



# Sample Report

Style: Advisor IS

**CHRISTIAN GIFTS & VALUES PROFILE**

# Note from Dan Miller

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It's a pleasure to welcome you to the computerized **48 Days Profile**. 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 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. 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.

Your friend in the process,

Dan Miller

48 Days

*Our mission at **48 Days** is to foster the process of imagining, dreaming and introspection to help people find their calling and true path, and to translate that into meaningful, purposeful and profitable daily work.*

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***

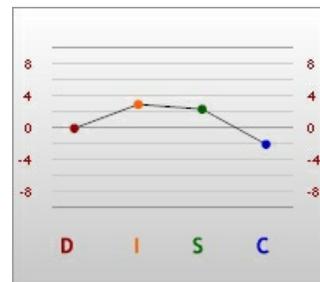
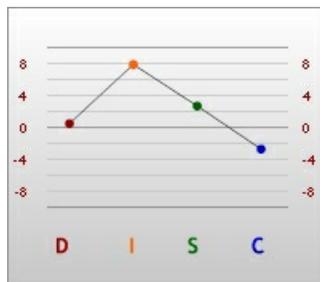
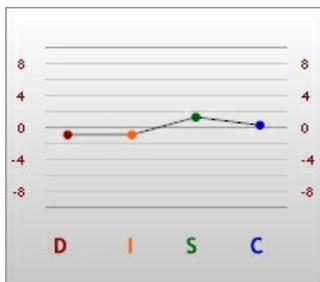


The chart below helps put the four dimensions of behavior into perspective.

	<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.

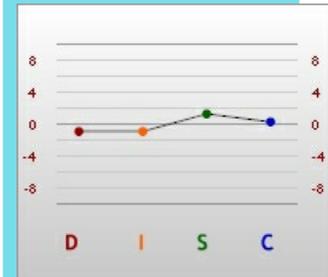
Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

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

## Graph 1 - Mask, Public Self

### *Behavior Expected By Others*

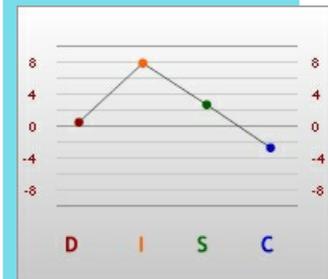
Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a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

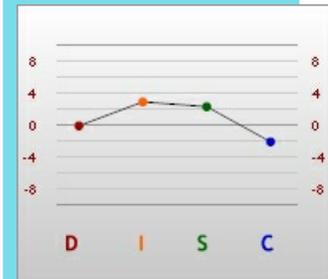
Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's 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*

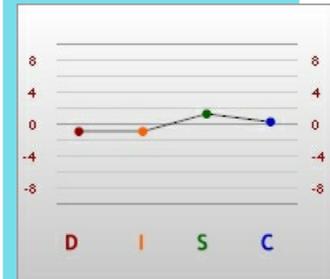
Everyone envisions him/her self in a particular way. Graph 3 displays the mental picture that one has of him/her self, the self image or self identity. Graph 3 combines the learned responses from one's past with the current expected behavior from the environment. Change in one's perception can occur,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

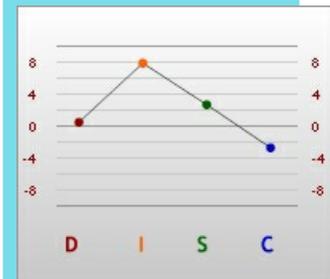
- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph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



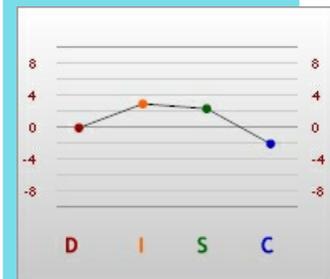
### Similar Graphs Indicate Few Demands For Change

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



# Description

## understanding your style

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

Sample, 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. Sample 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.

Sample 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. Sample 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, Sample has no problem talking about personal subjects and extending trust. Sample 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.

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

Sample 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. Sample is a very encouraging person; others find them inspirational and lively.

A loyal friend, Sample 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. Sample tends to be quite predictable, sticking with proven, reliable methods of dealing with situations rather than taking chances with a new, unproven approach.

Not afraid to take a bold approach, Sample is willing to challenge the status quo. Original and creative, this individual acts with confidence when implementing new solutions. Sample will tend to use a balance of intuition and facts when making decisions. Once they have made a decision, they will not be afraid to act upon it.

**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*

# Communicating

## with the Advisor style

### 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 Sample, 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 Sample, an Advisor, DO NOT:

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

### While analyzing information, Sample, 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

# Communicating with the Advisor style

## 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

# Historical Characters

## Famous people who share your personality

### Aesop

Circa 550 BC

Greek Raconteur

Almost legendary, Aesop became popular for the entertaining stories he told in the royal courts. The fables attributed to him are, in all probability, a compilation of tales from many sources simply retold by him. In his tales, all of which focused upon animals, we see the moral issues of individuality about which the Advisor/Counselor is so concerned. Also evident is the reflection of his interest in people and their interaction, as well as their care and support of one another. Outside show is a poor substitute for inner worth.

"Beware lest you lose the substance by grasping at the shadow."

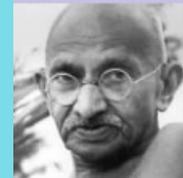
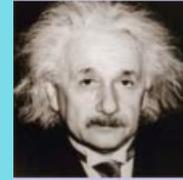
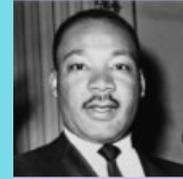
### Anne Sullivan

1866-1935

U.S. Teacher

Anne Sullivan was born in to very poor immigrants in April, 1866 in Feeding Hills, Massachusetts, a small village near Springfield. Anne contracted trachoma, a disease of the eyes, when she was about 5. This disorder is not unusual where there is poor hygiene, and Anne's situation was not good. She was physically strong, but the disease was left untreated and she gradually lost her vision, although she was never totally blind. Anne learned at the age of 14 that she was to be sent to Perkins Institute for the Blind in Boston. She started at the age of 14 at an elementary school level, but graduated at the age of 20 as class valedictorian. This was a great moment of triumph.

Shortly after this, the director of the school, Michael Anagnos, learned of a deaf blind student in Alabama who needed a teacher. Anne Sullivan was offered the position and her life then became entwined with that of Helen Keller. Anne Sullivan developed her own philosophy of teaching as she worked with Helen. She reasoned that a child learns to talk by imitation. As the child is spoken to--typically in sentences or phrases--the child repeats what is said and begins to work out by himself or herself the interconnections and structure of the language. Anne Sullivan came to be known as a great American teacher. Her gift was her dedication. Anne literally gave her life and career to make Helen Keller great.



# Communication Tips

## 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

# Communication Tips

## 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

# Communication Tips

## compatibility of your behavioral style

### 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?***

# Workplace

## your professional style

In the workplace, the high "I" personality style is enthusiastic, influential, expressive, accepting and sociable. Many high I personality styles find success in sales positions because the field of sales demands all of the characteristics that exemplify an "I" style. Yet, I styles can flourish in other business areas as long as the role allows for much human interaction, communication and relationship building.

I styles often serve as the "face" of the business world. Since I styles are clever communicators, polished, outgoing, energetic and influential, they are often business spokespersons. They serve as driving forces behind public relations, advertising, journalism, and political affairs. They also help in the arts, non-profit organizations, and image-building campaigns. In the business world, influencing personalities are called upon to set trends, shape opinions and to promote ideas, companies and products. High I styles like the spotlight and are savvy at inspiring, persuading and moving others to action.

In business, I styles are liked by co-workers and customers alike. They are generally agreeable, trusting, optimistic and witty. Co-workers will see they have a good attitude making others feel comfortable, accepted and warm. I styles have a knack for "lightening" heavy situations with humor or cleverness which can help when weighty business matters loom. Like D styles, I styles respond well to change and would rather not have a predictable routine. Instead, I styles like spontaneity, respond well to the unexpected, and would welcome or create changes inherent in the business world.

As managers, "I"s are considered to be "participative". They don't hand down orders and expect compliance. Their leadership is open, facilitated through face-to-face communication where ideas, solutions and decisions are shared. Their desire to be well liked by their staff drives them to create a positive and peaceful work environment.

I styles are excellent team members who are able to motivate the team toward a goal. In a team atmosphere, an I style will be outspoken and opinionated. He/she will be skilled at "thinking outside the box" with clever solutions. They create a fun atmosphere, negotiate conflicts between members, and present the team's ideas to others.

There is so much to like about the I style in the workplace, you may think, "what's not to like?" High I styles in the workplace are so busy building relationships that critical details like paper work, record keeping, and routine tasks are often avoided or done in poor quality. I styles are excellent communicators, but sometimes not the best listeners. Also, their style is so concerned with popularity and avoiding rejection that it may interfere with their work.

### Interactive Workplace Style Characteristics:

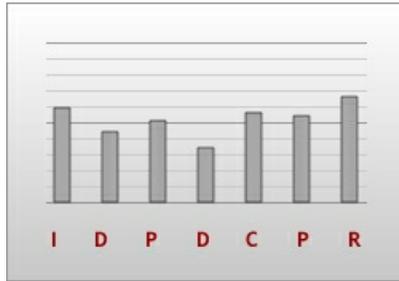
1. Desires to have fun and be spontaneous in the workplace
2. Can become extremely busy managing all the relationships they have developed
3. Optimistic or even idealistic
4. Desires to be "friends" with co-workers
5. Is not afraid to show emotion, or be expressive with feelings and opinions
6. Attempts to keep the peace between team members and associates
7. Can be too permissive when the situation calls for stern or strict actions
8. Would rather not be involved in a workplace confrontation
9. Can be indecisive or appear wishy-washy on issues
10. Has difficulty saying "no" in an attempt to please associates
11. Values maintaining a good relationship with others in the workplace
12. Clever use of humor, wit and creativity to keep spirits light in the workplace
13. Can be inventive and resourceful. Someone who is known for original ideas

# Workplace

## tips for your professional style

### Tips for High I Personality Styles in the Workplace

- I's don't like confrontation.** I's will try to avoid confrontation at all costs because it puts their popularity at risk. In a business leadership role, actions and behaviors often need to be confronted to help the bottom line. **Just remember, when it's business, it's nothing personal.**
- I's tend to always be talking.** **I styles also have to remember to listen as well. Listening is especially important in sales positions.** How can you find solutions to your customer's problems if you haven't first listened to their needs? Sometimes great communicators are thinking of what they want to say while another person is talking. **Remember to concentrate on what others are saying and ask more questions.**
- I's like to move and speak at a fast pace.** **Remember to slow down, especially for C and S styles or more passive co-workers.** Sometimes I styles have so much they want to do and say, they can be exhausting for other styles to keep up with or watch. **Be aware of your pace and modify it for others.**
- I's have a hard time saying "no" and can become busy, hectic, stressed, or burned-out.** **Be aware of the reasons I styles often find themselves overloaded and stressed out.** An I style's busy life may be attributed to three things. 1) They desire to please so they have difficulty saying no. 2) They enjoy being active and involved with others in projects. 3) Their social time cuts into their task time. **Prioritize and practice saying "no" more often. In any case, I styles have to develop a thicker skin and realize that they can not and should not try to please everyone.**
- I's don't like to manage the details and are not particularly self-disciplined.** **Don't procrastinate or let detailed tasks go undone or done hurriedly. If you are not willing or able to do detailed tasks, make sure you have someone around who can. Know your limits and tell others with whom you work so they can arrange for someone to help you manage the details.**
- I's are not naturally concerned with time and like to be spontaneous.** I's have a tendency to translate timeframes "loosely" and live more impulsively than planned. Know that other styles are more structured and concerned with time frames. **Arriving late, missing deadlines and forgetting appointments can be detrimental or annoying to others. Set your watch 10 minutes early, practice saying "no", make "to do" lists, and keep a scheduler or PDA.**
- I's need plenty of encouragement, incentives and recognition.** Encouragement, recognition, rewards, and feedback are all great motivators for the high I style. Yet, many jobs don't offer such an ideal environment. **Since your employer may not know your desire for being recognized for your accomplishments, you should suggest more performance feedback between you and your employer. Also, allow for your own personal rewards system which may be travel, shopping, or entertainment. All are great motivators for the I style.**
- I's need to interact with others, socialize and build relationships.** **Do not, under any circumstance, cut yourself off from others during your work life. Don't choose working environments that are heavily task oriented cutting off human communication.** Regardless of your technical skill set, you need to interact with others for personal fulfillment and contentment.
- I's have difficulty finishing what they started.** **I's like to jump from one project to another without necessarily finishing the first.** They operate in a more random, rather than sequential, order. I's have great enthusiasm at first when beginning a project, but often lose their passion and want to begin something new. Practice following through. Don't begin things you know you can't finish. Be more realistic with what you know you can accomplish. Be aware that others may feel disappointed or let down.



### **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** - Above Average

You like to use your creativity to perfect basic concepts that other team members develop. You can oversee and help keep accountability in areas that others may compromise.

### **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

# 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.

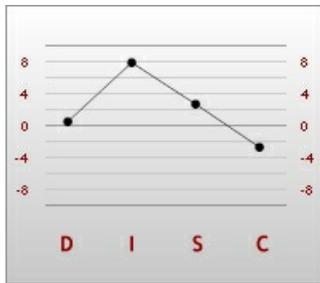
The following keywords describe specific values of your DISC scores for two of the three graphs. An analysis has been generated for Graph 2 (personality under stress) and graph 3 (personality in general). The following keywords represent characteristics typically displayed by similar graphs.

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 I Respond to Pressure". 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 I RESPOND TO PRESSURE

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.



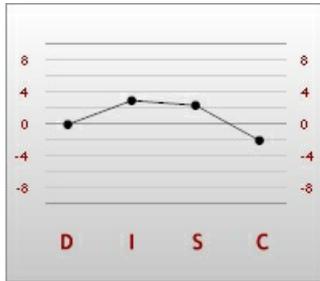
**Instructions:** Please ask someone to help you complete this exercise. It should be someone who knows you well in the particular setting for which you answered the questions on your profile. Ask him/her to check the boxes next to the keywords that he/she perceives describe you during a time when you 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.

- ENTHUSIASTIC Inspirational; visionary; intense
- GREGARIOUS Fond of the company of others; sociable
- PERSUASIVE Having the power to persuade; influencing
  
- COMPLACENT Self-satisfied; not desiring significant change
- POSSESSIVE Feeling of ownership; desire for possessions
- RELAXED Made looser, or less firm and tense
  
- QUICK Prompt to understand/learn; sharp in discernment
- SELF-ASSURED Certain; confident
- SELF-RELIANT Having reliance upon or confident in one's own abilities
  
- FIRM Solid; hard; not moved easily; fixed; not fluctuating; steady
- INDEPENDENT Free from the influence or control of others; self-confident
- RIGID Not bending or flexible; still

## 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.

- AFFABLE Easy to approach and talk to; pleasant & polite
- SOCIABLE Enjoying the company of others; friendly; agreeable; informal
- TRUSTING Firm belief in honesty, integrity, faith
  
- COMPLACENT Self-satisfied; not desiring significant change
- POSSESSIVE Feeling of ownership; desire for possessions
- RELAXED Made looser, or less firm and tense
  
- CALCULATED RISK-TAKER Action determined by reasoning the risk
- SELF-EFFACING Making oneself inconspicuous
- UNASSUMING Not pretentious or forward; modest; retiring
  
- FIRM Solid; hard; not moved easily; fixed; not fluctuating; steady
- INDEPENDENT Free from the influence or control of others; self-confident
- RIGID Not bending or flexible; still

# Action Plan

## Improving Your Interpersonal Skills

### Sample'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

# 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

# Career Match Explanation

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## ***Note from Dan***

This may be the page you've been looking for – where you find the perfect career match. But I'd like to encourage you to see this short list as a starting point for the thousands of possibilities. In today's changing workplace we are seeing some positions that fit you well are simply disappearing. You may have been a good fit in an auto manufacturing plant but those jobs are now gone. Perhaps you have the skills to be a blacksmith, but we know the market for that has changed forever.

Work models are changing dramatically. Only 50% of Americans are now "employees." The rest are finding (or creating) meaningful work under terms like contingency worker, independent contractor, consultant, temp, entrepreneur, or electronic immigrant. You'll want to explore the full range of possibilities that fit you. Yes, even things like guaranteed paychecks and medical benefits are more difficult to find.

Also, we want to change some common misconceptions about being self-employed. You may think that to be in business for yourself you have to be a driven and aggressive person – a high "D." It may have been true at some point in past history that being a Donald Trump or a Martha Stewart was necessary to succeed in running a business. But with all the new work and business models today that is no longer true. You can be a high "S" or "C" and prefer solitude rather than interaction and ideas rather than people. You can decide to work for yourself and be amazingly successful – as long as you still structure your work around those behavioral traits that describe you best.

So use this list of career matches to start your thinking. You'll see how these suggested careers require the kind of personal skills you have. But you should then be able to go on from there to see that you could be a wood sculptor, cake decorator, reader of audio books, dog walker, or author of the next best-selling book – even if you don't find those descriptions on this short list.

## 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.

### I Style

Occupation/Career

**Occupations enjoyed by your style** - For more information on job codes please go to [onetonline.org](http://onetonline.org).

Actor 27-2011.00	IT recruiter
Administrator 11-3011.00	Journalist
Advertising agent 41-3011.00	Legal arbitrator, mediator, conciliator
Arbitrator 23-1022.00	Marketing manager 11-2021.00
Artist 27-1013.00	Medical and health services manager 11-9111.00
Attorney, lawyer 23-1011.00	Model 41-9012.00
Auctioneer	Nurse 29-1141.00
Broadcaster	Paralegal 23-2011.00
Coach 27-2022.00	Peace corps worker, volunteer
Comedian 27-2011.00	Pediatric nurse, school nurse
Court reporter 23-2091.00	Pharmaceutical sales 41-4011.00
Computer consultant 15-1121.00	Professor, postsecondary education 11-9033.00
Cosmetologist 39-5012.00	Public relations specialist 27-3031.00
Disk jockey 27-3011.00	Public speaker 27-3031.00
Entertainer 27-2099.00	Real estate sales 41-9022.00
Entrepreneur	Reporter 27-3022.00
Fashion designer 27-1022.00	Sales engineer 41-9031.00
Flight attendant 53-2031.00	Sales person 41-3099.00
Government lobbyist, legislator	Software applications developer 15-1132.00
Guide for tours and resorts 39-7011.00	Teacher: primary, secondary 11-9039.00
Help desk, technical support analyst	Telephone marketing and sales 41-9041.00
Host, hostess 35-9031.00	Training and development 13-1151.00
Hotel, restaurant manager	Travel agent 41-3041.00
Human resources specialist 13-1071.00	Webmaster, web developer 15-1134.00
Instructor, trainer in education or business	Wedding consultant 13-1121.00
Insurance agent 41-3021.00	Writer, editor 27-3041.00
Interior decorator 27-3091.00	
Interpreter, translator 27-3091.00	

## 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.

### S Style

Occupation/Career

**Occupations enjoyed by your style** - For more information on job codes please go to [onetonline.org](http://onetonline.org).

Administration 11-3011.00  
Advertising account executive 41-3011.00  
Art director 27-1011.00  
Art gallery curator 25-4012.00  
Audio engineer 27-4014.00  
Audiologist 29-1181.00  
Business operations manager 11-1021.00  
Buyer, purchaser 13-1023.00  
Chef, culinary artist 35-1011.00  
Child care specialist 21-1021.00  
Clergy 21-2011.00  
Coach 27-2022.00  
Consulting for hospitality industries  
Counselor 21-1019.00  
Customer service representative 43-4051.00  
Craftsman 27-1012.00  
Criminal justice agent 33-3021.03  
Database administrator 43-9021.00  
Data processing specialist 43-9021.00  
Dental hygienist 29-2021.00  
Dentist 29-1021.00  
Desktop publisher 43-9031.00  
Dietitian 29-1031.00  
Diplomat  
Driver 53-3031.00  
Educational, vocational and school counselors 21-1012.00  
Education administrators 11-9033.00  
Electrician 47-2111.00  
Entrepreneur  
Event planner 13-1121.00  
Fashion designer 27-1022.00  
Financial planner 13-2052.00  
Flight attendant 53-2031.00  
Fund raising 13-1131.00  
Funeral director 39-4031.00  
Government agency specialist  
Healthcare administration  
Health service manager 11-9111.00  
Homemaker  
Home care aide 39-9021.00  
Human resource director 11-3121.00  
Information systems manager  
Instructors in variety of areas  
Insurance broker 41-3021.00  
Interior decorator  
Job analyst  
Lab technician  
Librarian 25-4021.00  
Loan counselor 13-2071.01  
Manager 11-1021.00  
Medical service fields 11-9111.00  
Mental health counselor  
Music producer 27-2041.00  
Network administrator 15-1142.00  
Nurse 29-1141.00  
Nurse anesthetist 29-1151.00  
Nurse midwife 29-1161.00  
Nurse practitioner 29-1171.00  
Pharmacist 29-1051.00  
Occupational therapist 29-1122.00  
Pediatrician 29-1065.00  
Physical therapist 29-1123.00  
Physicians assistant 29-1071.00  
Physician, doctor 29-1069.00  
Pilot 53-2012.00  
Police officer 33-3051.01  
Psychologist 19-3039.00  
Psychiatrist 29-1066.00  
Preschool teacher 25-2011.00  
Private investigator, detective 33-9021.00  
Professor 25-1199.00  
Public relations specialist 27-3031.00  
Radiologist 29-1069.10  
Real estate agent 41-9022.00  
Researcher 13-1161.00  
Restaurant, resort, hotel management 11-1021.00  
School administration 11-9032.00  
School principal 11-9032.00  
School teacher 25-3099.00  
Secretary, executive assistant 43-6011.00  
Social worker 21-1029.00  
Special events planner 13-1121.00  
Speech pathologist 29-1127.00  
Sommelier 35-9099.00  
Teacher, primary, secondary, special ed 11-9039.00  
Technical writer 27-3042.00  
Veterinarian, vet tech 29-1131.00  
Wellness, nutritionist consultant 29-1031.00  
Writer, editor 27-3041.00

## Why Is Understanding Personality Important?

We are each uniquely created as body, soul and spirit. Our body (five senses) provides an awareness of the world around us, our spirit offers an awareness of Heavenly things above, and our soul gives us an awareness of who we are! It is in our very soul that lies the traits that make up our intellect, emotions, and temperament. Understanding personality helps to unlock the potential of our future by allowing us to understand how our own passion and purpose come together for the glory of God and the good of those around us.

### Understanding personality styles helps you...

- become a better communicator.**  
 It's difficult to communicate effectively with people you don't understand. And it's easy to misinterpret those whose personalities are the opposite of yours. Once you understand how to determine another's personality style, you find the key to unlock better communication. It's simple: if you want to get along with the person who is forceful and direct, be forceful and direct with him/her. If you want to communicate better with the person who is friendly and optimistic, be friendly and optimistic with him/her. If you seek to be understood by the person who is patient and practical, be patient and practical with him/her. If you want to reduce conflicts with the person who is precise and analytical, be precise and analytical with him/her.
- resolve or prevent conflicts.**  
 When you understand why someone did or said something, you will be less likely to react negatively. An awareness of another's underlying motivations can allow you to diffuse problems before they start. For example, your spouse begins the day with you by discussing all of the things that need to be done. They ask you how you plan on getting your share of the tasks done. You would rather your spouse begin the day discussing more "fun" topics, like your family, friends, etc. When you realize your spouse is a Dominant Style (to the point) and you are an Influencing Style (people person), you can adjust your expectations accordingly.
- appreciate the differences in others.**  
 You know that all people are unique, but sometimes you get frustrated with those who don't quite fit your communication style. A co-worker may be analytical and want all the facts about a project, but you just want them to care about you and your idea. If you understand that the person is very task-oriented, and you are very people-oriented, you really can't hold him/her to your expectations. Knowing this, you can appreciate their unique style, and then give them all the facts you can muster.
- gain credibility and positively influence others.**  
 Every interaction you have with others either increases or decreases your credibility and influence. Have you ever met a person who won't stop talking about himself? When you see him coming, do you dread the interaction? If so, that's because his behavior has caused him to lose credibility with you. Likewise, a person whom you can't wait to see has gained credibility with you and deserves your time. By knowing another's personality style, you can immediately gain credibility and influence by adapting to his/her style.

In the course of daily life, you can observe personality styles in action because you interface 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 following chart helps put the four dimensions of the personality into perspective:

	<b>D = Dominant</b>	<b>I = Influencing</b>	<b>S = Steady</b>	<b>C = Conscientious</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>Decisions :</b>	Decisive	Spontaneous	Conferring	Methodical
<b>Biblical Figures :</b>	Apostle Paul Joshua Deborah Martha	Peter Barnabus Abigail Miriam	John the Beloved Mary, mother of Jesus Simeon Mary, sister of Martha	Luke Silas Ruth Esther

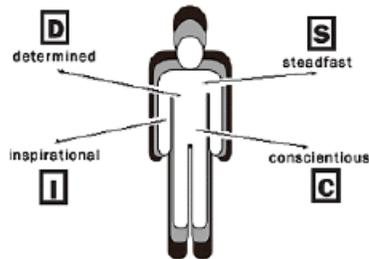
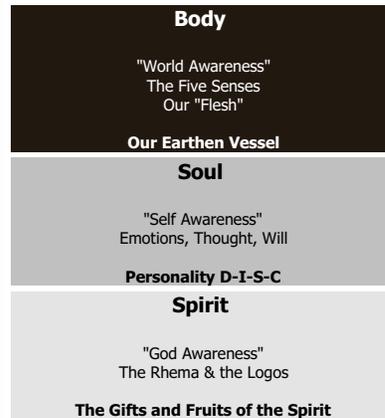
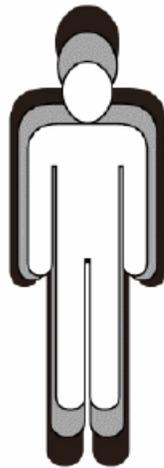
## Personality and the Christian

Our personality is a part of our soul, and we consciously make decisions every day in how we react to others and even the Spirit's calling. As we understand others and ourselves, we begin to differentiate between our own will and the perfect will of God for our lives. "The mind controlled by the Spirit is life and peace." *Romans 8:6*

We are a Triune (3-part) Being - Body, Soul and Spirit

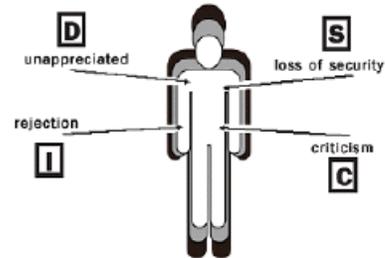
1 Thessalonians 5:23

Hebrews 4:12



### Spirit Led Emotions

When we operate in the Spirit we produce fruits and operate in the gifts. Understanding yourself and others helps us use our personality **STRENGTHS** as we flow in the Spirit.



### Flesh Led Emotions

**vs.** A poor understanding of others and one's self allows our emotions to be negatively impacted through our greatest **FEARS**. This flesh wars with our spirit and hinders our growth.

Understanding others and ourselves allows us to appreciate individual differences and establish effective communication to build and maintain positive relationships. We are all part of the body of Christ and must work together just as the members of our own body must work in harmony together. Jesus himself chose twelve disciples with very different personality styles but taught them to serve one and wait in unity together for the Spirit to empower them for ministry.

"And when the day of Pentecost was fully come, they were all with one accord in one place." *Acts 2:1*

"Do two walk together unless they have agreed to do so?" *Amos 3:3*

**Action Item** – Review your DISC scores with your spouse, family, friends, or coworkers. Talk about where possible miscommunication might occur and suggest ways you might be more sensitive to the needs of others and to the team.

# Biblical Insights

## Your Style in the Bible

The following is additional information on Biblical figures who are similar to your DISC Personality.

**Inspirational & Intuitive:** As an "I" style, your personality is similar to Biblical heroes like the Apostle Peter, Barnabas, Abigail and Miriam. All of these people had charisma; and with their ability to encourage and inspire others, they were popular people to be around. Peter was the natural spokesperson for the twelve apostles, Abigail went and spoke to David on behalf of her foolish husband Nabal and inspired David to take the high road in a bad situation.

Personal growth areas for the high "I" style include gaining a sense of balance in all they do since they tend to always see the positive side of things and sometimes underestimate the difficulties that lie ahead. Peter, who proclaimed he would never deny Christ, had no idea of the events that would cause him to lose his confidence, deny knowing Christ, and then feel rejected. Yet Peter regained his passion and purpose and fifty days later stood in front of thousands and boldly told of all the things that had happened. Peter quickly was regarded as one of the early church leaders, and was a great evangelist and gospel writer.

**Barnabas:** Luke tells us that Barnabas was a name given to a Cypriot Levite named Joseph because he was a "Son of Encouragement" (Acts 4:36). Barnabas was drawn to people he could encourage and counsel. The apostle Paul must have known of his reputation, probably approaching him privately with news of his conversion and seeking a Christian friend. It would be Barnabas' nature to advise and encourage him; perhaps even discipling the newly converted Pharisee. It was Barnabas who brought Paul to the apostles in Jerusalem and built the relationship, overcoming their fears (Acts 9:26-7). When he and Paul disagreed about John Mark, Barnabas withdrew and chose to break off their relationship rather than working at a resolution (Acts 15:36-39). They went separate ways, Barnabas with Mark and Paul with Silas. Mark's eventual effective ministry, writing the Gospel of Mark, confirmed Barnabas' patient counsel and advice.

**Mary Magdalene:** Some believe that Mary Magdalene's desire to be accepted created moral difficulties in her lifestyle until she met someone who accepted her unconditionally, although the Scriptures do not definitively state that she was a prostitute. The pure love of Jesus transformed any other desires she may have had into absolute devotion. Her need for acceptance brought her to the home of Simon the Pharisee with her alabaster jar of perfume. She poured out her gift, and even all of herself, in full sight of all, unconcerned with Simon's scorn. It was her loyalty that brought her to the foot of the cross, when fear stopped all but one of His apostles from being there.

**Elisha:** Elisha focused more on people than his mentor, Elijah, thus revealing his orientation toward people as he cared for widows and warned kings. His strong relational character was revealed in his devoted service to Elijah. He was willing to serve so he could gain power to do all to which God had called him.

**Nicodemus:** His desire to avoid conflict with the Sanhedrin caused him to first approach Jesus at night. The relationship they forged moved him to defend Jesus before them in John 7:51. We last see him at the garden tomb, embalming his friend and encouraging Joseph of Arimathea by his presence. (John 19:39)

**Jesus as the Advisor:** People and relationships were clearly what Jesus valued most. *"Thou shalt love the Lord thy God with all thy heart, and with all thy soul, and with all thy mind, and with all thy strength: this is the first commandment. And the second is like, namely this, Thou shalt love thy neighbor as thyself. There is none other commandment greater than these."* Mark 12:30, 31

Scripture References

### Scripture Verses To Study

- Barnabas - Acts 4, 9, 11-15
- Mary Magdalene - Luke 7:36-47; John 20:1-18
- Elisha - 1 Kings 19; 2 Kings 2-13
- Nicodemus - John 3,7,19

# Spiritual Gifts

## Your strengths in ministry

These are areas where you may begin to immediately feel a calling to get plugged into your church's ministry. A brief description of each gift follows along with scriptural references. This inventory is designed to encourage each believer to fully utilize the gifting the Spirit makes available to every believer. Share these results with your pastor or church contact.

## Intercession (12)

Scriptural References

1 Tim 2:1-2; Romans 8:26-28; John 17:1-26; Col 1:9

Esther

The Divine gift to ceaselessly plead to the Lord for and on the behalf of others, believing the Lord will answer those prayers.

*Romans 8:26-27*"In the same way, the Spirit helps us in our weakness. We do not know what we ought to pray for, but the Spirit himself intercedes for us with groans that words cannot express. And he who searches our hearts knows the mind of the Spirit, because the Spirit intercedes for the saints in accordance with God's will."

*Colossians 4:12*"Epaphras, who is one of you and a servant of Christ Jesus, sends greetings. He is always wrestling in prayer for you, that you may stand firm in all the will of God, mature and fully assured."

Intercession is another gift that is not included on many of the traditional Spiritual gifts lists, but scripture reference would indicate that those who were Divinely inspired to "pray without ceasing" for various individuals and circumstances. In Romans 8:26-27, we see that the Spirit himself makes intercession through believers who are filled and empowered with His presence.

The power of prayer is perhaps the greatest resource the Church has available today. There are large churches that have initiated 24/7 prayer for needs within the Body of Christ, and have even established international centers of prayer to constantly intercede for leaders of nations and world population. We read in Ephesians the importance of putting on the whole armor of God (Eph. 6:11-18), and after we do so we must pray always with all prayer and supplication in the Spirit.

Intercessors today have a heartfelt need to pray for others going through difficult times, for the lost, for the Church and community, and even lifting the arms of their pastors through continual prayer and supplication.

Areas of Service

- Altar Work
- Prayer Team
- Home Prayer
- Worship
- Support Staff
- Co-Facilitator
- Discipling
- Mentoring
- Evangelism
- Small Group
- Sunday School
- Deacon
- Elder
- Missions
- Senior Saints
- Counseling

## Discernment (10)

Scriptural References

1 Cor 12:1-12; Hebrews 5:11-14; Acts 5:1-5; 1 John 4:1

Acts Chapter 5; Jeremiah; The Old Testament prophets

The divine gift to distinguish the truth from fallacy, and to distinguish between activity and teachings originating from God, Satan, or man.

*1 Corinthians 12:8-10* "To one there is given through the Spirit the message of wisdom, to another the message of knowledge by means of the same Spirit, to another faith by the same Spirit, to another gifts of healing by that one Spirit, to another miraculous powers, to another prophecy, to another distinguishing (discernment) between spirits..."

*1 John 4:1* "Dear friends, do not believe every spirit, but test the spirits to see whether they are from God, because many false prophets have gone out into the world."

Oh that we would all have this gift, to be able to discern the true inspirational force behind many of the works we see today. In the New Testament, Peter was able to discern that Ananias and Sapphira were lying to the Holy Spirit and withholding money they owed to God. Today it appears the gift is also used to discern between false doctrines and those which are Biblical and Godly in nature.

It would benefit every pastor, teacher, elder, deacon, and church leader to be used in this gift to determine if an idea or work was God-inspired or just a good human thought. Today there are many counterfeits. One does not need to look far to see there are many psychics, fortune tellers, and cults that claim to be true paths to enlightenment and future happiness. Yet we know that Jesus alone is the Way, the Truth, and the Life. Not every false doctrine is so evident to the new believer, and those with the gift of discernment should help clarify the right path for those who are struggling to make the correct, final determination.

#### Areas of Service

- Consultation
- Prayer Ministry
- Needs Assessment
- Interviewing
- Child Care
- Clerical
- Staff Support
- Overseer
- Outreach
- Deacon
- Elder
- Co-Facilitator
- Altar Work
- Visitation
- Tutoring

## Healing (10)

#### Scriptural References

1 Cor 12:1-12; 1 Cor 12:27-31; James 5:14-16

Elisha; Jesus

The Divine gift to act as a vessel for God's power to flow through, so He may bring wellness (spiritually or physically) to another person.

*1 Corinthians 12:7-9* "Now to each one the manifestation of the Spirit is given for the common good. To one there is given through the Spirit the message of wisdom, to another the message of knowledge by means of the same Spirit, to another faith by the same Spirit, to another gifts of healing by that one Spirit,"

*James 5:14-15* "Is any one of you sick? He should call the elders of the church to pray over him and anoint him with oil in the name of the Lord. And the prayer offered in faith will make the sick person well; the Lord will raise him up. If he has sinned, he will be forgiven."

There are many gifts that work in combination, and the gift of healing certainly works in conjunction with the gift of faith, as James states. In a day and age where more is spent on health care than ever before (with skyrocketing costs), and people are willing to try more "new cures", we see the need for the power of God and for the Church to operate in this gift.

The gift of healing is not only for those seeking physical relief, but also for those individuals seeking emotional comfort. We see many hurt and wounded with scars that only God can remove. Many believers and Christian counselors operate in this gift today and pray for emotional healing of individuals, marriages, and family relationships.

It is important to note, that while "with God all things are possible", the Lord also uses many means to heal His children. This may include doctors, medicines, our own immune systems (a miracle in itself), and even wisdom in how to prevent avoidable disorders. Luke, the gospel writer, was a physician by trade who no doubt not only prayed for his patients for healing, but also used Divine wisdom in treating their ailments.

#### Areas of Service

- Altar Worker
- Counseling
- Visitation
- Pastoral Staff

- Crisis Intervention
- Hospital
- Shut-Ins
- Teaching
- Assessment
- Evangelism
- Small Group
- Sunday School
- Worship
- Intercession
- Discipleship

## Knowledge (10)

Scriptural References

1 Cor 12: 1-12

Proverbs; Ecclesiastes

The Divine gift to bring truth from revelation in a specific circumstance, as well as the ability to clarify Biblical passages with remarkable insight.

*1 Corinthians 12:8* "To one there is given through the Spirit the message of wisdom, to another the message of knowledge by means of the same Spirit,"

*Acts 10:28* "He said to them: 'You are well aware that it is against our law for a Jew to associate with a Gentile or visit him. But God has shown me that I should not call any man impure or unclean.'"

Having the gift of knowledge (actually, the word or message of knowledge) is different than being highly intelligent or bright. This gift refers to the giving of certain pieces of truth that could not be known unless God had supernaturally enlightened us in that area.

This gift is in operation in Peter's life when God reveals to him that it is not only all right to go and minister to a Gentile (Cornelius), but that God was going to pour out His Spirit to the Gentiles in the same way He did to His own followers on the day of Pentecost. Peter was no doubt prejudiced against the Gentiles and perhaps it took this special revelation from God in order for him to effectively spread the message of Jesus Christ to the Gentile population.

The gift of the word or message of knowledge is in operation in many believers today without their realization. Through this gift, teachers, pastors, or lay leaders suddenly know "just what to say" in a situation to enable a point to be clearly understood by their audience or classroom. This special gift can also bring understanding of difficult passages of the Bible, or an understanding in how to respond to a specific challenge or situation. How great it is to receive just one God thought, for as the psalmist states, **"How precious also are thy thoughts unto me, O God! how great is the sum of them!"** *Psalms 139:17*

Areas of Service

- Executive Pastor
- Administration
- Director
- Office
- Elder
- Deacon
- Teaching
- Study Group
- Small Group
- Sunday School
- Capital Campaign
- Curriculum
- Tutoring
- Media/Print
- Technology

## Teacher (10)

Scriptural References

Romans 12:4-8; 1 Corinthians 12:27-31; Ephesians 4:11-12; Acts 13:1-5; Hebrews 5:11-14

The Divine gift to clearly communicate the truths of the Bible in such a way that listeners understand and are able to apply the Word of God in their lives.

*Romans 12:6-7* "We have different gifts, according to the grace given us. If a man's gift is prophesying, let him use it in proportion to his faith. If it is serving, let him serve; if it is teaching, let him teach"

*1 Corinthians 12:28* "and in the church God has appointed first of all apostles, second prophets, third teachers..."

*Ephesians 4:11* "It was He who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers"

We see Jesus operating in the gift of teacher in John's Gospel. Nicodemus, a Pharisee and someone well educated, recognized that Jesus' teaching credentials were nothing short of Divine. "He (Nicodemus) came to Jesus at night and said, 'Rabbi, we know you are a teacher who has come from God.'" *John 3:2*

The person operating in the gift of teaching is not merely someone who may have adequate credentials to instruct others or facilitate a class or small group. They are individuals who use Divine inspiration to convey concepts and truths that would otherwise be difficult to assimilate. Quite often, senior pastors will operate in this gift, since the senior pastor is often the chief teacher within the church. However, this gift may be in operation in any area within the church where others are being mentored or taught.

Teachers are not only those who adequately convey truths in a manner that stimulate the learner, they also seek to find a greater understanding of the truth themselves.

#### Areas of Service

- Pastoral Staff
- Sunday School
- Men's/Women Min.
- Discipleship Class
- New Member Class
- Nursery
- Discipleship Class
- Mentoring
- VBS
- Tutoring
- Bookstore
- Missions
- Elder
- Deacon
- Media/Internet

## Craftsmanship (9)

#### Scriptural References

Exodus 31:3; Exodus 35:31-35; Acts 9:36-43; 2 Chronicles 2:7-9; 1 Kings 7:14

Solomon and his instructions for building the temple

The Divine gift to create or develop items needed to perform ministry or help a person in need. Abilities often include artistic and technical competency.

*Exodus 31: 3* "and I have filled him with the Spirit of God, with skill, ability and knowledge in all kinds of crafts..."

*1 Kings 7:14* "Hiram was highly skilled and experienced in all kinds of bronze work. He came to King Solomon and did all the work assigned to him (for the temple of God)"

It could be said that craftsmanship is not a Spiritual gift, but instead the expression of other gifts including knowledge and wisdom. However, there is no doubt craftsmanship is as necessary today as it was in the days of Moses and of Solomon. These great leaders sought out the metal workers, the woodcarvers, the sculptors, and artists of all types skillful in working with their hands to make things for the House of God.

Today, churches need those skilled as craftsmen to help in maintenance, building, making of banners, costume design for productions, and even Internet design. This gift or expression can take a God-inspired idea and bring it into reality through the use of specialized talents and arts. There are many who use their professional trades and skills as a way to witness to nonbelievers outside the church walls. Perhaps the greatest mission field many of us will ever be sent to is our own workplace.

#### Areas of Service

- Special Projects
- Building Projects
- Maintenance

- Stage Design
- Costume Creation
- Internet Development
- Songwriting
- Clerical
- Media/Sound
- Bulletin/Print
- Elder
- Decorating
- Carpentry
- Security
- Banners/Posters

## Leadership (9)

### Scriptural References

Romans 12:4-8; Titus 1:7-10; Exodus 18:13-16

David - both his shortcomings and triumphs, how he led his mighty men of valor; Paul's instructions to Timothy and Titus

The Divine gift to give vision, direction, and guidance to others in the Body of Christ in such a way they will follow. The gift relates to helping individuals and groups develop and grow.

*Romans 12:6-8* "We have different gifts, according to the grace given us. If a man's gift is prophesying, let him use it in proportion to his faith. If it is serving, let him serve; if it is teaching, let him teach; if it is encouraging, let him encourage; if it is contributing to the needs of others, let him give generously; if it is leadership, let him govern diligently..."

If you were to look back at the assessment questions pertaining to leadership (#'s 23,39, and 43), you would notice that this gift is not focused on being in charge, but rather on helping others move forward. Jesus was the role model for the term servant leader. That is what this gift and the accompanying empowerment of the Holy Spirit is all about.

In Titus 1:5-9, we are given the description of what an elder or bishop must adhere to. This is no different from the one who is empowered in the gift of leadership. We think of the senior pastor operating in this gift, but every person in a leadership role should earnestly pray for and seek this gift. While we all know that the Spirit gives gifts as He wills (1 Corinthians 12:11), we also see by Paul's writing it is not wrong to earnestly seek those gifts that will help us in fulfilling the call of God upon our lives (1 Corinthians 12:31).

Today there are leaders in every area of the Church that need empowered by the Spirit in order to go beyond their own capabilities in guiding and directing others. Jesus gave us the model of how we are to act and respond to the challenges we face. Jesus had the Spirit without measure and acted with authority and confidence, while humbly washing His own disciples' feet at a time when they should have been ministering to Him. Jesus spent much of the last six months of His ministry on earth guarding Himself from the large crowds so He could pour into His apostles who would carry on His work. The one with the gift of leadership has the ability to mold and develop other leaders from the midst of those they were sent to lead.

### Areas of Service

- Sr. Pastor
- Executive Pastor
- Youth Director
- Office Manager
- Pastoral Staff
- Campaign Leader
- Consultant
- Worship
- Personnel
- College/Career Assist.
- Community Involve.
- Deacon
- Elder
- Evangelism
- Prayer

## Pastor (9)

### Scriptural References

1 Peter 5:2-4; 1 Timothy 3:1-7; Ephesians 4:11-12

## Psalm 23 - Shepherding; Jesus as The Good Shepherd

The divine gift to care for a group of believers and lead them toward a deeper relationship with Christ. Pastors have the gifting of a shepherd who cares for, corrects, leads, and loves those they are placed over.

*Ephesians 4:11-12* "It was He who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers, to prepare God's people for works of service, so that the body of Christ may be built up"

*1 Peter 5:2-3* "Be shepherds of God's flock that is under your care, serving as overseers--not because you must, but because you are willing, as God wants you to be; not greedy for money, but eager to serve; not lording it over those entrusted to you, but being examples to the flock"

The term pastor in Ephesians 4:11-12 is literally translated from the Greek word meaning "shepherd". As a pastor, or a believer with a pastor's heart or gifting, we receive our model of leadership from Jesus himself. He was the good Shepherd (or pastor), the one whom David recognized as his Shepherd.

When the Holy Spirit gives the gift of a pastor, it is usually someone who will lead others into the pastures of His goodness and away from dangerous pitfalls in their lives. He will protect, correct, and help to bind up the wounds of the sheep under their care. The one with the gifting of pastor will surely operate in other gifts that complement the needs of someone who must have big shoulders to sometimes carry the hurt or lost sheep back into the fold.

Today, we see the gifting of pastor not only in use by those who are on ministerial staff, but also in many lay leaders who work with other members of the congregation and community. It is a special gift for the church to find one who has the pastor's or shepherd's heart.

### Areas of Service

- Sr. Pastor
- Pastoral Staff
- Sunday School
- Discipleship
- Mentoring
- Prayer
- Worship
- Visitation
- Altar Work
- Leadership
- Evangelism
- Missions
- Curriculum
- Administration
- Counseling

## Prophet (8)

The Divine gift to receive and communicate a message from God that encourages, corrects, or instructs the Body of believers.

## Wisdom (8)

The Divine gift of understanding and applying knowledge of Biblical truth in a situation, resulting in edification or encouragement to the Body of Christ.

## Administration (7)

The Divine gift to coordinate and organize a particular ministry through plans and procedures to meet the goals of the ministry.

## Apostle (7)

The Divine gift to establish and advance new churches or ministries.

## Giving (7)

The Divine gift to provide resources willingly, cheerfully, and generously for the work of the Lord.

## Helps (7)

The Divine gift to provide for the needs of others including: giving of resources, time, and efforts to aid and assist other individuals to fully exercise their spiritual gifts.

## **Mercy (7)**

The Divine gift to give compassion, empathize, and cheerfully assist those who are in need physically, emotionally, or spiritually.

## **Serving (6)**

The Divine gift to perform tasks, however menial, to practically meet the needs of the Body of Christ.

## **Encouragement (5)**

The Divine gift to encourage, strengthen, comfort, or urge to action members of the Body of Christ.

## **Music (5)**

The Divine gift to play a musical instrument, to sing, or to lead others into the presence of God for the purpose of Worship.

## **Faith (4)**

The Divine gift to act on God's promises with certainty and unwavering confidence that His purpose will be fulfilled.

## **Evangelist (3)**

The divine gift to proclaim the Gospel of Jesus Christ to nonbelievers in a manner that moves them toward a life of faith and commitment to Christ.

# 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***

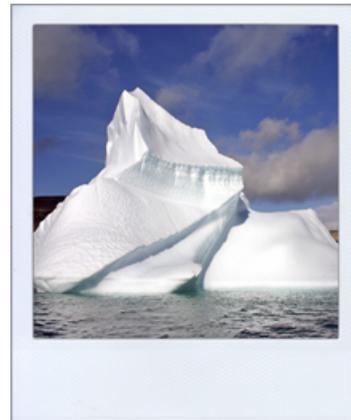
- The higher the Equality Value, the greater the chance of losing track of day-to-day responsibilities.

***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.

# Values Style

## Internal Motivational Characteristics

### Sample'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

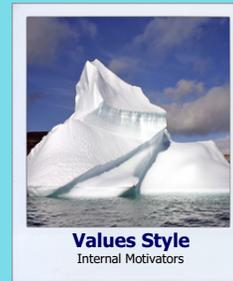
The more energy expended towards Justice, the greater the chance of overextending personal energies and personal resources.

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.

# Values Style

## Continued

### Second Highest Style: Personal Freedom

The characteristics of individuals with a high Personal Freedom values style are:

- Challenging or questioning the existing systems, rules, standards, and procedures in order to increase the boundaries of personal freedom.
- Seeking self-preservation and satisfaction through the accomplishments of personal goals.
- Preventing the loss of personal well-being.
- Expressing energy through creative, untested and nonconventional ideas.
- **Focus:** Self-fulfillment
- **Outlook:** Seeks personal goals and aspirations
- **Goal:** Self-satisfaction
- **Fear:** Loss of personal well-being
- **Workstyle:** Self-expressed individuality

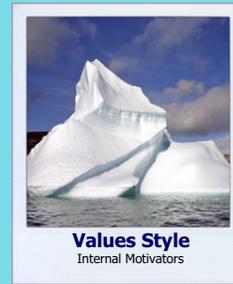
The more energy expended towards Personal Freedom, the greater the chance of win/lose situations developing.

A person with a Personal Freedom values style is likely to say:

- "I take action in order to be emotionally and psychologically secure."
- "I enjoy having enough control of situations to 'do it my way.'"
- "People may say I am a nonconformist."
- "I prefer to exhibit my own style rather than follow fads and trends."
- "I don't mind challenging things that conflict with my viewpoint."
- "I tend to focus on my pursuit of various life experiences."

A person with a Personal Freedom values style is likely to have a personal goal of self-preservation and personal comfort achieved by taking care of personal interests first. They sometimes get involved in win-lose or even lose-lose situations. With a high Personal Freedom values style, one can become more effective by developing TOLERANCE FOR OTHERS and COMMITMENT TO COMMON GOALS. They may achieve this by asking themselves these questions:

- "What can I suggest that will make things better for myself without making things worse for others?"
- "How do my goals fit into the mission or project?"



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.

# Hear what Dan has to say:

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Now that you've completed your profile, be sure to check out Dan's "Step-by-Step Application Guide" [here](#).

Remember, 85% of the process of finding the work you love is by better understanding yourself!

***Ask not what the world needs. Ask what makes you come alive . . . then go do it. Because what the world needs is people who have come alive.***

~Harold Thurman