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For Your Review

Sports Personality
Assessment -
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 that determine your behavior and act the way you do, react, and think.

Our personality is determined by our behavior. "That's just the way I am," but we should not let it define us.

Each temperament has its own set of personalities (D, I, S, C) and a model of behavior. The DISC model of temperament is a simple way to understand the DISC model.

"D" - active / task-oriented

"I" - active / people-oriented

"S" - passive / people-oriented

"C" - passive / task-oriented

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

Keep in mind that 85% of people tend to be composites of DISC; therefore, most people will be blends and combinations of the evident characteristics in the four personalities. There are numerous variations of this model. Speakers, writers, and trainers have added their own titles to make the model more simpler or personal, but this four vector explanation of basic human

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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.

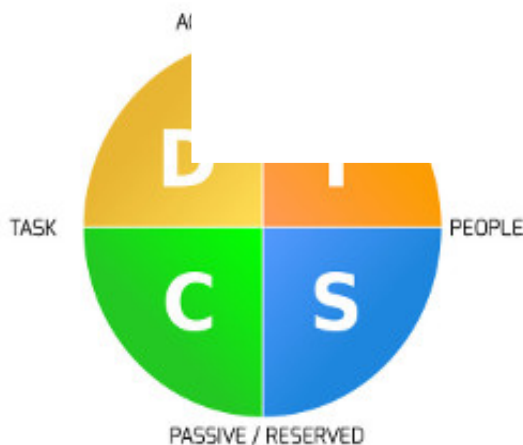
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Active/Task-oriented "D"

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: 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

"I" Type Behavior

Basic Motivation:

Desires: Prestige - Status - Recognition - Power - Control - Authority - Influence - Others - Opportunities to motivate others - Chance to verbalize ideas

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

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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 - Details - Limited risks - Tasks that require precision and planning - Time to think

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

Needs to Learn
Deadlines must

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Behavioral Blends

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

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

This is me: **COMPETENT SPECIALISTS (C/S)**

Preface: This section is designed to describe specific personality types from a public perspective - when individuals are in their comfort zones or in places where they live than

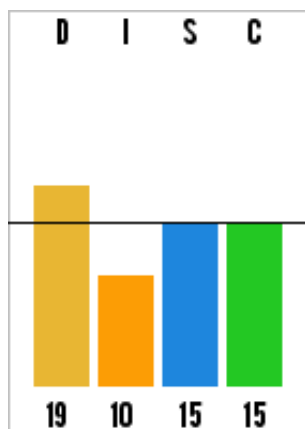
Review the following specific Graph

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aces your

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



Description

As a "D / S / I" person, you are sometimes seen as sweet, sensitive, and forceful. You think people expect you to be because of your constant forward. You are

plan and prepare more than others, but you don't always communicate it well to the masses.

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you think people expect you to be, but you don't always communicate it well to the masses. You are sometimes seen as sweet, sensitive, and forceful. You think people expect you to be because of your constant forward. You are

How Others See You

You are often seen as a blend of strength, sensitivity, and serious thinking. You don't tend to be viewed as a "glory hog" who needs a lot of attention. You think people want you to be humble, but you are self-assured with a well of knowledge. You are recognized as one who can be challenging, but you are 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

Your leadership is aggressive and cautious. You have excitement with skills or public and demonstrate example and

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Follower Style

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

Responds Best To

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

Conflict Management

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

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.

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

Relating Style

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

Conclusion

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

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

Having completed your Uniquely You Personality Questionnaire, be sure to view these descriptions from a different perspective. This is purely more your by these

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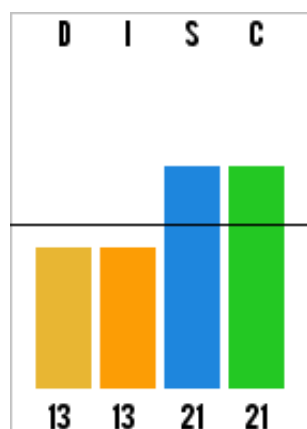
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This is NOT a psychological evaluation and is not intended to be used as a definitive example of your behavior.

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

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

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



Description

As a high "S" you tend to be feelings oriented. You like being also task-oriented. Your personality type is in the middle. You see yourself as just to be very agreeable.

great friend and loyal listener, but not usually an inspiring public speaker. Most everyone likes you because you are not very pushy or bossy, and you usually seem to know what you are talking about.

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In other words, you are part of a large group. You are a person who can be a team player. Your personality type is in the middle and see you tend not to make a

How Others See You

People see you as intelligent and knowledgeable. They recognize your desire to learn and uncover facts and figures. You seem to be more competent than others. You are also very compliant and want to obey the rules and go by the book. Your reputation is often as someone who is easygoing, kind, nice, and caring. You are also known as someone who is more cautious and calculating. You like to methodically evaluate and investigate facts. You determine the safest and most secure way of doing things. You are a trusted friend and worker who is respected for your wealth of information and steady approach to life.

Your Feelings and Thinking

You often feel nervous about moving forward without sufficient information. You would rather wait and check into all the options before deciding. You like to think about how safe and secure things are. You make your final decisions slowly. You are very security-oriented. You don't feel like being

in control, but want to know that the person in charge knows what he or she is doing. You like everything to be in its place and organized. You don't mind being under others' authority, as long as you think those who are over you are competent.

Vision and Passion

Your passion is to serve with wisdom and knowledge. You are passionate about being loyal and supporting others. You don't like to let anyone down. You often see people as individuals needing your help. You look for opportunities or you sometimes volunteer to do whatever is necessary to show others how much you care. You are not very passionate about being in charge or confronting others. Your involvement to support others is sometimes abused, and people tend to take advantage of you.

Leadership

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Follower Style

You make a great follower because you usually do what you are told, and because you do the job correctly and well. People like having you on their team because you are a dependable and tireless servant. You work hard until the job is done right. You don't have to stand out or get all the credit. You don't talk too much, but you do seem to focus more on details. You like to do one thing at a time and do it right the first time. You are a faithful follower with little demanding or dominating attitudes.

Responds Best To

You respond best to those who are easygoing and soft-spoken. You don't mind working with dominant types as long as you respect them. You prefer one-on-one relationships. You don't seek to be noticed or praised. You like to submit to those in charge as long as you can do your job well. You prefer quality and simplicity. You don't mind digging deeply into projects as long as you have the time and resources to do so.

Conflict Management

You don't conflict with people often. You are more of a peacemaker. You tend to be agreeable and easygoing. You only struggle with people when they are incompetent and sloppy. You prefer

things to be done decently and in order. You usually don't take the initiative to confront. You often wait for someone to bring up a problem, and then you share your pent-up feelings and frustrations. You keep lists and engrave people's past offenses in granite; then, you surprise them with all their faults and failures. People listen more to you because you seem to often have your facts right. You don't care as much about being popular as you do about doing things well.

Strengths and Uniquenesses

Your strengths are in your passive and task-oriented tendencies. You are very patient with people, and you take your time and work hard to accomplish difficult tasks. Your uniqueness, or what others may see as your weakness, is your passivity and quietness. You often shy away from attention and you don't like to be in charge. Some people think you are too slow and contemplative.

Overuses a

You sometimes don't like taking action. You tend to be passive. You trust too much and are easily harmed, because you are not more assertive in difficult situations.

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do. You don't think. Advantage of naturally being quiet. Be more assertive. Be more confident.

Guard Against

Be careful that you don't let people lead you down unreasonable paths just because you trust them. Question people's motives and actions. Use your intellectual skills to discern why people want you to do certain things. Be more active and assertive. Also openly communicate more often. Speak out and let your voice be heard. Don't wait for people to ask your opinion. Jump into conversations and share your opinions. Don't just listen to people. Volunteer to take charge of a group or entertain an audience. Overcome your shyness and nervousness. Be more enthusiastic. Act like a clown. Tell jokes and stories. Don't let your fears cripple you.

Relating Style

You relate best to those with whom you are closest. You aren't very friendly in crowds. You seem to slide into a corner and hide away with a few people. You relate very well to your closest friends, but you should seek more relationships. Become a social butterfly and watch your circle of influence increase. Jump into conversations and notice how much better you relate to more people. Don't just focus on being with the same close friends. Mingle and express yourself to more people. Also, volunteer to be in charge of projects. Appeal more to the masses by having genuine confidence in yourself.

Conclusion

You are the most popular type when it comes to being both people-and task-oriented. In other words, there are more of your type than all the other personality types who are both submissive and cautious. You are also one of the most reserved and passive types. You are generally comfortable with life and don't seem to seek change. You actually don't like change. You prefer the status quo. You can be insecure because of your lack of confidence. You sometimes struggle with a poor self-image because people seem to treat you as insignificant. Compared to others, you are more security and stability oriented. That means you want more secure, stable, and steady environments. You don't like trouble or to disappoint anyone. You are the most loyal friend anyone could have, but you don't tend to have as many friends as you could because you don't seek popularity. You have a great personality, but you don't care much about showing it off. You tend to be more content than others, except when it comes to understanding the difficult questions of life. You need to succeed more in life if you can't do it possible.

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People seem to be purely subjective, based on the DISC Model of Human Behavior Science, and applies to your more unguarded, unmasked, and accentuate type of behavior, especially among close friends or relatives. Review the insights with your specific personality type in mind, but do not conclude that you are always characterized by these descriptions.

This is simply how you tend to behave when your true feelings are evident or come out under stress. Your interpretation of this information should take into account your environment, maturity, spirituality, and experiences.

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

When Both Graphs 1 & 2 Are Generally Different

Your Uniquely You Personality Profile contains basic insights on how you tend to think, feel, and act from a DISC temperament type perspective. If your graphs are generally different, you are simply revealing something contrasting about your behavior. You may be saying that you think people want you to behave one way in public, but you sometimes feel you should respond in a

different way in private. In other words, if you have a specific high type in Graph 1 and the same type low in Graph 2, you believe that people expect you to be one way in public, but not that way in private.

You may also be revealing that you feel that people expect you to behave one way among fellow employees and associates at work or publicly outside your more personal and familiar environments (Graph 1), than you tend to behave either at home under pressure among your closest friends and relatives or in more familiar environments (Graph 2). Keep in mind that Graph 1 is the behavior "expected of you" when you have your guard up and mask on (usually your place of employment or in casual environments). Graph 2 is "the real you" when you let your hair down, drop your guard, or take your mask off (usually at home or among those you know best in more familiar environments).

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Your **HIGH "D"** on Graph 1 and **LOW "D"** on Graph 2

You have a High "D" in Graph 1 and a Low "D" in Graph 2. This often means you think people expect you to be more direct, decisive, and determined, but you really aren't that type most of the time. It's just what you feel people expect from you. You probably have a demanding job where you are expected to take charge, but when you get home, you don't have to be the ultimate decision maker.

The degree to which you are controlling is shown by how high your "D" is on Graph 1 or 2. In other words, if your "D" is closer to the top of your graph, you will be more determined and demanding than when your "D" is closer to or below the midline. If your "D" is just above the midline, you will still be a little more controlling, but not as much as when your "D" is higher. The higher your "D" is, the more controlling you are.

Your high "D" expectations for others aren't wired to be as strong as yours are.

This is not because you come to your home and are more relaxed because your expectations tend to be lower.

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When you really think about it, you have to be more direct and decisive when it comes to your team.

When it comes to your team, you often don't have to be as direct and decisive as you are at work.

A high "D" in Graph 1 and low "D" in Graph 2 may indicate you are more flexible. Some people are able to adapt from one environment to the other because the rewards are worth the demands. As a supervisor, you may have to hire and fire people at work, but when you get home you don't have to be so controlling. Among friends and relatives, you take your manager's mask off and are more relaxed. You may tend to be more easygoing at home when you don't have to supervise others to get their jobs done.

In summary, your high "D" in Graph 1 and low "D" in Graph 2 means you are perhaps more dominant at work or in public. You are also more flexible or less controlling under pressure at home or privately among closest friends and relatives.

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 response. When they are in control, they are surprisingly friendly.

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Their greatest motivation to control themselves or others. When immature and undisciplined they seem to overdo their strengths. They fall short because of their weaknesses.

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

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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.

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can investigate and evaluate his options. He would rather work or relate with small groups as opposed to large gatherings.

He is very serious and

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.

Case Study or Example of an Immature or Out-Of-Control "C/S" Type

Imagine juvenile and selfish "S/C" and "C/S" types who make people feel sorry for them and go through life like wounded puppies. There are many of these types that are immature, but others

are mature. Some are in control of their personalities; most are not.

Those who are not aware of their misguided motivations and imbalanced drives struggle with their passivity. They tend to be too withdrawn and introverted. They are often intimidated and manipulated individuals.

These types can make the most trustworthy employees and best friends, but they tend to be crippled by timidity and lack of aggressiveness. They are both submissive and cautious, but when out of control they seem to be overly vulnerable and underachievers.

They tend to be too laid back and often wait for someone to tell them what to do. They don't usually take risks. They contemplate and consider all their options before deciding and seem to take forever to make decisions.

These "S/C" or "C/S" types have a lot of wisdom, but sometimes lack confidence. Their greatest strength is their ability to listen and learn.

They are both sensitive and confident, and can concentrate on a task for a long time.

People may not always agree with them, but they are often right. They are often the ones who make the most important statements at a meeting or in a group.

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Immature and unbalanced types can surprise others because they can act contrary to their natural way. They sometimes become like maniacs when someone messes with their families or security. They want stability and safety, but when threatened they can act out of character and crazy.

When hurt or confused, these types can become very critical and faultfinding. They often turn into moody melancholies and fret over the most unimportant things. They worry and doubt about things when their personalities are stressed and pressured.

They tend to be very agreeable, but when threatened, they become resistant and uneasy. They can become set in their ways and hate to change. They seek security and stability at all cost. Sometimes the cost is so high they lose the very safety they seek.

In spite of their rare outrages, they make the best friends and consistent workers.

Case Study or Example of an Mature or In-Control "C/S" Type

Here's an example of a "S/C" or "C/S" type who has learned to control his personality, rather

than allowing it to control him. He hasn't always been that way. There was a time he was so shy and quiet that no one noticed he was around. He seemed to be afraid of his own shadow.

But while learning what made him tick and what ticked him off, he discovered he was a passive person. He noticed many of the negatives about being withdrawn were affecting his effectiveness. He decided to take control of his feelings, thoughts, and actions. He determined to be more active and outgoing.

This once quiet person began to act like an extrovert, even though he was still an introvert. He didn't actually change his personality, he just learned how to overcome it. He also became more aggressive and assertive. Everyone noticed the difference.

He was also comfortable with his new behavior because he was aware and conscientious of his decisions. In the past, he used to be very controlling and opinionated on

He began engaging in carrying on rational discussions, but

He became very direct and became strong

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This "S/C" or "C/S" person learned to control his personality and exercise disciplined thinking, rather than being so predictably cautious or calculating. He became more optimistic and forward. He took control of his feelings, rather than allowing others to control his responses.

He became a very successful leader. He knew when to demand and when to submit. He was also aware of when to speak and when to keep quiet. He even exhibited great wisdom by responding rather than reacting.

Most of all, he became an all-around attentive and alert individual able to adapt, rather than be so predictably passive and critical like most other personalities he mirrored. He would surprise people with his strength and confidence that seemed to contradict his naturally compassionate side.

He actually became difficult to read because he seemed so flexible and capable of sizing up situations and people. He responded differently according to every situation. His wisdom and control of himself became his greatest assets.

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 need more assurance. You need to communicate it well to the manager.

C/S/D - COMI

Discovering y

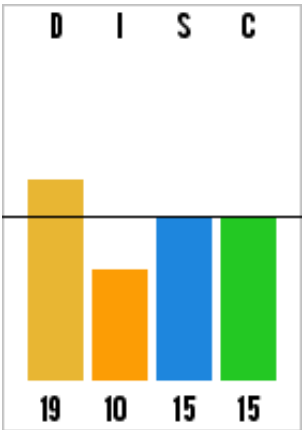
"C/S/D's" are
oriented, but c
They prefer to
They tend to k

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

For Your Review
Sports Personality
Assessment -
Expanded

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

Controlling your behavioral blends



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

Graph 2: "This is me"

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

Description: As a high "S / C" or "C / S" personality type, you are more passive than active. In other words, you tend to be more reserved than outgoing. You don't often jump into things or express your feelings openly. You are people-oriented, but prefer to be one-on-one rather than in a large group. You like being behind the scenes rather than being up front or the center of attention. You are also task-oriented and prefer to do the research more than be in control of projects. You can be a picky perfectionist when people try to get you to do things that are illogical or unreasonable. Your type is in the majority, and many people identify with you. You blend in with the masses and see yourself as just another person. Sometimes, people try to take advantage of you, as you tend to be more reserved than outgoing. You are not a natural public speaker. Most everyone knows what you are thinking.

For Your Review

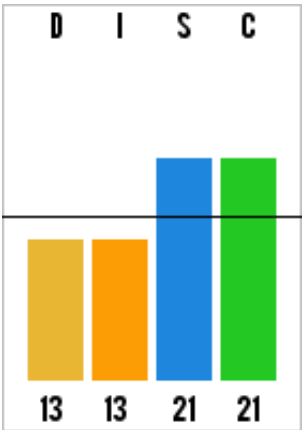
Sports Personality Assessment - Expanded

C/S - COMPE

Discovering

"C/S's" tend to be more reserved than outgoing. Their steady and cautious. 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.

Controlling your behavioral blends



- Think more positively.
- Guard against the fear of failure.
- Focus on the possible.
- Be cheerful.
- When everything is going wrong, be encouraging.
- Take more risks and be assertive.

Your DISC Insights

a tends to be more:

Demanding / Asserting
Firm / Strong
Loyal / True Blue
Conservative / Inflexible
Careful / Cautious
Risk-taking / Courageous
Hyper / Energetic
Brave / Adventurous
Smooth talker / Articulate
Positive / Optimistic
Admirable / El
Ambitious / G
Steady / Depe
Stable / Balan
Pondering / W
Sociable / Inte
Generous / Gi
Systematic / F
Driving / Dete
Direct / To the
Courteous / P
Outspoken / C
Organized / Orderly
Faithful / Consistent

a tends to be less:

Kind / Nice / Caring
Playful / Fun-loving
Bold / Daring
Convinced / Cocky
Decisive / Sure / Certain
Promoting / Encouraging
Considerate / Thoughtful
Contented / Satisfied
Right / Correct
Competent / Does Right

For Your Review

Sports Personality Assessment - Expanded

Exciting / Spirited
Bottom line / Straight-forward

a's "D"Tendencies seem to be:

Demanding, Asserting, Firm, Strong, Risk-taking, Courageous, Brave, Adventurous, Positive, Optimistic, Ambitious, Goes for it, Driving, Determined, Direct, To the point, Outspoken, Opinionated

a's "I"Tendencies seem to be:

Hyper, Energetic, Admirable, Elegant, Sociable, Interactive

a's "S"Tendencies seem to be:

Loyal, True Blue, Steady, Dependable, Stable, Balanced, Generous, Giving, Courteous, Polite

a's "C"Tendencies seem to be:

Conservative, Inflexible, Careful, Cautious, Pondering, Wondering, Organized, Orderly

a's "D"Tendencies are not very:

Bold, Daring, Convinced, Cocky, Decisive, Sure, Certain, Winner, Competitive, Powerful,

Unconquerable, Bottom line, Straight-forward

a's "I"Tendencies are not very:

Playful, Fun-loving, Promoting, Encouraging, Animated, Expressive, Dynamic, Impressing, Exciting, Spirited

a's "S"Tendency

Contented, Sati

a's "C"Tendency

Right, Correct, (

For Your Review

Sports Personality
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Uniquely You Sports Personality Profile

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Solving The Mystery Of Motivation

Introduction

Motivation is one of the most important factors in athletics. Without it, the greatest ability is limited. Motivation makes the difference in winning or losing.

As competition increases, coaches and athletes realize the need of understanding the science of human behavior. One famous coach states, “*If I had it to do all over again, I would learn more about why people do what they do.*” High-tech has become a vital part of the h

All athletes have them. Some have more control, while others have less. Some athletes are more motivated, some need to understand

There are four types of personalities: sanguine, choleric, melancholic, and phlegmatic. Hippocrates 4 temperaments are

Identifying athletes’ personality types is discovering their individual *hot buttons*. Coaches and players can use this information to improve their performances.

Throughout history the Olympic battle cry has echoed - “Citius, Altius, Fortius!”

It simply means: “*Swifter, Higher, Stronger.*” Every athlete is challenged to do better than their opponents. Most coaches would agree that the *bottom line* is being *self-motivated to win*.

Competition requires all athletes to adapt their feelings and actions to produce maximum performances. To be *winners*, coaches and athletes need to understand how their personalities affect their results. Once we identify our predictable patterns of behavior, we can adjust them to excel.

Nearly every sport requires some kind of aggressive, assertive and enthusiastic behavior. Coaches and athletes must understand the personality types of each athlete and use them to their advantage. Aggressive and less assertive athletes need to be controlled.

Coaches must make them learn to control their emotions and learn to control their emotions.

Coaches must respond best to the needs of each athlete back competition tendencies and

Coaches must be more assertive and aggressive.

At the same time, the naturally aggressive and assertive competitor may tend to lose his/her temper. These individuals often act before they think. They need to learn how to stay calm and under control.

Teaching athletes how to control their feelings and actions can make the difference between winning and losing.

For Your Review

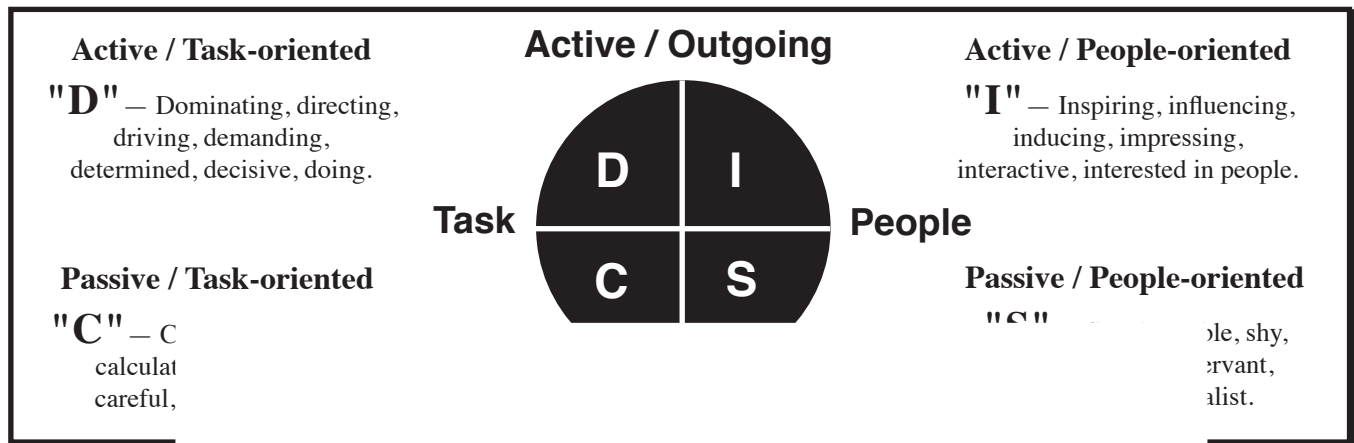
Sports Personality Assessment - Expanded

Interpretation . . .

Be sure to first complete the **Uniquely You Questionnaire**. Follow the instructions at the top of the page. Once you profile your two graphs, then study this page to learn more.

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 "Dogs"*

Descriptions: *Do*

Basic Motivation:

- Desires:** • Freedom
• Difficult Assignments
• Choices, rather than

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

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

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

Descriptions: *Competent, Compliant, Cautious, Calculating*

Basic Motivation: Quality and Correctness

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

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

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

For Your Review

Sports Personality Assessment - Expanded

oriented)
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g, Inducing

edom from
ies to motivate

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

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

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

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

Basic Motivation: Stability and Support

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

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

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

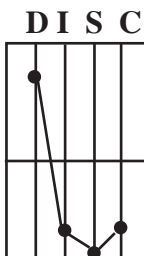
DISCOVERING YOUR BEHAVIORAL BLEND

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.)

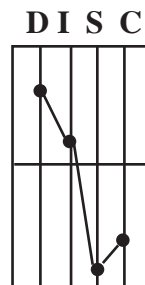
D: DETERMINED DOERS

"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



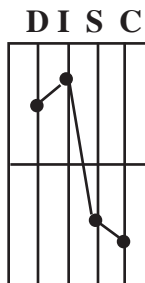
D/I: DRIVING INFLUENCERS

"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



I: INSPIRATIONA

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

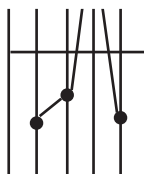


For Your Review

Sports Personality Assessment - Expanded

S: STEADY SPEC

"S"s are stable and shy. They enjoy pleasing people and doing the same job. Secure, non-threatening surroundings are important to them. They make the best friends because they are so forgiving. Other people sometimes take advantage of them. They need to be stronger and learn how to say, "No" to a friend who wants them to do wrong. Talking in front of large crowds is difficult for them. They are motivated by sweet and sincere opportunities to help others.

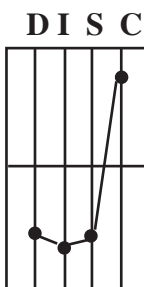


hurt people's feelings and can be very influential. They need to be more task-oriented. They must learn to finish their work and do it well. They like to talk, but should pay more attention to instructions. They would be more influential if they were more aggressive and careful. They are kind and considerate.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



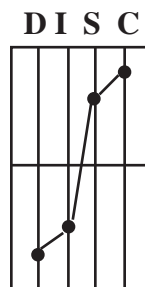
C: CAUTIOUS COMPETENT TYPES

"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 picky. They prefer quality and reject phoniness in others. They are motivated by explanations and projects that stimulate their thinking.



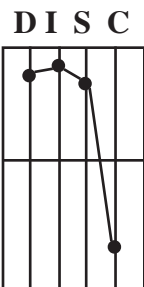
C/S: COMPETENT SPECIALISTS

"C/S" 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.



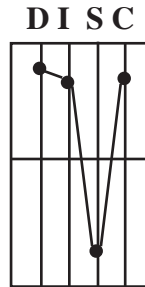
I/D/S: INSPIRING DRIVING SUBMISSIVE

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



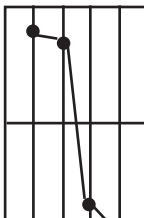
Observe the 21 **Behavioral Blends** on these two pages. Choose the one or two profiles that are most like your graphs. Read the brief paragraph descriptions of the ones that are most like you. You will probably be a combination of two specific profiles. You can also have some characteristics of other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

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

D/I: DYNAMIC INFLUENCERS

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

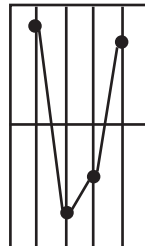
D I S C



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

D I S C



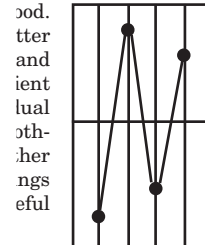
I/S: INSPIRATIC

"I/S"s are influential a people love them. The They do not like time want to look good and organizational skills. I they are told. They s what to do, than with v by interactive and sinc Regardless of being up influence and support colleagues, and obedie

For Your Review

Sports Personality Assessment - Expanded

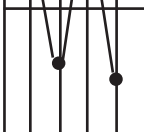
D I S C



S/D: STEADY DO

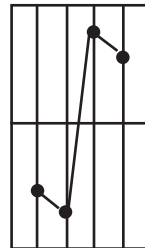
S/D"s get the job done. and are determined to a they relate best to sma in front of large crowds, but want to control them. They enjoy secure relationships, but often dominate them. They can be soft and hard at the same time. They are motivated by sincere challenges that allow them to systematically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

D I S C



They enjoy small groups of people. They do not like speaking in front of large crowds. They are systematic and sensitive to the needs of others, but can be critical and caustic. They are loyal friends, but can be too fault-finding. They need to improve their enthusiasm and optimism. They are motivated by kind and conscientious opportunities to slowly and correctly do things.

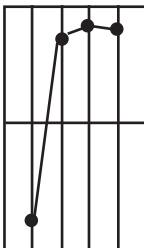
D I S C



C/I/S: COMPETENT INFLUENCING SPECIALISTS

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

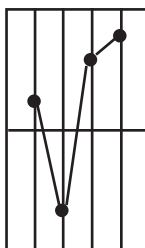
D I S C



C/S/D: COMPETENT STEADY DOERS

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

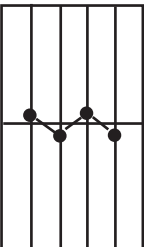
D I S C



STRAIGHT MID-LINE

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

D I S C



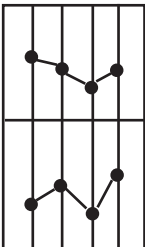
ABOVE MID-LINE • BELOW MID-LINE

Some patterns indicate unique struggles an individual may be having.

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

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

D I S C



Coach and Athlete Insights

Most Coaches and Athletes respond 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 "D" Coaches should not engage High "S" Athletes in insensitive talk. "S"s prefer Coaches who can be sensitive. They want to establish "relationships." "S"s respond best to those who are going to give personal support.

On the other hand, High "D" Athletes feel comfortable with Coaches who know how to lead to victory. "D"s don't like ultimatums. "D"s respond best to choices and difficult assignments.

Coaching Styles

The following describe different coaching styles. Coaches tend to lead according to their personalities, rather than adapt to the styles of others.

"D" Coaches —

"D"s are *takers*. They don't like people who are too pushy and demanding. They want coaches when they challenge others based

"I" Coaches —

"I"s are *inspirers*. They are inspiring and influencing. They tend to talk too much and are not so sensitive to negative feedback. They are outgoing and positive. They are more interested

"S" Coaches —

"S"s are the kind, steady and sensitive coaches. They seldom demand a great deal. They are friendly and loyal, but tend to be too nice. They need to be more challenging and assertive. Overly sensitive to their imperfections, "S"s need to be more confident. They hate to take risks. They often miss opportunities because of their caution. "S" coaches see greater results by being outgoing and strong.

"C" Coaches —

"C"s are competent and conscientious. They go by the book and want to do everything just right. They are thorough and detail-oriented, but tend to be controlling. "C"s need to be more positive and enthusiastic. They expect perfection from people. When optimistic, "C"s are extremely influential. They should not concentrate on perfection, but focus on an athlete's potential.

Athlete Styles

The following describe different athlete styles. Athletes tend to respond according to their personalities and identifying their style make Coaches more effective.

They want to be part of the team and authoritative. Athletes need to be firm. They don't like ultimatums. They respond best to choices and difficult assignments.

They are more impulsive. They will make decisions. They are highly of themselves. They are humble and fair. They are in a good way.

For Your Review

Sports Personality Assessment - Expanded

"S" Athletes —

"S"s do not make quick decisions. They like coaches who can be understanding and gentle. They want to establish a relationship with people who will be around for a long time. "S"s are concerned about support and stability. Sensible and slow judgment is where "S"s feel right at home. They like familiar and low-key environments but need to be assertive and courageous to reach their full potential.

"C" Athletes —

"C"s are "by the book" type athletes. They analyze each decision. They want to know the "whys and what fors." "C"s are methodical athletes. They don't like quick or costly decisions. Disciplined and clear-cut, they decide based on the statistics to avoid risk. "C"s seldom respond optimistically at first. They often want time to think about their decisions. Once convinced, they are great team players.

The most effective individual Coaches and Athletes have blended personalities.

These type individuals learn how to adapt and become very successful in their sport. They understand that everyone is often motivated by their specific personality. They guard their strengths from overuses, and improve their "unique-nesses / weaknesses."

Blended coaches and athletes control their drives, passions, and wills in order to motivate and influence others effectively. Wise coaches and athletes that find it difficult to manage their personalities will surround themselves with others to fill in the personality gaps. Your "DISC" personality type is not what matters. It's your maturity, ability to adapt and control "yourself" that makes you a winner!

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 coach should discover their auditory, visual, or kinesthetic / feeling styles in order to help communicate better with their team. It is not always their athlete's fault when things are misunderstood. It is every coach's responsibility to work with others to know how they learn best.

Every coach should also know and understand how these learning styles respond. Adapting one's coaching style to the learning style of athletes is a goal.

It is not always the responsibility of the athlete to adapt his or her learning style to that of the coach. Coaches and athletes must both control their communicating and learning styles in order to have the best results possible.

Understanding how your DISC personality affects learning styles can help guard your strengths and avoid your weaknesses. Study the insights below to improve your communicating and learning as it relates to coaching and motivating or being motivated.

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.

athlete by adapting

"D" Behavior

Auditory Learner: straightforward and summarized facts out stories. Responds best to authority who pays most attention.

Visual Learner: responds best to actions that are animated. Desires more hands-on learning.

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

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exciting and expressive and alive. Needs to communicate through dramatic stories.

is through drama or visualizing him or herself in the position. Needs for images that explain the lesson.

Kinesthetic Learner: Wants to FEEL part of the training. Desires an emotional tie with the training 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 instructions 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. Responds best with thorough explanation.

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

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 risks. Wants to learn through heartfelt, yet intellectual presentations. Needs to feel the training is logical.

"S" Behavior —

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

Visual Learner: Wants to SEE the lesson lived out through the life of the trainer. Learns best by visualizing the lesson as part of a small group, rather than having to be up front training. 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.

How To Handle Conflicts

Often, some of the greatest hindrances to winning or losing are motivation and personality conflicts. Positive individuals, desiring to win 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.

Winning or losing is sometimes determined by our emotional state. Every personality has its "hot button." Everyone can act like a "D" when pushed too far. The following are the "hot buttons" for each personality type 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 behaviors.**

"D" Behavior

Under Pressure:

Becomes irritable, angry, and

Sources of Irritation:

Weakness, lack of direction

Needs To:

Back off, stop reacting, control self, be — patient, loving, friendly, loyal, kind, sensitive.

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Personality, culture, history.

Personality, time

Personality.

Personality — be — humble, strong, disciplined, punctual, careful with words, conscientious.

"C" Behavior —

Under Pressure:

Becomes moody, critical, contemplative, negative, worrisome.

Sources of Irritation:

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

Needs To:

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

"S" Behavior —

Under Pressure:

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

Sources of Irritation:

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

Needs To:

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

Natural Responses To Conflict —

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

Recommended Wise Responses —

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

Intensity Insights

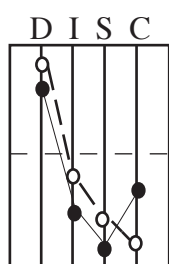
Coaches and Athletes Relating!

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 relate well together. In fact, it is sometimes better to have two different personality types working together, so one type will motivate the other. Remember, we all have blind spots.

By understanding human behavior science different personality types can relate and accomplish goals that might be impossible with similar personalities. The purpose of understanding these insights 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 and we should strive to respond in more mature and wiser ways.



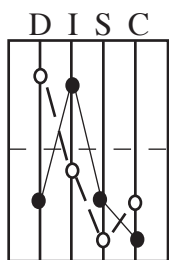
"D" / "D"

Relating Index: Two "D"s can relate well together as long as they respect each other. The "D" athlete should follow and trust his or her "D" coach. They must both learn to give and take. "D"s tend to be more dominant, but can also be very competitive. They hate to lose.

Practical Application

- Recognize each other's strong desires to win.
- "D" coaches should push the "D" athlete more.
- Don't give ultimatums.
- Don't force issues.

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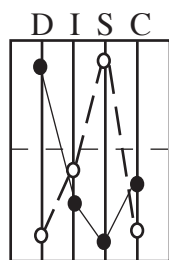
For Your Review

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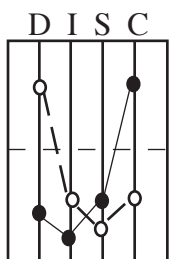
*are.
to be heard.*

*npetitors.
others.*



peasants. "D"s try to tell "S"s what to do. "D"s need to appreciate "S"s for their loyalty. "D"s definitely dominate "S"s, but should never take them for granted. "S"s feel secure with "D"s as long as "D"s show controlled and stable behavior. "S"s should be more assertive, while "D"s should be more understanding and adaptable.

- te "S"s —*
- Respect each others strengths!*
- Agree that when the "D" is out of control, the "S" has the right to say so, without fear.
 - "S"s need to strongly appeal to "D"s when their behavior is unacceptable.
 - "S"s should show more determination.

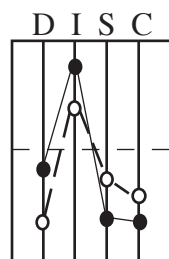


"D" / "C"

Relating Index: A "D" and "C" working together tend to conflict over control and details. The "D" wants to do "it" their way, while the "C" wants to follow the rules. "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" coaches and athletes are concerned about the task, rather than other opinions.

Practical Application

- Be more understanding of others' 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 Critical.
- Give "C"s opportunities to think about decisions.
- "C"s should take risks and "D"s be more careful.



"I" / "I"

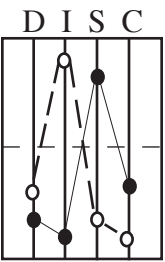
Relating Index: Two "I"s will socialize more than focus. They tend to be hyper. They will seek and compete for praise and approval. They are overly optimistic and enthusiastic. Two "I"s have to be careful to stay on task. Each desires lots of attention. Both tend to be emotional. Competition goes two ways—looking good and winning. "I" coaches and athletes are the most expressive and applause seekers.

Practical Application

- Take turns making the other look good. Encourage the other more.
- Ask the other to repeat back what he or she heard. "I"s don't listen well.
- Write down what you agreed upon so there will be no misunderstandings.
- Praise each other more than seeking to be praised — Be more humble and quiet.

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.

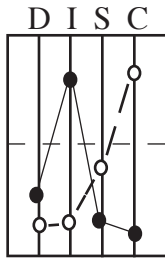


"I" / "S"

Relating Index: "I"s and "S"s can relate well but don't tend to be hard-working. "I"s are great at speeches with lots of motivation, while "S"s will let them speak with little change. "I"s are the talkers, while "S" are the listeners. "I"s need to listen more to the team and "S"s need

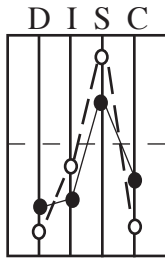
Practical Application

- 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 to them closely.



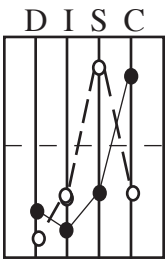
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great team members. Coaches and athletes need to realize that change and risk taking provides opportunity. The coach needs to recognize friendships are not everything and the athlete needs to respect the coach and not be critical. "S"s make the nicest competitors and team members. They add stability and sensitivity to the team.

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

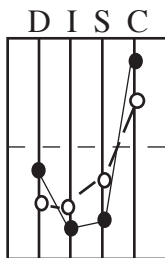


"S" / "C"

Relating Index: "S"s and "C"s competing together will be passive and precise. Politeness and precision come before performance. They can compete together with little need for conversation. "S"s and "C"s need to be more assertive with their position and skill set. They are not enthusiastic or optimistic but will add sound fundamentals that will encourage enthusiasm and optimism.

Practical Application

- "S" coaches need to be specific with "C"s.
- Don't be too kind and nice to "S"s.
- "C"s should not criticize "S"s' hesitancy.
- "S" athletes will sacrifice for the "team."
- "C" coaches often over educate and explain.
- "S"s and "C"s should be more optimistic and positive about their challenges.



"C" / "C"

Relating Index: Two "C"s competing together can be challenging. Both have high standards on precision and planning. "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

- "C" coaches should be more complimentary of the athlete's techniques.
- Don't overly criticize the coach or the athlete.
- Guard your feelings and be more positive.
- Be more expressive and enthusiastic.
- Think twice before saying what you think.
- Compromise with your way of doing things.
- Be more outgoing and people-oriented.

Communicating and Listening

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

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

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

Coaches' Communicating Styles

The following will help you see each coach's communicating styles, rather than their types, rather than

"D" types —

"D"s are the direct types. They don't like people who control their directness. They are slow down, be gentle

"I" types —

"I"s are the influential types. They tend to coach and influence others. They tend to talk too much. "I" coaches need to listen more and not be so sensitive to rejection. They are the most impressive and positive coaches. "I"s love crowds, but need to be interested in individuals.

"S" types —

"S"s are the sweet, steady and stable coaches. They don't tend to be pushy or demanding. They are friendly and loyal, but are often 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.

Athletes' Listening Styles

Athletes also listen according to their personalities. styles of their

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ne." They like making the final authority in decisions. They make me more choices, rather than

y tend to be impatient. They will help them

look good. "I" athletes want to talk more than listen. Their high egos and ability to persuade often turns them into the obedient athletes in order to look good. Sometimes you don't know who's leading who.

"S" types —

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

"C" types —

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

Vision Casting

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

Dealing With Objections

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

"D" types —

"D" coaches are the most natural at casting the vision. They are extremely motivated to get others to follow. They are often too pushy and demanding. They don't like indecisive or unresponsive individuals. "D" athletes can be difficult. They don't like to be told what to do. The greatest challenge is for "D" coaches to allow others to be involved in the vision casting / inspiration but need to be more forward. "D"s need

"D" types —

"D" athletes will predictably respond in a strong and difficult way. They tend to resist with a seemingly angry attitude. Instead of challenging "D"s to *"take-it or leave-it,"* they should be given the opportunity to be part of a difficult challenge or competition. Or "D"s should be encouraged to consider the consequences if they make the wrong decision. They are capable. Embarrassed and usually don't press quickly change of influencing object, attention and how following od.

"I" types —

"I"s tend to be visions. They often They need to guard situation for an "I" "I"s have great verbal craftsmen. They shy without manipulating to be more cautious

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"S" types —

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

"S" types —

"S" athletes withdraw when confronted with difficult decisions. Their objections will range from *"let me think about it"* to *"I'm not ready to decide yet."* The coach's soft answer and relaxed attitude helps "S"s feel more comfortable. Wise coaches should use statements like, *"we want to win for the team"* and *"let's not disappoint anyone or let anyone down."* Wise coaches will still try to motivate "S" athletes to make good decisions without being pushy.

"C" types —

"C"s can be the most precision goal setters. They drive non-"C" athletes crazy with the fine print. "C" coaches come across as unbending. They need to be more tolerant and understanding. "C" athletes, dealing with "C" coaches, can butt heads over right or wrong. Of course, *"the coach should still be in charge!"* When the "C" coach knows the athlete is wrong, the coach should share as many logical reasons as possible why the vision won't work.

"C" types —

"C"s are the most challenging when it comes to objections. The best approach is using quality and value to help them decide. When a "C" says, *"I'm not interested"* coaches should emphasize a logical reason why an athlete should do what the coach says. For example, emphasize the effort for doing something now will be worth the effort in the future. "C"s should be reminded how waiting will cost more later. It's only logical to go ahead and do the task sooner than later.

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

Whether coaching or competing, everyone should often adapt their personality to that of the goal and challenge!

General 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 aggressiveness.
- Since "D"s test and challenge authority, they need to learn that everyone has a boss. If not, they will push others beyond the limit.

Instead of telling "D" s to complete a task immediately, give them the choice between completing the task now or by a certain time. They will usually choose the latter, but they at least have the choice.

High "I"s

- They need lots of recognition, approval and stroking.
- They like to talk and get attention. Being quiet is difficult for them.
- Give them opportunities to express themselves.
- Don't put them down for their desire to entertain.
- Encourage them to control their excitement and share the limelight with others.

"I"s need to learn they will have more friends when they make others look good. Praise them when they do well. Emphasize how their poor behavior makes them look bad, when they underachieve. They especially need to guard against pleasing everyone.

High "C"s

- They like to do or half right is
- Give them time
- Don't push the frustrated and
- Encourage the to learn to be n
- Answer their q

Provide these They tend to be na positive stories can constantly negativ ality types.

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nts. Change is
new things. They
allenges are not
are best.
l assertive, so

o take advantage
their reluctance
be frightening,
in 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, relax, think before reacting, control self, be — patient, loving, friendly, loyal, kind, sensitive.

"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:

Listen, count the cost, control emotions, be — humble, strong, disciplined, punctual, careful with words.

"C" Behavior —

Under Pressure:

Becomes moody, critical, contemplative, 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.

"S" Behavior —

Under Pressure:

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

Sources of Irritation:

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

Needs To:

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

First Signs / Non-verbal Communication

Coaches and athletes often reveal their personalities through body language. Athletes' nonverbal communication helps coaches know how to approach them. Each personality type has its own body language.

Coaches should look for the first signs of an athlete's predictable pattern of behavior. The following are examples of specific personality hints.

"D" types —

"D"s athletes look busy, in a hurry, and decisive. They act serious with minimal small-talk. They may come across as shy, but can become very impatient and fidgety if nothing seems to be happening. They take charge and act important. Others are often threatened or irritated by "D"s, but need to work with them, not against them. They have a tremendous drive to win and be in control of their lives.

"C" types —

"C" often act concerned about I interested in fanfa They seem to catc With an inquisitiv across as hard to g with lots of questi

"I" types —

"I"s like to smile, laugh, and tell funny stories. They often dress nice and look sharp. They like bright clothes and seek compliments. They are articulate and impress others. Their exciting and enthusiastic demeanor often makes great first impressions. They are very friendly and sociable. They tend to be encouragers. "I"s tend to be loud and enthusiastic. They are often team-spirited and very vocal.

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ed types. They in without any very caring and ry friendly one- onments. "S"s compete just as the team.

Motivating athletes and prospecting to find new team members are often the hardest part of building a great team. Understanding personality types can make you more effective as a "motivator." We often waste valuable time with those who will never respond or we give up too quickly with

potentially great athletes. The following are simple suggestions to help in motivating current athletes and recruiting new ones according to personality types. Remember, the leader must adapt his or her personality to those being effected. Great coaches master the science of motivation.

"D" types —

"D"s tend to be pushy and goal-oriented. They resist and respond quickly. If you are a "D" type coach, be more patient, but sensitive with others. When motivating "D"s, get to the point. Don't waste their time. Show them quickly the potential of being a winner. Expect an immediate response and don't be surprised if they act cocky. Stress how the opportunity allows them to be the winner they can be, plus how they can reach their goals.

"I" types —

"I"s make the most enthusiastic motivators. They are also the quickest to respond positively and aggressively. They need to be more informed, or they will give exaggerated statements and false claims. "I" coaches should concentrate on the little things and details. Be sure to give other "I"s accurate information. They also need periodic "pumping up." They can be "higher than a kite" or "lower than a skunk." It doesn't take much, but enthusiasm is contagious to "I"s.

"C" types —

"C"s are the most thorough and conscientious motivators. They sometimes get bogged down with preparation and never get off the ground. When motivating "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 or think about. Let them study the facts. When convinced they make surprisingly good athletes.

"S" types —

"S" are more steady type motivators. They systematically work at building relationships and convincing others to try harder. When motivating "S"s, be more kind and loving. They appreciate when you stop 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 will sacrifice themselves for the team.