How would you deal with a fellow employee who has a problem with another employee?



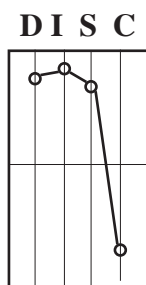
## C/S: COMPETENT SPECIALISTS

- When have you ever been too “picky” about a task?
- How do you handle those who want you to finish a job half-way?
- How do you deal with overly optimistic people?
- How do you guard against depression and pessimism?
- How do you get others to have good attitudes?
- How do you decide when to take risks?
- How can you improve your people skills?



## I/D/S: INSPIRING DRIVING SUBMISSIVE

- How do you deal with excessive paper work?
- How do you guard against overlooking the little details?
- When and why is too much optimism dangerous?
- How would you relate to someone who is extremely pessimistic or detailed-oriented?
- How would you confront a good friend and co-worker who is out-of-line?
- When and why is there a need for balance between getting the job done and getting it done right?



## D/I/C: DOMINANT INSPIRING CAUTIOUS

- How important is loyalty and why?
- How do you relax when the pressure is on?
- When and why are the needs of an individual more important than those of the group or project?
- How do you guard against impatience with those who are slow or incompetent?
- How do you expect to continue at this job?
- How do you deal with obeying a supervisor who tells you do something you don't agree with?



For example, if the person is a high *D* — “*Driving Influencer*” Blend, you may also want to ask some of the questions that relate to the “*Inspirational Influencer*” or “*Driving Competent Type*” Blends. Do not make any conclusions or references to this instrument, as you perceive the person’s traits. Speak in generalities. Ask the person if what you are saying is accurate. Listen closely to the person’s answers, plus evaluate his or her experience and ability. Check all their references.

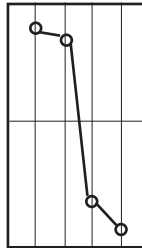
Look for maturity and experience in learning how to control personality differences. There is no “*best*” personality for any job. The qualities that may suit one person better than another, over-used, may be the very reason for disqualification.

Be sure to focus on each letter, whether high, low or mid, and design your own questions relating to specific job needs. You should study this entire booklet to better understand personality types. Training is also available for those who want to become “*Certified Human Behavior Consultants*.”

### ***D/I: DRIVING INSPIRER TYPES***

- How do you motivate people?
- What do you think about passive behavior?
- How would you handle unenthusiastic people?
- How would you follow a leader less able than you?
- How important is thorough research and preparation?
- How do you deal with being or not being patient?
- How do you follow the chain-of-command?
- When would you delegate a task for which you are responsible?

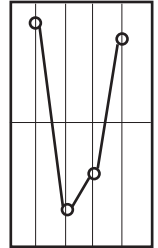
**D I S C**



### ***D/C: DRIVING COMPETENT TYPES***

- How well do you work with people?
- How important are friends to you?
- How are you trying to improve your people skills?
- Where do you draw the line between getting the job done and people’s feelings?
- How do you relax?
- How would you handle speaking to a large group about your work?
- What do you think about team participation and how would you develop it?

**D I S C**



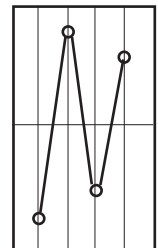
### ***I/S: INSPIRATIONAL SPECIALISTS***

- How well do you work with people?
- How would you deal with not offending others?
- How would you work if they want to?
- How would you handle a good friend or family member?
- Where does your loyalty to family lie?
- How would you handle an intolerable situation?

**D I S C**

### ***I/C: INSPIRATIONAL COMPETENT TYPES***

**D I S C**

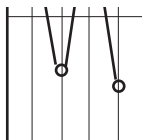


## **For your Review**

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### ***S/D: STEADY DOERS***

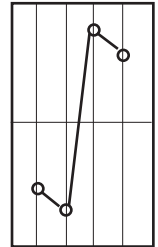
- How good are you at doing a job?
- How would you handle a difficult situation?
- Where do you draw the line between friendship and getting the job done?
- How would you handle a dull environment?
- Give me an example of how you would go about planning a special project?
- How far would you go in your research of a specific solution?
- When is anger appropriate?



- How would you handle speaking to a large group?
- What would you do if you didn’t have enough time to do a job right?
- What excites you most about your jobs?
- How would you handle an over-zealous person?
- How would you correct a sensitive co-worker?

**ES**  
king

**D I S C**

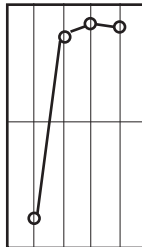


ness?  
ion to

### ***I/C/S: INSPIRING COMPETENT SPECIALISTS***

- How are you challenged to do unappealing jobs?
- When and how would you confront a friend and co-worker who is not doing his or her job right?
- What would you do if a supervisor told you to do something that was absolutely wrong?
- How aggressive would you be about getting a job done on time, but half right and unpopular?
- How do you deal with a co-worker who doesn’t like you?

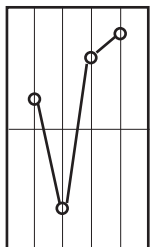
**D I S C**



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

- How would you describe your people skills?
- Why and how important is friendliness?
- How would you handle those who oppose your ideas and decisions?
- How well do you speak to large crowds?
- How would you guard against doing everything yourself, rather than delegating them to others?
- Are you more serious or relaxed and why, when you speak to groups.
- How would you get a group to follow your ideas?

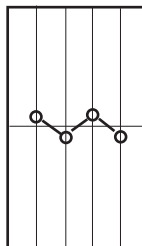
**D I S C**



### ***STRAIGHT MID-LINE***

- How do you guard against being indecisive?
- What do you think your greatest strengths are?
- What do you think your greatest weaknesses are?
- How do you deal with people who seem to exaggerate their feelings or ideas?
- How do you respond when you need to be more enthusiastic?
- How would you describe your aggressiveness?
- How do you deal with the need to be more or less cautious at times?

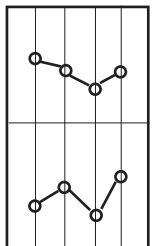
**D I S C**



### ***ABOVE MID-LINE***

- How do you deal with your drive to over-achieve?
- How do you relax?
- How do you respond to people who seem to be weak in certain areas?

**D I S C**



### ***BELOW MID-LINE***

- What do you think about yourself?
- How do you deal with depression?
- How do you respond to overly optimistic people?
- How do you deal with discouragement?

# Team Building Reflections

To contrast the five personality profiles use Graphs 1 and 2. Transpose the results from each person's graphs.

To observe the possible differences in the profiles use different color ink pens or various dotted lines in contrast to a solid lines. Notice the sample graph.



Person #1 has the ●—— plotting point and line.  
 Person #2 has the ■—— plotting point and line.  
 Person #3 has the ○—— plotting point and line.  
 Person #4 has the □—— plotting point and line.  
 Person #5 has the ●■- - - plotting point and line.

Once you have transposed everyone's graphs onto Graphs 1 & 2 on this page, begin to notice the differences. Always remember, differences are not bad. They simply illustrate the dynamics at work within the Team. Then complete and study pages the following pages.

## "M" / Graph 1 "This is Expected of Me" Behavior

D	I	S	C
20	17	19	15
16		12	9
15	10		8
14	9	11	
13	8		7
12		10	
11	7		6
10		9	
		8	
9	6		5
8		7	
	5		
7		6	4
		5	
6	4		
		4	3
5	3		
		3	
			2
			1
			0

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			C
0	0	0	0
1		1	1
	1	2	2
2		3	3
3	3	4	4
4		5	5
5	4	6	6
6		7	7
7	6	8	8
8		9	9
	7		
9		10	10
10	8		
11		11	11
12	9		
	10	12	12
13	11	13	13
14		15	14
16	15		
18	18	17	15
22	20	20	17

# Team Dynamics

## Graph 1 Observations:

How many High “D”s are there above the mid-line: \_\_\_\_\_  
*Indicates more Determined behavior.*

How many High “I”s are there above the mid-line: \_\_\_\_\_  
*Indicates more Inspiring behavior.*

How many High “S”s above the mid-line: \_\_\_\_\_  
*Indicates more Stable behavior.*

How many High “C”s above the mid-line: \_\_\_\_\_  
*Indicates more Cautious behavior.*

How many High “D”s and “I”s above the mid-line): \_\_\_\_\_  
*Indicates more Active behavior.*

How many High “S”s:  
*Indicates more Passi*

How many High “D”  
*Indicates more Task-*

How many High “I”s  
*Indicates more Peopl*

If there are more “D”  
the Team tends to be

If there are more “D”  
the Team tends to be  
and vise versa.

Who are the High “D”s on the Team: \_\_\_\_\_,  
\_\_\_\_\_.

Who are the High “I”s on the Team: \_\_\_\_\_,  
\_\_\_\_\_.

Who are the High “S”s on the Team: \_\_\_\_\_,  
\_\_\_\_\_.

Who are the High “C”s on the Team: \_\_\_\_\_,  
\_\_\_\_\_.

Is the Team more Active or Passive: \_\_\_\_\_

Is the Team more Task or People-oriented: \_\_\_\_\_

What is the Team’s average personality profile: \_\_\_\_\_

## Graph 2 Observations:

How many High “D”s are there above the mid-line: \_\_\_\_\_  
*Indicates more Determined behavior.*

How many High “I”s are there above the mid-line: \_\_\_\_\_  
*Indicates more Inspiring behavior.*

How many High “S”s above the mid-line: \_\_\_\_\_  
*Indicates more Stable behavior.*

How many High “C”s above the mid-line: \_\_\_\_\_  
*Indicates more Cautious behavior.*

How many High “D”s and “I”s above the mid-line): \_\_\_\_\_  
*Indicates more Active behavior.*

the mid-line: \_\_\_\_\_

the mid-line: \_\_\_\_\_

he mid-line: \_\_\_\_\_  
or.

ere are “S”s and “C”s,  
Passive and vise versa.

here are “I”s and “S”s,  
ed, than People-oriented

and vise versa.

Who are the High “D”s on the Team: \_\_\_\_\_,  
\_\_\_\_\_.

Who are the High “I”s on the Team: \_\_\_\_\_,  
\_\_\_\_\_.

Who are the High “S”s on the Team: \_\_\_\_\_,  
\_\_\_\_\_.

Who are the High “C”s on the Team: \_\_\_\_\_,  
\_\_\_\_\_.

Is the Team more Active or Passive: \_\_\_\_\_

Is the Team more Task or People-oriented: \_\_\_\_\_

What is the Team’s average personality profile: \_\_\_\_\_

## For your Review

### Professional Leadership Personality Profile - Expanded

# My Action Plan

Copy this page, along with the two preceding pages and give to each Team Member to complete and return to the Leader.

**Observing the two TEAM BUILDING REFLECTIONS Graphs on page 32 and the notes on page 33, how would you describe each Team member and the Team as a whole? —**

**Example —**

**Person #1** tends to be most demanding and decisive. He or she also has good verbal skills. He or she is more concerned about getting the job done, as opposed to security and status quo. He or she does not like details or having to be cautious about everything.

**Person #2** is also dominant, but more verbal than the others. He or she is extremely positive and enthusiastic. Concerned about making good impressions, he or she prefers the crowd, as opposed to individual. He or she is more of a doer, behind the scenes.

**Person #3** is more detail-oriented. He or she is more concerned about getting the job done, as opposed to security and status quo. He or she is more stable in a stable environment.

**Person #4** is not dominant. He or she is more concerned about relating to groups, as opposed to security and status quo. He or she demonstrates more "concern" for others. He or she is more people-oriented.

**Person #5** is the least assertive and decisive. He or she is the most loyal and faithful. Concerned about security and stability, he or she is passive and particular about getting things done right. He or she is more shy, but makes a faithful friend to those in need.

**The Team**, as a whole, is well balanced. Two of the five are more active, while two of the five are more passive. Two of the five are more task-oriented, while two of the five are more people-oriented.

The predominant trait of the Team is slightly more active than passive with 12 of the 20 plotting points above the mid-line. This group is also more verbal and may compete for attention. They can draw on each other's strengths, while avoiding their individual weaknesses to benefit the Team.

This Team may need to improve with a little more stable and cautious behavior. They may also need to be more passive and reserved. Listening and showing more concern for others will improve their effectiveness.

*Be positive, but honest with your comments. These notes will be shared with everyone. The purpose is not to expose or hurt anyone, but to improve our understanding and effectiveness of one another.*

Person #1: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Person #2: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Person #5: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

How do you see the Team as a whole? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What do you think the Team needs to improve? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## For your Review

### Professional Leadership Personality Profile - Expanded

# Sales Insights

***Most everyone responds to life's challenges and choices according to their personalities. Therefore, businesses that sell and service the public must be personality wise.***

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For example, High “D” customers should not be engaged in small talk. They want sales people who get-to-the-point — “bottom line.” They prefer sales people who are not going to waste their pressing time.

On the other hand, High “S” customers feel more comfortable with sales people more systematic, slower and steady in their approaches. “S”s don’t like fast talking, quick pace presentations.

## Selling Styles

The following will help you see each personality type’s selling style. Personalities, rather than

### “D” types —

“D”s are don’t like people can be too pushy direct and demand sales people who not so demanding

### “I” types —

“I”s are sell and influence others. Naturally great presenters, they tend to talk too much. “I” sales people need to listen more and not be so sensitive to rejection. They are the most impressive and positive sales people. “I”s love crowds, but need to be interested in individuals.

### “S” types —

“S”s are the sweet, steady and stable sales people. They seldom push or demand anything. They are friendly and loyal, but tend to be too nice. They need to be more aggressive and assertive. Overly sensitive to how people feel, “S”s need to be more optimistic. They hate to take risks. They often miss great opportunities because of their caution. Reliable and relaxed, they are more shy.

### “C” types —

“C”s are competent and compliant. They go by the book and want to do everything just right. They are thorough and detailed-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 rather focus on the potentials.

## Buying Styles

Customers also purchase according to their personal buying styles of each

deal. They like to sion. They purchase They wonder, “Will l or stronger.” “D” “get-in or get-out”

ts. They tend to be

impulsive buyers. They want products that will make them look good. “I” customers talk a lot. They make great first impressions. Their high egos and ability to persuade often turns them into the sales person in order to get a better deal. Sometimes you don’t know who’s selling who.

### “S” types —

“S” customers don’t make quick decisions. They like sales people who are understanding and gentle. They want to establish a relationship with a company that will be around a long time. “S”s are concerned about service and stability. When it comes to sensible and slow judgment, “S” customers feel right at home. They like familiar and low-key environments.

### “C” types —

“C”s are “Consumer Report” type customers. They research and prepare each purchase. They also love “double coupon” redemption days. “C”s are quality buyers. They don’t like cheap products. Picky and precise, they purchase through their minds, rather than hearts. “C”s seldom ever buy anything quickly. They often want time to think about their decisions.

## For your Review

### Professional Leadership Personality Profile - Expanded

# Servicing Styles

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Service personnel and customers also respond to needs according to their personalities. The following is how each personality predictably responds to a need for service.

---

## “D” types —

“D” customers want their problems solved immediately. They don’t like indecisive or unresponsive individuals. “D” service personnel can be difficult. They don’t like customers who tell them what to do. The greatest challenge is for a “D” service personnel to allow “D” customers to feel as though they are in charge. At the same time, companies can only give so much. But “D” customers should never be antagonized or threatened. You can’t win-over an angry “D” customer.

## “I” type

“I”s tend to be the most friendly and often the most helpful in a situation. They have great verbal strength.

# For your Review

problems more than important. “I”s have a tendency to use this

## Professional Leadership Personality Profile - Expanded

## “S” type

“S”s are the most secure and often the most helpful in a situation. They have great verbal strength.

causing

trouble. They can act just like “D”s if pushed into a corner, especially if it affects their security. “S” service personnel are the most gentle and accommodating. They tend to be taken advantage of and need to be stronger with those who intimidate them. Everyone should learn from “S”s when it comes to staying calm and genuinely trying to make customers happy.

## “C” types —

“C”s can be the most picky customers. They drive service personnel crazy with the fine print. “C” service personnel come across as unbending. They need to be more tolerant and understanding. “C” customers, dealing with “C” service personnel, can get into heated debates over right or wrong. Of course, *“the customer is always right!”* — Even when the “C” service personnel knows the customer is really wrong.

**NOTE:** Service personnel need to deal with each customer according to their personalities. For instance, help the “D” quickly and respectfully. Service the “I” friendly and enthusiastically. Respond to the “S” with sweetness and security. And service the “C” customer with patience and answers.

# Vision Casting

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One of the most important qualities of good leaders is their ability to cast a vision of what needs to be done. The following is how each personality type should cast their vision so that all the other types respond effectively. Leaders lead. That means leaders are moving others.

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## "D" types —

"D" leaders are the most natural at casting the vision. They are extremely motivated to get others to follow. They are often too pushy and demanding. They don't like indecisive or unresponsive individuals. "D" followers can be difficult. They don't like to be told what to do. The greatest challenge is for "D" leaders to allow others to be involved in the vision casting. They are best at seeing the big picture, but need to be more sensitive while getting others to move forward. "D"s need to slow down and prepare their moves.

## "I" types —

"I"s tend to be more than can handle a situation for a while and use their vision without manipulating while leading.

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en envision  
st important  
verbal skills  
ence others  
s and calcu-

## "S" types —

"S" leaders cast their vision in subtle ways. They don't get real excited. They often approach their vision with uncertainty and may even apologize for being a little far out. They can act just like "D"s if pushed into a corner, especially if it affects their security. "S" leaders are the most gentle and accommodating. Everyone should learn from "S"s when it comes to staying calm and genuinely trying to make others happy. They should be more aggressive and assertive.

## "C" types —

"C"s can be the most precision vision casters. They drive non-"C" followers crazy with the fine print. "C" leaders come across as unbending. They need to be more tolerant and understanding. "C" followers, dealing with "C" leaders, can get into heated debates over right or wrong. Of course, *"the leader should still be in charge!"* When the "C" leader knows the follower is wrong, the leader should share as many logical reasons as possible why the vision won't work.

**NOTE:** Leaders need to deal with each of their followers according to their specific personalities. For instance, cast the vision to a "D" with respect and big-picture. Cast your vision to the "I" enthusiastically. Respond to the "S" with slowness and security. And cast your vision to the "C" followers with patience and explanations.

# Dealing With Objections

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Every personality responds predictably under pressure. Overcoming objections is every leader's greatest challenge. Leaders need to know how to deal with objections according to personality types. The following are suggestions to help change an objection into a positive decision.

---

## "D" types —

"D" followers will predictably respond in a strong and difficult way. They tend to resist with a seemingly angry attitude. Instead of challenging "D"s to *"take-it or leave-it,"* they should be given the opportunity to be part of a difficult challenge or project. Or "D"s should be encouraged to consider the consequences if they make the wrong decision. "D"s need choices, plus alternative ways to get out of difficult situations. Show them how their decision can make them more successful.

## "I" types —

"I"s often they may be a problem. They are often influenced by the group. They should be encouraged to shift to the good.

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with reality, never press the approach of them should be to them look

## "S" types —

"S" followers withdraw when confronted with difficult decisions. Their objections will range from *"let me think about it"* to *"I'm not ready to decide yet."* The leader's soft answer and relaxed attitude helps "S"s feel more comfortable. Wise leaders should use statements like, *"we want a long range relationship with you"* and *"we're in no hurry to make you decide now."* But wise leaders will still try to move "S" followers to make good decisions without being pushy.

## "C" types —

"C"s are the most challenging when it comes to objections. The best approach is using quality and value to help them decide. When a "C" says, *"I'm not interested"* leaders should emphasize a logical reason why following their lead is best. For example, emphasize the cost for doing the project now will be less than in the future. "C"s should be reminded how much more waiting will cost. It's only logical to go ahead and do the project now.

*Whether leading or following, you  
should often adapt your  
personality to that of the other's!*

# First Signs / Non-verbal Communication

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People often reveal their personalities through body language. Their nonverbal communication helps leaders know how to approach them. Each personality type has its own body language. Leaders should look for the first signs of a follower's predictable pattern of behavior. The following are examples of specific personality hints. I will use an automobile dealership situation to illustrate each personality's typical body language.

---

## "D" types —

"D"s look busy, in a hurry, and decisive. They act serious with minimal small-talk. They may come across as shy, but can become very impatient and fidgety if nothing seems to be happening. They take charge and act important. Others are often threatened or irritated by "D"s, but need to work with them, not against them. Let them feel they are the "boss."

## "I" types —

"I"s like  
They like to  
Their excitement  
very friendly  
"I"s tend to

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look sharp.  
dress others.  
s. They are  
their stories.

## "S" types —

"S"s walk into a room often unsure themselves. They look sheepish and shy. They like to blend-in without any attention on themselves. "S"s come across very caring and kind. They may seem antisocial, but are very friendly one-on-one. They seek steady and stable environments. "S"s don't talk much in a large group. They often ask questions about families and the interests of others.

## "C" types —

"C" often look like the professor type. They are not that concerned about fashion. "C"s look serious and disinterested in fanfare. They don't care about frills or thrills. They seem to catch inconsistent or exaggerated statements. With an inquisitive look and suspicious mind, "C"s come across as a hard to get to know. They are often knowledgeable with lots of questions or opinions about most subjects.

# Recruiting

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Prospecting to find new volunteers or clients is often the hardest part of a project. Understanding personality types can make you more effective as a "motivator." We often waste precious time with those who will never respond or we give-up too quickly with potentially great workers. The following are simple suggestions to help in recruiting according to personality types. Remember, the leader must adapt his or her personality to those being recruited.

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## "D" types —

"D"s tend to be pushy in their approach. They also resist or respond quickly. If you are a "D" type leader, be more patient and gentle. When recruiting "D"s, get to the point. Don't waste their time. Show them quickly the potential and power of the program. If you are a "D" type leader, be more patient and gentle. When recruiting "D"s, get to the point. Don't waste their time. Show them quickly the potential and power of the program. If you are a "D" type leader, be more patient and gentle. When recruiting "D"s, get to the point. Don't waste their time. Show them quickly the potential and power of the program.

## "I" types -

"I"s make  
positively ex-  
aggerated state-  
ments about the  
opportunity  
"pumping up"

# For your Review

## Professional Leadership Personality Profile - Expanded

to respond  
give exaggerated  
exciting the  
and periodic

## "S" types -

"S" are more steady type recruiters. They systematically work at building relationships and convincing others to get involved. When recruiting "S"s, be more kind and loving. They appreciate when you call to just talk and not "ask" them for anything. They are very loyal, but not outwardly expressive. They are slow to decide and need a lot of assurance. Once convinced they make faithful workers.

## "C" types —

"C"s are the most thorough and conscientious recruiters. They sometimes get bogged down with preparation and never get off the ground. When recruiting "C"s understand they are the most skeptical. You can waste a lot of time trying to convince them. It is often best to simply supply them with something to read. Let them study the facts. When convinced they make surprisingly good optimists.

# Memory Jogger / Recruiting Prospects List

Focus on each category listed below. Take a moment to think of someone who comes to mind. Write his or her name down to contact ASAP. You basically have two choices: (1) wait for opportunities to just happen or (2) make them happen. Success comes as you plan your work and work your plan.

- |                           |                          |                         |                            |                             |
|---------------------------|--------------------------|-------------------------|----------------------------|-----------------------------|
| 1. Work With              | 56. Chiropractor         | 111. Melaleuca          | 166. Pizza Delivery Person | 221. Rental Supply          |
| 2. Boss                   | 57. Therapist            | 112. Amway              | 167. Homeowners Assoc.     | 222. Book Store             |
| 3. Partner                | 58. Carpenter            | 113. Appliance Repair   | 168. Neighborhood Watch    | 223. Tanning Salon          |
| 4. Trainer                | 59. Auto Mechanic        | 114. Bowl With          | 169. Square Dances         | 224. Jeweler                |
| 5. Landlord               | 60. Auto Salesperson     | 115. Hunt With          | 170. Line Dances           | 225. Baker                  |
| 6. Security Guard         | 61. Auto Body Repair     | 116. Golf With          | 171. Ballroom Dances       | 226. Librarian              |
| 7. Supervisor             | 62. Service Station      | 117. Fish With          | 172. Best Man              | 227. Accountant             |
| 8. Secretary              | 63. Former Coach         | 118. Tennis With        | 173. Maid of Honor         | 228. Pilot                  |
| 9. Typing Pool            | 64. Educator             | 119. Ski With           | 174. Matron of Honor       | 229. Flight Attendant       |
| 10. Caterer               | 65. Banker               | 120. Shop With          | 175. Bridesmaids           | 230. Travel Agent           |
| 11. Customers             | 66. Teller               | 121. Softball With      | 176. Ushers                | 231. Store Owner            |
| 12. Parking Attendant     | 67. Police Officer       | 122. Baseball With      | 177. Church Members        | 232. Telephone Operator     |
| 13. Coffee Shop           |                          |                         |                            | 3. Choir / Band Director    |
| 14. Car Pool              |                          |                         |                            | 4. Church Deacon/Leader     |
| 15. Mentor                |                          |                         |                            | 5. Seminar Presenter        |
| 16. Salesperson           |                          |                         |                            | 5. Camp With                |
| 17. Mortgage Broker       |                          |                         |                            | 7. Locksmith                |
| 18. Lunch With            |                          |                         |                            | 3. Upholsterer              |
| 19. Courier               |                          |                         |                            | 2. Veterinarian             |
| 20. Repair Person         |                          |                         |                            | 1. Notary Public            |
| 21. Copier Repair Per.    |                          |                         |                            | 1. Orthodontist             |
| 22. Union People          |                          |                         |                            | 2. Dance Instructor         |
| 23. Homemaker             |                          |                         |                            | 3. Moved In Neighborhd.     |
| 24. Office In Home        |                          |                         |                            | 4. Recently Divorced        |
| 25. Credit Union          |                          |                         |                            | 5. Computer Programmer      |
| 26. Pension Plan          |                          |                         |                            | 5. Computer Repair          |
| 27. Sports Fan            |                          |                         |                            | 7. Computer Sales           |
| 28. Door-to-door Sales    | 83. Casnier              | 138. Photographer       | 193. P.I.A.                | 248. C.P.A.                 |
| 29. Delivery Person       | 84. Telemarketer         | 139. Guidance Counselor | 194. Principal             | 249. Bookkeeper             |
| 30. Federal Express       | 85. Auto Supply          | 140. Youth Director     | 195. Teacher               | 250. Architect              |
| 31. U.P.S.                | 86. Electrician          | 141. Sister-in-law      | 196. Coach                 | 251. Landscaper             |
| 32. Mailperson            | 87. Hardware Store       | 142. Brother-in-law     | 197. Music Teacher         | 252. Cab Driver             |
| 33. Soon To Graduate      | 88. Truck Driver         | 143. Father-in-law      | 198. Piano Teacher         | 253. Bus Driver             |
| 34. Almost Lost Job       | 89. Pharmacist           | 144. Mother-in-law      | 199. Fraternity Brother    | 254. Cat Lover              |
| 35. Will Be Laid Off      | 90. Funeral Director     | 145. Brother            | 200. Sorority Sister       | 255. Dog Lover              |
| 36. Unemployed            | 91. Flower Shop          | 146. Sister             | 201. Former Team Mate      | 256. Horse Lover            |
| 37. Dissatisfied With Job | 92. Health Spa           | 147. Father             | 202. Former Associate      | 257. Animal Trainer         |
| 38. Searching For Career  | 93. Shoe Repair          | 148. Mother             | 203. Instructor            | 258. Social Worker          |
| 39. Switching Careers     | 94. Dry Cleaner          | 149. Cousin             | 204. Lamaze Class          | 259. Seamstress             |
| 40. Missed Last Promotion | 95. Radio Shack          | 150. Aunt               | 205. Kiwanis               | 260. Home / Garden Supply   |
| 41. Walking Encyclopedia  | 96. TV Repair            | 151. Uncle              | 206. Lions Club            | 261. Likes To Sing          |
| 42. Most Likable          | 97. Mail Room            | 152. Grandfather        | 207. Rotary                | 262. Likes To Eat           |
| 43. Needs Part-time Job   | 98. Video Rental         | 153. Grandmother        | 208. Support Group         | 263. Likes To Talk          |
| 44. Engineer              | 99. Appliance Person     | 154. Niece              | 209. Friend's Parents      | 264. Insurance Salesperson  |
| 45. New Employee          | 100. Cable TV            | 155. Nephew             | 210. Grade School Friend   | 265. Stock Broker           |
| 46. Human Resource Dir.   | 101. Eye Center          | 156. Best Friend        | 211. Lawyer                | 266. Former Neighbor        |
| 47. Payroll               | 102. Tire Store          | 157. Mate's Best Friend | 212. Highway Department    | 267. Receptionist           |
| 48. Contractor            | 103. Realtor             | 158. Farmer             | 213. Professor             | 268. Janitor                |
| 49. Sales Manager         | 104. Office Supplies     | 159. Army               | 214. Sunday School         | 269. Rich Relative          |
| 50. Marketing Manager     | 105. Copier Salesperson  | 160. Navy               | 215. Chamber of Commerce   | 270. Ex-mate                |
| 51. Minister / Clergy     | 106. Vacuum Cleaner      | 161. Air Force          | 216. Hotel Business        | 271. Health Food Shop       |
| 52. Nurse                 | 107. Phone Installer     | 162. Marines            | 217. Printer               | 272. Hobby Shop             |
| 53. Dentist               | 108. Pest Control Person | 163. Baby-sitter        | 218. Surveyor              | 273. Hotel / Motel Operator |
| 54. Doctor                | 109. Avon Representative | 164. Step-relatives     | 219. Nutritionist          | 274. Pet Store              |
| 55. Surgeon               | 110. Nu-Skin             | 165. Neighbors          | 220. Writer                | 275. Tax Preparer           |

## For your Review

### Professional Leadership Personality Profile - Expanded

# Insights For Business Builders

Every Business Builder has a specific style in sharing his or her presentation. Potential team members also have specific personality types that respond well or poorly. Certain styles conflict. Success is hindered when Business Builders and target individuals clash. Identifying predictable styles will improve your results.

No style is better than the other. The wise Business Builder responds according to the other person's style. Unfortunately, many people don't know their Business Building style. They also don't know how to read and identify the personality types of others.

Sharing with friends is also difficult. 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 styles of behavior will help you deal with the differences between you and others. Be sure to identify both personalities.

When an aggressive Business Builder shares with a passive individual, don't think he or she will respond just like you did. Learn to deal with the individual according to his or her specific personality.

It is your responsibility to adapt and guide the situation. You're the "host" and they are the "guests."

The following are proven and practical ways to deal with different types of personalities. Focus on your D, I, S or C type, along with that of another individual.

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

## "D" Trying

**"D":** Be strong and challenge and intimidate her that this c

**"I":** Be enthusiastic and exaggerate conversation

**"S":** Be slow

**"S"** will judge how you respond. Be sensitive and kind. Appreciate the "S"'s relational concerns.

**"C":** Be prepared. Don't use generalities. Be specific. The "C" wants thorough explanation, not shallow answers. A "C" will resist, if you don't know your subject.

## "C" Trying To Recruit and / or Lead—

**"D":** Be relaxed. Don't be defensive. Get to the "bottom line." Don't bore the "D" with a lot of facts. Agree on solution based on other perspectives. Be positive.

**"I":** Be patient. Let the "I" talk. Be enthusiastic about the opportunities—travel, bonus cars, meeting new friends. Get the "I" to talk through to the solution. Stay on track.

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

**"C":** Be precise and accurate. Meet forceful demands with clear answers. Be sure of your facts. Be open to suggestions. Offer information and resources to study.

# For your Review

## Professional Leadership Personality Profile - Expanded

## or Lead —

formal. The "D" Don't waste time. boss.

uch. Compliment . Smile and agree,

is or her feelings.

Don't interrupt. Reinforce your commitment to help. Stay calm. Show warmth and sensitivity.

**"C":** Be factual. Don't "snow" the "C". Ask exploratory questions. Be open and respectful. Give details. Be precise and methodical.

## "S" Trying To Recruit and / or Lead —

**"D":** Be confident and sure of yourself. The "D" may be forceful. Be strong and bold. Challenge the "D", but not too hard. Don't show timidity.

**"I":** Be interested in what the "I" says. Don't just listen. Share your thoughts and concerns. Tell the "I" how exciting it is to be a part of this venture. Be enthusiastic.

**"S":** Be kind, but don't overdo it. Be strong, if necessary. Don't hold back, but be sensitive. Encourage the "S" to respond now. Share how much it has helped you.

**"C":** Be ready for questions. The "C" will pressure you with logic. Don't condemn his or her doubts. Give concrete answers. Give him or her time to decide.

# Insights For Leaders Of Business Builders

Independence and building your own business can be very exciting and / or scary. Nearly everyone wants to be his or her own boss. There's a specific personality type that is determined to control his or her destiny. There are other types content with being told what to do and following orders for the rest of their lives.

Maturity and experience often influence the most reluctant personalities. They need to stretch their horizons and investigate the possibilities of being self-employed. There are tremendous advantages with operating your own business. You can be the boss. You have charge over your schedule. You can take days or weeks off without permission. Your income and freedom are yours.

The problem is

ence of Motivation." They don't realize everyone IS already motivated. Some people are motivated to be free from control, while others are motivated and satisfied to be told what to do. But everyone is motivated!

Once we understand what makes us tick and what gets us ticking, we can become more productive in whatever we do. The most important lesson is learning how to control our personalities and motivations, rather than letting our natural drives control us.

The following are insights about how different personality types respond as business builders. Certain types tend to start stronger, but fail faster. Other personalities start slower,

each of the following more effective. Successful business builder!

## "D" Business Builders —

**Indicators:** • Wants to be in charge but is not discouraged by failure • Independent • Impatient

**Do:** • Give "bottom line" guidelines • Vision of success started, instead of let

**Don't:** • Try to control • Exaggerate expected results • Encourage going into debt • Quit "day job" • Doubt or discourage high goals

**Needs To Learn:** • How to follow the rules • To be a team player • To control aggressiveness • To be more patient and understanding • To take smaller steps • To take time to improve product knowledge and study product information

## For your Review

### Professional Leadership Personality Profile - Expanded

## rs —

l and have fun • Has a sense of humor • Active • Outgoing

al enthusiastically • Accomplishments • Inventions, and fun

omises • Overwhelm

with information • Stress paperwork and details • Expect punctuality • Criticize • Be negative

**Needs To Learn:** • Great expectations should begin with hard work and less talk • Product knowledge is important • To take time to do the little and mundane things • Follow through with plans • Be consistent • Stay focused • To follow-up with people

## "C" Business Builders —

**Indicators:** • Asks lots of questions • Is cautious • Doubting • Researching • Analytical • Wants details • Thorough • Not really friendly • Wants to do one thing at a time • Does things right

**Do:** • Be patient with questions • Give detailed answers • Encourage to be more sociable; to get started • Provide lots of product information • Emphasize quality and research

**Don't:** • Give incorrect or unfounded answers • Expect instant responses • Be silly • Give up because of pessimistic attitude • Demand cheerleader type responses • Avoid difficult questions

**Needs To Learn:** • To be more optimistic • Get started with little information • Not to worry • To be more outgoing • To be friendly • Share information with enthusiasm • To turn research into results • To spend time with people

## "S" Business Builders —

**Indicators:** • Is quiet • Reserved • Good listener • Not outspoken • Slow to respond • Not often enthusiastic • Sensitive • More shy • Faithful • Dependable • Passive • Steady • Family-oriented

**Do:** • Take it slow • Share with more sincerity and less hype • Respect family responsibilities • Show interest in lasting relationship more than just business interest • Give confidence

**Don't:** • Push too fast • Give up • Expect instant results • Set goals too high • Allow doubt and fear to stifle • Share difficulties without assurance of constant support • Leave alone

**Needs To Learn:** • Achievement is possible • To be a self-starter • Be more enthusiastic • To dream big • To initiate conversation • Take risks • To challenge others • To take charge • Be bold and aggressive • Most people may not respond well, but many will

# How DISC Personality Types GET Their Money

It is not wrong to have money. What matters is what we do with it! Your personality type will affect how you get, guard, and give away your treasures. The following are simple insights to help you manage your finances from your personality perspective. Keep in mind

your primary and secondary temperament types. Study all the pages to learn more about how all-4 DISC personality types relate to resource-managers. These insights are especially designed to help you and others understand how to be good managers of your resources.

## "D" TYPE RESOURCE-MANAGERS

**In A Word:** Diligent – "Work for it!"

**Abilities:** They are more risk-takers in investing or starting new businesses. They are hard workers and will work long hours. They tend to never be satisfied with enough. Using multiple streams of income is one of their goals.

**Strategies:** Remember to make honesty a primary strategy for acquiring money. Teamwork makes the dream work so work with others and keep them informed. Redirect your drive to succeed in accomplishing greater tasks with the determini

**Warning:** Keep a budget with what you have. Don't hard to get more money to meet the basic needs

**Reward:** You will have accomplish greater things rather than through grea

**Affirmation:** "I will be through diligent labor, and my responsibilities!"

## "C" TYPE RESOURCE-MANAGERS

**In A Word:** Calculating – "What's the best deal!"

**Abilities:** They are very careful in getting their finances without compromising their personal values. They will spend time researching how to get the most "bang for their buck".

**Strategies:** Make quicker decisions so the financial opportunity isn't lost. Involve more people in your investment strategies. Communicate with your family the what, when where, who, why, and how you get your resources. Look for multiple streams of income.

**Warnings:** Don't get discouraged by the impulsive way others try to get money. Don't spend too much time analyzing every investment opportunity. Remember the importance of optimism.

**Reward:** You will experience joy and satisfaction for the basic needs of life. When you work together with others on your team, you will get more done and increase income.

**Affirmation:** "I will stop worrying about my finances and be more positive about my future. After I calculate the best way to increase my income, I work joyfully and diligently with a good attitude.

## "I" TYPE RESOURCE-MANAGERS

**In A Word:** Impulsive – "How fast can I get money!"

**Abilities:** They make working fun. There is never a dull moment when they are on the job. They are creative in acquiring more resources. High energy and wanting to work in front of others is their work identity.

**Strategies:** Being willing to help others succeed on their job and they will help you succeed on your job. Stay on task and be willing to work outside the spotlight. Concentrate on doing one thing well. Be honest

opportunities. Research and ment. Be consistent in next task. Remember get-han spending money.

ces when you avoid on doing one project well, others.

n task doing my job well

# For your Review

## Professional Leadership Personality Profile - Expanded

## "S" TYPE RESOURCE-MANAGERS

**In A Word:** Steady – "Stay on course!"

**Abilities:** They are steady workers. They work well with others. Stays focused on one stream of income that is working well. Sensitive to change in financial market.

**Strategies:** Become more pro-active in seeking better employment or investment opportunities. Be more confident and assertive in asking for a salary increase. Look for more creative ways to increase your finances.

**Warnings:** Don't let people manipulate you in using improper business ethics to acquire funds. Don't wait too long to decide on taking advantage of a new and proven way to increase your income. While looking for more ways to add to your finances, continue to be alert for more opportunities to do so.

**Reward:** You are a steady worker; so more income will come your way. Remember to share with other how you succeeded!

**Affirmation:** "I will be willing to attempt new ways to increase my income so I can provide more for my present and future well-being!"

# How DISC Personality Types GUARD Their Money

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## "D" TYPE RESOURCE-MANAGERS

**In A Word:** Determined – "This is how it is done."

**Abilities:** Having resources to do things is important to them. They are determined to get the very best deal. It is easy for them to say "no" to tele-marketers and pushy sales people. They want to control how their money is guarded and given away.

**Strategies:** Take time to do research before spending your money. Pay bills promptly. Keep records. Think more before proceeding with major expenses.

**Warnings:** Remember the difference between hoarding and saving your money. Spending. Guarding. Wisely using your resources.

**Reward:** You will have resources to provide. Money will be available.

**Affirmation:** "I will help others with my wanting to get more."

## "I" TYPE RESOURCE-MANAGERS

**In A Word:** Impressive – "It must look good!"

**Abilities:** Leaves a good impression. Knows how to "look good." Inspires others with what they have. Stylish. Communicates well and is very positive. Can find the silver lining in every cloud.

**Strategies:** Guard against emotional and impulsive spending. Control your entertainment, fashions, and grooming / personal care expenses. Look for the best buy.

**Warnings:** Don't spend money you don't have. Bigger is not necessarily better. Use a budget. Pay bills on time. eg. Don't try to "buy

gs. You will be identification. People will

NOT to impress people. I guard my optimism in vain glory!

## For your Review

### Professional Leadership Personality Profile - Expanded

## "C" TYPE RESOURCE-MANAGERS

**In A Word:** Competent – "Capable money-managers!"

**Abilities:** Contemplative, "savers", find the best deals, stretch the dollar to get the most mileage, good spending controls.

**Strategies:** Be more generous and thoughtful with your finances. Use a budget and record keeping as a guideline not a law.

**Warnings:** Don't be stingy. Don't judge others on how they spend or use money.

**Reward:** You will be appreciated when you are generous. You will be recognized as a person who cares about people, not how much money you saved.

**Affirmation:** "I will be more liberal with my finances, and share what I have earned with those individuals and organizations that are truly needy."

## "S" TYPE RESOURCE-MANAGERS

**In A Word:** Secure – "Money is safe with them."

**Abilities:** They are more security-minded with money. Safety and stability are important to where their money is kept. Bills are paid promptly.

**Strategies:** Say "no" sooner to tele-marketers and pushy sales people. Start saving today. Don't accept the first offer for interest on your savings. Shop around.

**Warnings:** Don't wait to begin a money management system. Don't let people manipulate you in spending money.

**Reward:** You will have money when others won't. Others will come to you for financial advice.

**Affirmation:** "I will guard my resources so I have more with which I can strategically help others!"

# How DISC Personality Types GIVE Their Money

## "D" TYPE RESOURCE-MANAGERS

**In A Word:** Direct – “Give it NOW (often with strings attached)!”

**Abilities:** Decisiveness, purposeful, give to get a task done, generous, serious about financial matters.

**Strategies:** Take time to do research before spending your money. Pay bills promptly. Keep records. Think more before proceeding with major expenses.

**Warnings:** Don't give money and resources to control people. Be flexible in how you give. Think before donating. Follow through on any promise commitments you make.

**Reward:** You will be appreciated when you are generous. You make a great financial giving planner. You will be more appreciated when you give more spontaneously.

**Affirmation:** "I will give cheerfully and spontaneously to the needs of others even when I don't think they deserve it."

## "I" TYPE RESOURCE-MANAGERS

**In A Word:** Influencing - Enthusiastic in making a difference!"

**Abilities:** Cheerful givers, liberal and free with their finances, generous, quick to give, optimistic, impressive.

**Strategies:** Think before writing a check. Give secretly. Have a strategy in your giving rather than impulsively. Be consistent in your giving.

**Warnings:** Don't give money you don't have. Bigger is not necessarily better. Use a budget. Do not give to impress people, give secretly.

control how much you give. Others will be encouraged to help with financial management. Do not give to impress people.

## For your Review

### Professional Leadership Personality Profile - Expanded

## "C" TYPE RESOURCE-MANAGERS

**In A Word:** Cautious

**Abilities:** Cautious, compliant, calculating in what the real needs are before they give. They are consistent and private when they give. Usually gives to projects.

**Strategies:** Balance giving between project and people needs. Use your competence in giving to help others learn how to give. Work on positive solutions to solve financial problems.

**Warnings:** Don't get discouraged by the giving strategies of others. Remember you are really giving to help others, regardless of what they do with your gifts.

**Reward:** You will be appreciated when you are generous. You make a great financial giving planner. You will be more appreciated when you give more spontaneously.

**Affirmation:** "I will give cheerfully and spontaneously to the needs of others even when I don't think they deserve it."

**Abilities:** Sensitive to the needs of others, submissive (willing) givers, secret in their giving, sacrificial. Able to see the little things that need financial help.

**Strategies:** Guard your sincere desire to give with a stronger determination to do what is right. Be creative and innovative with how you give.

**Warnings:** Don't wait to give when an opportunity arises. But also don't be taken advantage of with every appeal. Keep your giving within your budget.

**Reward:** You are a stable financial giver who avoids financial disasters. You will often be sought out for help and are respected for your sacrificial giving.

**Affirmation:** "I will balance my giving between spontaneous and strategic giving!"

Stable financial help!

# Improving Time-Management

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The following are simple insights to help you improve your time-management skills from your personality perspective. Focus on your primary and secondary types. Also study the entire page to learn more about how all 4 DISC personality

types relate to time-management. These insights are designed to help you and others recognize how being good stewards of the time given us is an essential part of improving our effectiveness.

## "D" TYPE TIME-MANAGERS

**In A Word:** *Direct* — "Do it NOW!"

**Abilities:** Getting things done, leading, taking a stand, confronting issues, persevering, dictating, making decisions and control.

**Strategies:** Plan your work and work your plan. See the "little things" as well as the big-picture. Seek counsel along the way. Slow down. Write out your long and short term goals.

**Warning:** Don't push. Learn to rest along the way. Don't work at the church while working your schedule. Remember to take breaks.

**Reward:** You will gain health, family, job, and a life that will be rewarding and fulfilling. Others first, then yourself.

**Affirmation:** "I will lead my family, for others, and myself."

## "C" TYPE TIME-MANAGERS

**In A Word:** *Organized* — "Meticulous planners!"

**Abilities:** Analyzing, improving, discerning, calculating, following directions, doing the right things.

**Strategies:** Work on positive ways to get others involved in tasks. Relax your schedule and look at the bright side more. Involve more people in plans. Communicate your plans in short and simple instructions. Focus on the absolute necessities first. Articulate your plans with enthusiasm and grace.

**Warning:** Don't get discouraged by the disorganization of others. Don't spend too much time thinking about everything that needs to be done. Don't over-analyze everything. Get others involved and don't try to do everything yourself.

**Reward:** More satisfaction of getting jobs done without being frustrated. Getting more done with little time. Getting people to work with you more, because the "atmosphere" is better.

**Affirmation:** "I will be optimistic in the midst of problems and will not get bogged down in the details."

## "I" TYPE TIME-MANAGERS

**In A Word:** *Inspirational* — "Time is short. Let's have fun!"

**Abilities:** Spontaneous, communicating, inspiring, influencing, making friends, optimistic, enthusiastic.

**Strategies:** Think before committing to anything. Write out your daily schedule of things to do. Concentrate on the behind-the-scenes that often are neglected. Plan with tomorrow in mind.

to encourage people to do all you get done. Don't waste time with people a lot.

to you control your talk behind the scenes. You can communicate by yourself.

to be a listener, while

## RS

**In A Word:** *Relational* — "Slow plodders you can count on!"

**Abilities:** Supporting, serving, finishing what others start, working behind scenes, doing what needs to be done in their time.

**Strategies:** Be more assertive. Take charge when things or people seem uncertain. Be more confident. See the big picture also and look beyond the small steps along the way. Set time limits on yourself and others to get things done. Don't procrastinate or put off what needs to be done.

**Warning:** Don't waste your time with people who just want to talk. Don't let people side-track you or manipulate you into doing things that are not imperative. Be kind, but not too kind.

**Reward:** Believing you can do anything others can do, step out and try the difficult. You may be surprised what you can do once you recognize the power you have within you!

**Affirmation:** "I will use my weaknesses to overcome my challenges and will strive to serve others by being stronger and more assertive."

# For your Review

## Professional Leadership Personality Profile - Expanded

# Balancing Your Time Challenges

As we attempt to be good stewards in life, our time becomes our friend or foe. It will either work for us or against us. To get full use of our time, we must balance how we use our time.

Everyone is given the same amount of time each day. We either waste it or use it. The most important thing we need to do daily is to constantly keep a positive mental attitude. We should be in a continual healthy state of mind focusing on solutions, not problems.

We must also recognize how important time is to serve others, our families, and jobs. Neglecting our families and responsibilities will greatly affect the results of how we use our time.

Someone has said, "The only excuse for activity is results!" All our activity during each day should be evaluated in light of future results.

Some results can be clearly seen, while other results may never be known. Balancing our measurable results with our future rewards can be very difficult. Doing "things" is not always best. Learning how to be "still" can be just as important. At the same time, being still is not always best. There comes a time in everyone's life when we need to get up and go!

The key to balancing our time-management challenges is setting aside time for those things that are temporal and those things that are lasting.

## "D" Types —

Your active / determined, doer & down and make time busy" to take care such as your family friends and / or church work too hard.

Think it over: Do hard? • Have I determined things • Do I discipline learned how to stay busy for my family, I'm just too busy! • Do I spend my time building deeper relationships?

## "C" Types —

Cautious and compliant types are often the most time-conscious, but they can be too regimented. They can be too organized and picky without much flexibility. They need to learn how to relax and take it easier in life. They are methodical and analytical, but should not let urgency take the place of those things that are eternal. They are organized and efficient when it comes to tasks, but they often come across as cold.

Think it over: Do you let the little details bother you? • Have you earned the reputation of being a "picky perfectionist" in a bad sense? • Do people respect your opinions or ever criticize, "why do you always have to be right?" • How will I learn to be more flexible? • Can I make quicker decisions?

## "I" Types —

ist the most sociable and people are is often wasted ons about nothing. around, but often es time-wise.

much I talk to I excuse my lack s done on time because I always in a rush because I don't plan ahead or often get distracted?

## "S" Types —

Submissive types are often the most dependable, but also controlled by others. They don't like to say, "No" and disappoint people. Concerned with safe and secure relationships, they tend to be too nice and kind. Spending time with someone just to listen to all their problems or an exciting opportunity makes them vulnerable to those who will take advantage of them.

Think it over: Do I let people use and control me? • Do I recognize that my kindness can often become a source of wasting time? • Do I procrastinate doing important tasks that can be put off till later? • Do I need to be more aggressive and assertive?

## For your Review

### Professional Leadership Personality Profile - Expanded

# To Your Health

There are three vital factors to the success or failure of your health—diet, exercise, and food supplements. Together, they make the difference in the quality of your life.

Some people are fortunate — being overweight is never a problem, but everyone needs to watch what they eat. Just because you don't gain weight, you should still be careful what you put into your body. Food is energy. You should supply your body with the best energy sources available.

Proper exercise is also essential. Regular exercise strengthens and tones your muscles to receive the full nutrients in the foods you eat. Eating right without exercise is like fueling a magnificent engine without enjoying its power.

Eating right and exercising regularly are not enough to attain optimal health. In this world of processed foods and chemical substitutes, we must add the specific nutrients

our bodies need. It is not enough to guard against eating the wrong foods, we must also supplement our diets with the minerals and vitamins that are lost in the process of our "instant everything" world.

We often respond to these three factors — diet, exercise, and food supplements — according to our personalities. Understanding our predictable patterns of behavior can help us guard our strengths and avoid our weaknesses. Study the insights below to improve your motivations.

Always remember, you are the only one who can motivate yourself to do right. Don't expect or depend on anyone else to give you the determination to respond appropriately. Learn to control your personality, rather than letting your personality control you. Take command of your feelings and thinking to control your craving and lack of discipline.

## "D" Behavior

**Dieting:** *Is often tracked by "more determined and disciplined through. Needs accurate when challenged.*

**Exercising:** *Wants. Motivated by challenge determined, but often a leader or example.*

**Nutritional Supplements:** *Often underestimates need. Thinks he or she is strong enough. Doesn't want to think about it. Doesn't like the routine. Once convinced, is driven and direct. Does best when reminded of the "bottom line."*

## For your Review

### Professional Leadership Personality Profile - Expanded

*he or she looks. Wants to avoid overeating by being disciplined; needs to discipline lack of eating.*

*ic, but lacks follow-up. The more the mer- others. Needs to stick re.*

## "C" Behavior —

**Dieting:** *Very conscious of weight. Often worries about being overweight, but is more likely to act on it. Can get easily discouraged and give up too soon. Needs to be more optimistic about possibilities and begin dieting immediately. Shouldn't spend too much time researching every diet plan.*

**Exercising:** *Very calculating and studious. Wants the best plan. Can be too serious and regimented. Needs to relax and have more fun. Can be too hard on him or herself. Is often best at knowing what to do, but has poor attitude about doing it.*

**Nutritional Supplements:** *A stickler for details. Needs to know scientific facts first. Is often skeptical, but once convinced is consistent. Often procrastinates, because of need for more data. Struggles with "just doing it," but when committed does it well.*

*Duplication without permission prohibited*

## "S" Behavior —

**Dieting:** *Can be most consistent and yet, least motivated. Is often insecure with dieting and slow getting started. Can be influenced by a close friend, but needs to be more self-motivated. Does best once routine is established and sure of method of dieting.*

**Exercising:** *Doesn't need a lot of hype. Is content to work alone, but does best with a friend. Doesn't push the limits as much as should, but is better at the long haul. Is steady and regimented, but needs to control interruptions.*

**Nutritional Supplements:** *Is the best at taking food supplements once convinced with the need and a schedule is established. Needs to guard against always taking same or cheap food supplements without researching to find the best ones.*