



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 - Summarized

Introduction of the 4 DISC Personality Types of Behavior

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

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

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

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

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

"D" - active / task

"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

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

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

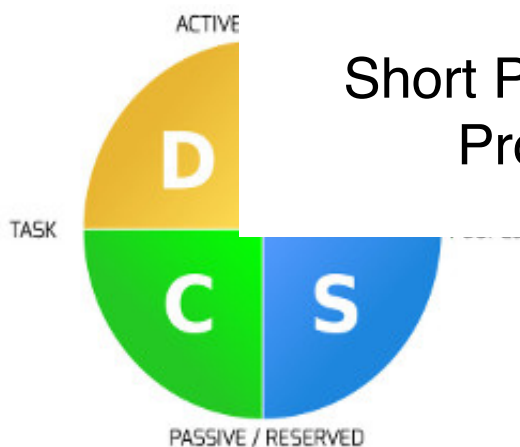
Interpretation

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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: ` Everyone has a k Sensitivity to peo

aded - portant -

For your Review

"I" Type Beha

Basic Motivation:

Short Professional Personality Profile - Summarized

Desires: Prestige Opportunities to r

lp 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
Time to think

Responds Best To
Provides resource

Needs to Learn: To
Deadlines must be

and planning -

procedures -

everything -

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Graph 1: "This is expected of me"

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

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

C/S/D - COMPETENT STEADY DOERS

Discovering your behavioral blends

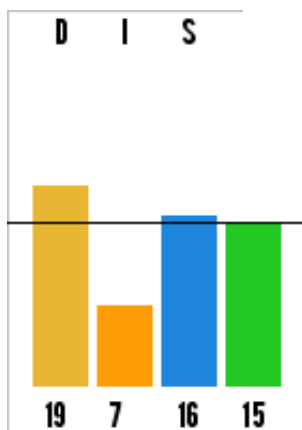
"C/S/D's" are a care-oriented, but care. They prefer to get. They tend to be not really care for people enthusiastic. Natural

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

For your Review

Controlling your

Short Professional Personality Profile - Summarized



- 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.

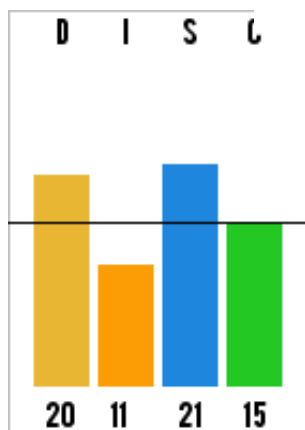
Description: As a "D / S / C", or "D / C / S", or "S / D / C", or "S / C / D", or "C / D / S", or "C / S / D", you think people expect you to be direct, submissive, and competent. You tend to be passive, but you sometimes surprise people with your dominant ways. You can be active and decisive, but your 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 STEADY DOERS

Discovering you

"C/S/D's" are a co oriented, but care They prefer to get They tend to be m really care for peo enthusiastic. Natu

Controlling yo



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

task-
t of crowds.
ge groups.
/S/D" types
nd

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 /
 Generous / Giving
 Industrious / Hard
 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
 Animated / Expressive
 Persuading / Convincing

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a's "D"Tendencies

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

a's "I"Tendencies seem to be:

Hyper, Energetic, Admirable, Elegant

a's "S"Tendencies seem to be:

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

a's "C"Tendencies seem to be:

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

a's "D"Tendencies are not very:

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

a's "I" Tendencies are not very:

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

a's "S" Tendencies are not very:

Gentle, Soft, Humble, Pleasing, Good-natured, Hospitable, Enjoys company

a's "C" Tendencies

Calculating, Analy
Researching, Orig

Preparing,

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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.

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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
to understand
ourselves and
others in order
to serve. Helping others

Ironically, many
people are
By identifying
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 Northern Iowa, is a leading expert on the DISC Model of Human Behavior. He has written the book, The DISC Model of Human Behavior, which explains the person's DISC personality and how it affects behavior.

After studying the DISC Model of Human Behavior, you will be able to understand the first-of-their-kind DISC profiles now in use by the most respected faith-based organizations.

Understand the DISC Model of Human Behavior and how it affects people do what they do, why they do it, and the best or worst behavior in any situation.

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

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

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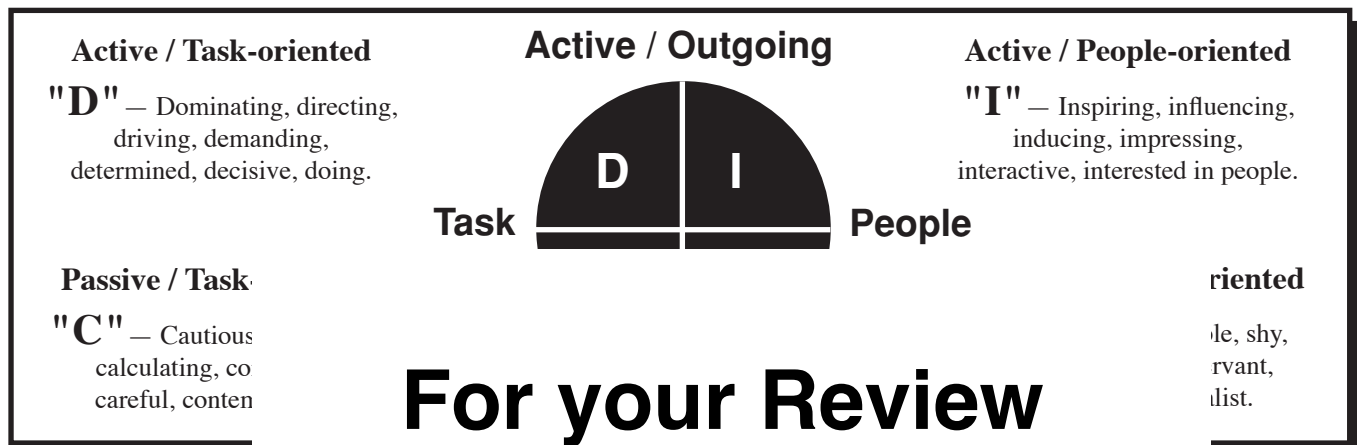
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Interpretation...

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

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



"D" BEHAVIOR

Also known as "Dominant"

Descriptions: *Dominant, Direct, Determined*

Basic Motivation: Challenge

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

Responds Best To Leader or Follower Who: • Provides direct answers • Sticks to task • Gets to the point • Provides pressure • Allows freedom for personal accomplishments

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

"I" BEHAVIOR

Also known as "Inspiring"

Descriptions: *Inspiring, Influencing, Inducing, Interesting*

Basic Motivation: Influence

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

Responds Best To or Follower Leader Who: • Is fair and also a friend • Provides social involvement • Provides recognition of abilities • Offers rewards for risk-taking

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

"C" BEHAVIOR

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

Descriptions: *Competent, Compliant, Cautious, Calculating*

Basic Motivation: Quality and Correctness

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

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

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

"S" BEHAVIOR

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

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

Basic Motivation: Stability and Support

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

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

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

Understanding The Two Graphs...

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

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

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

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

Everyone is b
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personalities into

If **GRAPHS**
personality will b
person may be str
of him or her and l

may be very consistent with what is expected and the real him or her. Having two different graphs is not a problem and is normal for many people.

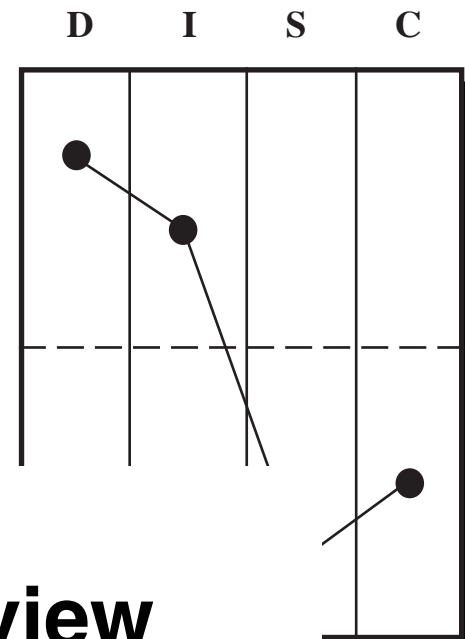
The examples show a “D/I” type in **GRAPH 1** and “I/S” in **GRAPH 2**. This person is revealing that he or she thinks people want him or her to be more dominant, even though he or she really isn’t that type. This person is also more “S”—submissive and security oriented than what he or she feels is expected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

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

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

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

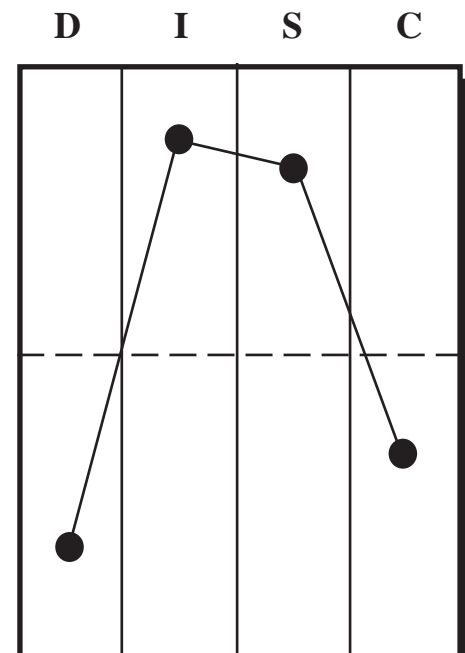
Example of Graph 1



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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.

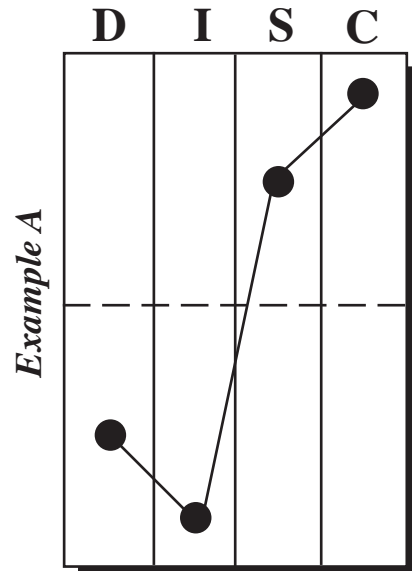
Notice in **Example A**, the highest point is “C.” The next highest point is “S.” This profile is a “C/S” type personality.

“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 shv and calculating about things.

This person is n
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interest in enthusia



For your Review

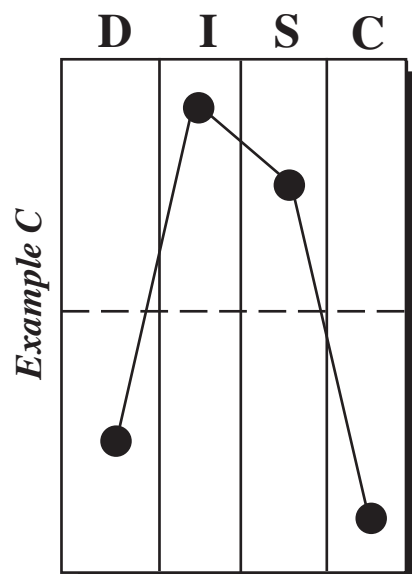
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Example B sh
person is more acti
people. They like
sit still or work on

Notice the “S”
person is not so c
and calculating actions. Low “D”s are more risk-takers and active types.



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



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

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

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

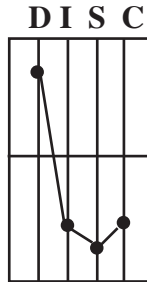
DISCOVERING YOUR BEHAVIORAL BLEND

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

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

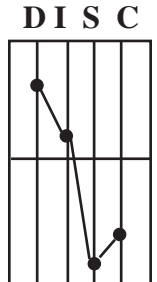
D: DETERMINED DOERS

"D"s are dominant and 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

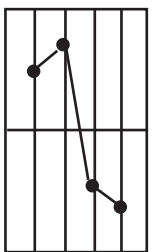
"I"s are impressive people. They are fun and excited individuals. They can have lots of friends and need for attention. They can be very persuasive. They need to be more interested in listening. They do not like research and look good. They often do things that are entertainers. They need to think more logically. They are often motivated by recognition.

DISC

I/D: INSPIRATIONAL DOERS

"I/D"s are people who are very motivated and want to get things done. They are very organized and like to have a plan. They are very confident and like to be in charge. They are very hardworking and like to be challenged. They are very focused and like to be in control. They are very determined and like to be successful. They are very ambitious and like to be the best. They are very competitive and like to win. They are very assertive and like to be heard. They are very confident and like to be in charge. They are very hardworking and like to be challenged. They are very focused and like to be in control. They are very determined and like to be successful. They are very ambitious and like to be the best. They are very competitive and like to win. They are very assertive and like to be heard.

DISC

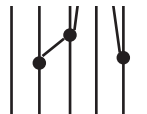


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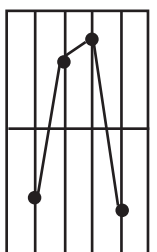
S: STEADY SPECIALIST

"S"s are stable and shy types. They enjoy pleasing people and doing the same job. Secure, non-threatening, and important to them. They make others feel they are so forgiving. Other than the 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.



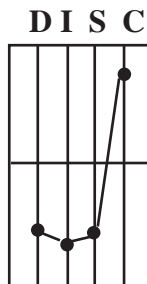
should pay more attention to instructions. They would be more influential if they were more aggressive and careful. They are kind and considerate. Motivated by opportunities to share and shine, they induce others to follow.

DISC



C: CAUTIOUS COMPETENT TYPES

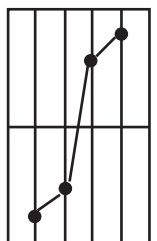
"C"s are logical and analytical. Their predominant drive is careful, calculating, compliant and correct behavior. When frustrated, they can over do it or be the exact opposite. They need answers and opportunities to reach their potential. They tend not to care about the feelings of others. They can be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



C/S: COMPETENT SPECIALISTS

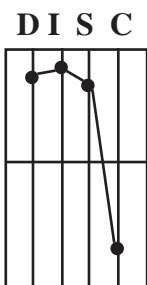
"C/S"s tend to always be right. They like to do one thing at a time and do it right the first time. Their steady and stable approach to things makes them sensitive. They tend to be reserved and cautious. They are consistent and careful, but seldom take risks or try new things. They do not like speaking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

DISC



I/D/S: INSPIRING DRIVING SUBMISSIVE

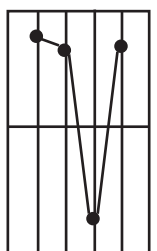
"I/D/S"s are impressive, demanding and stabilizing at the same time. They are not as cautious and calculating as those with more "C" tendencies. They are more active than passive. But they also have sensitivity and steadiness. They may seem to be more people-oriented, but can be dominant and decisive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



D/I/C: DOMINANT INSPIRING CAUTIOUS

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

DISC

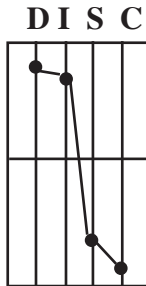


Observe the 21 **Behavioral Blends** on these two pages. Choose the one or two profiles that are most like your graphs. Read the brief paragraph descriptions of the ones that are most like you. You will probably be a combination of two specific profiles. You can also have some characteristics of other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

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

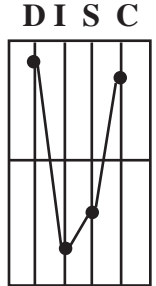
D/I: DYNAMIC INFLUENCERS

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



D/C: DRIVING COMPETENT TYPES

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



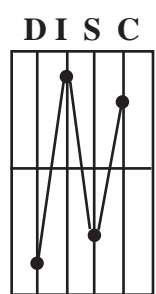
I/S: INSPIRATIONAL SPECIALISTS

"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 constraints. They want to look good and encourage others. They have good organizational skills. They follow the rules and do what they are told. They should be able to do what they want to do, than with whom they want to do it. They are by interactive and sincere. They are not afraid of change. Regardless of being up front or behind the scenes, they influence and support others and 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.



For your Review

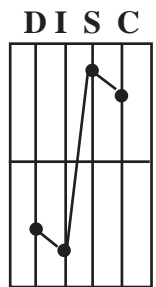
Short Professional Personality Profile - Summarized

S/D: STEADY DOERS

"S/D"s get the job done. They are determined to accomplish their goals and are not easily discouraged. They relate best to small groups and talk in front of large crowds. They enjoy secure relationships and are not easily swayed. They can be soft and humble. They are motivated by sincere and genuine praise. They systematically do great things. They prefer sure things, rather than shallow recognition. They make good friends, while driving to succeed.

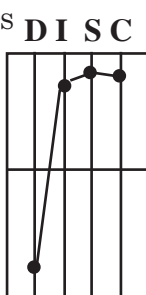


finding. They need to improve their enthusiasm and optimism. They are motivated by kind and conscientious opportunities to slowly and correctly do things.



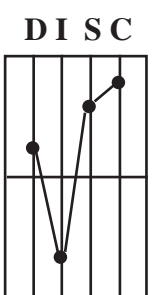
C/I/S: COMPETENT INFLUENCING SPECIALISTS

"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.



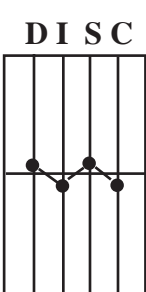
C/S/D: COMPETENT STEADY DOERS

"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.

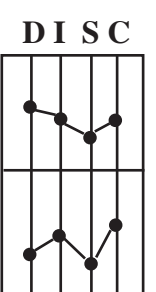


ABOVE MID-LINE • BELOW MID-LINE

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.

For your Review

Short Professional Personality Profile - Summarized

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.

For your Review

Short Professional Personality Profile - Summarized

- 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
-
-

For your Review

Short Professional Personality Profile - Summarized

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.

For your Review

Short Professional Personality Profile - Summarized

- Take charge and do whatever you need to do.

C/S/D (or any combination of D, S, and C): “Competent, Steady Doers”

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

CONTROLLING YOUR BEHAVIORAL BLEND/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.

For your Review

Short Professional Personality Profile - Summarized

- 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 it by a certain time. The latter, but they a

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 have more
look good.*

*Emphasize
them look
They espe-
casing every-*

For your Review

Short Professional Personality Profile - Summarized

High “C”s

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

• Give them time and resources to do their best.

• Don’t push them to always do better. They may get frustrated and give up.

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

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

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

• They like to be in the center of the environment. 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
reacting, control
friendly, loyal, ki*

“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:

*l emotions,
l, punctual,*

For your Review

“C” Behavior

Under Pressure

*Becomes moody,
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.

Short Professional Personality Profile - Summarized

Sources of Irritation:

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

Needs To:

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

*re, fearful,
thizes, sucker.*

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. They learn from demanding leaders when they learn from demanding others.

"I" Leaders —

"I"s are inspiring and influence others. They don't like to talk too much. "I" leaders are so sensitive to rejection that they often turn to positive leaders. "I"s learn from individuals.

"S" Leaders —

"S"s are the sweet, 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*" Followers need statements. They

to be impulsive
make them
ake great first
persuade often
the top. Some-

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

"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 - Summarized

The most effective Leader is the blended Servant Leader.

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

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

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: straightforward communication and summarized facts. Likes stories. Responds best to most attention when leader.

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.

For your Review

Short Professional Personality Profile - Summarized

exciting and energetic expressions and needs to hear communicates opportunities through stories.

through drama or out or visualizing are him or herself in the lesson.

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 attracted to "D"s because of "D"s outgoing and dreaming behavior. "I"s are attracted to "S"s because of "S"s sweet, soft demeanor; "S"s are attracted to "I"s because of "I"s friendly and outgoing behavior.

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

While opposites often attract, sometimes blends or composites of personality types are more attractive than "C"s. Most people are attracted to "D/I"s.

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.

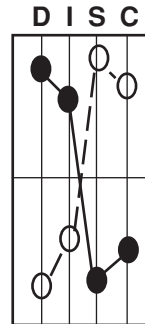
The "I/C" is both active and passive while people and task-oriented at the same time. The same goes for the "D/S." But while the "I/C" loves to inspire and correct, the "D/S" enjoys dominating and serving others. The "D/S" type may sound like a contradiction in terms, but this unique and often confusing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

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!

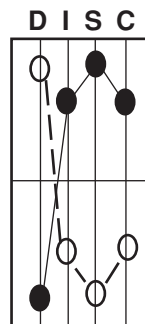
"D/C"

For people, D/C"s are task-oriented. They are more high-achieving "D/C"s. They are more task-oriented than "D/I"s. They should learn from the other. Be committed!

For your Review

Short Professional Personality Profile - Summarized

"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" Beh

Under Pressure

Becomes dictating, angry, impatient.

Sources of Irritation

Weakness, inaccuracy, lack of — clear direction, authority.

Needs To:

Back off, see things from other's perspective, be friendly, loyal.

For your Review

Short Professional Personality Profile - Summarized

nature, fish.

ills, time, e, ion.

is, actual,

"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

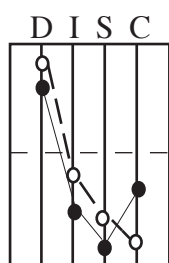
Intensity Insights

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.

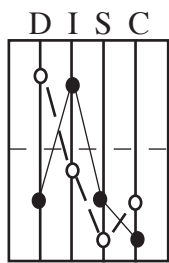


"D" / "D"

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.



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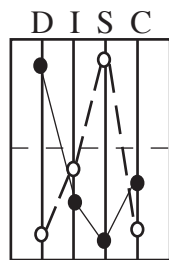
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For your Review

Short Professional Personality Profile - Summarized

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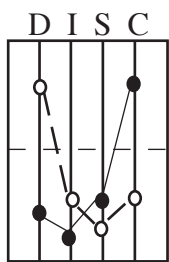
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dominate "S"s, but should never take them for granted. "S"s feel secure with "D"s as long as "D"s show controlled and stable behavior. "S"s should be assertive — "D"s more compromising.

- 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.

inate "S"s —
other."

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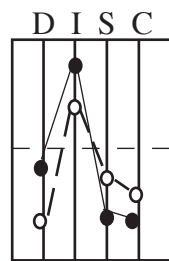


"D" / "C"

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

Practical Application

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



"I" / "I"

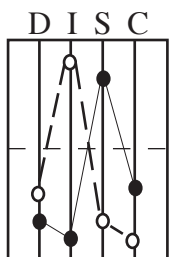
Work Index: Two "I"s working together will talk more than work. They compete for praise and approval. They tend to be overly optimistic and enthusiastic. Two "I"s will communicate well, if one doesn't try to out-talk the other. Each wants lots of attention. Both tend to be emotional. Communication goes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

Practical Application

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

More Insights

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

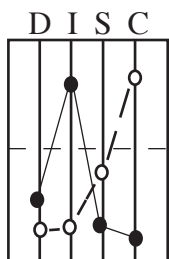


"I" / "S"

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

Practical Application

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



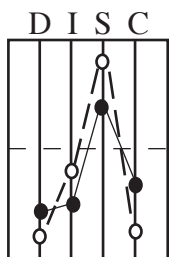
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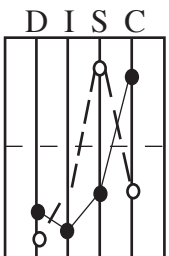


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Sensitive to the other. They make great associates. "S"s are the most tolerant and forgiving types; therefore, they make the nicest team members. They tend not to be assertive and will struggle with decision-making. They add stability and sensitivity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

- 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.

as to express

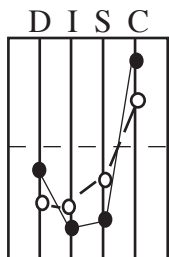


"S" / "C"

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

Practical Application

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



"C" / "C"

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

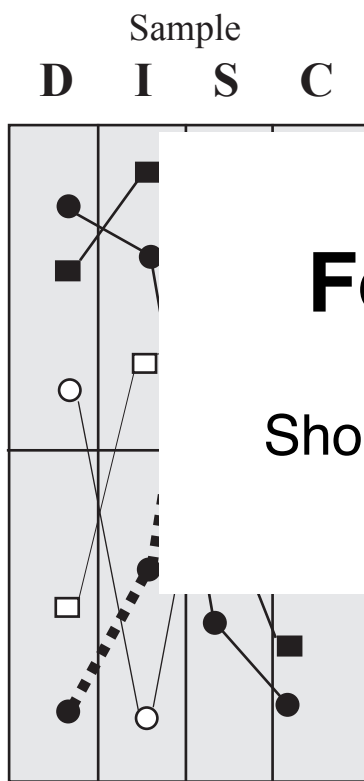
Practical Application


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


Team Building Reflections


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


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




Person #1 has the  plotting point and line.

Person #2 has the  plotting point and line.

Person #3 has the  plotting point and line.

Person #4 has the  plotting point and line.

Person #5 has the  plotting point and line.

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

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

D	I	S	C
20	17	19	15
16		12	9
15	10		8
14	9	11	
13	8		7
12		10	
11	7		6
10		9	
9		8	
8	6	7	5
7	5	6	4
		5	
6	4	4	3
5	3	3	
4			2
3	2	-	
			1
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Summarized			C
		1	0
1		2	1
	1		2
2		3	
	2		3
3		4	
	3		4
4		5	
5	4	6	5
			6
6	5	7	7
7			
8	6	8	8
		9	9
9	7		
10		10	10
11	8		
12	9	11	11
	10		
13	11	12	12
14	13	13	13
16	15	15	14
18	18	17	15
22	20	20	17

Team Dynamics

Graph 1 Observations:

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

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

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

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

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

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

How many High "D"s ar
Indicates more Task-orie

How many High "I"s and
Indicates more People-or

If there are more "D"s ar
the Team tends to be mor

If there are more "D"s ar
the Team tends to be mor
and vise versa.

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

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

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

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

Is the Team more Active or Passive: _____

Is the Team more Task or People-oriented: _____

What is the Team's average personality profile: _____

Graph 2 Observations:

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

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

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

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

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

How many High "S"s and "C"s above the mid-line: _____

mid-line: _____

mid-line: _____

are "S"s and "C"s,
ssive and vise versa.

are "I"s and "S"s,
han People-oriented

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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: _____

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

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

Person #4 is not dominant to relate to groups, as well as in correctness, he or she demonstrates more "concern" is more people-oriented.

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

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

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

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

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

Person #1: _____

Person #2: _____

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Short Professional Personality Profile - Summarized

Person #3: _____

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 al

"I" types —

"I"s make positively and generated statements. The opportunity is "pumping up."

For your Review

Short Professional Personality Profile - Summarized

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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 | | | | Church Deacon/Leader |
| 15. Mentor | | | | Seminar Presenter |
| 16. Salesperson | | | | Temp With |
| 17. Mortgage Broker | | | | Locksmith |
| 18. Lunch With | | | | Pholsterer |
| 19. Courier | | | | Veterinarian |
| 20. Repair Person | | | | Notary Public |
| 21. Copier Repair Person | | | | Dentist |
| 22. Union People | | | | Dance Instructor |
| 23. Homemaker | | | | Lived In Neighborhood |
| 24. Office In Home | | | | Recently Divorced |
| 25. Credit Union | | | | Computer Programmer |
| 26. Pension Plan | | | | Computer Repair |
| 27. Sports Fan | | | | Computer Sales |
| 28. Door-to-door Sales | | | | J.P.A. |
| 29. Delivery Person | | | | Bookkeeper |
| 30. Federal Express | 85. Auto Supply | 140. Youth Director | 195. Teacher | 250. Architect |
| 31. U.P.S. | 86. Electrician | 141. Sister-in-law | 196. Coach | 251. Landscaper |
| 32. Mailperson | 87. Hardware Store | 142. Brother-in-law | 197. Music Teacher | 252. Cab Driver |
| 33. Soon To Graduate | 88. Truck Driver | 143. Father-in-law | 198. Piano Teacher | 253. Bus Driver |
| 34. Almost Lost Job | 89. Pharmacist | 144. Mother-in-law | 199. Fraternity Brother | 254. Cat Lover |
| 35. Will Be Laid Off | 90. Funeral Director | 145. Brother | 200. Sorority Sister | 255. Dog Lover |
| 36. Unemployed | 91. Flower Shop | 146. Sister | 201. Former Team Mate | 256. Horse Lover |
| 37. Dissatisfied With Job | 92. Health Spa | 147. Father | 202. Former Associate | 257. Animal Trainer |
| 38. Searching For Career | 93. Shoe Repair | 148. Mother | 203. Instructor | 258. Social Worker |
| 39. Switching Careers | 94. Dry Cleaner | 149. Cousin | 204. Lamaze Class | 259. Seamstress |
| 40. Missed Last Promotion | 95. Radio Shack | 150. Aunt | 205. Kiwanis | 260. Home / Garden Supply |
| 41. Walking Encyclopedia | 96. TV Repair | 151. Uncle | 206. Lions Club | 261. Likes To Sing |
| 42. Most Likable | 97. Mail Room | 152. Grandfather | 207. Rotary | 262. Likes To Eat |
| 43. Needs Part-time Job | 98. Video Rental | 153. Grandmother | 208. Support Group | 263. Likes To Talk |
| 44. Engineer | 99. Appliance Person | 154. Niece | 209. Friend's Parents | 264. Insurance Salesperson |
| 45. New Employee | 100. Cable TV | 155. Nephew | 210. Grade School Friend | 265. Stock Broker |
| 46. Human Resource Dir. | 101. Eye Center | 156. Best Friend | 211. Lawyer | 266. Former Neighbor |
| 47. Payroll | 102. Tire Store | 157. Mate's Best Friend | 212. Highway Department | 267. Receptionist |
| 48. Contractor | 103. Realtor | 158. Farmer | 213. Professor | 268. Janitor |
| 49. Sales Manager | 104. Office Supplies | 159. Army | 214. Sunday School | 269. Rich Relative |
| 50. Marketing Manager | 105. Copier Salesperson | 160. Navy | 215. Chamber of Commerce | 270. Ex-mate |
| 51. Minister / Clergy | 106. Vacuum Cleaner | 161. Air Force | 216. Hotel Business | 271. Health Food Shop |
| 52. Nurse | 107. Phone Installer | 162. Marines | 217. Printer | 272. Hobby Shop |
| 53. Dentist | 108. Pest Control Person | 163. Baby-sitter | 218. Surveyor | 273. Hotel / Motel Operator |
| 54. Doctor | 109. Avon Representative | 164. Step-relatives | 219. Nutritionist | 274. Pet Store |
| 55. Surgeon | 110. Nu-Skin | 165. Neighbors | 220. Writer | 275. Tax Preparer |

For your Review

Short Professional Personality Profile - Summarized

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 ac

“D” types —

“D”s are *tak*
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direct and demandin
sales people when tl
not so demanding o

“I” types —

“I”s are ins
sell and influence ot
tend to talk too much. 1 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 informa-
tive. “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

For your Review

Short Professional Personality Profile - Summarized

al. They like to
1. They purchase
y wonder, “Will
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They tend to be
it will make them

look good. 1 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 friendly and often compare the company situation to other situations. They have great verbal strength to

blemish more than important issues. They have a strong sense of this

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“S” types -

“S” customers are usually very sensitive and often have a great deal of trouble. They are very concerned about 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.

usually using a soft voice and 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.