



## **Personality Profile**

### **Step-by-Step Application Guide**

*"Before you can pursue work you love, you need to be sure of your personal, specific skills, abilities and passions. You were made with the ability to excel in specific areas, and you need to make sure you are concrete on 'how you tick.' The first thing I always do with personal coaching clients is have them complete this 48 Days Standard Report. It is really key in giving a great foundational overview of who you are in the workplace, and where you need to focus your energies as you pursue meaningful work in your life. " ~Dan Miller*

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## 1. Why do we use these things?

It's a pleasure to welcome you to the computerized *48 Days Personality Profiles*. Before you can move toward "work you love" or "relationships you love" or a "life you love" you need to understand yourself. I tell people that 85% of the process of moving forward in the right direction comes from looking inward first. 15% is then the application. We tend to look at circumstances or opportunities first and then try to make our lives work around those. That's a recipe for frustration if not disaster. Our culture teaches us to plan your life around your work -- I encourage you to *plan your work around the life you want*.

Finding the life you love and the work you love is a very individualized process – there is no one test, inventory or coaching process that will narrow down to one, and only one, right job fit for you. But we can use some critically important tools that will help you avoid the wrong ones.

This computerized profile is one of those important tools. Many people base a career direction simply on the fact that they have the **ability** to do something well. Unfortunately, I have found in years of personal coaching that many of those people do something well and yet are miserable while doing that very thing. I've seen lots of attorneys, physicians, pastors and dentists who have proven their **ability** to do their work – but at the same time they hate doing it every day.

This *48 Days Personality Profile* is going to help you look at your behavioral characteristics – how you relate to other people, what kind of environments you are most comfortable in – how you manage, persuade and lead. This will not be looking at your **ability**. But we find that **behavior** is a better predictor of where you will function with success than raw **ability**. This is a foundational report that I require from every personal coaching client that I work with.

## 2. What am I going to learn?

Beginning on the second page of your report you will see a brief overview of the DISC system. DISC is the universal language of observable human behavior. People, by “how they act,” have similar characteristics. By learning these characteristics, we can increase effective interpersonal communications and, therefore, increase our understanding and acceptance of each other – and our effectiveness in the workplace.

The letters of the DISC stand for:

D – Dominance  
I – Influencing  
S – Steadiness  
C – Compliance

You will be ranked as high or low in each of these categories. DISC is NOT a measurement of intelligence, skills, experience, education or training. DISC is the language of “how we act” and exclusively measures observable behavior and related emotions.

The Style Analysis instrument was developed in the late 1920's and has never been successfully challenged in court. It is widely used by business and government including several federal agencies in the United States. Instruments Using the Style Analysis have been administered to over 30 million people worldwide and have earned the respect of many professionals based on accuracy and validity.

From a brief set of survey questions, the computer produces a 20-35 page report that looks at your strongest personal characteristics and how those translate into successful relationships and workplace behavior. There are no right or wrong profiles, however, they do help us maximize a person's best contributions to the team. A "Paul" is just as valuable as a "Moses" even though he/she may be much different to work with.

Here's an interesting way to look at this -- computers have manuals – why not people? Your **48 Days Personality Profile** is your “operational manual.” This software is designed to assess your individual strengths and possible limitations and to assist you in maximizing your effectiveness in the workplace. You will find that while there are no “good” or “bad” profiles, you will be most comfortable and effective when you are using your strongest behaviors.

People frequently share these reports with others who know them well – and with potential employers. The report can help you convey your uniqueness and your value to the organization.

### **3. Main Report – What a great guy!**

Here you'll find a term that describes you. Mine happens to be "Chancellor." The report says that I'm "*determined and driven to excellence*" in all I do. Hey, so far, I like this. Oh wait, now it's saying I "*need to be more sensitive, be more flexible to other's needs, and let others share ideas and beliefs.*" So who asked this stupid computer to be so brutally honest? Well guess what? Anything we have as a strength, if overused, will become a negative. That's part of the power of this process. The goal is not to make you change necessarily, but to help you understand your natural behavioral tendencies. We want to see opportunities to allow you to use those strongest tendencies. Yes, there are plenty of ways to match your strengths with appropriate work environments. The reason 70% of Americans say they would change their jobs if they could is not because there are that many bad jobs – rather, it's because those people have not taken the time to look at themselves and see how they are uniquely gifted – and then to look for work that matches those unique qualities. This is going to be a freeing experience for you. I hope you will see yourself with new "eyes" and recognize that you can be successful with any of the possible styles – IF you have a proper match for fitting work.

Now go through the next couple of pages – Your keys to Motivation and Your Strengths. You'll start to get an immediate feel for why you're great in some situations and not so great in some others. Don't try to be a Jack of all Trades. You'll function much better by recognizing the two or three areas where you're GREAT – and also the twenty areas where you're not so great. That's okay – just focus on finding the areas where you are excellent. If you are a rabbit – learn to run with excellence – don't worry about not being so great at swimming or climbing trees.

### **4. Look Ma – I'm Napoleon Bonaparte**

I love this next section of your report. The computer has matched you with a couple historical characters who displayed similar behavioral patterns as you. Don't you love being identified with someone of great historical significance? Could you do what that person did? Why or why not? Maybe you are underestimating the possibilities in front of you.

Move through the Your Personal Image section on the next couple of pages. Ask yourself the questions in "How Others Tend to See Me". Get someone who knows you well to go through those with you and be an honest sounding board for the accuracy of the descriptive words listed.

## 5. Graphs Page – but I want people to think I’m.....

Here we finally get to the three graphs of the DISC model. You have three graphs shown – the Mask, or Public Self – the Core, or Private Self – and the Mirror, your Perceived Self. It’s really not that complex. We all tend to respond to what we think others expect of us. Sometimes that’s become a pretty strong effect. Do you know anyone who is naturally pretty quiet and reserved but is always trying to be the center of the party? It may come across as phony – because it really is. The goal is not to change who you are, but to recognize your natural tendencies and find ways to work and live in those strengths. Many people are frustrated in their work because they are trying to be something they are not. And unfortunately, many times good performance in a job is rewarded by moving that person out of what they have proven to do well, into something that is not a good match for their strengths.

This was described in a book many years ago titled The Peter Principle. There is a tendency in our culture to continue “promoting” people until they reach an area of incompetence. Now this is not to say we should just be content at one level and never try new things. But if you know your behavioral strengths, you will be able to identify areas that are a match even as you are given new opportunities for advancement.

For example, if you are a great salesman, you may not be a great sales manager. Yet that is a typical “promotion.” You may be much better off remaining in a position where you continue to have direct contact with customers and the thrill of closing the sale.

Move through the explanation of the graphs pages and the section on Relating to Others. There is a lot of information here that should make your report come alive for you.

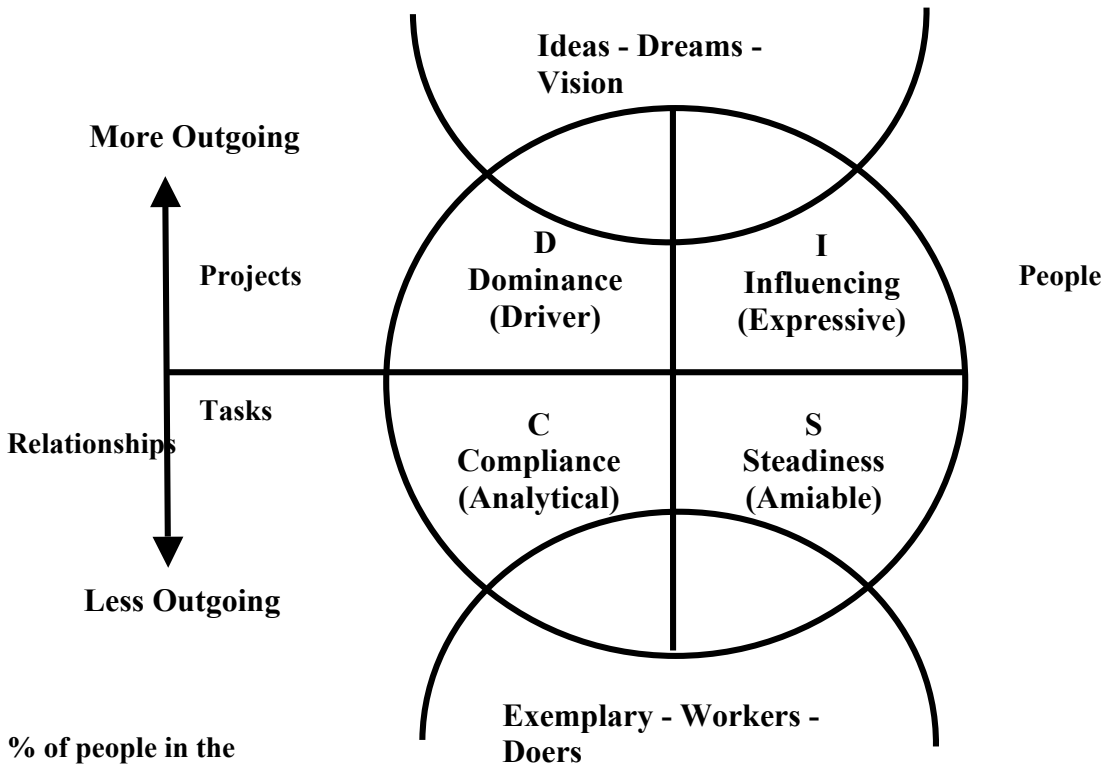
- You’ll notice that a high D or I indicates more of an **outgoing nature** while those high in S and C tend to be more **reserved or introverted**.
- Those high in D and C tend to be more interested in **Projects and Tasks** while those high in S and I tend to prefer **People and Relationships**.
- While there is no “good” or “bad” – “right” or “wrong” any strong characteristic, if overused, tends to become a negative.

The graph in the middle is called your Natural Style, or Private Self. This is what we expect to be your instinctual or natural characteristics.

The graph on the left side is your Adapted Style, or Public Self. This shows how you are likely to respond to the environment (the workplace) or even what you think others expect you to be. Ideally, both graphs will be the same. If they are markedly different, you may be trying to perform in a way inconsistent with your Natural Style. Ideally, we want these two graphs to be very similar.

Here’s an overview of the DISC model

**PERSONAL STYLE OVERVIEW**



% of people in the general population high in this category

|     | STRENGTHS   |  | WEAKNESSES   |
|-----|---|--|--|
| 18% | <b>D</b><br>Takes charge<br>Likes power & authority<br>Confident - Very direct<br>Adventurous | Bold<br>Determined<br>Competitive<br>Self-reliant                      | Can hurt others' feelings<br>Can turn people off<br>Overlooks details  |
| 28% | <b>I</b><br>Good talkers<br>Outgoing<br>Entertains others<br>Fun loving<br>Impulsive          | Enjoys change<br>Creative<br>Energetic<br>Optimistic<br>Promoter       | Can waste time<br>Won't be quiet and listen<br>Loses sight of the task |
| 40% | <b>S</b><br>Steady<br>Loyal<br>Good listeners<br>Calm<br>Enjoys routine                       | Sympathetic<br>Patient<br>Understanding<br>Reliable<br>Avoids conflict | Can be slow to act<br>Maintains a low profile<br>May seem unrealistic  |
| 14% | <b>C</b><br>Loves detail<br>Very logical<br>Diplomatic<br>Factual                             | Deliberate<br>Controlled<br>Inquisitive<br>Predictable                 | Can appear rigid<br>Resistant to change<br>Too serious                 |

**"Let's do it now!"**

**"Trust me! It'll work out!"**

**"Let's keep things the way they are!"**

**"How was it done in the past?"**

## **6. Career Match – I really could be a brain surgeon!**

This is an exciting bonus we have created for you. Yes, no matter what style you seem to be, there are many appropriate career matches for you. Jobs and careers that would embrace those unique personal characteristics we've been looking at. The power of satisfaction and success comes from matching your behavior with what the job requires.

At the same time, let me add a word of caution here. This is not an exhaustive list of what you could do successfully. As a matter of fact, it's a very short overview of the best possibilities for you. Here's why. This list comes directly from job titles in the U.S. Government's Dictionary of Occupational Titles. That's an unwieldy manual about the size of small house. And it's a listing of very traditional jobs. The kind where you show up in the morning, punch a time clock, get your paycheck and go home. These fall into very traditional employee style jobs. You may be a candidate to transition into creative, non-traditional work that will not be on any list of "jobs." Be encouraged – if you make great cheesecakes and want to sell them to the local restaurants or you want to start a crop dusting business – those will not be on any list.

Many great opportunities today don't fit that traditional model at all. You may be a candidate for free-lance work, consulting, contract work, or some other form of non-traditional, creative or entrepreneurial work. Don't despair if nothing on this printed career list excites you. Just go back to the characteristics you've now clarified about yourself and then get creative about what work you could design. You don't have to fit in any box – you now have the most important base of knowledge to move into or develop the "work you love."

So, be careful about trying to find your perfect career on any such list. Keep in mind that a good "fit" will integrate more about you than just your behavior. You should recognize many things about yourself that will create patterns toward meaningful, fulfilling work. Use the information here to continue refining your best options but don't limit yourself to a short list of possibilities – or traditional jobs.

## **7. Biblical Character Match – Just call me Moses**

This is second free bonus we've made available for those of you who are interested. I was pretty excited to be compared to the Apostle Paul, who was known for being direct and forceful. My report says that Paul "*was a very powerful communicator, and every message he delivered was sure to leave its mark.*" Wow – I like that. I find that encouraging that rather than just being opinionated and brutally blunt – perhaps I can be the "coach" and effective writer that Paul was.

So check out your own matches. Look up the Scripture references in the matches and read about yourself. Perhaps you'll find a model for your life – and you can be encouraged and inspired by the Biblical character that you can identify with. Be confident that God has a plan and purpose for each of us – and we will be most effective when we are operating in the uniqueness with which He has created each one of us. We're told no two snowflakes are exactly alike and I'm certainly convinced no two people are either. Enjoy your uniqueness and express it in all of its positive possibilities as you “minister” in your work, relationships and hobbies.