

Uniquely You.®



REALTOR PERSONALITY PROFILE

Info User

First name:

Last name:

Phone:

Company:

City:

State/Province:

Country:

Postal Code:

Street Address:

For Your Review

Realtors -
Summarized

Introduction of the 4 DISC Personality Types of Behavior

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

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

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

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

is:
and me,"

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

four
quadrant
personality
types
quadrants

For Your Review

"D" - active / task-oriented

Realtors - Summarized

"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

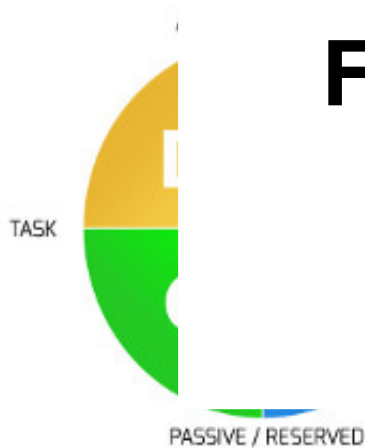
make the model more simpler or personal, but this four vector explanation of basic human behavior has become very popular. The DISC personality profile (paper instrument) was originally designed by Dr. John Geier and has been validated by the Kaplan Report and Winchester Report. The DISC profile and 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

You have a predictable pattern of behavior because you have a specific personality. There are four basic pe
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Behavior.

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For Your Review

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Summarized

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 pres

Needs to Learn: Needs to be led - Everyone has a role - Sensitive to others' needs - Sensitivity to others' needs - Important -

"I" Type Behavior

Basic Motivation

Desires: Presence of others - Opportunities to be recognized - Summarized

Respond Best To Leader Who: 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)

For Your Review

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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: Total support is not always possible - Thorough explanation is not everything - Deadlines must be met - More optimism will lead to greater success

"C" Type Behavior

Basic Motivation:

Desires: Clear
Time to think

l planning -

Responds Best
Provides resolution

cedures -

Needs to Learn
Deadlines must

ything -

For Your Review

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Summarized

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 talk for yourself as reserved but you don't like to be that cautiously moving while you give assurance. You well to the maximum communicate it

C/S/D - COMF

Discovering yc

"C/S/D's" are ε oriented, but c They prefer to They tend to b

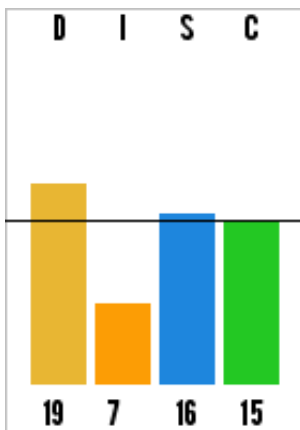
really care for people. They just don't show it openly. They need to be more positive and enthusiastic. Natural achievers, they need to be more friendly and less critical.

For Your Review

Realtors - Summarized

ask- of crowds. e groups. S/D" types

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 be reserved because you don't like to constantly move forward. You tend to plan and manage masses.

C/S/D - COMF

Discovering y

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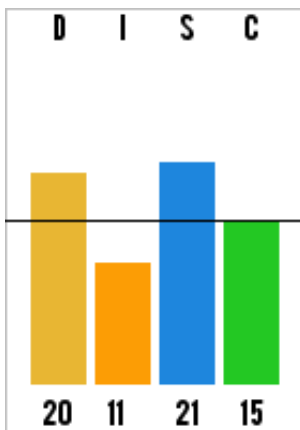
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For Your Review

Realtors - Summarized

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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.

UY TEST tends to be more:

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

UY TEST tends to be less:

Outgoing / Active
Gentle / Soft / Humble
Calculating / Analytical
Convinced / Cocky
Obedient / Submissive
Pleasing / Good-natured
Perfectionist / Precise

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Responsible / Enjoys company
Exciting / Spirited
Bottom line / Straight-forward

UY TEST'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

UY TEST's "I" Tendencies seem to be:

Hyper, Energetic, Admirable, Elegant

UY TEST's "S" Tendencies seem to be:

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

UY TEST's "C" Tendencies seem to be:

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

UY TEST's "D" Tendencies are not very:

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

UY TEST's "I" Tendencies are not very:

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

UY TEST's "

Gentle, Soft,

UY TEST's "

Calculating, ,
Researching

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Preparing,

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Introduction

Little Red Riding Hood disguised herself as a wolf. The wolf, in order to sneak up on Little Red Riding Hood, disguised itself as the grandmother. And the grandmother, in order to confuse the wolf, disguised herself as Little Red Riding Hood.

The wolf, disguised as the grandmother, was able to get close enough to kill the grandmother, who was disguised as Little Red Riding Hood. Realizing that Little Red Riding Hood was the grandmother, the wolf killed her.

Little Red Riding Hood was killed by the wolf who was disguised as her grandmother.

Hunters who were looking for the wolf thought they were looking for the grandmother.

The hunters were looking for the wolf who was disguised as the grandmother.

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*When we don't know who we or others actually are,
the results can be tragic!¹*

Identifying personality types and why you and others do what you do can be so enlightening. The *Interpretation* in this tool can help solve the mystery of motivation.

To understand how Human Behavior Science applies to selling real estate study this entire report. Especially pay close attention to each of the D, I, S, and C practical applications.

Hopefully this information will result in better attitudes, improved relationships, and more effective results. Identifying your personality and how you and others tend to feel, think, and act can be the beginning of a new way of solving problems and improving effectiveness.

It can make the difference in your individual success or failure as a realtor. Learning how to improve your *seeking, selling, and signing* skills is one of the most important things you can do.

An unexamined life is not worth living!
Aristotle

¹The author is not sure of the source of the *Little Red Riding Hood* story and would like to know so due credit can be given.

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 time.

The DISC Model was developed in 1928 through Greek titles are now major temperaments.

Dr. John University created the DISC personality model.

After studying Psychology, Dr. John created the first-of-its-kind profiles now known as the most respected faith-based personality model.

William Marston in his book 'The Emotions' introduced the DISC model.

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

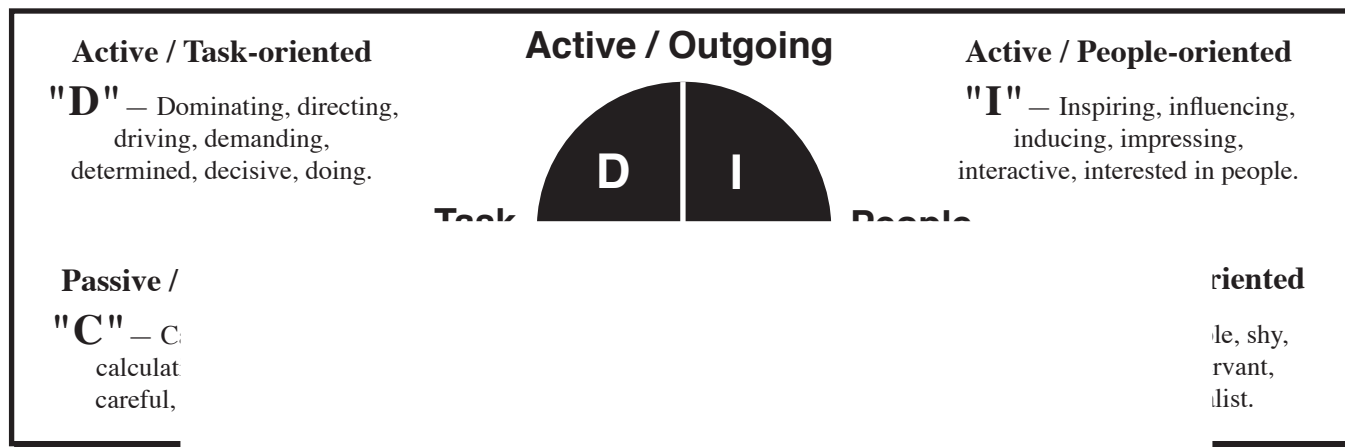
The profile is not a psychological analysis. It is not designed to deal with serious emotional problems. It can help with simple insights into basic human behavior motivations. For more in-depth needs, we recommend you seek "professional" counseling.

To receive maximum effectiveness, be sure to complete your 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.



For Your Review

"D" BEHAVIOR

Also known as "Dominators"

Descriptions: *Dominant, Direct, Determined*

Basic Motivation: *Control and Power*

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

Responds Best To Leader or Follower Who: • Provides direct answers • Sticks to task • Gets to the point • Provides pressure • 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.

Responds Best To or Follower Leader Who: • Is fair and 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" 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:

the person feels
The person is told
or “I think you

People un
unacceptable
and feelings.

GRAPH 2:

he or she feels
feels and thin
will naturally
is expected of

Everyone
and peers, pl
personalities i

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If GRAPH 1

personality will be easier. If the two graphs are different, the person may be struggling with an attitude about what is expected 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.

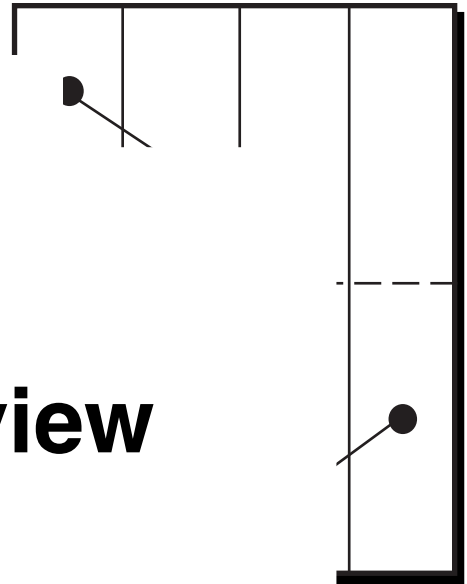
To understand how to read the two graphs, focus on each plotting point under the **DISC** columns.

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 booklet to understand how to apply what you learn about yourself and others.

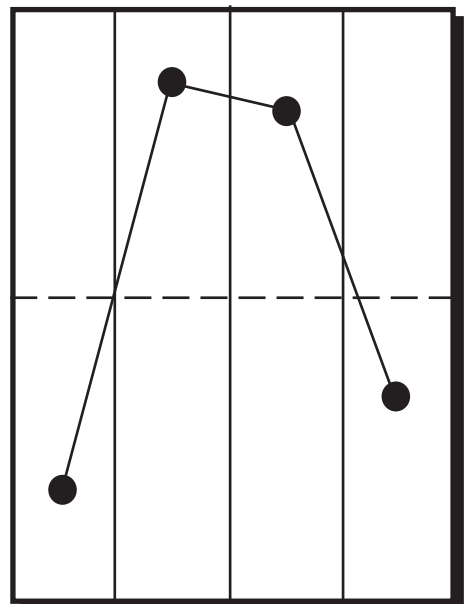
Example of Graph 1

D I S C



Example of Graph 2

D I S C



How To Read The DISC Graphs

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

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

“C/S”s are
and do it right
surroundings.
“C/S”s need to
is “Competen

To help yo
The example
person doesn’
she tends to b

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on an individu
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For Your Review

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Example

person is mor
people. They like to control and influence others. They don’t like to sit still or work on one thing at a time.

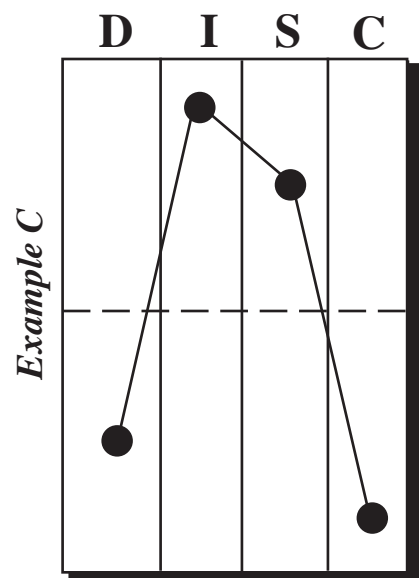
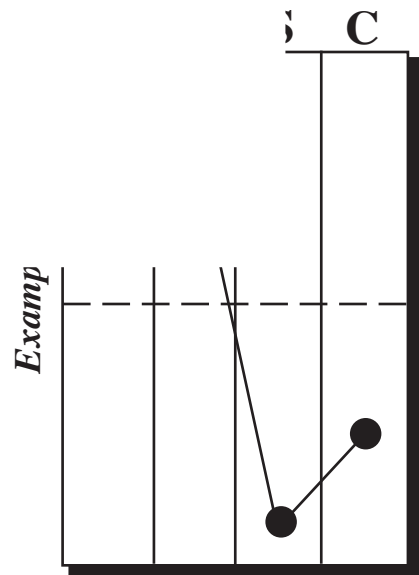
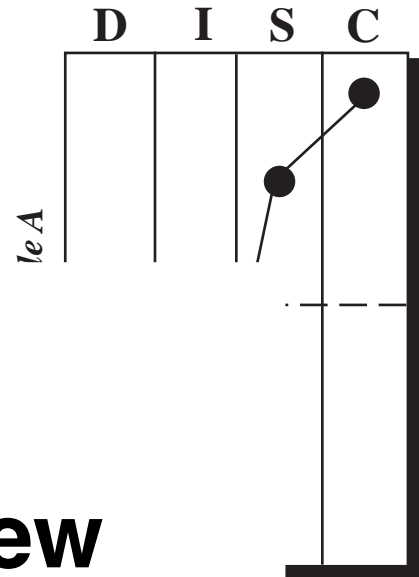
Notice the “S” and “C” plotting points are low. This means this person is not so concerned with security and stability or cautious and calculating actions. Low “S/C”s are more risk-takers and active types.

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

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

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

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



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.)

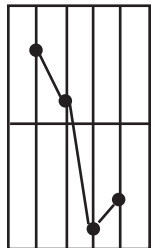
D: DETERMINED DOERS

"D"s are dominant and direct. They do not care as much as others about getting to feelings makes them more task-oriented. They are developing things, but they are not very patient. They are disciplined to prepare a plan and then they are doing. They are motivated by challenges to accomplish their goals.



D/I: DRIVING INFLUENCERS

DISC



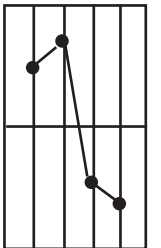
I: INSPIRATION

"I"s are impressive people and excited individuals. They can have lots of friends and need for attention. They are very outgoing. They need to be more in control. They do not like to be criticized. They often do not look good. They often do not listen. They are entertainers. They are motivated by recognition and praise.

For Your Review

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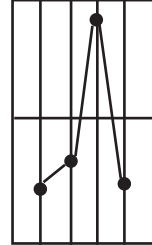
DISC



S: STEADY SPECIALISTS

"S"s are stable and shy types. They do not like changes. They enjoy pleasing people and can consistently do the same job. Secure, non-threatening surroundings are important to them. They make the best friends because 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.

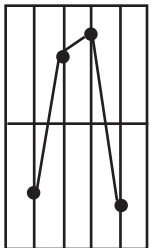
DISC



S/I: SENSITIVE INFLUENCERS

"S/I"s are sensitive and inspirational. They accept and represent others well. They have lots of friends because they are tolerant and forgiving. They do not hurt people's feelings and can be very influential. They 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.

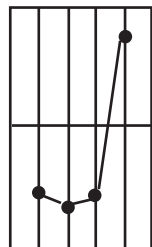
DISC



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.

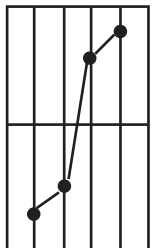
DISC



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.

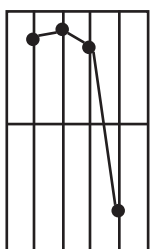
DISC



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.

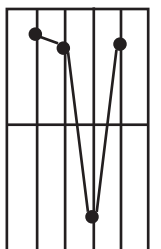
DISC



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.

DISC

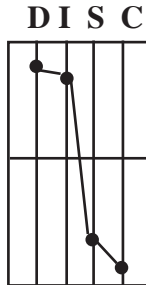


Observe the 21 **Behavioral Blends** on these two pages. Choose the one or two profiles that are most like your graphs. Read the brief paragraph descriptions of the ones that are most like you. You will probably be a combination of two specific profiles. You can also have some characteristics of other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

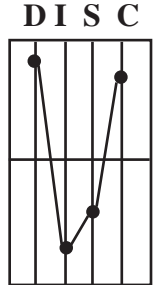
D/I: DYNAMIC INFLUENCERS

"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.



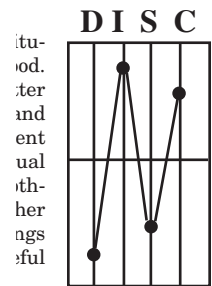
D/C: DRIVING COMPETENT TYPES

"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.



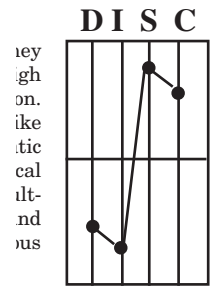
I/S: INSPIRATIONAL

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



S/D: STEADY DOERS

"S/D"s get the job done and are determined. If they are determined, they relate best to talk in front of large crowds. They enjoy secure relationships. They can be soft and are motivated by since systematically do great rather than shallow results while driving to succeed.

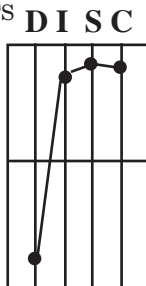


For Your Review

Realtors - Summarized

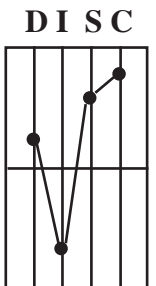
C/I/S: COMPETENT INFLUENCING SPECIALISTS

"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.



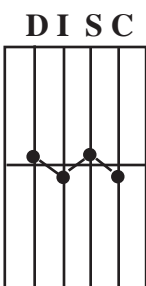
C/S/D: COMPETENT STEADY DOERS

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



STRAIGHT MID-LINE

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

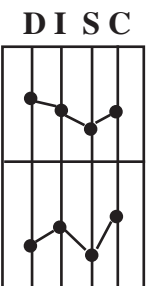


ABOVE MID-LINE • BELOW MID-LINE

Some patterns indicate unique struggles an individual may be having.

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

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



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

For Your Review

Realtors - Summarized

- Control your feelings.

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.

CONTROLLING YOUR BEHAVIORAL BLEND Continued

I: “Inspirational Influencers”

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

For Your Review

Realtors - Summarized

- Be more task-oriented.
- Do not be lazy.
- Work hard.
- Do not just talk about what you want.
- Be industrious.

I/C: “Inspirational and Competent”

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

CONTROLLING YOUR BEHAVIORAL BLEND (Continued)

S: “Steady Specialists”

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

For Your Review

Realtors - Summarized

- Encourage and help others daily.
- 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.

CONTROLLING YOUR BEHAVIORAL BLEND (Continued)

C: “Cautious and Competent”

- Be more patient when you correct others.
- Correct others in love.
- Be more positive.
- Hope in the possibilities, not your circumstances.
- Build relationships with others.

For Your Review

Realtors - Summarized

- Step out of your comfort zone.
- 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.

CONTROLLING YOUR BEHAVIORAL BLEND (Continued)

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

“Inspiring, Driving, and Submissive”

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

For Your Review

Realtors - Summarized

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.

Controlling The Dominant Personality

(The Science by Dr. Carbonell)

When you think of the people who seem to be natural leaders, who accept challenges, who are involved in many different projects, and who are more task-than people oriented, you are thinking of high "D"s.

***"D"s are:
Dominant, Direct, Determined, Demanding, Doers***

"D"s push for results. They shape the environment by overcoming opposition. They are very active, and they create aggressive environments, striving and pushing under pressure to get the job done. They constantly challenge the status quo. Their motto is, charge, they want to self-appointed captain

"D"s want control. They know how to do things. They usually take charge, but they respect their superior

These determine how they fulfill their dreams. They accomplish their goals. CEOs, owners of the field, club, or organization. In the corporate ladder, "D"s can be found ordering the local union.

A high "D" will score and make all others wish they obeyed. Low "D"s willingly follow along in submission until their most serious concerns are challenged.

Low "D" people find it very difficult to confront high "D"s. Their preparation for battle is accurate information to prove their point. Presenting high "D"s with analysis usually causes them to look more closely at the conflict and be more rational. "D"s greatest influence over others is their ability to accomplish goals. Though careless at times, they usually still produce results.

They tend to make people nervous because they are producers, pushers, and movers. They make great achievers if they don't self-destruct. They often speak before thinking, but surprisingly, they often come up with unique and immediate solutions. These results give them the confidence to fly by the seat of their pants. Other people, however, don't feel comfortable with this free wheeling style, so "D"s need to be more considerate of others perspectives of the task at hand.

Absorbed in task oriented projects, "D"s often create high casualty rates among subordinates and co-workers. Their pressured pushing to get everyone to move in the same direction is often demeaning to others who prefer to be treated as individuals.

"D"s are sometimes great motivators and challenging speakers, but their greatest concern is "reaching the mark, not touching the heart." By learning to balance their penchant for

tasks with concern for people, "D"s can be much more effective leaders.

Though "D"s occasionally delegate work, they usually feel compelled to do everything themselves to maintain control and have it done "the right way." Once they learn to spread the responsibilities around, they should supervise but not smother those who are contributing to the task. One of their biggest faults is taking back delegated responsibilities. To "save" a project, they may take back control and offend the one who was placed in charge. "D"s need to learn to communicate the purpose, plan, and process more effectively with others. Unfortunately, they believe the myth that everyone else thinks and feels as they do.

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should be accomplished behind their confident of that it explanations enough to say, specific plans need in the decision. to relax. Vacation stress levels. s one of their e tremendous and they are ension. Learning ir plan to suc-

ed to learn to using to appreciate their health and

weather. The twin tyrannies of urgency and expedience are dilemmas they must avoid. As weekend mechanics with finely tuned machines, "D"s seem to race through life without the worries of blowouts.

They are most effective when they slow down, calculate the risks, weigh the options, and receive wise counsel from others. Reflection and balance will protect them from their volatile emotions which can ignite their dynamite personalities.

"D"s need choices.

Parents and teachers of high "D" children need to harness their energy. Relate to them with respect for their ability to decide for themselves. Give them the opportunity to be leaders. Don't stifle their drives. Point them in the right direction, give them parameters, and watch them fly. These driven people are the best doers anywhere. They conquer life's greatest challenges, but unfortunately they seldom conquer themselves.

When you think of steel and velvet, dominant people are characterized by steel, but they need to be sensitive to others. "D"s are drivers plowing their through life, but they need to pave their way with pleasantness.

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THE REAL "D" ESTATE PERSONALITY PUZZLE

(Applying the Science by Raymond Beaty)

SEEKING

Don't worry too much about looking for the "D" client, they will find you. You can do a great deal to be attractive to the "D" client by the way you advertise your services. One of the fastest growing segments of the real estate industry is the "D" segment of the real estate company. I have seen many "D" clients who have a large market share and most of them are willing to pay a premium to be cheap to pay their commission.

People have been looking for "D" clients. Studies show the major real estate services have the most common personality that thrive to recapture a market. "D" clients allow these parties to control about the properties you sell "self" services. It is not the net sheet to make deals with clients who either want or need management.

They consider it a challenge to handle what appear to be a simple transaction. Granted they will but give them credit for the close attention to the "D" control.

This is also true with you see them everyday. Remember, these people, like you, are running their own business. It takes a special kind of person to run his or her own business. You need to provide the other agent as much room as possible to give them choices.

If you do not, a strong "D" agent will run right over you just for the pleasure of running over you. "D"s will sacrifice commission to win. I will say it again, and I know you have seen it before; "D"s will sacrifice commissions to win the personal battles. If you use the knowledge of identifying "D"s you can arrange the transaction in such a way that they look like they are winning but you are still getting paid.

SELLING

The most obvious way to sell to a "D" client is DON'T. "D" clients do not want to be sold, either on your services as the listing agent or your find for their new home. I know you really can't believe anyone would make the right choice without your services, but remember your responsibility is to the client not your sense of what is right for them. "D" clients will crawl over broken glass to get what they want; your best bet is to not be in their way but a part of the process. Another way to make this clear for you is to ask, do you to think about new developments.

Ever wonder how large development companies get to be so large? They do personality research. Why do you think new developments (especially in gated communities) have these lotteries and limited releases for homes or home sites. They have done their market research; they know that the people who will be buying at this level live off the competitive juice that feeds a "D." Tell a "D" there are only 12 sites being released. You can start counting the money. Use this information in your business to recapture a lucrative market that is slipping away from most agents.

Now I am going to tell you something that will save your life,

increase your income and make all your days at work happy days. Are you ready? All brokers and owners of real estate companies are "D"s! There are some "I"s who try it but they are never in business for very long, (I will explain why in the next chapter). There are some "C"s who are calculating enough to run businesses but do not enjoy the constant physical contact of caring for agents and clients so they go back to being accountants. "S"s don't want anything to do with it so you are stuck with "D"s! Now how can I help you think about it, if you are concerned about "D"s who are looking for that you know you need the list of how you are ready for this, use you can pre-qualify your professional career financially if you are in an office needs, or you could get what you need on the man's face that made you know? Smile.

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them decide
of the relation-
what it looks
on of yours. It
ted and talented
you are about to

get to the part in the presentation that you enjoy the most, (it is the part where you have sold a gazillion dollars worth of property), the client interrupts and says, "how long will this take?" DDDDDDDDDDD!

That is the alarm that should be going off in your head. If you do not stop right then and there and begin asking the client certain questions we will be talking about later, the deal is over. After years of training new agents, nine times out of ten they will find a way to get back to their presentation. The client just gave you the most obvious clue you need to shut the presentation down, find out what they want to know, give them the information in such a way that they are in control of the decision making process.

Same process for the offer. Buyer says, "This is the one". You sit down and begin to instruct the client on what would be the most attractive offer. You are giving the pros and the cons, the possibilities and the strategies and just about the time you are about to get to the big finish the client says, "here is what I want to offer".

There is the "D" alarm again. And again, after training thousands of new agents in classroom settings, their immediate response is to try and help the buyer understand why that may not be such a good idea. You know how easy it is for a client to get up and go find someone else who will write his or her offer. PAY ATTENTION! If you have a "D" buyer on your hands simply say, "I will write whatever you want; I am your agent, here is what is probably going to happen if we submit your offer. And when it happens just the way you said it was going to happen and the offer gets rejected because you allowed the "D" to be in control, guess who magically allows you to be in control for the rest of the transaction. "D"s will always be in control, unless of course you recognize that they are a "D" and then well, you know.

Calming The Inspiring Personality

(The Science by Dr. Carbonell)

Perhaps the easiest temperament to identify is the "I". You will find them leading, entertaining, and somehow adding to the positive atmosphere of every occasion.

**"I"s are:
Inspiring, Influencing, Interested in people.**

Naturally uninhibited, they are the clowns of the crowd. In a family atmosphere, they are open, "I"s are performative, they have the abilities to sway the crowd, salespersons, or actors.

"I"s who work in sales are making deals because they love their pride. Although "I"s are like "D"s, they are much more confident than their domineering counterparts to communicate only if it benefits them.

"I"s are the people who are the supermarkets. While in the store, "I"s enjoy the opportunity to help other shoppers. When someone looks confused, they enjoy making people feel better.

Ci

"I"s are cheerleaders. Even when they are not up front, they stimulate those around them. They are natural spark plugs. They generate tremendous enthusiasm, and they entertain people. "I"s want to help others to feel good or accomplish a goal. They love to participate in a group where they can stand out. "I"s often take control of a group, not because of a strong desire to have their say, but because others won't. In order to avoid feeling uncomfortable, they naturally step out and lead.

These influencers prefer environments which include acceptance and social recognition. They are very friendly and enjoy back-slapping, hugging, and encouraging others. They fill the air with laughter and joy. Recognition is a strong incentive for "I"s. They desire the freedom of individual expression to win approval. Their unique ability to speak spontaneously about anything and everything often gains them recognition in crowds. They can be found in an abundance of group activities outside their jobs. Where there is a crowd, there is an "I". Relaxing alone is not their style, they need and seek relationships. Because of their friendly demeanor, their interests are often crowd centered.

Strong Feelings

Because "I"s are primarily guided by feelings, they need to focus on the process of decision-making and individual follow-through. They are easily distracted and tend to be undisciplined and disorganized. Training themselves to sit down and think on their own is an important step in their work habits. Instead of constantly seeking an ear to listen to them, they need to do more research in order to become more self-sufficient.

"I"s need to practice taking a more logical approach (rather than the social approach) to their problem solving. They need to learn to demonstrate individual stick-to-it-ness. As promoters and persuaders, "I"s have the ability to spark interest and enthusiasm in others for just about anything. If, however, they lack the drive to see the task through to completion, their energy and power of persuasion

are wasted. They should constantly strive to perfect their follow-through and complete what they have started. Organizational skills to help them manage their task include clock watching, scheduling, and personal planning.

Some "I"s are often misunderstood by their peers. The excitable, enthusiastic "I" types may be tagged "hyperactive" but in reality, they are only being themselves. Managers of "I"s need to give a lot of positive strokes because these types need more approval. They can be very creative. Managers make great

For Your Review

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"I"s. Their overly need to learn to manage how to react to situations. They usually produce

"I"s are often dependent on schedules and they should realize they are the day.

"I"s are practical and they take a lot of time to complete a task. It is important to meet deadlines. "I"s should be productive. They should be

Those who plan time alone can better manage their natural ability to interact with others. Also, they should respect the time restrictions of other people's schedules. Silence is an important commodity for these people to acquire. They will become more objective if they will think before expressing themselves. They should consider the amount of time and thought they have given a matter before coming to any conclusions. Although they tend to get away with things because they are popular, they should strive to be "slow to speak and quick to listen."

Work Environment

"I"s will never be slaves to time. They don't like time controls because they have trouble pulling themselves away from people. The task at hand is never as important as the people with whom they want to talk. Details are often seen as stumbling blocks. They are really concerned about new opportunities for recognition and acceptance, so opportunities to verbalize their proposals or ideas are very important to them.

Their strong need for favorable working conditions frustrates them when they are confronted with adversity. High "I"s need to concentrate on the task at hand. They are easily distracted, especially if they are working alone. "I"s are often tempted to help someone or just stop and talk rather than work productively alone. They need others who respect their sincerity. They tend to give confusing messages about themselves, and they are often misunderstood as being proud or cocky. In reality, they are very sensitive to what people think.

"I"s need to focus on facts because many of their decisions are based on emotions. They need to learn to collect more information and consider all the options before coming to a conclusion. Being surrounded by others with systematic approaches to problem solving is very beneficial to these inspiring people. They need others who can deal with details and design the systems of follow-through to accomplish task. "I"s make great ideas employees. They can be extremely creative, but they need to focus on getting the job done.

THE REAL "I" ESTATE PERSONALITY PUZZLE

(Applying the Science by Raymond Beaty)

SEEKING

These are the easiest clients to find. They are often described as the "life of the party". That means a lot to you as you determine how to work this client base seek peoples names up "in buyer enjoys more the transaction process. provide to prospective ent call you before the promise to mention t

Promising to high is the way to their he in the weekend editing dog sitting on the po may not even realize know you have intro about his life and pu

The same is true well. "X Company i will be featured in th buyers". Every aspir

attention grabbing, center of the universe personality you can imagine will be scrambling for your attention.

Now before you accuse me of taking advantage of people's weaknesses, remember as a licensed broker I am bound by law to provide a service to my clients that in the end puts the product they want in their hand. There is no more responsible way to do that than to know exactly who they are and the way they want that product delivered. When you are involved in the seeking process for "I" clients, do yourself a favor, what I really mean is, do your client a favor and give them a trip down the red carpet for their fifteen minutes of fame.

SELLING

"Here is how that would make you look". That is the hypnotizing phrase to be used at every level of the transaction. "I's" want to know how that would make them look to others. I know that we have been dealing primarily with buyers and sellers, and I will continue to use them as a test case as we work through these principles. But you should begin to be able to make application to all of the relationships in the transaction. And I will devote an entire chapter to making sure you understand how to apply that to your business. But back to the two groups you spend most of your time and energy on. You are making that listing presentation to the prospective client. You notice they ask a lot of questions that include the word "I" in it. How do I, when do I, why do I, I,I,I,I,I,I,I,I, guess what? They are an I! So instead of you answering, "okay here is how I would handle that", you say, "okay here is how that would make you look".

The "I" buyer is looking for the same sort of confirmation and identification. Agents get really caught up in the 3 bedroom, 2 bath, great location, good school mantra. They think that is what everyone wants. And while that may fit the general description of the bulk of sales in America, it comes nowhere near describing WHY people want that. If you knew that the

uld sell them the use), if you could m look their best. heir community, ain using this against them. I are their agent. person is that state profession-a transaction, put tand why there is

For Your Review

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5-term success in clients who come nds and family tand the differ-

ent personalities and the applications of those personalities to your business, here is your first big test question. Since referral business, for residual business is the key to long-term success, who do you think talks the most? Who do you think likes to be heard because they love an audience? Which of your client's personality types will provide you the most unsolicited free advertising? It's me, me, no, it's "I".

Closing the deal for an "I" client in such a way that they felt like they were the star of the show will provide years worth of referrals on the "I" talk show circuit.

The "I" seller will keep copies of the newspaper ads that ran with his picture in it to show all of his friends what you did for him, (he is really doing it to show that he is in the picture). The "I" will be forever grateful for their fifteen minutes of fame and will tell the story at every social function he attends. Church, work, the club they belong to, your ability to recognize their need and deliver based on their personality has provided them a lifetime opportunity, for which they will gladly demonstrate their innate ability to take center stage and tell with skillful and mesmerizing passion the story of your service to them.

Your "I" buyer will be as equally grateful for a chance to have not only a real estate agent at their disposal, but their own personal talent agent as well. Someone who has outlined their deal for them and the way it would make them look. Someone who has provided the necessary stage for the "I" client to successfully complete that latest performance. If you were looking for the most far reaching, impressive, long-term communication to the world about your services, you only need to understand the history of communication, Telegraph, Telephone, Tell an "I"!

Stimulating The Shy Personality

(The Science by Dr. Carbonell)

The highest percentage of people fall into the category of the passive, people-oriented type of personality. They are shy and reserved, but they often make the best friends and most loyal employees.

Perhaps you have heard of individuals who took the blame for things they did not do. They willingly accepted punishment, even though they were not guilty. History has given us many lessons of those who suffered for the sins of others. Loyalty motivates some people to suffer for the pain themselves than a quality, but it can also

Stable, Steady

"S"s emphasize control. They are submissive so "D" has dreamed and sensitive. They may be sensitive. They let others lead, though status quo. Change is left to others.

These people prefer passiveness is often people are steady workhorses. push, talk, play, or criticize they work to calm their specialty. Their staying patience, nothing seems

They seldom openly show. They quietly or laugh to themselves. Patience is more than a voluntary virtue; it is a way of life for them.

"S"s are extremely loyal, and they often work with the same company for years. They also tend to be family oriented and dedicated to their loved ones. Interest in their families is evident by the photos and mementos covering their walls or desk.

"S"s don't like aggression or antagonism. Their strong sense of loyalty however, compels them to come to the aid of family or friends who are in trouble. They ardently defend them physically and verbally, stepping out of their comfort zone, shocking themselves and others.

They are not interested in showing off in a large group. They tend to seek out personal relationships, talking one-on-one or to a few people at a time. "S"s have the ability to listen for hours about anything. They are people-people with the ability to work while they talk or listen.

Calm in the Storm

Calming excited people and making others feel comfortable seems to come naturally to "S"s. They are not high strung, and they usually make great marriage partners and employees because of their concern for a steady and stable environment. They respond calmly to aggression, often defusing problems with their sincere interest and self-controlled temperament. They seek cooperation rather than control. As peacemakers, "S"s are servants who work patiently and persistently to resolve conflicts between people.

Because they have the patience to develop specialized skills, they often learn skills that others do not. "S"s appreciate routine rather than despise it. Their ability to do the same thing repeatedly makes them specialists. Concentrating on the task at hand is a great strength. They don't become easily bored because of their ability to concentrate on getting the job done.

"S"s want high touch not high tech. They want to support and serve, maintaining the status quo routine because they feel insecure with change. New things, especially high tech things, are threatening to them. They work best under controlled, stable environments. "S"s usually don't make a big deal about anything. They do their work well without fanfare. Sincere appreciation and consistency make them happy because they desire an environment which includes security. Safety is imperative, and they shudder at the thought that someone could possibly get hurt.

One of the most important environments to preserve is the environment of the employees, and they

They prefer environment without confusion. They need confidence, terms and familiar things to avoid the need and appear less conspicuous, they

Once procedure introverts. They are others, but seem in a simple

They need to build

relationships with those who can handle sudden challenges as well. By understanding their own apprehension about change, "S"s can adapt to a situation more easily. Reacting quickly is sometimes just as important as reacting smoothly, therefore they can benefit by observing those who respond more quickly to opportunities or difficulties.

"S"s need co-workers who are flexible in their work procedures. Bosses may demand the task be done their way, but these people often feel that they work better alone and without pressure. They are comfortable when doing the job at their own pace, and others would be wise to give them some flexibility. However, they need to learn to adapt to changing situations. Conditioning them to change increases their productivity. Sometimes the rules change halfway through the game, but that doesn't mean it is time to stop or slow down.

Relating to "S"s

"S"s respond best to warmth and friendliness. They don't like to be pushed into anything, so give them time to change. They make wonderful Sunday school teachers, but don't change their room or curriculum half way through the quarter! They are slow to make friends because they initiate relationships. They listen well, but you have to ask them questions to get them to talk. Show genuine interest in their family and friends, be patient and kind. Try to see life as they do, and you will probably enjoy life more. Learn from them, relax, don't attack people, don't fight back, slow down and smell the roses.

Life is simpler to "S"s, but they are not simple people. They may be very talented, but you may never know it because they don't like to show off. Encourage them to share their talents in a small group before asking them to perform in front of a large crowd.

For Your Review

Realtors - Summarized

THE REAL "S" ESTATE PERSONALITY PUZZLE

(Applying the Science by Raymond Beaty)

SEEKING

The best way to find an "S" client is to open your eyes. They are everywhere! Since they are not that hard to find, the real seeking question turns out to be, how do I get them to seek me? It still never ceases to amaze me how many agents make an attempt to get clients on bus benches, (not their cars), (not their service they love dogs, cats, and services).

If by chance someone is on the way to the garage the agent shows up at the garage, who was that great "S" wants to know how much? What services do you provide? How secure transaction? Where is that is where the major

And if you wanted clients if the majority can answer to these questions. Finding the largest sub group in the marketplace. You are looking for them they are both looking in the garage, leave in your vehicle, the car, what speak is? You are right, it is the husband. The first question he asks is? You are right, it is, "what do you think". Why is he asking this question? For a number of reasons, reason number one, he has been married longer than one day and knows if momma ain't happy, ain't nobody happy.

Number two, he knows that regardless of how much he may have liked the garage or the backyard, if his wife doesn't feel safe or she feels it is an unstable neighborhood the garage may actually have to be where he sleeps if the house is purchased. Most important, he knows and cares about what the "S" in the relationship needs and he wants as a loving partner to provide it for the S.

If you really wanted to close the transaction you would be identifying the "S", addressing their needs and leaving the rest up to the strong desire that "S's" have for a safe, secure and stable environment. I have seen many iron fisted "D's" or show stopping "I's" brought to their knees by the unmet needs of an "S." I forget, now whether I was talking about marriages or agents.

SELLING

Meeting the needs of an "S" seller is as simple as understanding you are selling THEIR HOME, not a house. One more time for all of you "D" and "I" agents out there. It is their safe, secure, stable oasis from the world, not a 3bd, 2bth, views, views, views. As you make that listing presentation being able to identify the "S" in the room will allow you to speak directly to their fears. Remember they are not concerns, or interests, they are fears. And unless you treat them as fears you will not be able to capture their confidence.

They want to know how will you handle the hordes of unknown people who will be traveling through their home. How will you ensure that the horror story they heard from their neighbor about the extended or canceled escrows will not occur? How will you protect them from having to talk to anyone, especially that other agent? And the list goes on and on. The "S" will overlook the fact that you don't look anything like the picture on your card if they believe that you are going to protect them.

There is not another situation in the real estate industry that resembles a knight in shining armor going forth to slay the dragon, like agents working with "S" buyers. The best thing you can do for your business when someone comes to you looking for a home is to spend a few minutes asking the necessary questions to determine their personality. If it turns out you are working with a strong "S" buyer, (and the math suggests more times than not you can draw, help

to their steady, cy, but the most ew that you y want, help ers and their evil r you until you e. Did you say y to do all that successful in get-communicated gon. So use all nor or just be the l park it please.

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Handled the "S" receive a commission check, you support you will receive an average of 3% commission checks for each "S" relationship. Why? Because they are the most loyal people on the planet. Real Estate professionals are the last people in modern business to use this information to their benefit. Think about your own past corporate background, or someone you know. Were they asked to complete some sort of skill set testing, or personality profile during the interview process? You think companies do this to see who is going to be the funny person that they hire out of this group?

Or maybe you really believe they want to put you in the best position available in their company based on your personality. Guess what? Along with a number of other things they are looking for, they really want to know how long you are going to stay. Why should they put out money and training to someone who will be gone within the year? The question is not how could a person stay with a company so long, the real question is how did the company find these people who stayed so long? How does the company close the deal on these long-term employees? Give the "S" what the "S" wants. Show up at the same time, same place, same job, same everything. And the "S" loves it.

As a real estate professional you must realize that your "S" clients are going to need this kind of continuity in the transaction. If you manage to get a strong "S" client and do not provide these services, you will always be talking to someone who is scared out of their mind because they are out of their comfort level. Putting an "S" against the wall with a long list of new experiences will quickly get you a client who feels cornered. Those really unreasonable clients you have had in the past were probably not dictatorial "D's", (because by the numbers there really are not that many of them), they were probably scared spitless "S's" who are about to come out of the corner with fangs ready. The worst of it, (after you stop bleeding), is that you will never see them again and they were worth a couple more transactions to you. If you want to close the deal with an "S", help them understand they are simply going to wake up one morning in their new house and you will handle all of the details. If that sounds like too much work to you, there is a company still looking for employees.

Satisfying The Cautious Personality

(The Science by Dr. Carbonell)

"C"s have the potential to drive a wooden man crazy! If you tell them they are too pessimistic they will reply, "I am not pessimistic, I am realistic." If you tell them that they worry too much they will reply, "I don't worry, I just get concerned."

Calculating Company

"C"s promote quality circumstances. They are tacticians and analyzers, they work more important than high emotion rather than feelings drives them.

"C"s pursue perfect extremes. They prefer to be partially complete than to be very carefully, and they are concentrating quality in their work concentrate on details.

"C"s are not easy to please. They often have to be pushed forward. They work with a conservative decision making no loose ends. They

In-depth answers

"C"s tend to become experts in specific areas because they absorb themselves in whatever they do. They criticize freely, no matter if it is their performance or another's. Seldom is anything ever 100% right in their eyes. With an eye for quality, they strive to better themselves and others. Finding a better way of doing things is their cup of tea.

As passive individuals, "C"s tend to comply with authority. They are not aggressive when presented with a challenge. Instead, they try to find a way to fix the problem. They don't desire to be in control for control's sake, but they demand that things be done correctly and in order.

Because they question everything, including themselves, these critical, calculating people need to be constantly reassured. They focus on problems rather than solutions, and this challenge demands they work in sheltered, stable conditions. The slightest trouble is magnified in their minds, and dealing with more than one problem at a time can be overwhelming for them. "C"s need constant encouragement because they are pessimistic by nature. Their concern for correctness causes them to worry. They seem to doubt more than most.

Quality Control

"C"s want SOPs, standard operating procedures. They dislike uncertainty and want to know exactly when, why, how, where and what. They are most comfortable when order is valued and confusion is limited. They work best under structured conditions, so consistency is critical. Abrupt alterations threaten them with their biggest emotional challenge: the fear of being incompetent. They think change for no good reason is insane. Others may scurry to test a new possibility, but "C"s drag their feet until convincing facts are presented.

The status quo allows them to refine and improve the system. "Quality control" is their personal motto. If they cannot do it right,

they don't want to do it at all. They are the perfect fit for the job that requires precision and detail. Because they are never satisfied unless they complete the job right, they are the consumer's best friend because they sincerely desire to do the best job they can.

"C"s take great pride in their work. They are their own worst critics, but they appreciate recognition of their craftsmanship. They don't seek personal praise, but they appreciate attention for their work. They criticize their work but they may not realize it's just the opportunity to be properly offended. They provide first class service that focus on

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They are very concerned for quality's sake. It is as important as seeking a house who will be in the medium term. They tend to see problems, and they are inclined to allow others to be wise to avoid laws and make a negative appraisal.

They should be scheduled. They desire feedback and help along the way, and evaluations of their performance from time to time enhances their work. They must learn to respect people as much as they respect their own accomplishments. Because of their strong task-orientation, they tend to get overinvolved in projects and forget the value of a person exceeds a completed project.

Developing tolerance for conflict is also a very important lesson for cautious, compliant "C"s. Their passive personalities cause them to withdraw and verbally hold back. They tend to run away in order to avoid trouble.

At work, "C" supervisors can erode good attitudes by never complimenting their employees. Constant criticism is demotivating. Try focusing on the good your employees do. It will increase their effectiveness.

"C" employees must remember to not complain too much. It makes fellow employees avoid you. It also makes management think you are not a team player, and therefore, your chances for promotion may be affected.

Conflicts

"C"s are experts, even at conflict. They have perfected their way of finding fault in nearly everything. If there is a flaw in the plan, they will find it. They have the intuitive ability to find the weak spots, but faultfinding is extremely annoying to the dreamers and doers. "D"s inevitably clash with "C"s over implementing an idea. "D"s want to do it immediately, but "C"s want to take more time to research and prepare.

"C"s ask question after question. It is not that they are not smart. In fact, "C"s tend to be very inquisitive and great learners. They need to guard their constant search for answers and learn how to be happy without understanding everything.

"C"s make great students, if their teachers satisfy their quest for knowledge and understanding. "C"s need to avoid becoming moody, if their search is not being satisfied. "C"s make the most competent, yet often most challenging to work and live with.

THE REAL "C" ESTATE PERSONALITY PUZZLE

(Applying the Science by Raymond Beaty)

SEEKING

Remember, when your kids use to follow you around asking you questions. Why this, why that? How come? Who said? Are we there yet? Be 1 "C" clients. When your facts in order air you did on the "C" sellers you will of those facts, figure company to dazzle

One word of correct because the in the morning if they you have a "C" selling listing appointment and calculator. "C" instead of delivering professional, act like better prepared for "C" buyers are go looking for the details of the sales transaction before the questions that multiply tenfold and this time you will have to provide facts to back it up.

Try telling a "C" buyer, "because I said so." "C's" will ask everything from the obvious, allowable and necessary questions that you will deal with in every transaction, to the absolutely unrelated pursuit of information just for the curiosity of it. Remember you still need to get paid so don't drive your car off the cliff yet, (or theirs either), help is on the way. The only guaranteed way to make it through a "C" buyer transaction with no police report being filed is to give the "C" a project to work on. Am I suggesting that you distract the unsuspecting "C" by appealing to their undeniable, insatiable desire to get to the bottom of a problem?

I am not suggesting it, I am telling you it is the only chance you have. Remember, you probably have a worried "S" waiting in the wings who is the spouse to this "C" person. The worried "S" knows it will never be over as long as the "C" is working on the "find a house problem". Give the "C" legitimate projects to work on, set up regular reporting times and get that worried "S" into a house. If that doesn't work, "C"-ya.

SELLING

Selling a "C" is like trying to convince your children that broccoli is good for them. As a parent you know that it is, you also know that convincing the child of that will require finding the reason that makes the most sense to the child. But you will have to find a reason. Working with a strong "C" seller will necessitate you staying in the convincing mood at all times. But you will have to convince with facts, not persuasion. If a "C" seller wants to know what it is going to cost to sell the house, show them the net sheet. I know that is not something you always want to do at the beginning of a client relationship, but here it is necessary.

If the "C" seller wants to know how title works, (here is where the projects start), have them make an appointment with the escrow office and have your trusted officer explain in long detail how the

process works, (make sure the "C" gets the title officer's card before you leave, sounds cruel, but it may save your life). If the "C" seller wants to know something about the contract, (next project), pull out a copy of every contract possibly related to the transaction that you can find, send it home with them. If three days later they have questions about the contract, direct them to the related local

ge and get a report dea.

re is some question ourage them to go to the related maps and 3. You are thinking, he work that they ght on yet have you? it to know you can

ecause tomorrow you buyer says I need it, they really wanted them where to find ure this will work? 00 names of agents ase by understand-personality needed. re to answer, "what

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SIGNING

How do you get a "C" seller to sign anything? Make sure they have seen it all before. I know after years as a broker one of the things agents love to do is unleash all this necessary documentation at the close of a transaction. They assume since the seller will not understand it anyway, it just creates problems to expose the clients to the information contained in the paperwork. If you see someone walking out of a scheduled signing before all the documents are signed, it is a "C." Shove one piece of paper under the nose of a "C" seller and watch the hands of time grind to a stop.

"C's" are not only a major obstacle to the closing because they are going to read everything, here comes the scary part; they are going to ask you to explain it. In your haste to complete the transaction you forgot that the "C" will want to know the answer, and if you don't know the answer the last thing you will see is your deal walking out the door. If you want to close the deal on a "C" seller, the final signing contains absolutely no new information, you see?

No new surprise information for the "C" buyer either. That is why regular reporting times are so important when dealing with a "C" buyer. If you will train them for new information at regular intervals and provide them with tasks to complete in between reports, then new information is not seen as new information, just more information in a long list of more information. And there is nothing that a "C" loves more than more information. At some point you will have to be brave enough to say, that is all the information.

If after a period of time that you feel is sufficient to answer the majority of the "C's" questions, (remember you will never answer all of their questions), and remembering that you are in business to make a living, you must be able to help the "C" client to understand it is time to move. You may even want to use the house they are looking to buy as the illustration by saying, "remember that beautiful porcelain throne we saw in the master bath, it is time to either use it or....."

Practical Application

High “D”s

- They need challenges and choices.
 - They don’t like to be told what to do.
- They want to be their own bosses.
- Controlling themselves is most important. Desiring to control others, “D”s need to guard their feelings.
 - Since “D” they need to l
- If not, they w

Instead of task immediate between comp certain time. latter, but the

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

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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 personalitiy 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.

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.

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. People tend to sell according to their personalities, rather than adapt to the other person's type.

"D" types —

"D"s are take don't like people people can be to control their dire They make great down, be gentle

"I" types —

"I"s are inspi and influence otl tend to talk too r more and not be most impressive crowds, but need

"S" types —

"S"s are the s They seldom pu 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 personalities. The following are the purchasing styles of each personality type.

"D" types —

They like to beat . They purchase hey wonder, "Will . or stronger?" ian "get-in or get-

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ey tend to be ts that will make lot. They make os and ability to es person in order lon't know who's

"D" types —

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.

Servicing Styles

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" types —

"I"s tend to be the most excitable customers. They exaggerate their problems and often claim the ridiculous. "I" service personnel can provide. The most important situation getting emotionally involved and use their words as this strength to solve more problems.

"S" types —

"S" customers hate apologize for causing trouble if pushed into a corner. "S" service personnel moderating. They tend to be stronger with them should learn from "S"s genuinely trying to make

"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.

Dealing With Objections

Each personality will respond predictably under pressure. Overcoming objections is every sales person's greatest challenge. Sales people need to know how to deal with objections according to personality types. The following are suggestions to help change an objection into a close.

"D" types —

"D" customers will predictably respond in a strong and difficult way. They will begin to walk toward the door with a seemingly angry attitude. Instead of challenging "D"s to "take-it or leave-it," they should be given the opportunity to purchase a quality used car they can afford. Or "D"s should be encouraged to perhaps look at a less equipped car. "D"s need choices, plus graceful ways to get out of difficult situations. Show them how buying your product will make them more successful.

"I" types —

"I"s often think they can buy more than they can afford. When confronted with reality, they may be embarrassed

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"C" types —

"C"s are the most challenging when it comes to objections and closes. The best approach is using quality and value to help them decide. When a "C" says, "I'm not interested" sales people should emphasize a logical reason why buying now is best. For example, interest rates are great or whatever. "C"s should be reminded how much each percentage point is worth. Interest rates are known to increase overnight. It's only logical to decide now.

Whether selling or servicing, you must individually adapt your personality to that of the customer's!

PERSONAL INSIGHTS

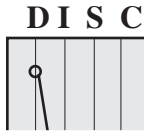
The following questions are designed for you to understand how 21 Behavioral Blends can improve their effectiveness as leaders. Be sure to first identify the individual's personality profile. Once he or she has completed their two graphs, then find the most similar graphs. The graphs may not be exactly alike. Look for the configurations that are most similar to both graphs.

Focus on the questions designated for each graph. Make note of any possible conflicts between their profile and typical behavior you may see. Don't use this assessment as a judgment against anyone. You may also want to ask other questions listed for similar profiles relating to the person's highest plotting points.

(Continue instructions on next page)

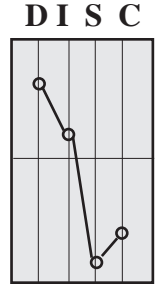
D: DETERMINED DOERS

- How well do you work under authority? Explain.
- How do the feelings of others affect your decision-making?
- Do you relate well to
- How do you resolve
- How do you motivate
- What are your long-term
- What do you think a
- How do you guard a



D/II: 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

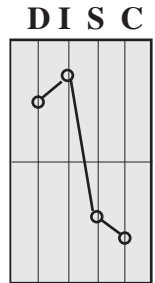


I: INSPIRATIO

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

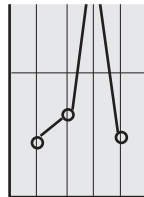
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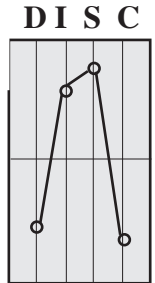


S: STEADY SPEAKERS

- How do you deal with
- Could you fire someone—especially a close 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?

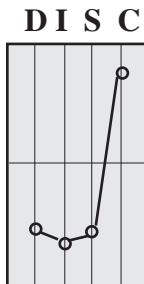


- Have you ever confronted a good friend about a problem and how did you do it?
- When is compromise unacceptable?
- How do you handle forceful people?
- How do you deal with those who criticize you?
- How much do you prepare for a lecture or presentation?
- How self-motivated are you?
- What do you know about assertiveness training?



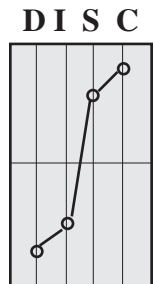
C: CAUTIOUS COMPETENT TYPES

- 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?



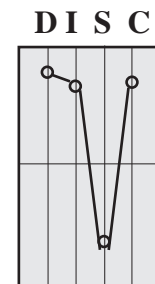
I/D/S: INSPIRING DRIVING SUBMISSIVE

- 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/II/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 you are a high *D* — "*Driving Influencer*" Blend, you may also want to ask yourself some of the questions that relate to the "*Inspirational Influencer*" or "*Driving Competent Type*" Blends.

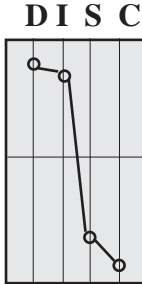
You may also want to help others improve their leadership skills by asking them the specific questions that relate to their graphs. Don't jump to any conclusions, as you perceive the other person's traits. Think in broad generalities.

Look for maturity and experience in learning how to change any discrepancies. There is no "*best*" personality for any role. The qualities that may suit one person better than another, overused, may be the very reason for their lack of effectiveness.

Be sure to focus on each letter, whether high, low or mid, and design your own questions relating to specific role needs. You should study this entire report to better understand all the personality types.

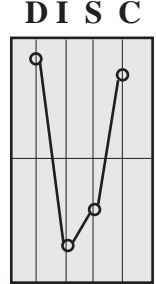
D/I: DRIVING INSPIRER TYPES

- 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/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?



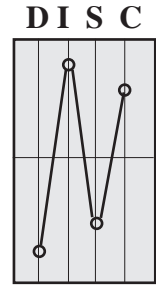
I/S: INSPIRATIONAL SPECIALISTS

- How well do you manage your time?
- How would you deal with completing a task and not offending others who demand your time?
- How would you tell people you need to finish your work if they want to talk to you?
- How would you handle having to fire or lay off a good friend or faithful employee?
- Where does your duty to the company end and your loyalty to family beg
- How would you hand or an intolerable mar



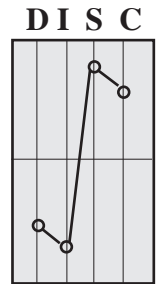
I/C: INSPIRATIONAL COMPETENT TYPES

- How well do you take criticism?
- How would you handle a jealous co-worker?
- What motivates you to work hard when alone?
- If you weren't given the time or resources to do a job right, what would you do?
- How loyal do you think you will be to the company?
- What would you do if you saw a friend doing



S/D: STEADY DC

- How good are you at
- How would you inspi
- Where do you draw t
- How would you gettin
- How would you ignit
- Give an example of h
- How far would you g
- When is anger appro

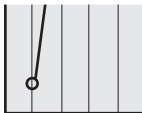


For Your Review

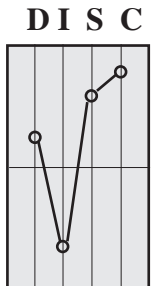
Realtors - Summarized

***I/C/S: INSPIRIN
SPECIA***

- How are you challeng
- When and how woul
- What would you do i
- 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?

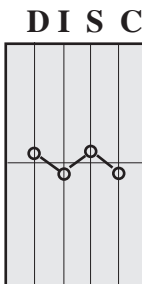


- How would you guard against doing everything yourself, rather than delegating them to others?
- Are you more serious or relaxed and why, when you speak to groups.
- How would you get a group to follow your ideas?



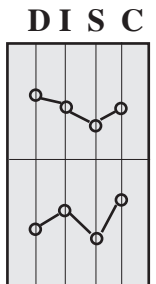
STRAIGHT MID-LINE

- 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?
- Do you feel like you are getting mixed messages?



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?



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?

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 the pushy and forceful. Demanding approach to when they learn to slow of others.

"I" Leaders —

"I"s are inspiring influence others. Natural much. "I" leaders need rejection. They are the "I"s love crowds, but

"S" Leaders —

"S"s are the sweet domain demand anything to be too nice. They are overly sensitive to the 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 informative. "C"s need to be more positive and enthusiastic. They answer questions people aren't asking. When optimistic, "C"s are extremely influential. They should not concentrate on problems, but focus on potentials.

Follower Styles

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

"D" Followers —

"D"s respect strong leaders. They want to be part of a authority in mind. *respected and / es, rather than ortunities to do*

be impulsive
make them look
t first impres-
often turn them
etimes you don't

For Your Review

Realtors - Summarized

They like lead-
ing to establish
for a long time.
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.

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 are 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 leaders, but must le

At the same tir their natural relucta Their style will be security (trust) as tl

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. "S" roles require more risk-taking; "S" require listening skills.

For Your Review

Realtors - Summarized

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

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

Graph B compares high "I" employees who are task-oriented. They love the challenge of completing a difficult task and getting it done right. "D/C"s are not socially active. They prefer telling people what to do and making sure it gets competently done.

"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" role desire not getting bogged down with details or having to socialize. "D" role also requires 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.

"I/S" Role

task-while "I/S" ire people

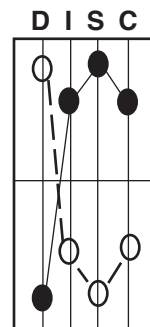
nt to get ne, while need more

focus on

more service than "D/C"s may prefer.



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.

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."

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.

Neurolinguistic Programming

Neurolinguistic Programming (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 (uniquenesses) 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 often use the following words:

Words: Challenge, bottom-line, win, we direct, definite, dem

Phrases: If it doesn't get-in or get-out; let's way or the highway; I don't like the way it's going around here; we need to take a stand; I don't beat around the bush; now is the

"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

"I" Types —

Listen for and often use the following words or phrases:

, joyful, positive, wow, awe-inspiring

excited; let's really care about it; let's make it happen; I don't want to go around here; let's go ahead and do this; you're watching me; I sincerely

For Your Review

Realtors - Summarized

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

DISC Learning Styles

According to Cynthia Tobias' 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: *LISTENS best to challenges and straightforward communication. Wants to hear bottom-line and summarized facts. Doesn't like to listen to long drawn-out stories. Responds best to serious and hard-hitting points. Pays most attention when lessons are direct and demanding.*

Visual Learner: *Responds best to action lessons are animated or Desires more hands*

Kinesthetic Learning: *Desires strong e. or silly type presenta makes him or her rel*

"C" Behavior

Auditory Learner: *words. Desires to hec and how. Wants to h cation. Is not as inte facts. Learns best wun inorough explanations.*

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.*

"I" Behavior —

Auditory Learner: *LISTENS best to exciting and enthusiastic communication. Desires to hear expressions and word-pictures that make lessons come alive. Needs to hear influencing and impressive learning that communicates optimism. Hears the lesson best through humorous stories.*

ough drama or or visualizing him or herself the lesson.

t of the lesson. nd point of the er feelings can i.

For Your Review

Realtors - Summarized

t and soft pre-ommunication. riented words. s to hear words

and make the lesson hard, 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.*

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 strength, while we are repelled by people who have a weak, passive, upbeat type of behavior. For example, a person who is outgoing and assertive is attracted to a person who is reserved and quiet, while the person who is reserved and quiet is attracted to a person who is outgoing and assertive.

"D"s are often outgoing and assertive, while "S/C"s are reserved and dreaming. Both are beautiful, but each has its own strengths and weaknesses.

What happens when a "D" and an "S/C" meet? Our differences can drive us apart, but they can also drive us together. A bond often becomes a bridge.

While opposites attract, it is not always a good thing. Blends or combinations of "D"s and "S/C"s can be challenging. Most people

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 are 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.

The following are three of the most common opposite types.

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



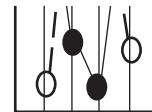
- "D/I"s are outgoing, while "S/C"s are passive and reserved. "D/I"s are more than "S/C"s. "D/I"s are more than "D/I"s. "D/I"s should learn from the other. "D/I"s should be committed!

For Your Review

Realtors - Summarized

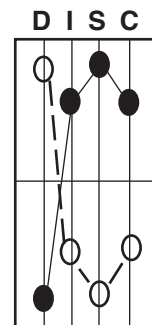
"D/C"

"D/C"s are people-oriented, while "S/C"s are task-oriented. "D/C"s are more high-achievers than "D/C"s. "D/C"s are more



- "D/C"s are more high-achievers than "D/I"s.
- Both should learn from the other.
- Be committed!

"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.

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

Needs To:

Back-off, slow down, react, compromise, be friendly, loyal

“C” Behavior —

Under Pressure:

Becomes more negative, worried

Sources of Irritation:

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

Needs To:

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

“I” Behavior —

Under Pressure:

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

Sources of Irritation:

Disinterest, slowness, pessimism, details, time restraints, antagonism, doubt, structure, control

emotions, punctual,

For Your Review

Realtors - Summarized

, fearful, izes, sucker.

Sources of Irritation:

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

Needs To:

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

How To Handle Conflicts

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

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

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

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

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

Remember —

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

"D" Behavior —

Under Pressure

*Becomes
irritating, angry*

Sources of

*Weakness
Lack of
direction*

Needs To:

*Back off,
reacting,
friendly,*

"I" Behavior —

For Your Review

"C" Behavior

Under Pressure

*Becomes
negative*

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.*

Realtors - Summarized

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

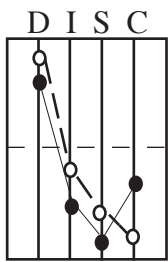
Intensity Insights

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.

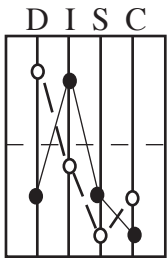


"D" / "D"

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 for the team.

Practical Application

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

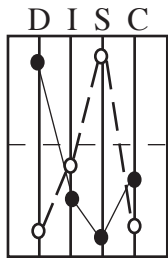


"D" / "I"

Work Index: "D"s and "I"s working together are very active. The "D" wants to control, while the "I" wants to

Practical Application

- Determine to communicate on the basis of the other person's needs.



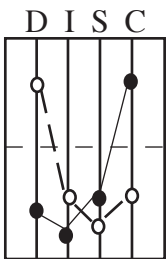
"D" / "S"

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For Your Review

Realtors - Summarized

"S"s — control, without fear. "S"s when

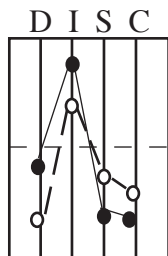


"D" / "C"

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.

perspective.

- Allow others to feel the way they feel.
- "D"s ought to listen more to "C"s.
- "C"s should avoid always being negative.
- Give "C"s chance to think about decision.
- "C"s should take risks; "D"s careful.



"I" / "I"

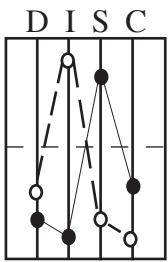
Work Index: Two "I"s working together will talk more than work. They compete for praise and approval. They tend to be overly optimistic and enthusiastic. Two "I"s will communicate well, if one doesn't try to out-talk the other. Each wants lots of attention. Both tend to be emotional. Communication goes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

Practical Application

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

More Insights

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

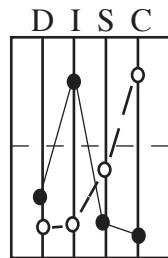


"I" / "S"

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

Practical Application

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



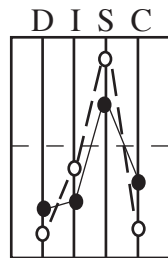
"I" / "C"

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Practical Application

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"S" / "C"

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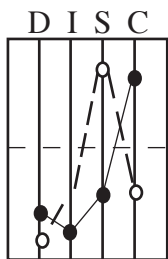
For Your Review

Realtors - Summarized

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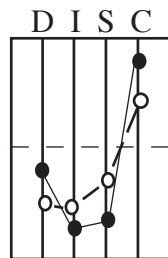
g-



"S" / "I"

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.

- "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 Commitment

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 Commitment is a simple guide to share with each Team Member.

Promise

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

First Step

I will not first share the offense with another person. I am committed to restoring our relationship, rather than exposing the person's possible wrong. I recognize most personality clashes and actions based on

Second Step

If going to solve our differences mature individuals are able to shed their emotions or needs to change

I recognize say things I would like to resolve the conflict. "mediator" must be a neutral and highly respected

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, therefore 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 irrefutable 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 my concern. I will listen and try to understand their perspective of the problem. If I am not satisfied with their explanation and continue to have animosity, I will ask their permission to find a "mediator" who will listen to our conflict.

If the "mediator" finds I have misunderstood or, I am a leader mediator and conflict.

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For Your Review

Realtors - Summarized

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 resolve 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.