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Style: Peacemaker

Career Style Report

Monday, November 22, 2010

Introduction

Your report uses the DISC Personality System. The DISC Personality System is the universal language of behavior. Research has shown that behavioral characteristics can be grouped together in four major groups. People with similar styles tend to exhibit specific behavioral characteristics common to that style. All people share these four styles in varying degrees of intensity. The acronym DISC stands for the four personality styles represented by the letters :

- D = Dominant, Driver
- I = Influencing, Inspiring
- S = Steady, Stable
- C = Correct, Compliant

Knowledge of the DISC System empowers you to understand yourself, family members, co-workers, and friends, in a profound way. Understanding behavioral styles helps you become a better communicator, minimize or prevent conflicts, appreciate the differences in others and positively influence those around you.

In the course of daily life, you can observe behavioral styles in action because you interact with each style, to varying degrees, everyday. As you think about your family members, friends and co-workers, you will discover different personalities unfold before your eyes.

- Do you know someone who is assertive, to the point, and wants the bottom line?

Some people are forceful, direct, and strong-willed.

This is the D Style

- Do you have any friends who are great communicators and friendly to everyone they meet?

Some people are optimistic, friendly, and talkative.

This is the I Style

- Do you have any family members who are good listeners and great team players?

Some people are steady, patient, loyal, and practical.

This is the S Style

- Have you ever worked with someone who enjoys gathering facts and details and is thorough in all activities?

Some people are precise, sensitive, and analytical.

This is the C Style

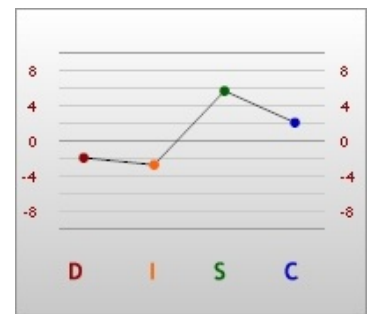
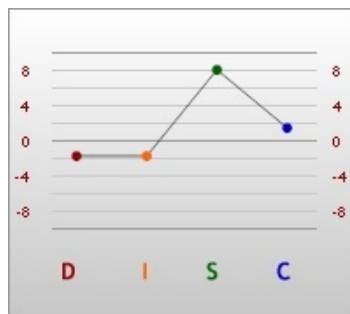
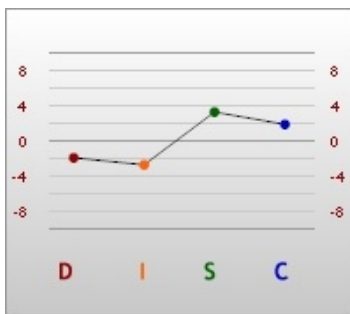


The chart below helps put the four dimensions of behavior into perspective.

	D = Dominant	I = Influencing	S = Steady	C = Compliant
Seeks	Control	Recognition	Acceptance	Accuracy
Strengths	Administration Leadership Determination	Persuading Enthusiasm Entertaining	Listening Teamwork Follow-Through	Planning Systems Orchestration
Challenges	Impatient Insensitive Poor Listener	Lack of Detail Short Attention Span Low Follow-Through	Oversensitive Slow to Begin Dislikes Change	Perfectionist Critical Unresponsive
Dislikes	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
Decisions	Decisive	Spontaneous	Conferring	Methodical

Because human personality is comprised of varying intensities of the four behavioral styles, the DISC graph helps make the personality style more visual. The DISC graph plots the intensity of each of the four styles. All points above the midline are stronger intensities, while points below the midline are lesser intensities of DISC characteristics. It is possible to look at a DISC graph and instantly know the personality and behavioral characteristics of an individual.

Below are your three DISC graphs, and a brief explanation of the differences between the graphs.



DISC graph 1 represents your "public self" (the mask)

This graph displays the "you" others see. It reflects how you perceive the demands of your environment, and your perception of how you believe others expect you to behave.

DISC graph 2 represents your "private self" (the core)

This graph displays your instinctive response to pressure, and identifies how you are most likely to respond when stress or tension are present. This would be your instinctive reaction.

DISC graph 3 represents your "perceived self" (the mirror)

This graph displays the manner in which you perceive your typical behavior. It could be referred to as your self perception. Although at times you may be unaware of the behavior you use with other people, this graph shows your typical approach.

Description

understanding your style

Lo's style is identified by the keyword "Peacemaker".

Lo, as a Peacemaker style, is kind in nature and is very detail oriented. Peacemakers are caring about the people around them and possess the qualities that make them very meticulous at task completion. Lo likes to look around carefully before making any decisions and weigh how it will affect people, at times being overly cautious. If Peacemakers feel someone is taking advantage of a situation, they will slow down processes so that they can watch what is going on around them.

Lo is loyal to supported leaders, and is an excellent person to have on the team. Peacemakers carefully and consistently work through situations. They tend to show anxiety when put in a situation where they feel obligated to make decisions that may negatively affect others. Lo wants stability and exhibits stability in relationships, needing a protected and secure environment. Peacemakers enjoy people, but prefer a few close friends to many acquaintances. They like small groups rather than crowds. They are overly sensitive and don't handle criticism well. They need to develop confidence and be more independent. Lo is very concerned about what people think and avoids conflict.

Precision is imperative in everything Lo does. Peacemakers can be counted on to carry out any tasks correctly. They want exact facts and figures before they will make a decision; they feel uneasy when forced to make a quick decision. They often keep feelings to themselves. Others may not be aware of their strong beliefs. Peacemakers do not blow up easily, but after a point they will make their feelings known to everyone. Lo wants a stable home and work environments that promote security. The more stable and non confrontational the environment, the happier a Peacemaker will be.

Lo prefers to work through problems by analyzing things that worked in the past. This is someone who is able to lead, if necessary, but usually prefers to wait and see if another person volunteers first. Lo is willing to follow another person's lead if they display adequate ability and if Lo has confidence in their ability.

Lo prefers a rational and moderate approach when first entering new situations and tries to avoid extremes. Lo likes the company of others, but is equally comfortable spending a quiet evening alone. A realist who will always weigh options before making a decision to move ahead, Lo thinks through alternatives and choices carefully.

Lo values close, personal relationships and will often put the needs and desires of those who are loyal friends ahead of his/her own. This is an even-paced individual who thrives in a peaceful, harmonious environment. Lo will work to avoid conflict and sudden changes in lifestyle and finds joy in keeping tradition.

Neat and orderly, others usually see Lo as practical. This individual needs adequate information to make decisions, and will consider the pros and cons. Lo may be sensitive to criticism and will tend to internalize emotions. Lo likes to clarify expectations before undertaking new projects and will follow a logical process to gain successful results.

Careful, thinking things through

Possessive, sensitive

Slow to make changes, predictable

Non confrontational, internalizes feelings

General Characteristics

Recognition for loyalty and dependability

Appreciation of their high quality work

No sudden changes in procedure or lifestyle

Activities to start and follow through to the finish

Motivated By

Practical procedures and systems

Stability and predictability

Tasks that can be completed at one time

A friendly, team atmosphere

My Ideal Environment



Workplace

your professional style

In the workplace, the high-S style is the person you can depend upon to use common sense and follow through. S style employees are very responsible, loyal, steady, easy going and friendly. S styles find ways to balance the demands of both tasks and people. Their practical nature takes care of business without sacrificing relationships. This proficiency makes them excellent managers, directors, supervisors, and administrators of people, projects, and operations. S style personalities are abundant in every field of work because they are all-around great team-players.

Committed to people and tasks, the S style is tuned into meeting the needs of others, sometimes at their own expense. They are generally humble and not uncomfortable taking a supportive role or doing tasks that D and I styles may find routine, non-challenging, or unglamorous. Basically, they make things happen for others, and in the process, often make their associates and superiors look good.

Organizations depend upon S styles everyday to maintain homeostasis, keep resources functional, and customers content. Since S styles are very level-headed, they can be counted upon to find sensible and realistic solutions. They organize well, manage daily details, and multi-task instinctively.

As managers, S styles are solid leaders, compassionate, yet committed to the task at hand. Others may know them to be the "hub" of the wheel, or the "glue" that keeps everything operating smoothly. Their leadership style is participative, modest, pragmatic, patient and consistent.

Of all DISC styles, S styles make the best team members because they are dependable and devoted. They find ways to execute tasks outlined by others and to move projects along to completion. Others feel comfortable around the approachable, warm and friendly S team member. Their great listening skills make them natural counselors, mediators and diplomats who work toward consensus. Their trustworthy character enables others to confide in them.

The high S-style is challenged by change, decisions, and aggressive personalities. They work hard to keep work routines and circumstances unchanged, stable and predictable. Therefore, they may try to sabotage anything that puts their cherished status-quo at risk. They would rather not make critical decisions if there is someone else to make them. Aggressive, fast-moving and outspoken personalities may intimidate or create stress for the S-style in the workplace.

Supportive Workplace Style Characteristics:

1. Provides a strong sense of security and "grounding" for others
2. Practical in action and a no-nonsense communicator
3. Has trouble making decisions quickly
4. Very committed and loyal to others and to the promises they make to their team or associates
5. Extremely supportive of other associates, not afraid to take more supportive roles
6. Their compassion and their empathy for others makes them people whom others confide in
7. Humble leaders who are not high maintenance, but usually do the maintaining of others
8. Highly responsible managers who are great at multi-tasking
9. Works to keep systems and circumstances unchanged, steady and predictable
10. High need to feel appreciated and needed by others in the organization
11. Becomes overly passive with more aggressive styles
12. Under stress, can become resistant, stubborn and inflexible
13. Great listener as well as patient with frustrating issues

Tips for High S Personality Styles in the Workplace

Tips for self-growth and to enhance communication in the workplace:

High S Workplace Characteristics

Tips for self growth and to help you be better understood by co-workers of different styles

Ss don't like to move out of their "comfort" zone.

The world of business and commerce necessitates a certain amount of risk taking. S styles are known for their fondness of safe and secure measures, choices and environments. They want to preserve the status quo at all costs. However, most corporate and personal progress happens when someone steps out of their comfort zone and into their growth zone. **Try to become more forward thinking and more open to trying new things.**

Ss are highly responsible managers.

Don't "over-manage" others. Since S styles are so capable and willing to handle anything, it's easy to get caught up in "micro-managing" others. For some S styles, doing things themselves is less risky than delegating the task to others. **Don't be afraid to ask others to support you in your tasks. You may find or help others to be as capable as you.**

Ss are great at supporting others when needed.

Be aware that you need to make time for yourself. High S styles often sacrifice their own needs (health and well-being) because they are too busy concentrating on the needs of others. Don't allow others to take advantage of your willingness to support them and make self sacrifices. **Know when to say "no".**

Ss internalize feelings.

Try to be more open and expressive with your feelings. If something is bothering you, speak up about it and get it off your chest. If you don't, it may cause stress, resentment or bitterness. S styles who don't let the steam out regularly may find they blow their top like a pressure cooker.

Ss become overly passive, unreceptive or unresponsive with other more aggressive styles.

In some cases, high S styles will "shut down" rather than deal with aggressive workplace styles. For them, it is easier to give in rather than risk confrontation or security. It is good to be tolerant, but not good to be too meek or timid. **Learn to stand up for what you believe in and don't be intimidated by other more extroverted styles. Often their bark is worse than their bite.**

Ss like to find the easiest way of doing things.

Sometimes the easier way is the most practical and sensible way, other times, "easier" means cutting corners or doing as little work as possible. **Be careful not to sacrifice quality in an effort to find the easy way.**

Ss need to feel appreciated.

Many workplaces have a rewards system allowing for advancement and recognition. Just as important, high S styles need to feel appreciated, needed, and valued within the organization. **Don't be afraid to ask others for formal, written feedback as it is as much a motivator to the S as monetary rewards.**

Ss can be indecisive

Ss may be indecisive for many reasons, 1) fear that someone will be negatively effected by the decision if that were a consequence, 2) may not feel convicted enough in any one direction 3) heavily influenced by other conflicting opinions 4) will wait to see what others do first. **Sometimes it's good to hesitate before making a decision, other times indecision can make your decision for you.**

Ss can be possessive

Ss tend to cherish the things they work so hard for. They cherish their positions, their families, possessions, and their time. Sometimes they relish things to a fault and become possessive or controlling about people or things. **Be aware of this tendency and practice generosity and openness with the people and things you enjoy.**

Ss can be skeptical

S styles really need to be shown, before they believe. Their practical, realistic, non-idealistic nature makes them a bit cynical, doubtful and disbelieving. In some cases, like with a high I style; a dose of realism is good to play "devils advocate". In others, being skeptical can put a damper on enthusiasm and passion. **Don't let your zeal be overpowered by your skepticism. Don't let your skepticism diminish the corporate mood or corporate culture.**

Communicating

with the Peacemaker style

Remember, a Peacemaker may want:

- Security in situations, sincere appreciation, repeated work patterns, time to adjust to change, limited territory of responsibility, identification with group, areas of specialization, clear definitions of their roles

Greatest fear:

- Loss of security, being criticized

When communicating with Loh, a Peacemaker, DO:

- Create a favorable environment that is personal and agreeable
- Express a genuine interest in them as a person
- Provide them with clarification for tasks and answers to "how" questions
- Be patient and give them follow-up support
- Present ideas or departures from current practices in a non-threatening manner; give them time to adjust
- Clearly define goals, procedures and their role in the overall plan

When communicating with Loh, a Peacemaker, DO NOT:

- Be pushy, overly aggressive, or demanding
- Expect them to make decisions without all the information
- Ask them to discipline others or put them in competitive environments
- Be too confrontational or critical of their actions

While analyzing information, Loh, a Peacemaker may:

- Be openly agreeable but inwardly unyielding
- Internalize their concerns and doubts
- Hesitate to share feedback during presentations
- Require additional information and supporting materials

Motivational Characteristics

- **Motivating Goals:** Security, correct procedures
- **Evaluates Others by:** Precise standards (based on what they do), stability
- **Influences Others by:** Attention to detail, dependability
- **Value to Team:** Quality and correctness oriented, dependable, consistent
- **Overuses:** Caution, dependency
- **Reaction to Pressure:** Stubborn, fearful, holds grudges
- **Greatest Fears:** Abandonment, antagonism
- **Areas for Improvement:** Develop confidence and independence, be more flexible, don't fear confrontation



Knowledge comes, but
wisdom lingers.

- Alfred Lord Tennyson

Communicating

with the Peacemaker style

Value to the group:

- Reliable, steady and loyal team member
- Compliant towards authority
- Good listener, patient and empathetic
- Will follow a task through from start to finish

Peacemakers possess these positive characteristics in groups:

- Instinctive relaters
- Participative managers who accomplish goals through personal relationships
- Make others feel like they belong
- Show sincerity and loyalty
- Provide specialized skills
- Can see a process for doing things
- intuitive about people and relationships
- Full of common sense, realistic and practical
- Buy into team goals
- Dependable and unvarying
- Identify strongly with the team
- Strive to build relationships
- Consider elements of a total project
- Even-tempered, stable and patient with others

Personal growth areas for Peacemakers:

- Be more open to change, develop more flexibility
- Be more direct in your interactions
- Focus on overall goals of the team rather than specific procedures
- Deal with confrontation constructively
- Increase pace to accomplish goals
- Show more initiative



You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.

- Lee Iacocca

Best Match

Based upon the scores of your DISC assessment, the following careers/occupations would most likely be of significant interest to you. Naturally, you would have to consider education and training, and possibly, licensing requirements for each position. This is a guide to help you think about the possibilities of careers which you may find fulfilling. Remember, any style **can do** any occupation, however, some styles seem to **naturally enjoy** a particular job more.

S Style

Occupation/Career

Occupations enjoyed by your style

Administration	Job analyst
Advertising account executive	Lab technician
Art director	Librarian
Art gallery curator	Loan counselor
Audio engineer	Manager
Audiologist	Medical service fields
Business operations manager	Mental health counselor
Buyer, purchaser	Music producer
Chef, culinary artist	Network administrator
Child care specialist	Nurse
Clergy	Nurse anesthetist
Coach	Nurse midwife
Consulting for hospitality industries	Nurse practitioner
Counselor	Pharmacist
Customer service representative	Occupational therapist
Craftsman	Pediatrician
Criminal justice agent	Physical therapist
Database administrator	Physicians assistant
Data processing specialist	Physician, doctor
Dental hygienist	Pilot
Dentist	Police officer
Desktop publisher	Psychologist
Dietitian	Psychiatrist
Diplomat	Preschool teacher
Driver	Private investigator, detective
Educational, vocational and school counselors	Professor
Education administrators	Public relations specialist
Electrician	Radiologist
Entrepreneur	Real estate agent
Event planner	Researcher
Fashion designer	Restaurant, resort, hotel management
Financial planner	School administration
Flight attendant	School principal
Fund raising	School teacher
Funeral director	Secretary, executive assistant
Government agency specialist	Social worker
Healthcare administration	Special events planner
Health service manager	Speech pathologist
Homemaker	Sommelier
Home care aide	Teacher, primary, secondary, special ed
Human resource director	Technical writer
Information systems manager	Veterinarian, vet tech
Instructors in variety of areas	Wellness, nutritionist consultant
Insurance broker	Writer, editor
Interior decorator	

Career Match

Close Match

Based upon the scores of your DISC assessment, the following careers/occupations would most likely be of significant interest to you. Naturally, you would have to consider education and training, and possibly, licensing requirements for each position. This is a guide to help you think about the possibilities of careers which you may find fulfilling. Remember, any style **can do** any occupation, however, some styles seem to **naturally enjoy** a particular job more.

C Style

Occupation/Career

Occupations enjoyed by your style

Aeronautical engineer	Government service specialist
Aerospace engineer	Graphic designer
Accountant	Hospital administrator
Adjudicator	Instructors - various areas
Airline pilot	Instructional designer
Air marshal	Insurance appraiser, adjuster
Air traffic controller	Interior decorator
Anesthesiologist	Inventor
Anthropologist	Lab technician
Architect	Lawyer, attorney
Art gallery curator	Library science
Art historian	Machinist, skilled
Artist	Management analyst
Audio engineer	Mathematician
Author	Mechanic
Banker	Musician, composer
Behavioral scientist	Music director
Bookkeeper	Music producer
Business operations management	Network security analyst
Carpenter	Nurse
Chef, culinary artist	Nurse anesthetist
Clinical nurse specialist	Nursing instructor
Computer programmer, CIS	Paralegal
Consultant	Park ranger
Corporate finance	Performing artist
Counselor	Pharmacist
Craftsman	Philosopher
Criminal investigator, special agent	Photographer
Criminologist	Psychiatrist
Customs agent	Physician, surgeon
Database developer	Playwright
Dentist, orthodontist	Police officer
Designer	Professor
Dietician	Programmer, analyst
Draftsman	Radiologist
Economist	Scholar
Educator	School superintendent
Education Administrators	Science instructor
Engineer - various fields	Scientist
Entrepreneur	Software application developer
Facility management	Sommelier
Fashion designer	Statistician
Filmmaker	Tax attorney
Financial planning	Teacher
Food critic	Theologian
Forensics investigator	Video game designer
Geologist	Wellness consultant, nutritionist

Detailed Keyword Analysis: Your Personal Image

When completing your profile, you answered the questions according to a particular setting, for example 'Home' or 'Work'. This is because people tend to display different aspects of their personality in different settings. You are typically not the same at work as you are at home or in a social setting. A significant benefit of this report is its ability to measure how others will tend to perceive you and your behavior in various settings.

In the setting for which you answered the questions, others will tend to perceive you as having certain characteristics. Their perception of these characteristics will change depending on the amount of pressure you experience in any given situation. This is an area where each individual tends to have significant "blind spots". We often don't realize how we're perceived by others when we are under pressure.

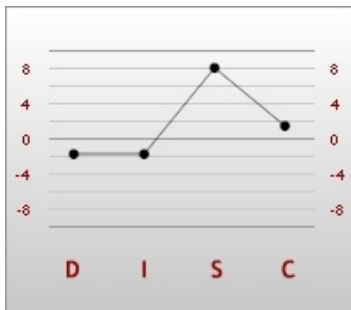
The following keywords describe specific values of your DISC scores for two of the three graphs. An analysis has been generated for Graph 2 (personality under stress) and graph 3 (personality in general). The following keywords represent characteristics typically displayed by similar graphs.

The DISC descriptive keywords generated from an analysis of each graph have been divided into two lists. The first list, generated from Graph 2, is under the heading "How Others Tend to See Me". It shows your typical response to pressure. The second list, generated from Graph 3, is under the heading "How I See Myself". Unless your two graphs are completely different, you should expect to see some repetition of items in each list. However, you should be aware that the dominant traits are listed first; therefore the placement of each keyword demonstrates its significance. You should particularly note keywords that are repeated in both lists. Notice whether repeated keywords moved higher or lower from list to list.

Keyword Exercise Part 1

HOW OTHERS TEND TO SEE ME

The following descriptive keywords were generated from an analysis of Graph 2. These keywords describe the specific value of your DISC scores providing a representation of the characteristics you tend to display when you are responding to pressure.



Instructions: Please ask someone to help you complete this exercise. It should be someone who knows you well in the particular setting for which you answered the questions on your profile. Ask him/her to check the boxes next to the keywords that he/she perceives describe you during a time when you were under significant pressure. Please ask him/her to leave blank keywords that do not describe you during a pressure-filled time. Consider the impact these characteristics may have on your relationships. These may be areas for you to consider as being significant to your self-image.

- ACCURATE Careful and exact; free from errors
- FACT-FINDER A searcher for truth; reality
- PERFECTIONIST One who strives for completeness and flawlessness; accurate

- CALCULATED RISK-TAKER Action determined by reasoning the risk
- SELF-EFFACING Making oneself inconspicuous
- UNASSUMING Not pretentious or forward; modest; retiring

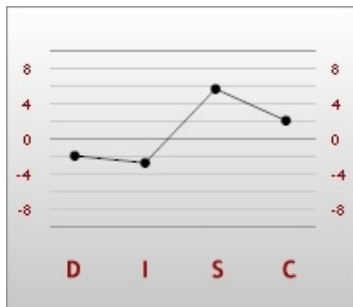
- CONVINCING Persuading by argument of evidence
- DISCERNING Able to make or see fine distinctions
- OBSERVING Perceptive; watches over and guards

- AMIABLE Having a pleasant disposition; friendly
- DELIBERATE Careful in considering; not rash or hasty; slow; unhurried
- STABLE Not easily thrown off balance; enduring; steady; resisting change

Keyword Exercise Part 2

HOW I TEND TO SEE MYSELF

The following descriptive keywords were generated from an analysis of Graph 3. These keywords describe the specific value of your DISC scores providing a representation of the characteristics you tend to see yourself displaying (your self-image).



Instructions: Please check the boxes next to the keywords that you perceive describe you in general. Please leave blank keywords that do not describe your everyday characteristics. Consider the impact these characteristics may have on your relationships. Are there any keywords that come up in both part one and part two of this exercise? If so, these may be areas for you to consider as being significant to your self-image.

- CONVENTIONAL Sanctioned by, or following custom of usage
- DIPLOMATIC Tactful
- SYSTEMATIC According to a system; orderly

- REALISTIC Tending to face facts; practical rather than visionary
- UNOBTRUSIVE Doesn't force oneself upon others without invitation
- WEIGHS PROS & CONS Consider both sides of an issue

- CONVINCING Persuading by argument of evidence
- DISCERNING Able to make or see fine distinctions
- OBSERVING Perceptive; watches over and guards

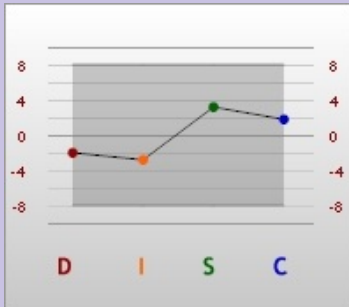
- AMIABLE Having a pleasant disposition; friendly
- DELIBERATE Careful in considering; not rash or hasty; slow; unhurried
- STABLE Not easily thrown off balance; enduring; steady; resisting change

Scoring Data

graph page

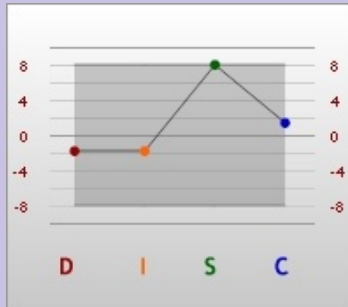
Personality Style Graphs

Public Perception



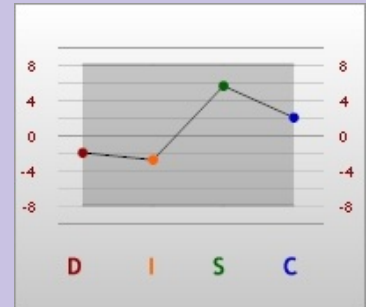
D=-1.96, I=-2.75, S=3.15, C=1.81

Stress Perception



D=-1.85, I=-1.86, S=8.24, C=1.35

Mirror



D=-2, I=-2.87, S=5.65, C=1.99

Raw Scores D=4, I=2, S=8, C=5

Raw Scores D=8, I=6, S=0, C=5

Raw Scores D=-4, I=-4, S=8, C=0

Graphs Explanation Page

Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

These three graphs or snapshots are defined in detail below.

Graph 1 - **Mask, Public Self**

Behavior Expected By Others

Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a mask. Graph 1 is generated by the "Most" choices on The Personality System, and has the greatest potential for change.

Graph 2 - **Core, Private Self**

Instinctive Response To Pressure

Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's behavior under pressure may be drastically different than his/her behavior in Graphs 1 and 3.

Graph 3 - **Mirror, Perceived Self**

Self Image, Self Identity

Everyone envisions him/her self in a particular way. Graph 3 displays the mental picture that one has of him/her self, the self image or self identity. Graph 3 combines the learned responses from one's past with the current expected behavior from the environment. Change in one's perception can occur, but it is usually gradual and based on the changing demands of one's environment.

Different Graphs Indicate Change or Transition

- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph 1 is different than Graph 2, but similar to Graph 3, the individual has been able to successfully alter his/her behavior to meet the demands of the environment without altering his/her core. This individual is probably fairly comfortable with the behavior shown in Graph 3 (Perceived Self), and is probably not experiencing stress.
- If Graph 1 is different than Graph 3, an individual may be in a period of growth (and some discomfort) while he/she attempts to alter behavior to meet the demands of a new environment. A person's behavior may fluctuate during this period of adjustment.

Similar Graphs Indicate Few Demands For Change

An individual who perceives the current demands of the environment (Graph 1) to be similar to his/her past (Graph 2) will have little need to change his/her self-perception (Graph 3). This may be due to any of the following factors:

- The behavior demanded by the present environment is similar to demands in the past.
- This individual controls what others demand of him/her.
- The behavior demanded by the present environment is different than demands in the past. However, instead of altering behavior, this person has chosen to augment style. To accomplish augmentation, this individual has surrounded him/herself with people of complimentary styles, thus creating a team with combined strengths.

Action Plan

Improving Your Interpersonal Skills

Lo's Action Plan

This worksheet is a tool to enable effective communication between you and others with whom you interact on a regular basis. The goal is to help you maximize your strengths and minimize the effects of potential limitations. It addresses work-related and general characteristics that are common to your style as a whole, and is not derived directly from your graphs.

This section gives you an opportunity to sit down with a co-worker, employer, friend, spouse, etc., and assess your personality style, getting feedback from someone who knows you well. Although doing so is beneficial, it is not required to have anyone else present while completing this section. If you choose to get feedback from another, you may print the report and do so that way.

Instructions:

Step 1: The items listed below are areas to reflect upon between you and your closest contacts. After printing out this report, give this page to another person who knows you well (associate, team member, teacher, family member, friend) and ask them to read each item. They should consider whether or not they perceive the item to describe your traits. Then, check either Yes or No beside each item. Open dialogue is encouraged and any blind spots (areas of your personality that you are blind to) should be discussed. Since communication is a two way street, it is recommended that two people complete one another's worksheets.

Competent and steady	<input type="checkbox"/> Y <input type="checkbox"/> N	Peaceful and diplomatic	<input type="checkbox"/> Y <input type="checkbox"/> N
Needs additional self motivation	<input type="checkbox"/> Y <input type="checkbox"/> N	Good administrative ability	<input type="checkbox"/> Y <input type="checkbox"/> N
Difficulty starting tasks	<input type="checkbox"/> Y <input type="checkbox"/> N	Avoids conflicts/confrontation	<input type="checkbox"/> Y <input type="checkbox"/> N
Sometimes careless or inefficient	<input type="checkbox"/> Y <input type="checkbox"/> N	Good under pressure	<input type="checkbox"/> Y <input type="checkbox"/> N
Discourages others ideas	<input type="checkbox"/> Y <input type="checkbox"/> N	Finds the easy way	<input type="checkbox"/> Y <input type="checkbox"/> N
Punctual/schedule aware	<input type="checkbox"/> Y <input type="checkbox"/> N	Overlooks others' feelings	<input type="checkbox"/> Y <input type="checkbox"/> N
Preoccupied with imperfections in self/others	<input type="checkbox"/> Y <input type="checkbox"/> N	Persistent and thorough	<input type="checkbox"/> Y <input type="checkbox"/> N
		Hesitant to start projects	<input type="checkbox"/> Y <input type="checkbox"/> N
Orderly and organized	<input type="checkbox"/> Y <input type="checkbox"/> N	Excessive planning time	<input type="checkbox"/> Y <input type="checkbox"/> N
Prefers analysis to work	<input type="checkbox"/> Y <input type="checkbox"/> N	Sees the problems/finds solutions	<input type="checkbox"/> Y <input type="checkbox"/> N
Creative and resourceful	<input type="checkbox"/> Y <input type="checkbox"/> N		



Action Plan
Improving Your Interpersonal Skills

A man is but a product of his thoughts. What he thinks, he becomes.

- Mahatma Gandhi

Action Plan

Continued

Step 2: Now, select the three items that would benefit the most from focused attention. Discuss and determine specific outcomes and a reasonable time frame for their achievement. Write the details in the spaces provided, along with notes helpful to achieving specific outcomes. Set a date 60-90 days from now for a discussion with your contact to review your progress. The person who works with you on this is important to your growth and should help you stay accountable to your plan.

1. The first item upon which I will focus:

- Review Date:

- Specific actions I will take on this item in the next 60 to 90 days:

- Specifics to address

2. The second item upon which I will focus:

- Review Date:

- Specific actions I will take on this item in the next 60 to 90 days:

- Specifics to address

3. The third item upon which I will focus:

- Review Date:

- Specific actions I will take on this item in the next 60 to 90 days:

- Specifics to address



We continue to shape our personality all our life. If we know ourself perfectly, we should die.

- Albert Camus