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Style: Advisor

**PeopleKeys - DTV Report: DISC with Teams & Values**

Wednesday, September 23, 2015

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***

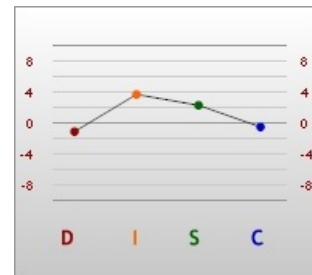
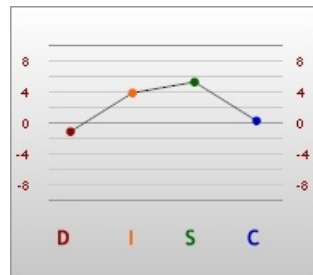
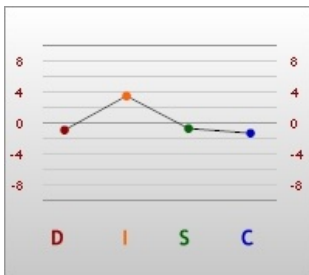


**The chart below helps put the four dimensions of behavior into perspective.**

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

## understanding your style

### Advisor's style is identified by the keyword "Advisor".

John, as an Advisor style, impresses most people with their outgoing charisma, warmth, and fun loving personality. Advisors possess a natural disposition for people and possess a casual kind of poise in most social situations. Many people will come to them because Advisors are seen as encouragers and instinctive communicators. John can be demonstrative, trusting others and showing clear emotions. Advisors will not attempt to force their ideas on others; they prefer to win people over and influence decision making by their ability to effectively communicate. Advisors tend to take criticism of work as a personal rejection rather than based on the quality of the work itself. Advisors take a very positive and optimistic approach in all they do and often put people needs ahead of tasks and deadlines for completing a project. Advisors want to feel part of a strong team cohesion and this bond can be a powerful motivator for achieving success.

John prefers to deal with people on a personal, intimate basis in a low pressure and non antagonistic situation. Advisors desire for others to give them personal attention and value compliments for assignments done well. John loves to talk with and about people; they want social intimacy with everyone they meet. They are equally adept in mingling in a large social setting or in a one on one environment with close friends. Advisors may have difficulty being honest about their feelings if there is a fear that there will be devastating effects to a relationship, as relationships are extremely important to Advisors.

While Advisors are very stable, they are also flexible and can fit into almost any environment. They are seen as neighborly and accepting of others. Once a bond is formed, John has no problem talking about personal subjects and extending trust. John is family oriented; working toward stability in these relationships. Advisors are persistent in working to accomplish the goals through teamwork and creating an enjoyable environment to get the job done. Advisors seek team recognition but also want their personal contributions noticed.

John 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. John is willing to follow another person's lead if they display adequate ability and if John has confidence in their ability.

John is an optimistic individual. They are the type of person who loves exploring new places or things and a wide variety of experiences. A natural charisma is displayed that draws and charms others. John is a very encouraging person; others find them inspirational and lively.

A loyal friend, John is patient and caring when attending to the needs of others. This is usually an even-paced individual who thrives in a peaceful, harmonious environment. John tends to be quite predictable, sticking with proven, reliable methods of dealing with situations rather than taking chances with a new, unproven approach.

John will usually test ideas against proven standards in an effort to be inventive. John can be very creative as he/she identifies new solutions to problems. An original and creative thinker, John acts in a rational way to make sure desired results are achieved in an orderly manner while not afraid to "break the mold" if that appears to be the key to a solution.

**Enthusiastic, fun loving**  
**Trusting, optimistic**  
**Persuasive, talkative**  
**Relational, people oriented**

*General Characteristics*

**Praise, popularity, and acceptance**  
**A friendly environment**  
**Freedom from many rules and regulations**  
**Other people available to handle details**

*Motivated By*

**Practical procedures**  
**Few conflicts and arguments**  
**Freedom from controls and details**  
**A forum to express ideas**

*My Ideal Environment*

### Remember, an Advisor may want:

- Social esteem and acceptance, freedom from details and control, people to talk to, positive working conditions, recognition for abilities, opportunity to motivate and influence others, loyalty in relationships

### Greatest fear:

- Loss of social acceptance, change (especially in relationships)

### When communicating with >c\b, an Advisor, DO:

- Build a favorable, friendly, participative environment
- Give opportunity for them to verbalize about ideas, people and their intuition
- Assist them in developing ways to transfer talk into action
- Allow time for stimulating, sociable activities
- Submit details in writing, but don't dwell on them
- Create incentives for following through on tasks

### When communicating with >c\b, an Advisor, DO NOT:

- Eliminate social time
- Be overly aggressive or confrontational
- Ignore their ideas or accomplishments
- Make them work alone

### While analyzing information, >c\b an Advisor may:

- Be a very good listener and encourager
- Tend to dismiss facts as irrelevant
- Fail to begin an action plan
- Discuss the situation with others

### Motivational Characteristics

- **Motivating Goals:** To maintain trusting friendships; security
- **Evaluates Others By:** Positive acceptance; looks for the good in people
- **Influences Others By:** Personal relationship insights; performing services
- **Value To Team:** Stable, dependable, good listener, patient, broad friendships
- **Overuses:** Indirect approach; tolerance
- **Reaction To Pressure:** Becomes overly flexible; may hold grudges
- **Greatest Fears:** Social rejection; being accused of causing harm
- **Areas For Improvement:** Take initiative, develop a sense of urgency, set realistic deadlines, establish priorities



Knowledge comes, but  
wisdom lingers.

- Alfred Lord Tennyson

### Value to the group:

- Values relationships and the need for people
- Great encourager and motivator, good friend
- Positive sense of humor
- Negotiates conflict, peacemaker

### Advisors possess these positive characteristics in groups:

- Instinctive communicators
- Participative managers who influence, motivate and inspire
- Spontaneous and agreeable
- Respond well to the unexpected
- Create an atmosphere of well being
- Enthusiastic, positive attitude
- Will support the leader
- Express ideas well, opinionated
- Work well with other people, accepting of others
- Make good spokespersons
- Persuasive
- Accomplish goals through people
- Relieves tension in the group with positive humor
- Strong in brainstorming sessions

### Personal growth areas for Advisors:

- Rely on facts more than instincts
- Be more results oriented
- Exercise control over your actions, words and emotions
- Talk less, listen more
- Consider and evaluate ideas from other team members
- Concentrate on following through with tasks and details



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

- Lee Iacocca

## relating to others

**Your I and S plotted above the midline, your style is identified by the keyword "Advisor".**

This next section uses adjectives to describe where your DISC styles are approximately plotted on your graph. These descriptive words correlate as a rough approximation to the values of your graph.

**D -- Measures how decisive, authoritative and direct you typically are. Words that may describe the intensity of your "D" are:**

- **MILD** Gentle or kind in disposition; not severe or harsh
- **QUIET** Not easily excited or disturbed; quiet disposition
- **RELIANT** Influenced, directed by others
- **MODEST** Not forward, but shy and reserved

**I -- Measures how talkative, persuasive, and interactive you typically are. Words that may describe the intensity of your "I" are:**

- **ENTHUSIASTIC** Inspirational; visionary; intense
- **GREGARIOUS** Fond of the company of others; sociable
- **PERSUASIVE** Having the power to persuade; influencing
- **EMOTIONAL** Easily aroused to emotion; quick to weep or show anger

**S -- Measures your desire for security, peace and your ability to be a team player. Words that may describe the intensity of your "S" are:**

- **PASSIVE** Submissive; influenced without response
- **PATIENT** Enduring pain, trouble; refusing to be provoked
- **LOYAL** Faithful to persons and ideals that one is obligated to defend
- **PREDICTABLE** Behavior, actions, and reactions can be easily foretold
- **TEAM-PERSON** Enjoys being part of a group, working toward a common goal

**C -- Measures your desire for structure, organization and details. Words that may describe the intensity of your "C" are:**

- **BOLD** Open, bold resistance to authority
- **DETERMINED** Resolute in getting one's own way; immovable



The only way to change is by changing your understanding.

- Anthony De Mello

## how you communicate with others

### How You Communicate with Others

Please return to the "Communicating" section of this report and review the communicating "DO" and "DO NOT" sections for your specific style. Reviewing your own communication preferences can be an eye-opening experience or simply confirm what you already know to be true. Either way, you have your communication characteristics in writing. This information is powerful when shared between colleagues, friends, and family. Others may now realize that some approaches do not work for your style, while others are received well by you. Equally important is that you now see that THE WAY YOU SAY SOMETHING can be as important as WHAT IS SAID. Unfortunately, we all have a tendency to communicate in the manner that we like to hear something, instead of the method another person prefers.

**Your style is predominately an "I" style**, which means that you prefer receiving information that stresses the EXPERIENCE. But, when transferring that same information to a client or co-worker, you may need to translate that into giving them precise facts, or just the end result, or how they are a part of the solution and "we need to work as a team."

This next section of the report deals with how your style communicates with the other three dominant styles. Certain styles have a natural tendency to communicate well, while certain other styles seem to be speaking different languages all together. Since you are already adept at speaking your "native" language, we will examine how to best communicate and relate to the other three dominant languages people will be using.

The next section is particularly useful for a dominant "I" style as you may have the tendency to be more vocal but less focused on results or details as others around you.

### The Compatibility of Your Behavioral Style

The "I" and the "D" styles normally get along pretty well in relationships since the "I" is a great encourager to the "D". In work tasks, the "I" may feel the "D" is too demanding and too task oriented at times.

Two "I" styles get along extremely well in personal relationships. They are very social and like to try new experiences. Two "I"s working together may have a tendency to miss deadlines and not complete tasks with attention to detail.

The "I" and the "S" style get along well in the work environment since the "S" will serve as support for the "I" in making sure tasks stay on track. In relationships the "I" may want to be more socially oriented while the "S" would prefer to spend more quality time with less people and outside activities.

The "I" and the "C" work well together as their strengths tend to complement one another. In relationships there can sometimes be conflicts as the "I" is much more socially motivated and impulsive than the "C".



Speech is the mirror  
of the soul; as a man  
speaks, so is he.

- Publilius Syros



### How the "I" Can Enhance Interaction with Each Style

#### I with D

I's tend to view D's as argumentative, dictatorial, arrogant, domineering, nervous and hasty. As an I, you are likely to resent the D telling you what to do. It will frustrate you when they don't notice your ideas. Since you are used to being able to talk your way into or out of confrontations, you will likely be surprised when you find out that your charm does not bring a favorable response from the high D.

Relationship Tip: To make this relationship work, you must have direct communication. Deal with issues in a straightforward manner. Work at negotiating commitments and goals on an equal basis. Focus on tasks and issues, not people and personalities. Point out specific accomplishments.

#### I with I

I's enjoy relationships with other I's ... thoroughly. You will see each other as stimulating, charismatic, outgoing and optimistic; relating well to each other and developing relationships quickly. You will both tend to mix business and pleasure, and strive to impress one another; possibly even competing for recognition.

Relationship Tip: Maximizing relationships between I's is not difficult; it's controlling them that will require effort. Be friendly, complimentary; acknowledge each other's accomplishments. Listen sincerely instead of planning what you want to say next.

#### I with S

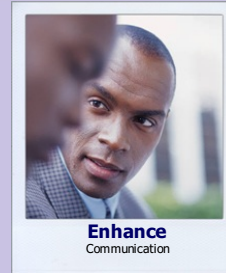
You will see high S's as passive, nonchalant, apathetic, possessive and non-demonstrative. But you'll also find them accepting, and willing to enter into relationships if you can slow down the pace; even though you'll tend to become frustrated when the S doesn't express their thoughts and feelings like you want them to. You can be a motivator and encourager to S's.

Relationship Tip: Slow down; be more easygoing. Show them sincere appreciation and you'll find friendships with S's are very rewarding; they'll stick with you. Above all, don't be pushy.

#### I with C

I's view C's as overly dependent, evasive, defensive, too focused on details, too cautious and worrisome. The natural interaction between you will strain the relationship and require work. You'll focus on people; they'll see the facts. You'll be optimistic; they'll seem pessimistic. You'll look at the "big picture"; they'll see only details. You'll want to make a decision; they'll frequently want to gather a little more data first.

Relationship Tip: Present your facts clearly, and don't exaggerate details and numbers. Prepare well for a discussion with a C. Expect them to express doubts and need time to evaluate data before making a decision. Remove any potential threats, making their decisions easier. Write notes often.



Communication works  
for those who work at  
it.

- John Powell

## Communication Tips Worksheet

Changes in your graphs indicate your coping methods. The human personality is profoundly influenced by changes in our environment. Typically, people change significantly from graph one to graph two as a result of stressors or environmental changes. Recognizing the differences or changes between these two graphs helps us understand our instinctive coping mechanism, and indicates how to better adapt in the future.

Instructions: Each of your graphs illuminates different aspects of your personality. A closer look at those changes reveals valuable insights. Please refer to both graphs (if necessary, reference data throughout your profile). Compare the D, I, S, and C points on graphs one and two. Finally, read the analysis of your answers, and consider how your environment affects your decisions, motivations, actions and verbal messages.

### D Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "D" higher or lower than the "D" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more control in stressful situations. If the D goes up considerably, you can become very controlling when you become stressed. A lower value indicates someone who desires less control in stressful situations. If the D goes down considerably, you may want someone else to lead you and you will follow.

### I Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "I" higher or lower than the "I" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more social influence in stressful situations. If the I goes up considerably, you may try to use your communication skills to smooth things out. A lower value indicates someone who desires less social influence in stressful situations. If the I goes down considerably, you rely less on verbal means to come to a resolution.

### S Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "S" higher or lower than the "S" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires a more secure environment in stressful situations. If the S goes up considerably, you may tend to avoid any conflict and wait until a more favorable environment is available before making any changes. A lower value indicates someone who desires a less secure environment in stressful situations. If the S goes down considerably, you become more impulsive in your decision-making.

### C Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "C" higher or lower than the "C" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more information before making a decision in stressful situations. If the C goes up considerably, you will probably not want to make a decision until you have significantly more information. A lower value indicates someone who desires less information before making decisions in stressful situations. If the C goes down considerably, you may make decisions based more on gut feelings.

***Which one of your points makes the most dramatic move up or down? What does that tell you about how you react to pressure?***

***How could your coping method help or hinder you in making decisions? How can you use this information to help you see possible blind spots in your reaction to pressure?***

# Introduction to your TEAMS Style Report

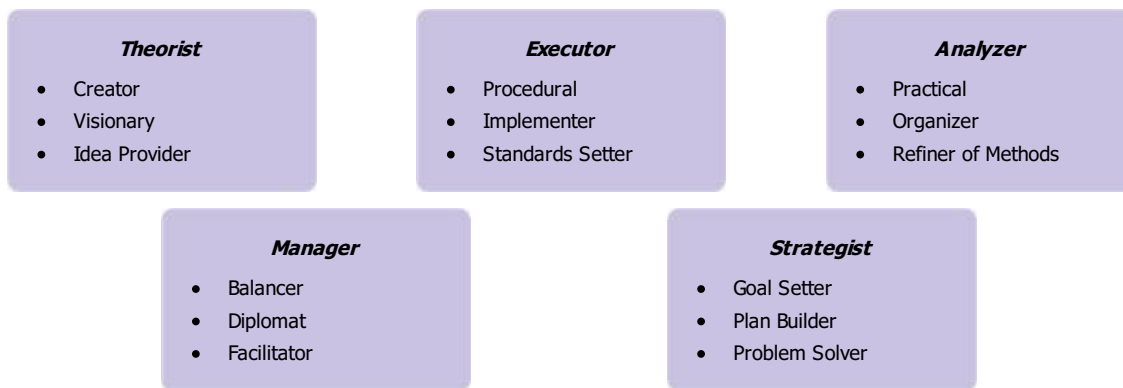
Your TEAMS Style is a measure of your thinking and task preferences. The TEAMS Profile looks at the way people think and function best in a group or team environment. The TEAMS Profile breaks down the core functions of a group into five key roles performed by the group to carry out tasks and accomplish goals. The titles of the roles are:

- **T = Theorist**
- **E = Executor**
- **A = Analyzer**
- **M = Manager**
- **S = Strategist**

The TEAMS Profile does not measure ability, but rather preferences for the roles and key activities performed. When people are placed in their area of preference, productivity and job satisfaction increases and stress is reduced. The slogan "Together Everyone Achieves More" is not only catchy, it is the premise for team development. A strong team is formed of complementary roles, not conflicting roles. Utilizing all five roles has proven to work best to get the job done.

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## TEAMS Style Overview



## Characteristics of each TEAMS Style

### ***Theorist***

- Creative problem solvers
- Their ability to think outside the box to create goals, processes, and timelines
- The team member that generates ideas, models, and hypothesis

### ***Executor***

- Doing things according to plan and doing them well
- Valued for being action-oriented, organized, and dependable
- The team member that implements the ideas, programs, and solutions developed by the team

### ***Analyzer***

- Accuracy, quality control, analytical
- They set high standards and weigh the risk vs. potential reward
- The team member that is always thinking of quality and refinement of the process or program

### ***Manager***

- Diplomatic, balanced approach to problem solving
- The ability to see a project from all the different team members' viewpoints
- The team member that facilitates and balances the needs of individuals

### ***Strategist***

- Simplify concepts, market ideas, provide solutions
- Finding ways to push ideas and overcome obstacles
- The team member that identifies and simplifies ideas to form a strategy and market concepts

## Potential Limitations of each TEAMS Style

### *Theorist*

- The higher the Theorist Style, the greater the chance for generating new ideas rather than focusing on completion of tasks.

### *Executor*

- The higher the Executor Style, the greater the need for clearly defined processes and goals in order to be effective.

### *Analyzer*

- The higher the Analyzer Style, the greater the chance of becoming bogged down in the details of the project and losing sight of the goal.

### *Manager*

- The higher the Manager Style, the greater the chance for not balancing needs equally and losing sight of priorities needed to meet goals.

### *Strategist*

- The higher the Strategist Style, the greater the chance of putting too high of expectancy on others or overinflating benefits/solutions.

### >c\b's team role preferences

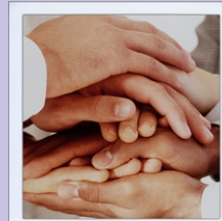
#### High Style: Theorist

The Theorist is the member of the team who generates ideas, models and hypotheses. They have the capability to exhibit a high task-orientation while remaining very sensitive to problems. Theorists have an innate ability to see problems and situations from different vantage points and thereby develop ideas and solutions that others may overlook. They are creative, determined and analytical in their approach to effective problem-solving, and are highly unwilling to accept a "quick fix." Theorists initiate changes and improvements. They tend to be determined individuals and are often very sociable. These are the people who excel at "thinking outside the box." When they also possess high levels of interpersonal communication skills, they can be very effective at recruiting people to help implement their ideas. Theorists are a source of fresh insights, innovative concepts, inventive and unique approaches, and ground-breaking proposals. Once the ideas have been generated, Theorists will interact well with Strategists and Analyzers to determine the best methods for implementing their ideas.

Theorists are valued for their ability to move the team in new directions, exploring and defining solutions. They are not afraid of the untried or the unique, and tend to move rapidly through a series of several different approaches to move any project or concept forward.

Theorists are creative problem-solvers. Their primary team strength is their excellent ability to see problems from a new angle. Theorists see solutions that others do not. Their conceptual developments often go beyond the obvious to the unique. They possess an uncanny ability to provide an accurate assessment of the present situation and the necessary steps to follow. They interact very well with Strategists. Theorists are not afraid of new ideas and will often take a thorough and methodical approach to problem-solving that examines several possible solutions. Many Theorists have strong, well-developed communication skills. They are able to negotiate conflicts by taking positive action and presenting several options that consider all possible avenues.

The Theorist loves new ideas, and may have a tendency to focus on generating new ideas rather than focusing on completion. They need deadlines and will benefit from high levels of interaction with other team members who have the ability to help them focus on follow-through. When appropriate, their creative energy needs to be directed towards the implementation of their ideas rather than the creation of new ones.



**TEAMS Style**  
Working within a team

Well constructed teams produce results and have a flow of energy and ideas that are easy to see.

For a team to have life, and for tasks to be accomplished, proper positioning of team members is critical.

## Continued

### Second Highest Style: Analyzer

The Analyzers are the members of the team who extract key elements of an idea and develop the process by which the idea can be implemented. One of the primary values that Analyzers bring to the team is their instinctive ability to detect procedural flaws, logical defects, and other potential problems. Their key strength within the team environment is the ability to examine the plans and programs which the team has developed with an eye towards the additions, deletions or changes that will be necessary to ensure successful implementation. They are unique in that they have a strong combination of people skills and orientation to detail, allowing them to articulate their concepts well in many different areas. They tend to use their communication skills to make sure that each area of a project will get done in the proper order and manner, focusing more on the tasks than the people doing the tasks. Analyzers may send ideas back to Theorists, Strategists or Managers several times, fine tuning them and developing an implementation plan that will ultimately work.

The Analyzer is valued for precision, accuracy and reliability. Their motto is, "Do things right the first time." Analyzers set personal standards for excellence that often exceed others' standards. They are thinkers who are able to solve problems logically and methodically with great creativity. Analyzers are extremely thorough in all their activities. Their ability to think critically allows them to define a situation systematically and methodically -- first gathering, then criticizing and testing their conclusions.

Analyzers constantly challenge the ideas, procedures and concepts that are currently under consideration. They seek out better means of accomplishing tasks and more efficient methods of performing them. They tend to be orderly and neat, and bring that order into the chaos of high-pressure projects. The team will value their work ethic and their ability to perform well under the pressure of a tight deadline.

The Analyzer may tend to get bogged down in the details of the project. When this happens, they may even lose sight of the overall goal. They live in and love the world of ideas, and will sometimes challenge and debate simply for the pleasure of the argument. Another potential limitation of the Analyzer is their tendency to choose a low-risk approach instead of one that may have a higher element of risk with a greater potential return.



Well constructed teams produce results and have a flow of energy and ideas that are easy to see.

For a team to have life, and for tasks to be accomplished, proper positioning of team members is critical.



# Introduction to your Values Style Report

Your Values Style is a measure of your ideals and hidden motivators. The Values Profile looks at the underlying and hidden motivators that affect behavior. Whereas Personality Style (DISC) is observable and personality issues can be resolved with some effort, Values Styles are not as observable or easily resolved. Values are hidden and ingrained deep in our subconscious. The Values Profile assesses an individual's need to have four core values met in his/her life. All people share the following four Values Styles in varying degrees of intensity.

- **L = Loyalty**
- **E = Equality**
- **P = Personal Freedom**
- **J = Justice**

Knowledge of Values Styles can help people become more tolerant of individual differences to reduce conflict and increase understanding. In the workplace, long-term retention issues can be influenced when specific job values requirements correlate with an applicant's personal values. Hiring managers have found knowledge of a prospect's Values Styles critical to hiring decisions.

## Values Style Overview

### *Loyalty*

- Traditions
- Relationships
- Serving Others
- Responsible Living

### *Equality*

- Respect
- Tolerance
- Individuality
- Fairness to All

### *Personal Freedom*

- Opportunity
- Self-Fulfillment
- Challenge Norms
- Personal Creativity

### *Justice*

- Honesty
- Sense of Right
- Common Goals
- Win-Win Situations





**This chart below helps put the four Values Styles into perspective.**

	<b>Loyalty</b>	<b>Equality</b>	<b>Personal Freedom</b>	<b>Justice</b>
<b>Focus</b>	Traditions	Self-expression	Self-Fulfillment	Inner honesty
<b>Outlook</b>	Recognizes authority	Friendly relationships	Personal goals & aspirations	Common good
<b>Goal</b>	Responsible Living	Self assertion & happiness	Self-satisfaction	Acceptance into group
<b>Fear</b>	Disloyalty to beliefs/people	Inner conflict/inequality	Loss of personal well being	Lack of personal harmony
<b>Work Style</b>	Meaningful involvement	Socially acceptable	Self-expressed individuality	Personal involvement

**Potential Limitations of Each Style**

***Loyalty***

- The higher the Loyalty Value, the greater the chance of being locked into a certain pattern of thinking.

***Equality***

- The higher the Equality Value, the greater the chance of losing track of day-to-day responsibilities.

***Personal Freedom***

- The higher the Personal Freedom Value, the greater the chance of win-lose situations developing.

***Justice***

- The higher the Justice Value, the greater the chance of overestimating personal energies and resources.



An iceberg is a good analogy to describe Values Styles and how they influence Personality Style. Personality and behavior are the areas of the iceberg we can observe, while values are hidden under the surface informing our decisions and driving our actions.

## Internal Motivational Characteristics

### >c\b's Hidden Motivators

#### High Style: Justice

The characteristics of individuals with a high Justice values style are:

- Finding fulfillment through meaningful relationships and seeking fair and workable solutions.
- Bettering conditions of the environment for the common good, even at their own personal expense, as long as everyone will benefit.
- Avoiding situations that are unjust or conflicting with a sense of inner honesty.
- Improving the present quality of life even though the number of personal benefits may be decreased.
- **Focus:** Inner honesty
- **Outlook:** Seeks personal acceptance with others for the common good
- **Goal:** Acceptance into the group
- **Fear:** Lack of personal harmony and injustice
- **Workstyle:** Personal involvement

The more energy expended towards Justice, the greater the chance of overextending personal energies and personal resources.

A person with a Justice values style is likely to say:

- "It doesn't matter if things are equal, as long as a 'win-win' situation exists."
- "To me, 'how to live' and 'how to play' are often more important than winning."
- "It is crucial to me that I have a positive impact on the world around me."
- "I take my responsibilities very seriously."
- "I am motivated to act primarily by my conscience."
- "I enjoy serving others and hold to a strong belief system revolving around everyone winning in some way."

A person with a Justice values style is likely to have a personal goal of acceptance with others. They may become overly demanding of themselves and what they can actually expect to accomplish within the limits of human energy and available resources. With a high Justice values style, one can become more effective by developing SELF-TOLERANCE and GREATER SELECTIVITY OF PROJECTS. They can do this by asking themselves these questions:

- "What can I suggest that will benefit and encourage everyone to do their part?"
- "How can we accomplish this goal without compromising our commitment to each other?"



An iceberg is a good analogy to describe Values Styles and how they influence Personality Style. Personality and behavior are the areas of the iceberg we can observe, while values are hidden under the surface informing our decisions and driving our actions.

## Continued

### Second Highest Style: Loyalty

The characteristics of individuals with a high Loyalty values style are:

- Focusing on people working together for the greater good.
- Protecting from challenging situations by responsible living and pulling together.
- Avoiding the loss of social respect from others.
- Following the proper and correct way of doing things in accordance with established rules and authority.
- Conforming to traditional patterns through personal commitments and promises.
- **Focus:** On traditions
- **Outlook:** Recognizes established authority
- **Goal:** Responsible living
- **Fear:** Loss of social respect/disloyalty
- **Workstyle:** Meaningful involvement

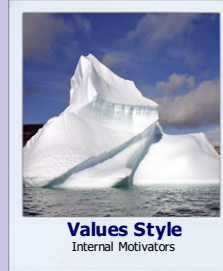
The more energy expended towards Loyalty, the greater the chance of becoming locked into a pattern of thinking.

A person with a Loyalty values style is likely to say:

- "I attempt to correct situations in which others have failed to follow through on their commitments."
- "I expect others to share my work ethic and loyalty."
- "I am concerned about what others think of me."
- "I prefer to work within a cooperative group."
- "I do not strive for or seek immediate rewards or gratification."
- "I am very protective of my established 'way of life.'"
- "I am loyal to a mission or a belief system."

A person with a Loyalty values style is likely to have a personal goal of living in a responsible manner. This goal sometimes causes them to become more rigid and narrow-minded with others whose point of view differs from theirs. They like to align themselves with other loyal people who believe as they do. With a high Loyalty values style, one can become more effective by developing FLEXIBILITY and TEAMWORK. They can do this by asking themselves these questions:

- "What can I suggest that will help everyone, and develop a sense of teamwork and commitment?"
- "Is there common ground or a common denominator upon which we can all agree?"



An iceberg is a good analogy to describe Values Styles and how they influence Personality Style. Personality and behavior are the areas of the iceberg we can observe, while values are hidden under the surface informing our decisions and driving our actions.

## your strengths in leadership

### **INFLUENCING** -

Well Developed

You are the "go to" person when a leader is needed. Others see your strengths and know that you possess wonderful managerial insight. Many people are willing to follow you because of your charisma and enthusiasm. While sometimes seeming a bit aggressive, your fairness and people skills soon have others remembering you want the best for all involved.

### **DIRECTING** - Good

You probably put people ahead of tasks; but when you start falling behind, you get moving and take care of what is at hand. You may wait till the last minute, but you usually pick up the pace and meet the deadlines that are necessary for success.

### **PROCESSING** - Above Average

Hands on and following through, you inspire others to be as conscientious as you are. You are the type that others rely on to make the team look good because of your work ethic and follow through. You may have a hard time delegating at times, but you are able to do so when necessary. Others see you as loyal and caring, a real team player.

### **DETAILING** - Adequate

You might surprise others at times with your ability to be detail oriented because you rarely choose to take time to focus on the details. Remember the necessity of the paperwork and details so that you may add value to your other stronger traits.

### **CREATING** - Well Developed

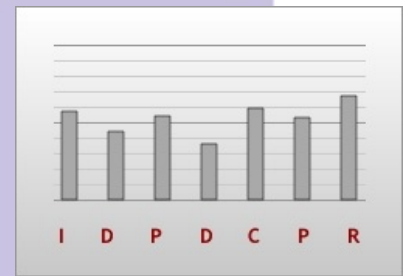
You are very unique in that you have the combination of tremendous people skills and orientation to detail. You can articulate well in many different areas. You use your communication skills to make sure that each area of a project will get done in the proper order and manner. High-quality work is a standard you maintain in all you do.

### **PERSISTING** - Above Average

Others like working together with you because you typically do more than your share of whatever is required and this makes the entire team look good. You will maintain a hands-on approach and let others visibly see that you are a team player.

### **RELATING** - Highly Effective

You are a great encourager, but you also are willing to take the hand of a teammate and stand beside that friend. Your optimism and loyalty in personal relationships makes you loved by many. You strive to maintain a friendly and secure environment for yourself and those around you.



Developing excellent communication skills is absolutely essential to effective leadership.

The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter.

- Gilbert Amelio

**Standard Questions**

What would you call a situation that requires long work hours?

How would you handle a stressful situation at work?

Briefly describe to me your last manager or employer?

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**Public: Dominance In Range****Questions you may want to ask...**

- What parts of your current job are repetitive? How do you motivate yourself to do those?
- How do you adapt to situations where you no longer feel challenged by your assignments or job requirements?
- Bottom-line results are important but so are the methods you use. Which is more important to you, what you achieve or how you achieve it?

**Public: Influence In Range****Questions you may want to ask...**

- How do you handle difficult people?
- How do you prioritize and keep on track towards your objectives?
- How do you manage procrastination and talkative co-workers?

**Public: Security In Range****Questions you may want to ask...**

- Would you describe yourself as more outgoing or shy and reserved? How does this impact your work?
- How effective are you at resolving conflict? Can you provide an example of a situation where you were able to create a win-win situation between two adversarial parties?

**Public: Compliance In Range****Questions you may want to ask...**

- There will be times where you must take constructive criticism from someone to whom you report. Can you describe a past work experience where you learned, grew, or used a piece of constructive criticism to your advantage?
- Generally you'll be asked to satisfy objectives that someone has set for you. But at times, you may be asked to take a leadership role. Can you describe a situation where you had to take on a more authoritative role within a team or an organization?

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**Private: Dominance In Range****Questions you may want to ask...**

See Above Questions

**Private: Influence In Range****Questions you may want to ask...**

See Above Questions

**Private: Security In Range****Questions you may want to ask...**

See Above Questions

**Private: Compliance In Range****Questions you may want to ask...**

See Above Questions

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**Mirror: Dominance In Range****Questions you may want to ask...**

See Above Questions

**Mirror: Influence In Range****Questions you may want to ask...**

See Above Questions

**Mirror: Security In Range**

**Questions you may want to ask...**

See Above Questions

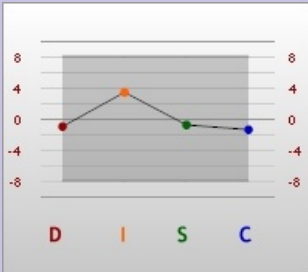
**Mirror: Compliance In Range**

**Questions you may want to ask...**

See Above Questions

**Personality Style Graphs**

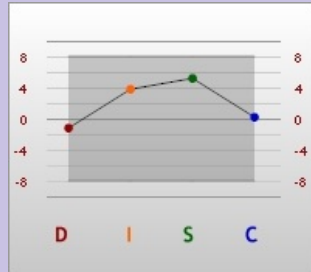
**Public Perception**



D=-1.02, I=3.42, S=-0.75, C=-1.37

**Raw Scores** D=5, I=6, S=4, C=3

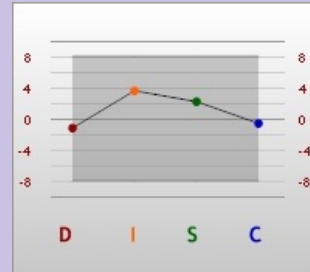
**Stress Perception**



D=-1.13, I=3.73, S=5.21, C=0.3

**Raw Scores** D=7, I=2, S=2, C=6

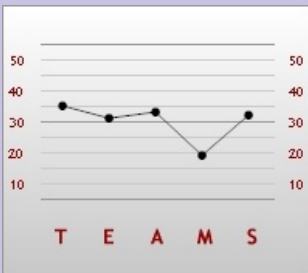
**Mirror**



D=-1.12, I=3.61, S=2.14, C=-0.61

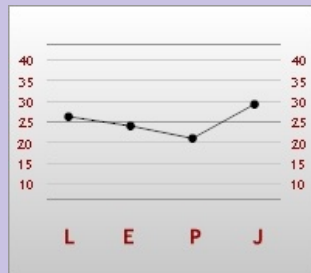
**Raw Scores** D=-2, I=4, S=2, C=-3

**Team Focus Graph**



T=35, E=31, A=33, M=19, S=32

**Work Values Graph**



L=26, E=24, P=21, J=29

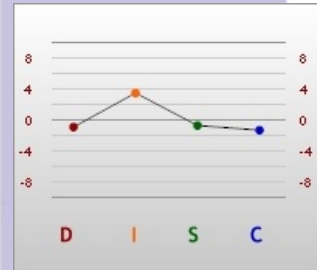
Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

**These three graphs or snapshots are defined in detail below.**

## Graph 1 - Mask, Public Self

### *Behavior Expected By Others*

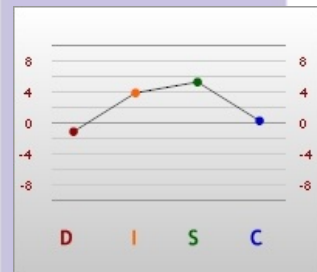
Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a 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*

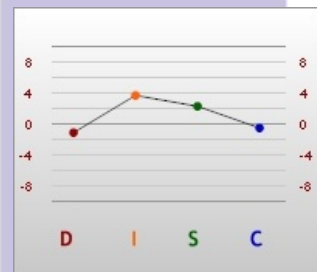
Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's behavior under pressure may be drastically different than his/her behavior in Graphs 1 and 3. Graph 2 is generated by the "Least" choices on The Personality System, and has the lowest potential for change.



## 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. Graph 3 is generated by the difference between Graph 1 and Graph 2.

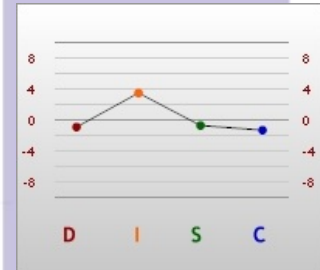




## Continued

### Different Graphs Indicate Change or Transition

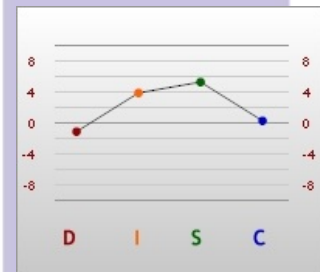
- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph 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.



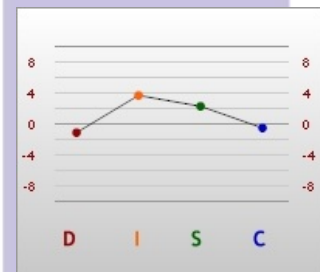
### Similar Graphs Indicate Few Demands For Change

***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.



**Your keyword style of Advisor(IS) and the contents of this report are derived from Graph 3.**



## Improving Your Interpersonal Skills

### >c\b's Action Plan

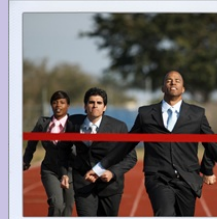
This worksheet is a tool to enable effective communication between you and others with whom you interact on a regular basis. The goal is to help you maximize your strengths and minimize the effects of potential limitations. It addresses work-related and general characteristics that are common to your 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.

Volunteers or takes initiative for projects	<input type="checkbox"/> Y <input type="checkbox"/> N	Would rather talk than work	<input type="checkbox"/> Y <input type="checkbox"/> N
		Thinks up new activities	<input type="checkbox"/> Y <input type="checkbox"/> N
Frequently lacks follow through	<input type="checkbox"/> Y <input type="checkbox"/> N	Creative and colorful	<input type="checkbox"/> Y <input type="checkbox"/> N
Confidence fades fast	<input type="checkbox"/> Y <input type="checkbox"/> N	Has energy and enthusiasm	<input type="checkbox"/> Y <input type="checkbox"/> N
Outgoing and personable	<input type="checkbox"/> Y <input type="checkbox"/> N	Priorities often get out of order	<input type="checkbox"/> Y <input type="checkbox"/> N
Starts projects and tasks well	<input type="checkbox"/> Y <input type="checkbox"/> N	Uses feelings rather than logic	<input type="checkbox"/> Y <input type="checkbox"/> N
Inspirational to others	<input type="checkbox"/> Y <input type="checkbox"/> N	Easily distracted	<input type="checkbox"/> Y <input type="checkbox"/> N
Competent and steady	<input type="checkbox"/> Y <input type="checkbox"/> N	Not goal oriented	<input type="checkbox"/> Y <input type="checkbox"/> N
Avoids confrontation at all costs	<input type="checkbox"/> Y <input type="checkbox"/> N	Sometimes 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		



**Action Plan**  
Improving Your Interpersonal Skills

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

- Mahatma Gandhi

## 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