



PROFESSIONALS (SHORT VERSION) PERSONALITY PROFILE

Info User

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

For your Review

Short Professional Personality
Profile - Expanded

Introduction of the 4 DISC Personality Types of Behavior

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

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

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

Our personalities should
"That's just the way I am
but we should not blame

of many is:
ou married me,"

Each temperament style
personalities determines
model of behavior styles
of temperaments, we wil
of the DISC model:

For your Review

Short Professional Personality Profile - Expanded

buse our
our quadrant
y the four types
four quadrants

"D" - active / task-oriente

"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 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 summarizes the Four Temperament Model of Human Behavior.

For your Review



Short Professional Personality Profile - Expanded

Active/Task-oriented "D"

Dominating, Directing, Demanding, Determined, Decisive, Doing

Active/People-oriented "I"

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

Passive/People-oriented "S"

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

Passive/Task-oriented "C"

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

"D" Type Behavior

Basic Motivation: Challenge & Control

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

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

Needs to Learn: You ne
Everyone has a boss - 5
Sensitivity to people's fe

needed -
s important -

For your Review

"I" Type Behavior

Basic Motivation: Recogn

Short Professional Personality

Desires: Prestige - Frier
Opportunities to motivat

Profile - Expanded

o help others -

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

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

"S" Type Behavior

Basic Motivation: Stability & Support

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

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

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

"C" Type Behavior

Basic Motivation: Quality & Correctness

Desires: Clearly defined tasks
Time to think

Responds Best To Leader
Provides resources to do tasks

Needs to Learn: Total support
Deadlines must be met - Motivation

and planning -

procedures -

everything -

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Short Professional Personality Profile - Expanded

Behavioral Blends

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

This is expected of me:

This is me: **COMPETEN**

For your Review

Preface: This section is when individuals are eit comfort zones. People t they live than they have

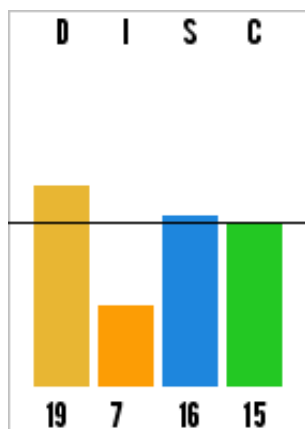
Short Professional Personality Profile - Expanded

Review the following ins specific Graph 1 personality type.

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



Description

As a "D / S / C" or "D / I" people expect you to be sometimes surprise people sweet, sensitive, compliant, forcefulness you might expect think people expect you because of your aggressive constantly sit still and wait forward. You also like to plan and prepare more than

For your Review

Short Professional Personality Profile - Expanded

"D" you think passive, but you sensitive, but your sensitivity or You seem to yourself as reserved doesn't like to continuously moving forward. You tend to be the masses.

How Others See You

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

Your Feelings and Thinking

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

occasional negative thinking.

Vision and Passion

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

Leadership Style

Your leadership style is more of a mixture of active and passive behavior. You tend to be aggressive and reserved, g, sensitive, soft and cautious. You seem m and excitement when speaking communication skills or public persona. nce others well and demonstrate sincere u lead more by example and personal e ork for you.

For your Review

Follower Style

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

Short Professional Personality Profile - Expanded

Responds Best To

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

Conflict Management

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

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

Strengths and Uniquenesses

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

Overuses and Abuses

You tend to overuse you people try to take advantage people try to get you to being popular or friendly the limelight or recognition around and be sorry for

For your review

easy going and d defiant when concerned about n't need to be in , then turn right are.

Guard Against & W Short Professional Personality Profile - Expanded

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

You tend to be

Relating Style

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

Conclusion

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

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

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

People seem to respond subjectively, based on the guarded, masked, or complex specific personality type descriptions.

For your review

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This is simply how you tend to make good impressions. Your environment, maturity, and

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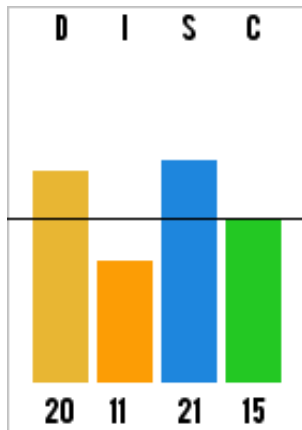
This is NOT a psychological analysis of your behavior.

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

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

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



Description

As a "D / S / C", or "D / people expect you to be sometimes surprise people sweet and sensitive, as abrasiveness or forceful. You seem to think people reserved because of you like to constantly sit still moving forward. You also tend to plan and prepare masses.

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S / D", you think ve, but you sive, but your ce any a crowd pleaser. onsider yourself ou that doesn't nile cautiously ssurance. You well to the

How Others See You

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

Your Feelings and Thinking

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

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

Vision and Passion

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

Leadership Style

Your leadership style is more of a mixture of active and passive behavior. You tend to be aggressive and reserved, sensitive, soft and cautious, as well as enthusiastic and with great excitement when speaking or communicating. You influence others with great care. You lead more from the heart, or casually. You do all the work for you. Your tender loving care motivates others to do all the work for you.

For your Review

Short Professional Personality Profile - Expanded

Follower Style

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

Responds Best To

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

Conflict Management

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

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

Strengths and Uniquenesses

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

Overuses and Abuses

You tend to overuse you people try to take advantage when people try to get you about being popular or fear be in the limelight or return around and are sorry

For your Review

easygoing and n and defiant
to be concerned
you don't need to others, and you prepare.

Short Professional Personality Profile - Expanded

Guard Against & Watch

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

Relating Style

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

Conclusion

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

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

Having completed your Uniquely You Personality Questionnaire, be sure to view these descriptions from a Graph 2: "This is me" perspective. If both graphs are the same, your understanding of them will be easier. If both graphs are different, keep the appropriate perspective in mind and interpret the

People seem to respond subjectively, based on the unguarded, unmasked, and relatives. Review the insights you are always characterized

This is simply how you tend to stress. Your interpretation of spirituality, and experience

For your Review

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profile is purely your more friends or not conclude that

ne out under nment, maturity,

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

When Both Graphs Are Generally The Same

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

Similar graphs suggest that you are comfortable with your overall behavior. You tend to respond the same in most situations. People find you easy to read and understand. This also may mean

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

Additionally, you may be revealing you feel that people expect you to behave in the same way among fellow employees and associates at work, or publicly outside your more personal and familiar environments (Graph 1), as you behave at home under pressure among your closest friends and relatives or in more familiar environments (Graph 2). Keep in mind that Graph 1 is your behavior "expected" less familiar environments guard, or take your mask more familiar environments

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When both graphs are similar configurations in that you are satisfied with willing to adapt or change

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graphs. Having It may be a sign that you are not

Understanding and adjusting your thoughts, feelings, and actions to these insights can be very productive and wise. Review and study your two graphs, keeping in mind the similarities and differences. Then, learn how to control your motivations, rather than letting them control you.

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

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

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

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

On one hand they seem to be very kind and sensitive, while analytical and contemplative. On the other hand, they can come across as cold and distant. They don’t seem very friendly or outgoing. The

When speaking publicly, they tend to be very direct and blunt. They have soft subjects. They have soft hearts. They have a triple-edged sword.

Their greatest challenge is to guard their motivation to sell themselves. They tend to overdo their strengths. They

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Short Professional Personality Profile - Expanded

They are capable of their emotions. They seem to

ack the need to be heard and they seem to

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

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

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

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

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

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

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

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

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

This person is probably has taken charge of his charge, but not at the ex the scenes improving th his maturity by his balan security and stability des

He can also be task and can investigate and eval opposed to large gather

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es over time. He prefers to be in or work behind s person shows onstrates

rojects where he all groups as

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

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

He can be a successful leader who lives by example.

Graph 1: "This is expected of me"

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

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

C/S/D - COMPETENT S

Discovering your behavior

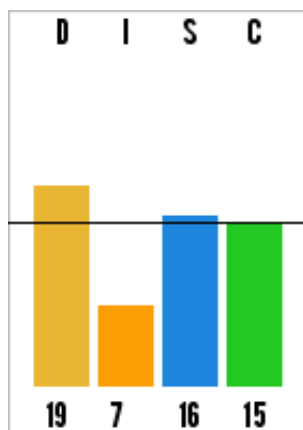
"C/S/D's" are a combination of direct, sensitive, and competent oriented, but care about people. They prefer to get the job done. They tend to be more serious. They really care for people. They are enthusiastic. Natural action

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more task-oriented in front of crowds. They are not comfortable with large groups. For example, "C/S/D" types are more direct and

Controlling your behavioral blends



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

Graph 2: "This is me"

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

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

C/S/D - COMPETENT S

Discovering your beha

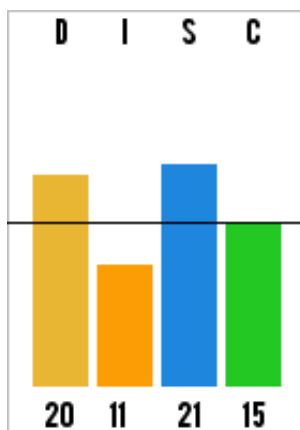
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Controlling your behavioral blends



- Be more enthusiastic.
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- Be more positive.
- Let your sensitivity be more evident.
- Be more outwardly optimistic and encouraging to others.
- Be fearless.

Your DISC Insights

a tends to be more:

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

a tends to be less:

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

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Short Professional Personality Profile - Expanded

a's "D"Tendencies seem to be:

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

a's "I"Tendencies seem to be:

Hyper, Energetic, Admirable, Elegant

a's "S"Tendencies seem to be:

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

a's "C"Tendencies seem to be:

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

a's "D"Tendencies are not very:

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

a's "I" Tendencies are not very:

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

a's "S" Tendencies are

Gentle, Soft, Humble, Pl

a's "C" Tendencies are

Calculating, Analytical, F
Researching, Original, C

For your Review

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Short Professional Personality Profile - Expanded

Appendix - Table of Contents

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

<i>Why Uniquely You?</i>	A-2
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<i>Interpretation of Four Temperaments</i>	A-4
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Why Uniquely You? . . .

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

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

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

We must learn how to control our feelings to help and influence others. Selling and servicing the people we serve. Helping others!

For your Review

Ironically, many people are not happy. By identifying unique personality types and the way they do. We can help.

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

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

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

Historical Background

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

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

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

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Psychologist at Dall
first-of-their-kind co
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For your Review

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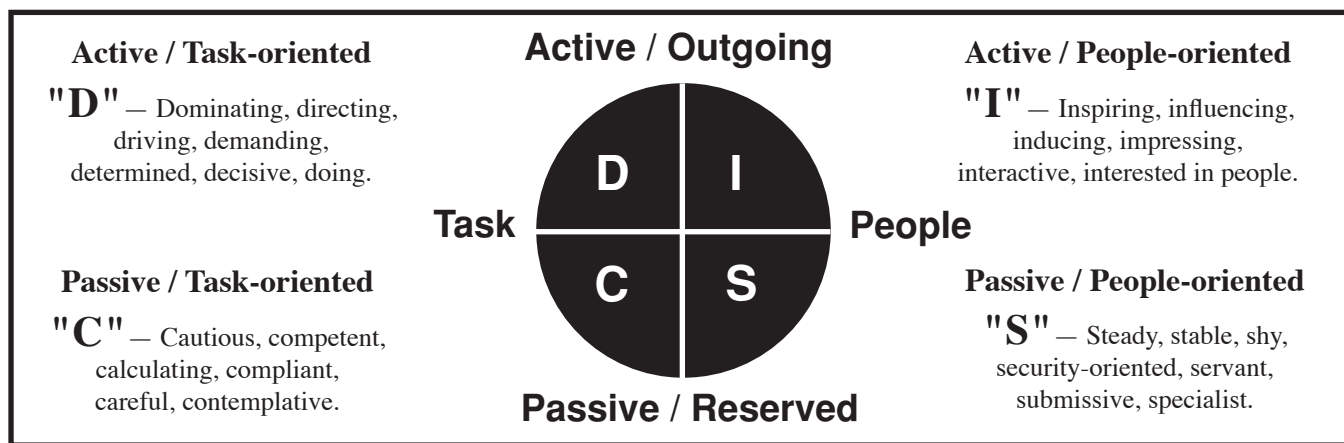
The profile is not a psychological analysis. It is not designed to deal with serious emotional problems. It can help with simple insights into basic human behavior motivations. For more in-depth needs, we recommend you seek "professional" counseling.

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

Interpretation...

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

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



"D" BEHAVIOR *(Active / Task-oriented)* Also known as "Cholerics"

Descriptions: Dominant, Direct

Basic Motivation: Challenge and Achievement

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

Responds Best To Leader or Follower Who: • Is fair and honest
• Provides recognition and encouragement
• Gives freedom for personal accomplishment

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

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

Descriptions: Competent, Compliant, Cautious, Calculating

Basic Motivation: Quality and Correctness

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

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

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

For your Review

Short Professional Personality Profile - Expanded

People-oriented
and "Others"

Impressing, Inducing

Approval

Needs • Freedom from opportunities to motivate

Leader Who: • Is fair and honest
• Provides recognition and encouragement

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

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

Descriptions: Submissive, Steady, Stable, Security-oriented

Basic Motivation: Stability and Support

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

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

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

Understanding The Two Graphs...

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

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

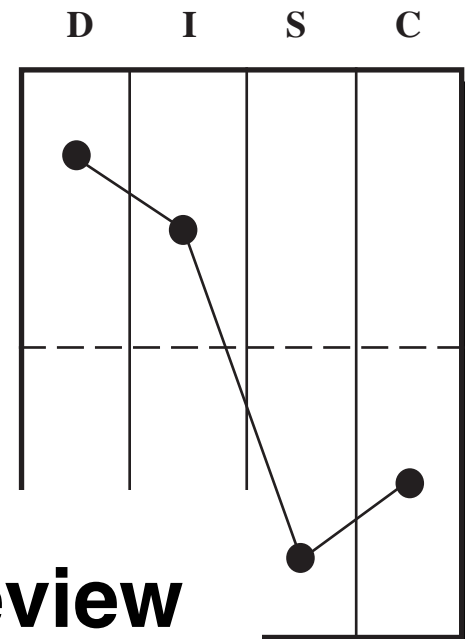
People understand early in life that there are acceptable and unacceptable actions. Everyone is influenced by these thoughts and feelings.

GRAPH 2: “*This is me*” is the person’s response to how he or she feels and thinks under pressure—how the person really feels and thinks inside.

will naturally respond with what is expected of him or her

Everyone is born with a personality, and our environment and peers, plus our own experiences, shape our personalities into predictable patterns.

Example of Graph 1



For your Review

If **GRAPHS 1 and 2** are similar, the person's personality will be easier to understand. If the graphs are different, the person may be struggling with what is expected of him or her and how he or she really feels. Having two different graphs is not a problem and is normal for many people.

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

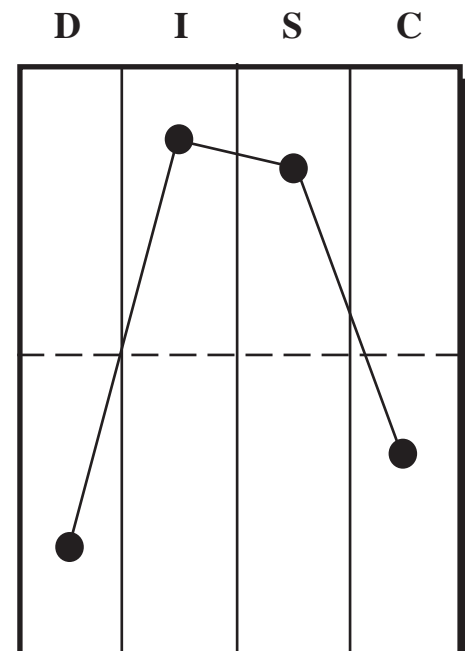
To understand how to read the two graphs, focus on each plotting point under the **DISC** columns.

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

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

Short Professional Personality Profile - Expanded

Graph 2



How To Read The DISC Graphs

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

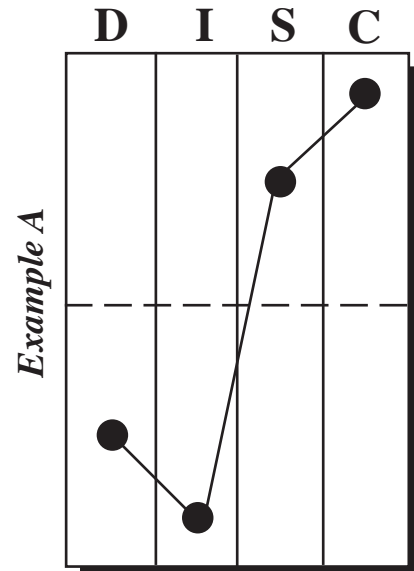
Notice in **Example A**, the highest point is “C.” The next highest point is “S.” This profile is a “C/S” type personality.

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

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

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

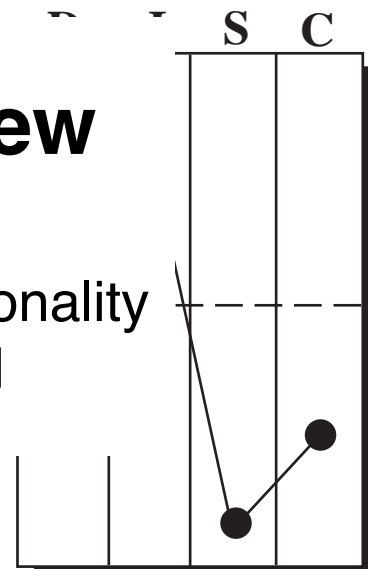
This person is more reserved and more concerned with details on an individual basis. They are more interested in enthusiastic and



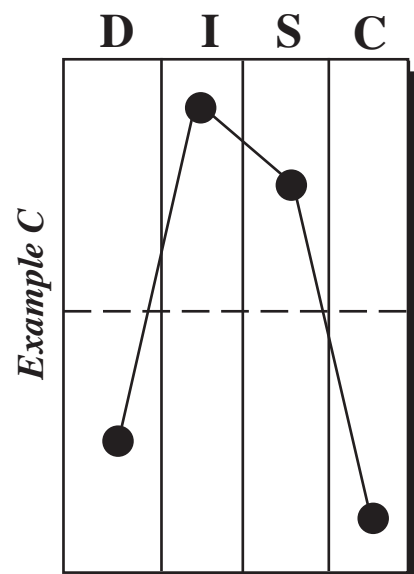
For your Review

Example B shows a person is more active than people. They like to contrast still or work on one thing.

Notice the “S” and “C” person is not so concerned and calculating actions. Low D and I 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**.

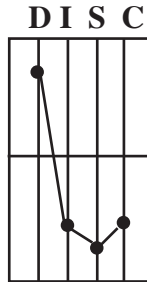
DISCOVERING YOUR BEHAVIORAL BLEND

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.)

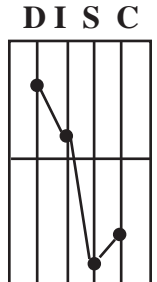
D: DETERMINED DOERS

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



D/I: DRIVING INFLUENCERS

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



I: INSPIRATIONAL INFLUENCERS

"I's are impressive people. They are extremely active and excited individuals. Approval is important. They can have lots of friends if they do not need for attention. They can be sensitive. They need to be more interested in other people. They do not like research unless it looks good. They often do things to please themselves. They are entertainers. They need to control their emotions. They think more logically. They often outshine others. They are motivated by recognition.



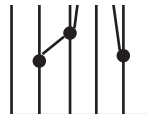
I/D: INSPIRATIONAL DOERS

r Review



S: STEADY SPECIALISTS

"S"s are stable and shy types. They do not like to change. They enjoy pleasing people and can do any job. Secure, non-threatening and honest are important to them. They make the best friends. They are so forgiving. Other people do not 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.



Personal Personality Expanded

Expanded



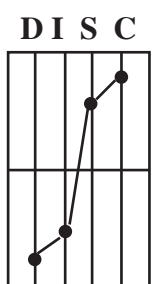
C: CAUTIOUS COMPETENT TYPES

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



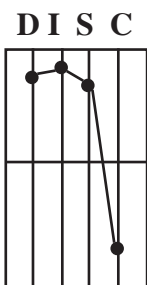
C/S: COMPETENT SPECIALISTS

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



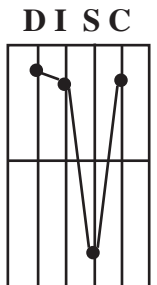
I/D/S: INSPIRING DRIVING SUBMISSIVE

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



D/I/C: DOMINANT INSPIRING CAUTIOUS

"DI/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.



For your Review

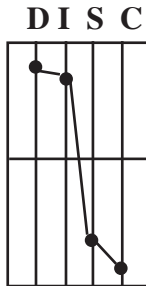
Short Professional Personality Profile - Expanded

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

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

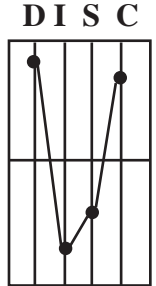
D/I: DYNAMIC INFLUENCERS

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



D/C: DRIVING COMPETENT TYPES

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



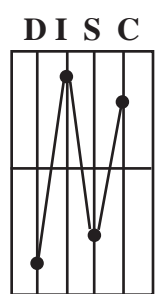
I/S: INSPIRATIONAL SPECIALISTS

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



I/C: INSPIRATIONAL COMPETENT

"I/C" Types are inspiring, yet cautious. They size up situations and comply with the rules in order to look good. They are good at figuring out ways to do things better. They are persuasive and impatient. They care about individual at what others think; neither new things are careful.



For your Review

S/D: STEADY DOERS

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

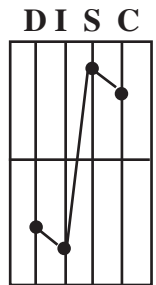


Short Professional Personality Profile - Expanded

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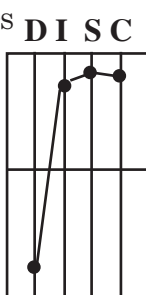
Types. They like to weigh conclusion. They do not like systematic. They can be critical. They can be too fault-

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



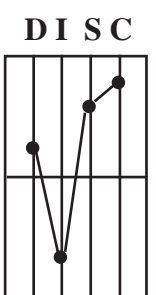
C/I/S: COMPETENT INFLUENCING SPECIALISTS

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



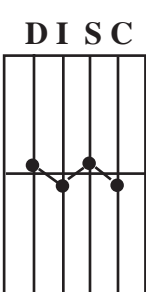
C/S/D: COMPETENT STEADY DOERS

"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.

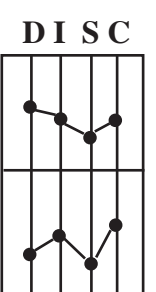


ABOVE MID-LINE • BELOW MID-LINE

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 areas of weakness and need.

D: “Determined Doers”

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

For your Review

D/I: “

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Short Professional Personality Profile - Expanded

D/I (lower): “Dynamic Influencers”

- Develop humility and obedience.
- Remember everyone has a boss, even you.
- Avoid rebellion.
- Recognize that winning is not always most important.
- Be patient with others.
- Rely on others instead of your ability to make things happen.

D/C: “Driven and Competent”

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

CONTROLLING YOUR BEHAVIORAL BLEND/S *Continued*

I: “Inspirational Influencers”

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

I/D: “Inspirational Doers”

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

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For your Review

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• Short Professional Personality • Profile - Expanded •

- Work hard.
- Do not just talk about what you want.
- Be industrious.

I/C: “Inspirational and Competent”

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

CONTROLLING YOUR BEHAVIORAL BLEND/S *Continued*

S: “Steady Specialists”

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

S/I: “Steady Influencers”

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

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For your Review

Short Professional Personality Profile - Expanded

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/S *Continued*

C: “Cautious and Competent”

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

C/S: “Competent Specialists”

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

For your Review

C/I/

“Co

- G
 - A
 - St
 - B
 - B
 - Take charge and do whatever you need to do.
- ### **Short Professional Personality Profile - Expanded**

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/S *Continued*

I/D/S (or any combination of D, I, and S): “Inspiring, Driving, and Submissive”

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

D/I/C (or any combination of D, I, and C): “Dominant, Inspiring, and Cautious”

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

For your Review

Strain

- Re
- Re
- Re

Short Professional Personality Profile - Expanded

Above

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

Below Mid-Line

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

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

Practical Application

High “D”s

- They need challenges and choices.
- They don’t like to be told what to do.

They want to be their own bosses.

• Controlling themselves is most important. Desiring to control others, “D”s need to guard their feelings.

• Since “D”s test and challenge authority, they need to learn that everyone has a boss. If not, they will push others to the limit.

Instead of telling “D”s to complete a task immediately, give them the choice between completing the task by a certain time. They will complete the task either way, but they at least

High “I”s

• They need lots of recognition, approval and stroking.

• They like to talk and get attention.

Being quiet is difficult for them.

• Give them opportunities to express themselves.

• Don’t put them down for their desire to entertain.

• Encourage them to control their excitement and share the limelight with others.

“I”s need to learn they will have more fun. Others look good. They like to be the center of attention. Emphasize their strengths. Make them look good. They especially like to be the center of attention. They especially like to be the center of attention.

For your Review

High “C”s

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

• Give them time and resources to do their best.

• Don’t push them to always do better.

They may get frustrated and give up.

• Encourage them to improve their people skills. They need to learn to be more sociable.

• Answer their questions and explain the “whys of life.”

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

Short Professional Personality Profile - Expanded

stable environments. Change is difficult. Give them time to adjust.

• Don’t expect them to accept risks or try new things. They prefer traditional roles.

• Difficult assignments and enthusiastic challenges are not effective. Friendly and sweet appeals are best.

• Encourage “S”s to be more outgoing and assertive, so that they won’t be taken advantage.

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

Stress Management

“D” Behavior —

Under Pressure:

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

Sources of Irritation:

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

Needs To:

Back-off, seek peace, not reacting, control self, be friendly, loyal, kind, sensitive.

“C” Behavior —

Under Pressure:

Becomes moody, critical, negative, worrisome.

Sources of Irritation:

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

Needs To:

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

“I” Behavior —

Under Pressure:

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

Sources of Irritation:

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

Needs To:

Control emotions, be organized, be on time, be lined, punctual,

For your Review

Short Professional Personality Profile - Expanded

Secure, fearful, dependent, empathizes, sucker.

Sources of Irritation:

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

Needs To:

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

Leadership Insights

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

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

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

Leader Styles

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

"D" Leaders —

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

"I" Leaders —

"I"s are inspiring and enthusiastic. They naturally tend to talk too much. "I" leaders need to be so sensitive to rejection. They are often positive leaders. "I"s love crowds and individuals.

"S" Leaders —

"S"s are the sweet, steady and sensitive. They seldom demand anything. They are friendly and loyal, but tend to be too nice. They need to be more aggressive and assertive. Overly sensitive to their shortcomings, "S"s need to be more confident. They hate to take risks. They often miss opportunities because of their caution. Reliable and relaxed, they are more reserved.

"C" Leaders —

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

Follower Styles

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

"D" Followers —

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

"D"s tend to be impulsive and will make them very effective. They make great first impressions. They are often the top. Some-
times they are not.

"D"s like leaders who are understanding and gentle. They want to establish a relationship with a leader who will be around for a long time. "S"s are concerned about service and stability. When it comes to sensible and slow judgment, "S" followers feel right at home. They like familiar and low-key environments.

"C" Followers —

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

For your Review

Short Professional Personality Profile - Expanded

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.

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* straightforward communication and summarized facts. Doesn't like stories. Responds best to serious most attention when lessons are

Visual Learner: *Wants to SEE* responds best to action-packed visuals. Lessons are animated or shown, as if they are real. Desires more hands on group learning.

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

"I" Behavior —

For your Review

Needs to be most to exciting and energetic. Needs to hear expressions and feel alive. Needs to hear that communicates openly. Likes humorous stories.

Short Professional Personality Profile - Expanded

Needs to learn lesson through drama or acting out or visualizing. Needs to see picture him or herself. Needs to explain the lesson.

Needs to feel part of the lesson.

Desires an emotional tie with the presenter and point of the lesson. Learns best in a group where his or her feelings can be expressed. Needs heartfelt communication.

"C" Behavior —

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

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

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

"S" Behavior —

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

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

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

Challenging Differences

ASSIGNMENT —

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

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

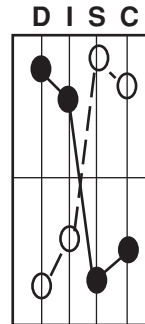
"D"s are often attracted to "C"s because of "C"s cautious and calculating demeanor, while "C"s are impressed with "D"s risk-taking, driving, decisive and dreaming behavior. "I"s are sweet, soft demeanor; while "S" others.

What happens when opposite differences. Our differences differences can drive us apart. The challenge a bond often become the very truth.

While opposites often attract blends or composites of DISC or "C"s. Most people are a com

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

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



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

g To "D/C"

S"s are people, hile "D/C"s are sk-oriented. S"s are more high-uch than "D/C"s. /C"s are more gh-tech than "D/I"s. th should learn m the other. committed!

For your Review

Short Professional Personality Profile - Expanded

EXAMPLES —

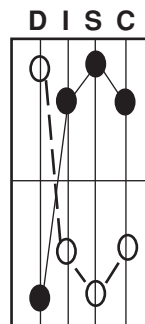
There are "D/I" behavior types, who are active in their tasks and people skills. There are "S/C" types, who are passive, while both people and task oriented. "D/C"s are pure task-oriented, while being active and passive. "I/S"s on the other hand, are basically people-oriented while active and passive.

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

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

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

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



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

How To Handle Conflict

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

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

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

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

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

Remember —

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

"D" Behavior

Under Pressure:

Becomes dictatorial, angry, intense, f

Sources of Irritation:

Weakness, indecisive. Lack of — discipline, direction, authority,

Needs To:

Back off, seek peace, reacting, control self, friendly, loyal, kind,

For your Review

Short Professional Personality Profile - Expanded

is, immature, shy, selfish.

details, time structure, participation.

notions, full, punctual, serious.

"C" Behavior —

Under Pressure:

Becomes moody, critical, contemplative, negative, worrisome.

Sources of Irritation:

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

Needs To:

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

"S" Behavior —

Under Pressure:

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

Sources of Irritation:

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

Needs To:

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

Natural Responses To Conflict —

"D"s — Want To Attack
"I"s — Want To Expose Others
"S"s — Want To Support or Submit
"C"s — Want To Criticize

Recommended Wise Responses —

"D"s — Restore With Love
"I"s — Make others look good
"S"s — Care Enough To Confront
"C"s — Examine Own Self First

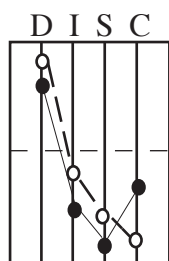
Intensity Insights

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

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

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

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

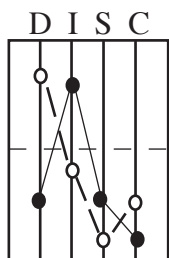


"D" / "D"

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

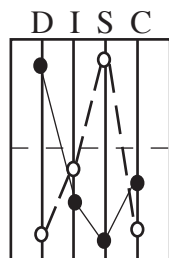


"D" / "I"

Work Index: The "D" is active. The "I" wants to impress. The "D" tends to communicate. The "I" is while the "D" is too serious.

For your Review

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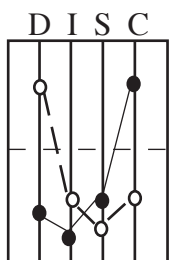
"D" / "S"

Work Index: The "D" masters and the "S" appreciates. The "D" dominates "S"s, but should never take them for granted. "S"s feel secure with "D"s as long as "D"s show controlled and stable behavior. "S"s should be assertive — "D"s more compromising.

Short Professional Personality Profile - Expanded

t dominate "S"s —
'o the other."
D" is out of control,

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

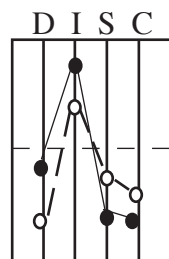


"D" / "C"

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

Practical Application

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



"I" / "I"

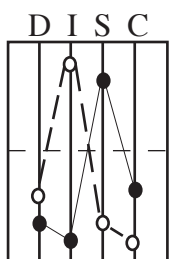
Work Index: Two "I"s working together will talk more than work. They compete for praise and approval. They tend to be overly optimistic and enthusiastic. Two "I"s will communicate well, if one doesn't try to out-talk the other. Each wants lots of attention. Both tend to be emotional. Communication goes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

Practical Application

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

More Insights

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

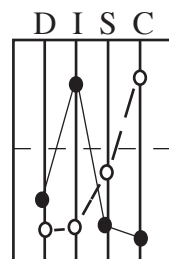


"I" / "S"

Work Index: "I"s and "S"s don't tend to be industrious. They like to "care and share." "I"s are great at PR, while "S"s like customer service. "I"s and "S"s relate well together. "I"s are the talkers, while "S"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"

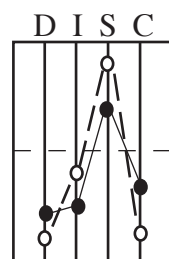
Work Index: the "I"s do like "C"s and "C"s are more active while "C"s but can be

For your Review

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Short Professional Personality Profile - Expanded

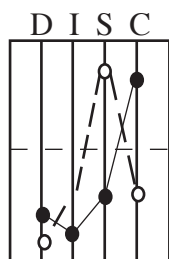


"S" / "I"

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

nselfs to express

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

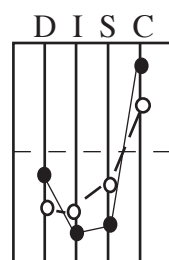


"S" / "C"

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

Practical Application

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



"C" / "C"

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

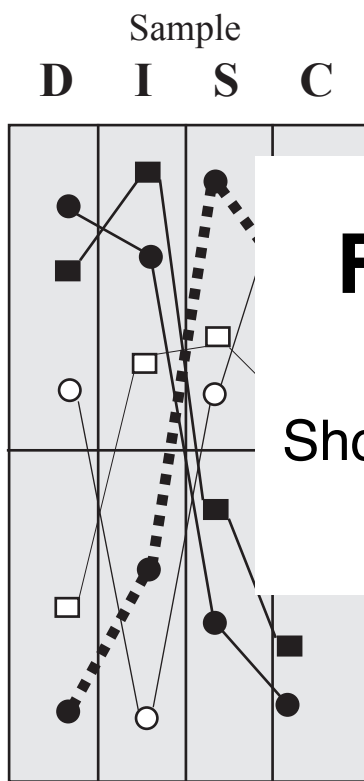
Practical Application

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

Team Building Reflections

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

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



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

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

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

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

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

Team Dynamics

Graph 1 Observations:

How many High "D"s are there above the mid-line: _____
Indicates more Determined behavior.

How many High "I"s are there above the mid-line: _____
Indicates more Inspiring behavior.

How many High "S"s above the mid-line: _____
Indicates more Stable behavior.

How many High "C"s above the mid-line: _____
Indicates more Cautious behavior.

How many High "D"s and "I"s above the mid-line): _____
Indicates more Active behavior.

How many High "S"s and "C"s above the mid-line: _____
Indicates more Passive behavior.

How many High "D"s and "C"s above the mid-line: _____
Indicates more Task-oriented behavior.

How many High "I"s and "S"s above the mid-line: _____
Indicates more People-oriented behavior.

If there are more "D"s and "I"s, then the Team tends to be more Active.

If there are more "D"s and "C"s, then the Team tends to be more Task-oriented and vice versa.

Who are the High "D"s on the Team: _____,
_____.

Who are the High "I"s on the Team: _____,
_____.

Who are the High "S"s on the Team: _____,
_____.

Who are the High "C"s on the Team: _____,
_____.

Is the Team more Active or Passive: _____

Is the Team more Task or People-oriented: _____

What is the Team's average personality profile: _____

Graph 2 Observations:

How many High "D"s are there above the mid-line: _____
Indicates more Determined behavior.

How many High "I"s are there above the mid-line: _____
Indicates more Inspiring behavior.

How many High "S"s above the mid-line: _____
Indicates more Stable behavior.

How many High "C"s above the mid-line: _____
Indicates more Cautious behavior.

How many High "D"s and "I"s above the mid-line): _____
Indicates more Active behavior.

How many High "S"s and "C"s above the mid-line: _____
Indicates more Passive behavior.

How many High "D"s and "C"s above the mid-line: _____
Indicates more Task-oriented behavior.

How many High "I"s and "S"s above the mid-line: _____
Indicates more People-oriented behavior.

If there are more "S"s and "C"s, then the Team tends to be more Passive and vice versa.

If there are more "I"s and "S"s, then the Team tends to be more People-oriented and vice versa.

Who are the High "D"s on the Team: _____,
_____.

Who are the High "I"s on the Team: _____,
_____.

Who are the High "S"s on the Team: _____,
_____.

Who are the High "C"s on the Team: _____,
_____.

Is the Team more Active or Passive: _____

Is the Team more Task or People-oriented: _____

What is the Team's average personality profile: _____

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My Action Plan

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

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

Example —

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

Person #2 is also dominant, but more verbal than the others. He or she is extremely positive and enthusiastic. Concerned about making good impressions, he or she prefers the crowd, as opposed to individuals. He or she is also not interested in doing the little, behind the scenes, things.

Person #3 is more demanding than about getting the job done correctly in speaking to groups, but rational. He or she is more task-oriented in a stable environment.

Person #4 is not dominant. He or she to relate to groups, as well as individuals in correctness, he or she is not a “demonstrate more “concern” for details is more people-oriented.

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

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

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

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

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

Person #1: _____

Person #2: _____

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How do you see the Team as a whole? _____

What do you think the Team needs to improve? _____

Recruiting

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

"D" types —

"D"s tend to be pushy in their approach. They also resist or respond quickly. If you are a "D" type leader, be more patient and gentle. When recruiting "D"s, get to the point. Don't waste their time. Show them quickly the potential and power of the program. Expect an immediate response, but don't argue with them. Stress how the opportunity allows them to respond quickly.

"I" types —

"I"s make the most positive and exaggerated statements and expect the opportunity is. Be "pumping up." It does

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to respond
give exaggerated
exciting the
ed periodic

"S" types —

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

"C" types —

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

Memory Jogger / Recruiting Prospects List

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

- | | | | | |
|---------------------------|--------------------------|-------------------------|----------------------------|-----------------------------|
| 1. Work With | 56. Chiropractor | 111. Melaleuca | 166. Pizza Delivery Person | 221. Rental Supply |
| 2. Boss | 57. Therapist | 112. Amway | 167. Homeowners Assoc. | 222. Book Store |
| 3. Partner | 58. Carpenter | 113. Appliance Repair | 168. Neighborhood Watch | 223. Tanning Salon |
| 4. Trainer | 59. Auto Mechanic | 114. Bowl With | 169. Square Dances | 224. Jeweler |
| 5. Landlord | 60. Auto Salesperson | 115. Hunt With | 170. Line Dances | 225. Baker |
| 6. Security Guard | 61. Auto Body Repair | 116. Golf With | 171. Ballroom Dances | 226. Librarian |
| 7. Supervisor | 62. Service Station | 117. Fish With | 172. Best Man | 227. Accountant |
| 8. Secretary | 63. Former Coach | 118. Tennis With | 173. Maid of Honor | 228. Pilot |
| 9. Typing Pool | 64. Educator | 119. Ski With | 174. Matron of Honor | 229. Flight Attendant |
| 10. Caterer | 65. Banker | 120. Shop With | 175. Bridesmaids | 230. Travel Agent |
| 11. Customers | 66. Teller | 121. Softball With | 176. Ushers | 231. Store Owner |
| 12. Parking Attendant | 67. Police Officer | 122. Baseball With | 177. Church Members | 232. Telephone Operator |
| 13. Coffee Shop | 68. Highway Patrol | 123. Football With | 178. Plumber | 233. Choir / Band Director |
| 14. Car Pool | 69. Home Builder | 124. Soccer With | 179. Carpet Cleaner | 234. Church Deacon/Leader |
| 15. Mentor | 70. P. | | | 235. Seminar Presenter |
| 16. Salesperson | 71. R | | | 236. Camp With |
| 17. Mortgage Broker | 72. E | | | 237. Locksmith |
| 18. Lunch With | 73. L | | | 238. Upholsterer |
| 19. Courier | 74. W | | | 239. Veterinarian |
| 20. Repair Person | 75. C | | | 240. Notary Public |
| 21. Copier Repair Person | 76. H | | | 241. Orthodontist |
| 22. Union People | 77. D | | | 242. Dance Instructor |
| 23. Homemaker | 78. G | | | 243. Moved In Neighborhd. |
| 24. Office In Home | 79. C | | | 244. Recently Divorced |
| 25. Credit Union | 80. W | | | 245. Computer Programmer |
| 26. Pension Plan | 81. R | | | 246. Computer Repair |
| 27. Sports Fan | 82. C | | | 247. Computer Sales |
| 28. Door-to-door Sales | 83. C | | | 248. C.P.A. |
| 29. Delivery Person | 84. T | | | 249. Bookkeeper |
| 30. Federal Express | 85. Auto Supply | 140. Youth Director | 195. Teacher | 250. Architect |
| 31. U.P.S. | 86. Electrician | 141. Sister-in-law | 196. Coach | 251. Landscaper |
| 32. Mailperson | 87. Hardware Store | 142. Brother-in-law | 197. Music Teacher | 252. Cab Driver |
| 33. Soon To Graduate | 88. Truck Driver | 143. Father-in-law | 198. Piano Teacher | 253. Bus Driver |
| 34. Almost Lost Job | 89. Pharmacist | 144. Mother-in-law | 199. Fraternity Brother | 254. Cat Lover |
| 35. Will Be Laid Off | 90. Funeral Director | 145. Brother | 200. Sorority Sister | 255. Dog Lover |
| 36. Unemployed | 91. Flower Shop | 146. Sister | 201. Former Team Mate | 256. Horse Lover |
| 37. Dissatisfied With Job | 92. Health Spa | 147. Father | 202. Former Associate | 257. Animal Trainer |
| 38. Searching For Career | 93. Shoe Repair | 148. Mother | 203. Instructor | 258. Social Worker |
| 39. Switching Careers | 94. Dry Cleaner | 149. Cousin | 204. Lamaze Class | 259. Seamstress |
| 40. Missed Last Promotion | 95. Radio Shack | 150. Aunt | 205. Kiwanis | 260. Home / Garden Supply |
| 41. Walking Encyclopedia | 96. TV Repair | 151. Uncle | 206. Lions Club | 261. Likes To Sing |
| 42. Most Likable | 97. Mail Room | 152. Grandfather | 207. Rotary | 262. Likes To Eat |
| 43. Needs Part-time Job | 98. Video Rental | 153. Grandmother | 208. Support Group | 263. Likes To Talk |
| 44. Engineer | 99. Appliance Person | 154. Niece | 209. Friend's Parents | 264. Insurance Salesperson |
| 45. New Employee | 100. Cable TV | 155. Nephew | 210. Grade School Friend | 265. Stock Broker |
| 46. Human Resource Dir. | 101. Eye Center | 156. Best Friend | 211. Lawyer | 266. Former Neighbor |
| 47. Payroll | 102. Tire Store | 157. Mate's Best Friend | 212. Highway Department | 267. Receptionist |
| 48. Contractor | 103. Realtor | 158. Farmer | 213. Professor | 268. Janitor |
| 49. Sales Manager | 104. Office Supplies | 159. Army | 214. Sunday School | 269. Rich Relative |
| 50. Marketing Manager | 105. Copier Salesperson | 160. Navy | 215. Chamber of Commerce | 270. Ex-mate |
| 51. Minister / Clergy | 106. Vacuum Cleaner | 161. Air Force | 216. Hotel Business | 271. Health Food Shop |
| 52. Nurse | 107. Phone Installer | 162. Marines | 217. Printer | 272. Hobby Shop |
| 53. Dentist | 108. Pest Control Person | 163. Baby-sitter | 218. Surveyor | 273. Hotel / Motel Operator |
| 54. Doctor | 109. Avon Representative | 164. Step-relatives | 219. Nutritionist | 274. Pet Store |
| 55. Surgeon | 110. Nu-Skin | 165. Neighbors | 220. Writer | 275. Tax Preparer |

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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 control*. They don’t like people telling them. They can be too pushy and forceful, direct and demanding approaches. They want sales people when they learn, not so demanding of others.

“I” types —

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

“S” types —

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

“C” types —

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

Buying Styles

Customers also purchase according to their personalities. The following are the purchasing styles of each personality type.

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st deal. They like to
cision. They purchase
They wonder, “*Will
ed or stronger.*” “D”
n “*get-in or get-out*”

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

“S” types —

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

“C” types —

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

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 and often claim that the company can’t solve the situation for an “I” great verbal skills strength to solve problems

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

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“S” types —

“S” customers trouble. They care their security. “S” service personnel are the most gentle and accommodating. They tend to be taken advantage of and need to be stronger with those who intimidate them. Everyone should learn from “S”s when it comes to staying calm and genuinely trying to make customers happy. or causing if it affects

“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.