

Uniquely You.®



EMPLOYER / EMPLOYEE
PERSONALITY PROFILE

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Introduction of the 4 DISC Personality Types of Behavior

The terms "personality" and "temperament" are synonymous to most people. When we use these terms, we are referring to the predictable patterns of thoughts, feelings, and behaviors. There are many theories about personality types. The DISC Model is simple to understand, easy to remember, and practical to apply.

Understanding our active or passive roles (extroverts and introverts) helps us identify our specific temperament styles. By combining these two different categories of influences, along with our task and people-orientations, we end up with four specific types.

Everyone has a predictable pattern of behavior because of his or her specific personality. There are four basic personality types. These types, also known as temperaments, blend together to determine your unique personality. To help you understand why you often feel, think, and act the way you do, review this entire repost.

Our personalities should never become an excuse for poor behavior. The attitude of many is: "That's just the way I am. Love me or leave me. You knew I was like that when you married me," but we should not blame our often poor reactions on our personalities.

Each temperament style represents a specific behavior pattern. How we use or abuse our personalities determines our effectiveness with others. Once we understand the four quadrant model of behavior styles, we can begin to identify our individual profile. To simplify the four types of temperaments, we will use William Marston's DISC titles. The following are the four quadrants of the DISC model:

"D" - active / task-oriented

"I" - active / people-oriented

"S" - passive / people-oriented

"C" - passive / task-oriented

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

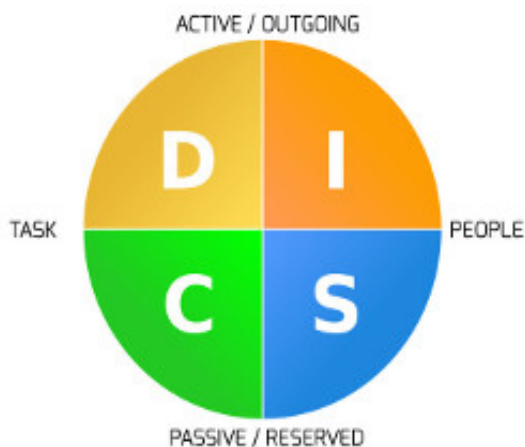
Keep in mind that 85% of people tend to be composites of DISC; therefore, most people will be blends and combinations of the evident characteristics in the four personalities. There are numerous variations of this model. Speakers, writers, and trainers have added their own titles to make the model more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

behavior has become very popular. The DISC personality profile (paper instrument) was originally designed by Dr. John Geier and has been validated by the Kaplan Report and Winchester Report. The DISC profile and Model of Human Behavior stands out as one of the most reliable and practical available today.

You have a predictable pattern of behavior because you have a specific personality. There are four basic personality types. These types, also known as temperaments, blend together to determine your unique personality. To help you understand why you often feel, think and act the way you do, review the "Interpretation" page after the Graph 1 and 2 personalized pages in this report. Study the "Pie of DISC Human Behavior" (four quadrant) graphic and page that summarizes the Four Temperament Model of Human Behavior, plus review this entire report for maximum learning.

Interpretation

You have a predictable pattern of behavior because you have a specific personality. There are four basic personality types. These types, also known as temperaments, blend together to determine your unique personality. They help you understand why you often feel, think, and act the way you do. The following graph summarizes the Four Temperament Model of Human Behavior.



Active/Task-oriented "D"

Dominating, Directing, Demanding, Determined, Decisive, Doing

Active/People-oriented "I"

Inspiring, Influencing, Inducing, Impressing, Interactive, Interested in people

Passive/People-oriented "S"

Steady, Stable, Shy, Security-oriented, Servant, Submissive, Specialist

Passive/Task-oriented "C"

Cautious, Competent, Calculating, Compliant, Careful, Contemplative.

"D" Type Behavior

Basic Motivation: Challenge & Control

Desires: Freedom from Control - Authority - Varied Activities - Difficult Assignments - Opportunities for Advancement - Choices rather than ultimatums

Respond Best To Leader Who: Provides direct answers Sticks to task - Gets to the point - Provides pressure - Allows freedom for personal accomplishments

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

"I" Type Behavior

Basic Motivation: Recognition & Approval

Desires: Prestige - Friendly relationships - Freedom from details - Opportunities to help others - Opportunities to motivate others - Chance to verbalize ideas

Respond Best To Leader Who: Is fair and is also a friend Provides social involvement - Provides recognition of abilities - Offers rewards for risk-taking

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

"S" Type Behavior

Basic Motivation: Stability & Support

Desires: Area of Specialization - Identification with a group Established work patterns - Security of situation - Consistent and familiar environment(s)

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

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

"C" Type Behavior

Basic Motivation: Quality & Correctness

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

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

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

Behavioral Blends

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

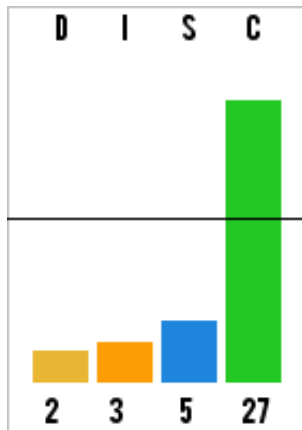
This is expected of me: **CAUTIOUS COMPETENT TYPES (C)**

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

Preface: This section is designed to describe specific personality types from a public perspective - when individuals are either in their work environments or in settings away from their homes or comfort zones. People tend to have different motivations in public - at work or away from where they live than they have in private - at home or in familiar environments.

Review the following insights with a specific person in mind, or find the type that describes your specific Graph 1 personality type.

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



Description

As a "C", you think people expect you to be cautious and calculating. You feel that you should be more competent than others. You are uncomfortable when people are not compliant and they don't go by the book or rules. You think people want you to be precise and almost perfect. You tend to be more conscientious than others. You think people like things to be completed correctly and right the first time. People expect you to be the planner and organizer of projects. You also feel like you are expected to have answers for nearly everything.

How Others See You

People see you as a critical thinker. You feel that they want you to be accurate and knowledgeable. You are respected more for your finished products, but sometimes you frustrate others for taking too long to complete your tasks. You can be moody and fussy at times, but people seldom fault you for being serious about the details. You don't feel that people expect you to be very friendly. You tend to be passive and task-oriented. You think people want you to do one thing at a time and do it to perfection.

Your Feelings and Thinking

You tend to think people expect too much out of you when it comes to getting the job done and getting it done right. You can be too hard on yourself and others. This sometimes strains your relationships. You feel that people expect you to do all the analyzing and thinking for them. You often experience anxiety, and you worry too much about the details. You need to think more positively and optimistically.

Vision and Passion

You feel that people expect you to have a clearer vision than others when it comes to accuracy and compliance. You think people expect you to be their conscience and the enforcer of right and

wrong. You are passionate about quality work, but sometimes you let pressure get to you and let your passion blur your vision. You don't seem to have a lot of close relationships with people. You are often seen as too intense about the task, rather than caring what others feel. You need to be more loving and understanding when people or systems fail.

Leadership Style

Your leadership style is quality-oriented. You think people expect you to be a competent leader with emphasis on completing the task correctly. You feel that people expect you to do excellent work. You can be too hard on yourself and others. You sometimes suffer from depression because of your high intensity and commitment to correctness. You are a great planner, but tend to be a poor player. In other words, you tend to prepare better than most, but you don't have much fun working with people. You seem to be too serious. You think people want you to be totally about getting the job done right.

Follower Style

You feel that people want you to be a compliant follower who abides by the rules. You are every leader's dream come true when you perfect and correct the difficult problems that come along. You can also be every leader's nightmare when you frequently criticize every flaw you find. You sometimes let your keen eye and mind for the details get in the way of group harmony and happiness. You think people expect you to be the quality control person. Your following style is often loved or hated depending on how you control your persistence for perfection.

Responds Best To

You respond best to those who appreciate your standard of excellence. You feel that people want you to believe that a job worth doing is a job worth doing well. You tend to excel in an atmosphere that promotes accuracy. You respond best when you are encouraged to do things competently. You don't care as much about pleasing people as you do about the quality of work. You don't like pressure from others about getting the job done. You like encouragement to get jobs done well. You don't respond to a lot of hype, noise or cheer leading. You prefer that people outline and explain exactly what needs to be done, and then allow you to do your job.

Conflict Management

You tend to experience more conflicts than most people because you think people expect you to be accurate and correct. This causes others to resist your recommendations and attitudes. Some people seem to not like the way you approach things because you seem not to be very sensitive or relational. You often tend to be too caustic and to the point. You feel that people want you to be honest and straightforward. You don't worry very much about being popular. You think people just want you to be right. This causes a lot of conflicts. You should be more kind and compromising. Choose your battles wisely.

Strengths and Uniquenesses

Your strength is thinking people want you to do things well. You feel people want the best out of you, and you strive to meet their expectations. You tend to work long and hard at solving problems. Your uniqueness, or what others may think is your weakness, is caring more about fixing things than you care about building relationships. People tend to find you hard to get to know or to get close to you. Don't let what you think people expect of you to hurt your friendships with them. Be more sensitive to other people's feelings, rather than their opinions or the quality of your work.

Overuses and Abuses

You tend to think people expect you be nearly perfect. This is great when others need your quality of work, but it can be trying when you have to relate to people who are not like you. You may think people expect more out of you, but keep in mind everyone is not like you. You can also become picky. You may believe that you should be more demanding about doing tasks well. However, sometimes you need to consider the importance of relationships. You can be so hard on others that you accomplish the task, but lose a friend or ruin a relationship in the process.

Guard Against & Warnings

Be careful not to think people expect you to be right about everything. You feel people want the best out of you, so you expect more out of others. This often leads to depression or moodiness. People often wonder what is bothering you. Others tend to think you are mad at someone. Monitor your feelings and learn to relax. Be more warm and fuzzy. Tell a joke. Be happy and don't worry. Improve your people skills and be more conscious of how people feel about you and your work.

Relating Style

You relate well with those who share your passion for perfection. You think people want you to fix whatever is broken, or at least try to fix the problem. You tend to excel in the ability of finding flaws, but you sometimes turn people off with how you respond to problems. You feel that people want you to relate to them on the basis of solving problems or analytically thinking through issues. You often relate well to those who think and act like you, but you still have the most difficulties with those just like you. People seem to look up to you while respecting your broad knowledge of things, but are turned off by your "know it all" attitude.

Conclusion

You stand out when it comes to evaluating a problem or getting a job done well. People respect your thinking skills, and they come to you to solve problems. You feel like people want you to be more intense and serious about tasks. Sometimes you feel like everyone is depending on you to improve things. This can cause you to be moody. You sometimes don't think people want you to relax or let your hair down. You are task-oriented when it comes to doing one thing at a time, and

when it involves doing it right the first time around. You don't think others want you to be people oriented or concerned about your popularity. You also think that people expect you to be more passive and do things slower, rather than jump into things without first thinking them through.

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

Having completed your Uniquely You Personality Questionnaire, be sure to view these descriptions from a Graph 1: "This is expected of me" perspective. If both graphs are the same, your understanding of them will be easier. If both graphs are different, keep the appropriate perspective in mind and interpret the descriptions accordingly.

People seem to respond and behave from different perspectives and drives. This profile is purely subjective, based on the DISC Model of Human Behavior Science, and applies to your more guarded, masked, or controlled behavior, especially in public. Review the insights with your specific personality type in mind, but do not conclude that you are always characterized by these descriptions.

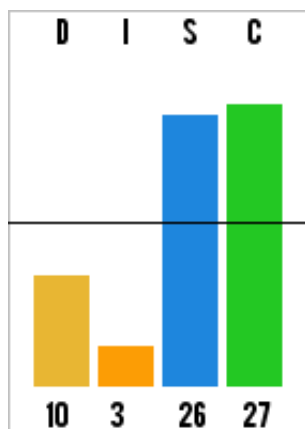
This is simply how you tend to behave when you think others are watching, and you want to make good impressions. Your interpretation of this information should take into account your environment, maturity, spirituality, and experiences.

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

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

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

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



Description

As a high "S / C" or "C / S" personality type, you are more passive than active. In other words, you tend to be more reserved than outgoing. You don't often jump into things or express your feelings openly. You are people-oriented, but prefer to be one-on-one rather than in a large group. You like being behind the scenes rather than being up front or the center of attention. You are also task-oriented and prefer to do the research more than be in control of projects. You can be a picky perfectionist when people try to get you to do things that are illogical or unreasonable. Your type is in the majority, and many people identify with you. You blend in with the masses and see yourself as just another person. Sometimes, people try to take advantage of you, as you tend not to be very aggressive or assertive. You don't tend to be outspoken or impressive. You make a great friend and loyal listener, but not usually an inspiring public speaker. Most everyone likes you because you are not very pushy or bossy, and you usually seem to know what you are talking about.

How Others See You

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

Your Feelings and Thinking

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

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

Vision and Passion

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

Leadership Style

Your leadership style is very reserved. You tend to be a quiet and meek leader. People have problems following you because you seem not to be very confident or decisive. They want to see you with more aggressiveness. People will follow you because of the ease and comfort you provide. People don't feel pressured by you. More dominant and direct types are often frustrated by your style. They want you to be more demanding. Inspiring types want you to be more impressing and influencing. You are a soft leader with more warmth than "wows", and with more sensitivity than straight-forwardness.

Follower Style

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

Responds Best To

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

Conflict Management

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

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

Strengths and Uniquenesses

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

Overuses and Abuses

You sometimes are too reserved and still. You often wait for people to tell you what to do. You don't like taking risks. You also overuse your cautious and concerned way of acting and thinking. You tend to be so submissive that you are sometimes intimidated. Those who take advantage of your trust and desire to please can abuse you. You may even be physically and emotionally harmed, because you don't want to get someone into trouble and allow him or her to hurt you. Be more assertive and expressive. Ask for help from someone who can get you out of these unwise situations.

Guard Against & Warnings

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

Relating Style

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

Conclusion

You are the most popular type when it comes to being both people-and task-oriented. In other words, there are more of your type than all the other personality types who are both submissive and cautious. You are also one of the most reserved and passive types. You are generally comfortable with life and don't seem to seek change. You actually don't like change. You prefer the status quo. You can be insecure because of your lack of confidence. You sometimes struggle with a poor self-image because people seem to treat you as insignificant. Compared to others, you are more security and stability oriented. That means you want more secure, stable, and steady environments. You don't like trouble or to disappoint anyone. You are the most loyal friend anyone could have, but you don't tend to have as many friends as you could because you don't seek popularity. You have a great personality, but you don't care much about showing it off. You tend to be more content than others, except when it comes to understanding the difficult questions of life. You need explanation and information to satisfy your inquisitiveness. You could succeed more in life if you would overcome your doubts and attempt the things you never thought possible.

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Having completed your Uniquely You Personality Questionnaire, be sure to view these descriptions from a Graph 2: "This is me" perspective. If both graphs are the same, your understanding of them will be easier. If both graphs are different, keep the appropriate perspective in mind and interpret the descriptions accordingly.

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

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

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

When Both Graphs 1 & 2 Are Generally Different

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

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

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

When both graphs are different, you are either struggling with your motivations and feelings or you are aware of your challenges and perhaps handling them well. Having a different configuration in your two graphs is common and can be very enlightening. It may be a sign that you are mature and capable of controlling your inner feelings and natural thoughts. Or, it can mean that you are not even aware of the struggles within you.

Understanding and adjusting your thoughts, feelings, and actions using these insights can be very productive and wise. Review and study your two graphs, keeping in mind the similarities and differences. Then, learn how to control your motivations rather than letting them control you.

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

You have a Low "S" on Graph 1 and a High "S" on Graph 2. This usually means you think people expect you to be more submissive and sweet in private than in public. You feel that people don't want you to be as sensitive outwardly as you really are inwardly. You can be very nice and kind among close friends and relatives, especially under pressure. You are not as patient or shy among strangers and unfamiliar environments.

Your degree of passivity is shown by how high or low your "S" is on Graphs 1 or 2. In other words, if your "S" is closer to the bottom of your graph, you will be less kind and nice than when your "S" is closer to or higher than the midline. If your "S" is just below the midline, you will be a little bolder and less shy. The lower your "S," the less withdrawn and hesitant you tend to be.

You think people want you to be less reserved. Publicly, you don't tend to need a secure environment. Privately, you seem to be satisfied with the status quo and often don't want a lot of change. When stress comes into your life, you seem to need more stability or someone to stand by your side. You are more security-oriented. However you are not as sweet as you think people expect you to be among strangers or casual friends. Your dearest acquaintances sometimes take advantage of you, while you may be stronger with others.

This can be very frustrating to others because they don't always know how to read you. People doubt your sincerity when they see that you are kinder and nicer to those closest to you, than you are to them. You often feel that people expect you to be more of a servant privately. Nevertheless you aren't willing to sacrificially give of yourself at work or in unfamiliar environments. You often feel that people expect you to be stronger and bolder publicly.

You are expected to be more caring privately, while publicly you are driven to be less security and safety-oriented. You sometimes tend to be more insecure privately, while publicly you think people expect you to be more secure in yourself. You genuinely desire to help others, but in a more quiet and invisible way. When under pressure and among close friends or relatives, you seem to be overly sensitive and caring.

You strongly desire to help others behind the scenes, but you can be unresponsive to those you don't know well. You seem to have mixed emotions when it comes to serving and helping others. You need to be just as caring at work and toward those you don't know well as you are privately. You also may need to give more love and care to people who are not as close to you.

Be as much of a humble servant at work as you are at home. Be as caring publicly as you are privately. Care for your casual friends as you would for loved ones and dear friends. Balance your love for others and spread your kindness around to everyone.

In summary, your Low "S" in Graph 1 and High "S" in Graph 2 means you are expected to be more passive and reserved at home or in familiar environments than you tend to be at work or in unfamiliar environments.

Case Study or Example of an Immature or Out-Of-Control “C” Type

I’m thinking of a “C” type personality who is extremely cautious, calculating, and careful. She is so picky she drives other people crazy. On the surface she is very competent, but underneath all the perfectionism, there seems to be a problem.

First of all, her need for perfection and taking care of the details tends to make her worry more than not. She has the reputation of being too careful and too concerned. This tends to make her depressed.

“C” types are prone to worry, but they seldom admit it. They call it being “concerned.” Their anxiousness is often seen as picky by others, while they simply see themselves in the reality of being right.

Their conscientious demeanor makes them very respected by their peers, but their families often grow tired of their unending quest for perfection. It often seems like nothing satisfies them. No matter how well you do something, it is never good enough.

“C” type personalities are the pacesetters when it comes to getting a job done right, but they are also the judge and jury when it comes to evaluating the quality of your work. This person has developed the reputation of being too hard to work with or for.

She has become known for her caustic and critical spirit. People have given her nicknames that are not very flattering. She tends to ignore them, but it must hurt. Unfortunately, her threshold for pain is high and she seems to push forward regardless what others say about her.

She doesn’t need a lot of personal recognition, but does seek approval for her work well done. She takes a lot of pride in her results. You can say what you want about her, but don’t mess with what she has accomplished.

One of her biggest problems is that she often takes so long to complete a task. She is usually striving for perfection so she is seldom satisfied with her accomplishments. She also seems to need more time, money, supplies, or help to finish the job better.

What may seem correct to one person is not the way she often sees it. There is never a gray or middle area. The job is either right or wrong. She seems to live above and beyond everyone else’s comfort zone.

This often causes her serious uneasiness and discomfort. She needs to vent her pent up feelings, so she tends to take out her frustrations on those closest to her. She seems to never be satisfied with what she or others do.

Immature out of control “C” types need to relax more. They struggle with the stresses of life. All their concerns can really help them, if they would only learn that nothing in this world is perfect.

Their determination to do things compliantly and conscientiously is admirable, but when overdone and taken to extremes, it can become a hindrance rather than a help to them. This person needs to take more pleasure in the simple and uncomplicated things in life and think on those things. Stop trying to grow the perfect rose; instead learn to enjoy its beauty and fragrance.

Case Study or Example of an Mature or In-Control “C” Type

Here’s a “C” type personality who is not consumed by his passion to do things well. He is not a slave to his perfectionism. Though he strives to do everything as well as possible, he knows when to walk away.

As a mature “C” he is in control of his drives to complete task precisely. He knows how to cut corners, even when he hates the thought of it. He recognizes there are time limits and there will never be enough resources to finish everything perfectly. He knows there is a definite time to go on to another task.

This person recognizes his need to be content as well as finish what he can. He has learned over the years that there’s a time to work and there’s a time to play. His typical categorizing and systematizing things has taught him to adapt and set aside time for family and friends.

He doesn’t have to always solve a project. He knows how to prioritize his time and energy. Of course, he tends to schedule things and sometimes seems to be like a robot.

His “C” behavior has been freed from the strict legalism of having to always be right. He recognizes that there sometimes is a middle ground about things. His former position on promise has been tempered and tamed. He has learned that he doesn’t always have to improve people or things.

Being delivered from his own strict rules of life, he now enjoys relaxing and spending leisure time with friends or family. He is now more sweet and sensitive, where before he was more anxious and critical.

He is more forgiving especially when you make a mistake. It has actually become fun to watch him bite his tongue or respond in a non-typical way. He has a type of sarcasm that is very humorous. He gets his point across but without acting like a jerk or swinging his sword.

He is no longer looked at as a “know-it-all” without feelings or empathy. He has learned to show his feelings even when people do wrong. His high “C” personality type has been conquered by love for others. He has learned to hurt with those who hurt.

He has even become more fun to be around. He is not so picky or critical of things he disagrees with. He is more tolerant and forgiving. His social skills have greatly improved. He is definitely different in a good way.

People no longer see him as a “nerd,” but more as a knowledgeable, friendly person. He has learned to let his hair down and cut up with others. He even tells a funny joke from time to time.

“C” types who have overcome their lack of enthusiasm and excitement become surprises to old friends who haven’t seen them in a long time. People often wonder what happened to them.

The main influence is when “C” types logically recognize how being balanced with all the personality traits is more effective than just being the same old type all their lives. This person has reasoned with himself and come to the conclusion that it was time for change. This was one of the most logical and reasonable decisions he ever made.

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

Imagine juvenile and selfish “S/C” and “C/S” types who make people feel sorry for them and go through life like wounded puppies. There are many of these types that are immature, but others are mature. Some are in control of their personalities; most are not.

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

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

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

These “S/C” or “C/S” types are often the best liked by others because of their loyalty and wisdom, but so often are overlooked as leaders. They make great followers and faithful workers. Their greatest challenges are taking charge and moving forward with little information.

They are both people and task oriented, but focus on individuals, rather than crowds. They concentrate on doing one thing at a time, rather than juggling several projects at once.

People may never recognize when these types are out of control, because they seem to blend into the crowd and seldom seek to stand out. They don’t like to talk much, unless it is about a specific subject they know a lot about. They come alive when people make inaccurate and foolish statements about something. They want correct and compliant answers. Details are most important to them.

Immature and unbalanced types can surprise others because they can act contrary to their natural

way. They sometimes become like maniacs when someone messes with their families or security. They want stability and safety, but when threatened they can act out of character and crazy.

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

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

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

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

Here's an example of a “S/C” or “C/S” type who has learned to control his personality, rather than allowing it to control him. He hasn't always been that way. There was a time he was so shy and quiet that no one noticed he was around. He seemed to be afraid of his own shadow.

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

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

He was also comfortable with his new behavior because he was aware and conscientious of his decisions. In the past he would be shy, but now he was outgoing and talkative. Before he used to be very contemplative and would go into deep thought about things, but now he is not so opinionated or caustic.

He began engaging in conversations enthusiastically telling interesting stories, laughing and carrying on rather than just listening and not reacting. He also shared in the intellectual discussions, but guarded his tone from becoming argumentative and confrontational.

He became very flexible and seemed to evolve into being all things to all people. He even learned to be direct and demanding when necessary. Rather than being manipulated or intimidated, he became strong and positive.

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

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

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

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

Graph 1: "This is expected of me"

"This is expected of me" is your response to how you think people expect you to behave. It's your normal guarded and masked behavior.

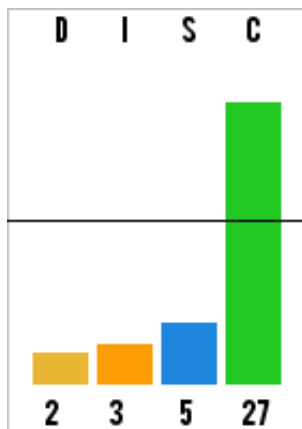
Description: As a "C", you think people expect you to be cautious and calculating. You feel that you should be more competent than others. You are uncomfortable when people are not compliant and they don't go by the book or rules. You think people want you to be precise and almost perfect. You tend to be more conscientious than others. You think people like things to be completed correctly and right the first time. People expect you to be the planner and organizer of projects. You also feel like you are expected to have answers for nearly everything.

C - CAUTIOUS COMPETENT TYPES

Discovering your behavioral blends

"C's" are logical and analytical. Their predominant drive is careful, calculating, compliant and correct behavior. When frustrated, they can over do it or be the exact opposite. They need answers and opportunities to reach their potential. They tend not to care about the feelings of others. They can be critical and crabby. They prefer quality and reject phoniness in others. They are motivated by explanations and projects that stimulate their thinking.

Controlling your behavioral blends



- Be more patient when you correct others.
- Correct others in love.
- Be more positive.
- Hope in the possibilities, not your circumstances.
- Build relationships with others.
- Find happiness apart from fulfilling your tasks.

Graph 2: "This is me"

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

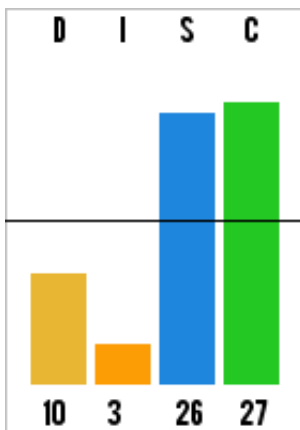
Description: As a high "S / C" or "C / S" personality type, you are more passive than active. In other words, you tend to be more reserved than outgoing. You don't often jump into things or express your feelings openly. You are people-oriented, but prefer to be one-on-one rather than in a large group.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

C/S - COMPETENT SPECIALISTS

Discovering your behavioral blends

"C/S's" tend to always be right. They like to do one thing at a time and do it right the first time. Their steady and stable approach to things makes them sensitive. They tend to be reserved and cautious. They are consistent and careful, but seldom take risks or try new things. They do not like speaking to large crowds, but will work hard behind the scenes to help groups stay on track. They are motivated by opportunities to serve others and to do things correctly.

Controlling your behavioral blends



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

Your DISC Insights

eriktittle@mac.com tends to be more:

Proper / Formal
Law-abiding / Conscientious
Calculating / Analytical
Conservative / Inflexible
Careful / Cautious
Straight / Conforming
Perfectionist / Precise
Compliant / Goes by book
Loving / Sincere / Honest
Competent / Does Right
Contemplative / Thinker
Deep / Intense
Talkative / Verbal
Perceptive / Sees clearly
Pondering / Wondering
Guarded / Masked / Protective
Preparing / Researching
Industrious / Hard working
Inquisitive / Questioning
Serving / Sacrificing
Courteous / Polite
Inventive / Imaginative
Organized / Orderly
Faithful / Consistent

eriktittle@mac.com tends to be less:

Outgoing / Active
Playful / Fun-loving
Bold / Daring
Convinced / Cocky
Friendly / Cordial / Popular
Risk-taking / Courageous
Forceful / Strong-willed
Enthusiastic / Influencing
Smooth talker / Articulate
Positive / Optimistic
Admirable / Elegant
Joyful / Jovial
Challenging / Motivating
Animated / Expressive
Persuading / Convincing
Sociable / Interactive
Powerful / Unconquerable
Timid / Soft-spoken
Dynamic / Impressing
Direct / To the point
Peppy / Playful
Inducing / Charming
Zealous / Eager
Responsive / Reacting

eriktittle@mac.com's "D" Tendencies seem to be:

Industrious, Hard working

eriktittle@mac.com's "I" Tendencies seem to be:

Talkative, Verbal

eriktittle@mac.com's "S" Tendencies seem to be:

Courteous, Polite

eriktittle@mac.com's "C" Tendencies seem to be:

Law-abiding, Conscientious, Calculating, Analytical, Conservative, Inflexible, Careful, Cautious, Straight, Conforming, Perfectionist, Precise, Contemplative, Thinker, Pondering, Wondering, Guarded, Masked, Protective, Preparing, Researching, Inquisitive, Questioning, Organized, Orderly

eriktittle@mac.com's "D" Tendencies are not very:

Bold, Daring, Convinced, Cocky, Risk-taking, Courageous, Forceful, Strong-willed, Positive, Optimistic, Powerful, Unconquerable, Direct, To the point, Zealous, Eager

eriktittle@mac.com's "I" Tendencies are not very:

Outgoing, Active, Playful, Fun-loving, Friendly, Cordial, Popular, Enthusiastic, Influencing, Smooth talker, Articulate, Joyful, Jovial, Animated, Expressive, Dynamic, Impressing, Peppy, Playful, Inducing, Charming, Responsive, Reacting

eriktittle@mac.com's "S" Tendencies are not very:

Timid, Soft-spoken

Appendix

Table Of Contents

This Table of Contents is for the generic pages of your report. Be sure to first review your web page report to learn all the personal information generated from the UY questionnaire.

<i>Introduction</i>	<i>A-2</i>
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<i>Interpretation of Four Temperaments</i>	<i>A-4</i>
<i>How To Read Graphs</i>	<i>A-5</i>
<i>Understanding The Two Graphs</i>	<i>A-6</i>
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NOTICE:

**Receive more or less insights by completing
a Comprehensive or Summary Version!
Investments vary according to length.
Go to www.uniquelyyou.net
then click on the profile
you want to review.**

Introduction

Why Uniquely You? . . .

Because you are wonderfully and naturally endowed to succeed in life. Fulfilling your purpose involves understanding yourself and others. Learning how to relate wisely to others is vital!

By understanding why we do what we do, we can improve our effectiveness, quality of life and relationships. Most problems are simple “*people problems.*” They are misunderstandings of how people think, feel, and act the way they do.

The Science of Human Behavior helps us understand these challenges. Everyone has a unique personality that’s neither good nor bad. It’s what you do with your personality that really matters.

We must learn how to control our feelings to help and influence others. Selling and servicing the public requires that we adapt our personalities to those we serve. Helping others begins by understanding their feelings.

Ironically, many people resist our help. They just don’t understand our motives. By identifying unique personality types we can discover why people respond the way they do. We can also learn how to sincerely influence them to accept our help.

Convincing the greatest skeptics involves understanding their motivations. Once we answer their objections, they make supportive optimists. Effectiveness requires insights. Success begins with identifying our uniquenesses.

The interpretation and practical application throughout this report will help you better understand the dynamics of personality types. Hopefully this assessment will result in better attitudes, improved relationships and positive results. Doing this profile can be the beginning of a new way of solving problems.

It can make the difference in happiness and sorrow . . . success and failure in life. Above all, this profile can help you help others reach their potential and fulfill their dreams.

Historical Background Of Personality Types

The Four Temperament Model of Human Behavior is attributed to Hippocrates, the father of modern medicine. His scientific research and brilliant observations are universally accepted. Contrary to what critics claim, the Four Temperaments did not hatch from archaic pagan greek philosophy, but rather the scientific process that made Hippocrates the respected physician of his day.

The DISC Model of Human Behavior was first introduced by William Marston in 1928 through his book, *The Emotions Of Normal People*. Marston took Hippocrates' Greek titles and assigned simple and single D, I, S, and C letters to each. Though there are now many titles to various models, they all have roots from the same basic four temperaments discovered 400 B.C.

Dr. John Geier, Chairman of the Human Behavior Science Department at the University of Minnesota designed the first paper assessment that identified a person's DISC personality type from a business and personal perspective in 1977.

After studying under Dr. Geier with Performax Systems and Dr. Frank Wichern, Staff Psychologist at Dallas Theological Seminary, Dr. Mels Carbonell designed the first-of-their-kind combination personality and spiritual gifts profiles. With over 1 million profiles now in print in several different languages, Uniquely You Resources are one of the most respected and popular profiles available for businesses, personal use, and faith-based organizations.

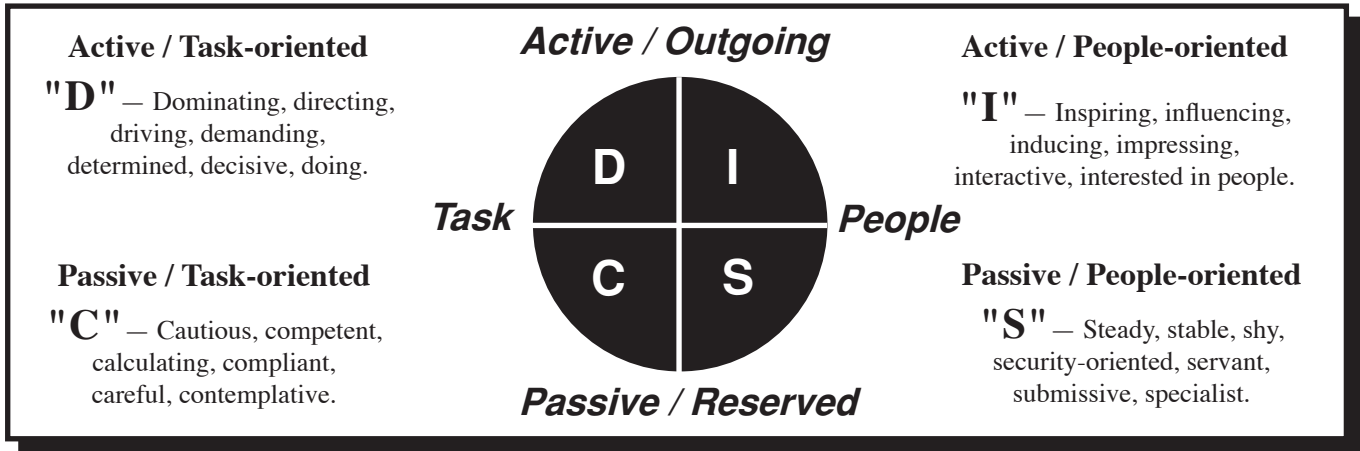
Understanding the four-quadrant model of basic human behavior often explains why people do what they do. These insights can make the difference between right and wrong responses, and the best or worst behavior in any situation.

The profile is not a psychological analysis. It is not designed to deal with serious emotional problems. It can help with simple insights into basic human behavior motivations. For more in-depth needs, we recommend you seek "professional" counseling.

Interpretation . . .

You have a predictable pattern of behavior because you have a specific personality. There are four basic personality types. These types, also known as temperaments, blend together to determine your

unique personality. To help you understand why you often feel, think and act the way you do, the following graphic summarizes the Four Temperament Model of Human Behavior.



Active / Task-oriented
"D" — Dominating, directing, driving, demanding, determined, decisive, doing.

Passive / Task-oriented
"C" — Cautious, competent, calculating, compliant, careful, contemplative.

Active / People-oriented
"I" — Inspiring, influencing, inducing, impressing, interactive, interested in people.

Passive / People-oriented
"S" — Steady, stable, shy, security-oriented, servant, submissive, specialist.

"D" BEHAVIOR (*Active / Task-oriented*) *Also known as "Choleric" and "Lions"*

Descriptions: *Dominant, Direct, Demanding, Decisive*

Basic Motivation: Challenge and Control

Desires: • Freedom from control • Authority • Varied Activities
 • Difficult Assignments • Opportunities for Advancement
 • Choices, rather than ultimatums

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

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

"I" BEHAVIOR (*Active / People-oriented*) *Also known as "Sanguine" and "Otters"*

Descriptions: *Inspiring, Influencing, Impressing, Inducing*

Basic Motivation: Recognition and Approval

Desires: • Prestige • Friendly relationships • Freedom from details • Opportunities to help others • Opportunities to motivate others • Chance to verbalize ideas

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

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

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

Descriptions: *Competent, Compliant, Cautious, Calculating*

Basic Motivation: Quality and Correctness

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

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

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

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

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

Basic Motivation: Stability and Support

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

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

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

Understanding The Two Graphs

Two graphs are identified for each person. They will help you understand how each person feels, thinks and acts. There is no bad profile. Each graph simply identifies a specific way the person looks at life.

GRAPH 1: “*This is expected of me*” is the response to how the person feels and thinks people expect him or her to behave. The person is telling you, “*This is how I feel you want me to be*” or “*I think you want me to act like this.*”

People understand early in life that there are acceptable and unacceptable actions. Everyone is influenced by these thoughts and feelings.

GRAPH 2: “*This is me*” is the person’s response to how he or she feels and thinks under pressure—how the person really feels and thinks inside. The person is revealing how he or she will naturally respond when he or she does not think about what is expected of him or her — usually under stress.

Everyone is born with a natural *bent* of behavior. Our parents and peers, plus our environment growing up help develop our personalities into predictable patterns of behavior.

If **GRAPHS 1 and 2** are alike, understanding the person’s personality will be easier. If the two graphs are different, the person may be struggling with an attitude about what is expected of him or her and how he or she really wants to act. Or the person may be very consistent with what is expected and the real him or her. Having two different graphs is not a problem and is normal for many people.

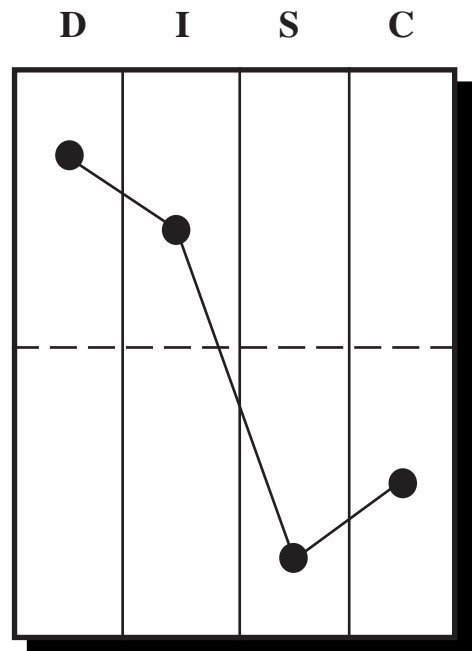
The examples show a “D/I” type in **GRAPH 1** and “I/S” in **GRAPH 2**. This person is revealing that he or she thinks people want him or her to be more dominant, even though he or she really isn’t that type. This person is also more “S”—submissive and security oriented than what he or she feels is expected of him or her.

To understand how to read the two graphs, focus on each plotting point under the **DISC** columns.

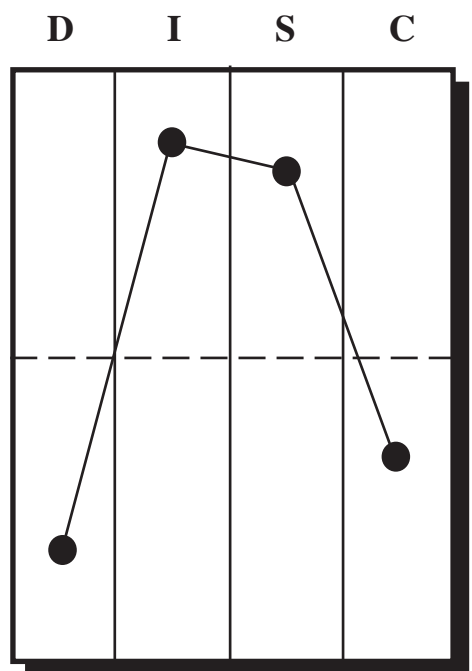
Every point in the upper third is considered *high*. Every point in the middle third is *mid*. Every point in the lower third is considered *low*.

The higher the plotting point, the more that **DISC** letter describes the person’s behavior. Study this entire booklet to understand how to apply what you learn about yourself and others.

Example of Graph 1



Example of Graph 2



How To Read The DISC Graphs

Each graph describes a personality in a different way.
Look at each graph and find the highest plotting point.

Notice in **Example A**, the highest point is “C.” The next highest point is “S.” This profile is a “C/S” type personality.

“C/S”s are cautious and steady. They like to do one thing at a time and do it right the first time. They also like stable and secure-oriented surroundings. They don’t like to take risks or cause trouble.

“C/S”s need to be more outgoing and positive. Their **Behavioral Blend** is “*Competent Specialist*.”

To help you read the graphs, also notice the lowest plotting points. The example shows “I” as the lowest point. It simply means that this person doesn’t enjoy inspiring or interacting with people, while he or she tends to be more shy and calculating about things.

This person is more reserved than outgoing. He or she likes people on an individual basis. The low “I” is not bad. It only indicates a low interest in enthusiastic and carefree behavior.

Example B shows a graph with a high “D/I” personality type. This person is more active than passive. “D/I”s are dominant and inspiring people. They like to control and influence others. They don’t like to sit still or work on one thing at a time.

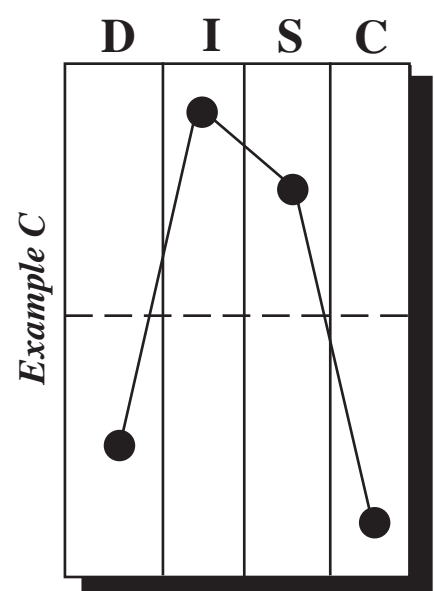
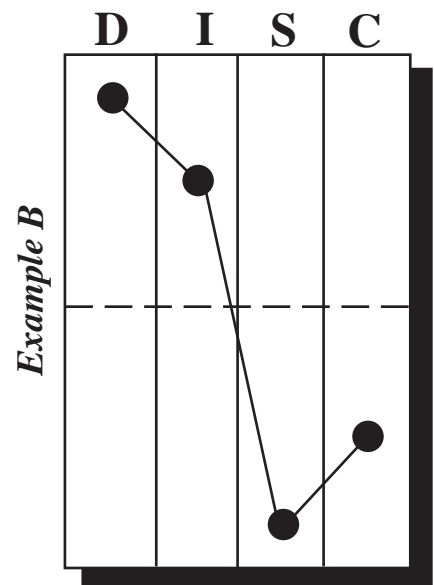
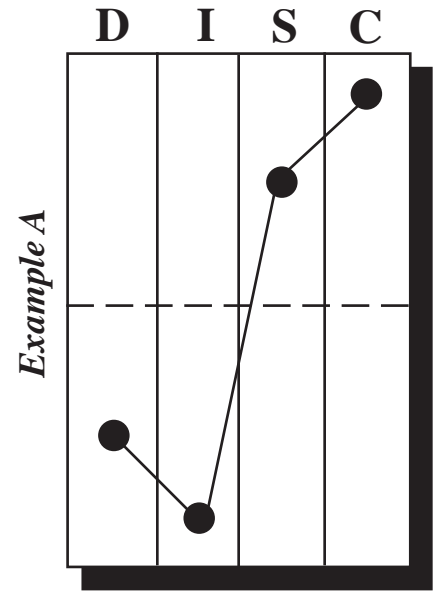
Notice the “S” and “C” plotting points are low. This means this person is not so concerned with security and stability or cautious and calculating actions. Low “S/C”s are more risk-takers and active types.

Example C is an “I/S” type personality. “I/S”s love people. They are active/outgoing in their “I” and passive/reserved in their “S”. They don’t like tasks. They need lots of recognition and a stable environment. Their “D” and “C” are low, meaning they are not assertive/dominant or logical/contemplative types.

Your profile may be different. It really doesn’t matter what your personality is. The important thing is that you control your personality, rather than allowing your personality to control you.

Remember, there is no bad personality. We need to accept the way we and others naturally respond as unique traits. Everyone doesn’t think, feel or act the same way. Once we understand these differences we will be more comfortable and effective with ourselves and others.

To learn more, be sure to study the **Behavioral Blends**.



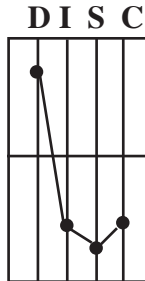
DISCOVERING YOUR BEHAVIORAL BLEND

There are four basic personality types known as **D, I, S,** and **C** behavior. Everyone is a blend or combination of these four temperaments. No type is better than the other. No one has a bad personality. The most important factor is what you do with your personality. Don't let your personality control you; instead learn how to control your personality.

To help you discover more about your specific behavioral style, there are 21 **Behavioral Blends**. One or two **Behavioral Blends** will best describe you. Few people are pure **D, I, S,** or **C** types. Most everyone is a combination of the four types. Remember, it doesn't matter what personality you have, as much as what you do with it. (Continue instructions next page.)

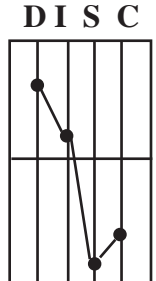
D: DETERMINED DOERS

"D"s are dominant and demanding. They win at all costs. They do not care as much about what people think as they care about getting the job done. Their insensitivity to feelings makes them too strong. They are great at developing things, but they need to improve their ability to do things correctly. Their strong will should be disciplined to prepare and think more accurately about what they are doing. They are motivated by serious challenges to accomplish tasks.



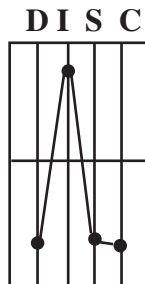
D/I: DRIVING INFLUENCERS

"D/I"s are bottom line people. They are much like Dynamic Influencers. They are a little more determined and less inspirational, but they are strong doers and able to induce others to follow. They need to be more cautious and careful, as well as more steady and stable. They get involved in a lot of projects at the same time. They need to focus on one thing at a time and slow down. They are motivated by opportunities to accomplish great tasks through a lot of people.



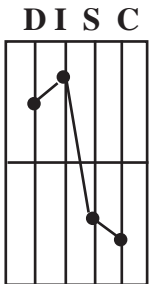
I: INSPIRATIONAL INFLUENCERS

"I"s are impressive people. They are extremely active and excited individuals. Approval is important to them. They can have lots of friends if they do not overdo their need for attention. They can be sensitive and emotional. They need to be more interested in others and willing to listen. They do not like research unless it makes them look good. They often do things to please the crowd. They are entertainers. They need to control their feelings and think more logically. They often outshine others and are motivated by recognition.



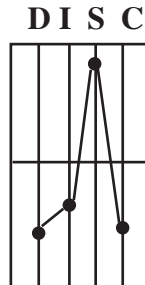
I/D: INSPIRATIONAL DOERS

"I/D"s are super salespeople. They love large groups. They are impressive and can easily influence people to do things. They need a lot of recognition. They exaggerate and often talk too much. They jump into things without thinking them through. They need to be more studious and still. They should also be more careful and cautious. They are motivated by exciting opportunities to do difficult things. If not careful, they will do things to please the crowd and get themselves into trouble in the process. They make inspiring leaders and determined individuals.



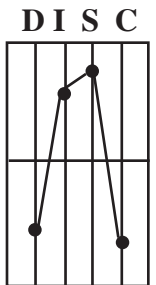
S: STEADY SPECIALISTS

"S"s are stable and shy types. They do not like changes. They enjoy pleasing people and can consistently do the same job. Secure, non-threatening surroundings are important to them. They make the best friends because they are so forgiving. Other people sometimes take advantage of them. They need to be stronger and learn how to say, "No" to a friend who wants them to do wrong. Talking in front of large crowds is difficult for them. They are motivated by sweet and sincere opportunities to help others.



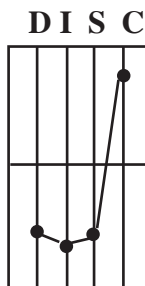
S/I: STEADY INFLUENCERS

"S/I"s are sensitive and inspirational. They accept and represent others well. They have lots of friends because they are tolerant and forgiving. They do not hurt people's feelings and can be very influential. They need to be more task-oriented. They must learn to finish their work and do it well. They like to talk, but should pay more attention to instructions. They would be more influential if they were more aggressive and careful. They are kind and considerate. Motivated by opportunities to share and shine, they induce others to follow.



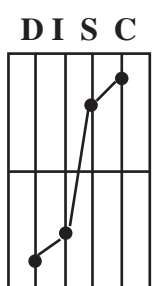
C: CAUTIOUS COMPETENT TYPES

"C"s are logical and analytical. Their predominant drive is careful, calculating, compliant and correct behavior. When frustrated, they can over do it or be the exact opposite. They need answers and opportunities to reach their potential. They tend not to care about the feelings of others. They can be critical and crabby. They prefer quality and reject phoniness in others. They are motivated by explanations and projects that stimulate their thinking.



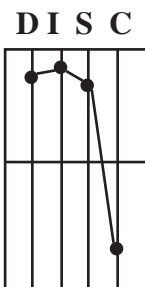
C/S: COMPETENT SPECIALISTS

"C/S"s tend to always be right. They like to do one thing at a time and do it right the first time. Their steady and stable approach to things makes them sensitive. They tend to be reserved and cautious. They are consistent and careful, but seldom take risks or try new things. They do not like speaking to large crowds, but will work hard behind the scenes to help groups stay on track. They are motivated by opportunities to serve others and to do things correctly.



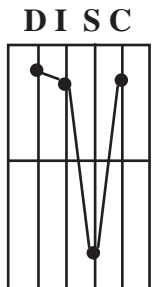
I/D/S: INSPIRING DRIVING SUBMISSIVE

"I/D/S"s are impressing, demanding and stabilizing at the same time. They are not as cautious and calculating as those with more "C" tendencies. They are more active than passive. But they also have sensitivity and steadiness. They may seem to be more people-oriented, but can be dominant and decisive in their task-orientation. They need to be more contemplative and conservative. Details don't seem as important as taking charge and working with people.



D/I/C: DOMINANT INSPIRING CAUTIOUS

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

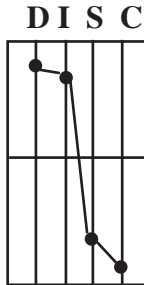


Observe the 21 **Behavioral Blends** on these two pages. Choose the one or two profiles that are most like your graphs. Read the brief paragraph descriptions of the ones that are most like you. You will probably be a combination of two specific profiles. You can also have some characteristics of other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

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

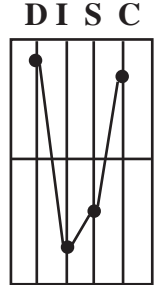
D/I: DYNAMIC INFLUENCERS

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



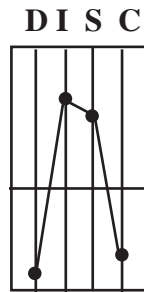
D/C: DRIVING COMPETENT TYPES

"D/C" Types are determined students or defiant critics. They want to be in charge, while collecting information to accomplish tasks. They care more about getting a job done and doing it right than what others think or feel. They drive themselves and others. They are dominant and caustic. Improving their people skills is important. They need to be more sensitive and understanding. They are motivated by choices and challenges to do well.



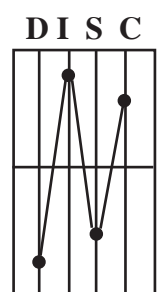
I/S: INSPIRATIONAL SPECIALISTS

"I/S" are influential and stable. They love people and people love them. They like to please and serve others. They do not like time controls or difficult tasks. They want to look good and encourage others, but often lack organizational skills. They follow directions and do what they are told. They should be more concerned about what to do, than with whom to do it. They are motivated by interactive and sincere opportunities to help others. Regardless of being up front or behind the scenes, they influence and support others. They make good friends and obedient workers.



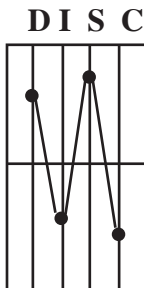
I/C: INSPIRATIONAL COMPETENT

"I/C" Types are inspiring, yet cautious. They size up situations and comply with the rules in order to look good. They are good at figuring out ways to do things better through a lot of people. They can be too persuasive and too concerned about winning. They are often impatient and critical. They need to be more sensitive to individual feelings. They are often more concerned about what others think. They do not like breaking the rules; neither do they enjoy taking risks. They need to try new things and sometimes go against the crowd. They are careful communicators who think things through.



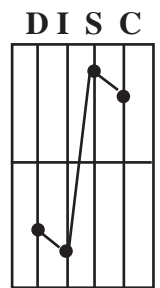
S/D: STEADY DOERS

S/D"s get the job done. They prefer stable surroundings and are determined to accomplish tasks. As quiet leaders, they relate best to small groups. They do not like to talk in front of large crowds, but want to control them. They enjoy secure relationships, but often dominate them. They can be soft and hard at the same time. They are motivated by sincere challenges that allow them to systematically do great things. They prefer sure things, rather than shallow recognition. They make good friends, while driving to succeed.



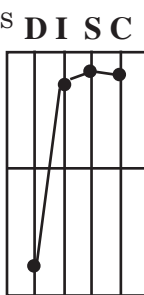
S/C: STEADY COMPETENT TYPES

"S/C" Types are stable and contemplative types. They like to search and discover the facts. They like to weigh the evidence and proceed slowly to a logical conclusion. They enjoy small groups of people. They do not like speaking in front of large crowds. They are systematic and sensitive to the needs of others, but can be critical and caustic. They are loyal friends, but can be too fault-finding. They need to improve their enthusiasm and optimism. They are motivated by kind and conscientious opportunities to slowly and correctly do things.



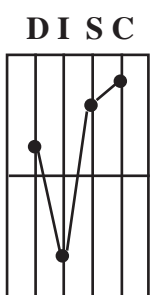
C/I/S: COMPETENT INFLUENCING SPECIALISTS

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



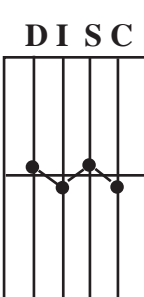
C/S/D: COMPETENT STEADY DOERS

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



STRAIGHT MID-LINE

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

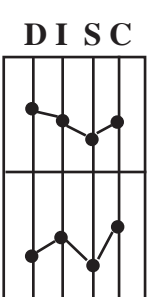


ABOVE MID-LINE • BELOW MID-LINE

Some patterns indicate unique struggles an individual may be having.

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

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



Controlling Your Behavioral Blend/s

From a Business Perspective

When we discover our personality types, we can recognize the specific areas in which we need to improve. The following are admonitions and challenges to help you focus on becoming more balanced. These points apply to all of us, but they are especially pertinent in our areas of weakness and need.

D: “Determined Doers”

- Be careful to not offend people when you take charge.
- Anger is a normal human emotion, but it must be controlled.
- Pursue purity and peace.
- Focus on doing one thing well.
- Be kind to everyone, because everyone is carrying a burden.

D/I: “Driving Influencers”

- Though naturally fearless and able, you need to respect others.
- Guard the overuse of your strengths; be nice to others.
- Making peace is a greater challenge than winning a fight.
- Choose your words carefully.
- Control your feelings.

D/I (lower): “Dynamic Influencers”

- Develop humility and obedience.
- Remember everyone has a boss, even you.
- Avoid rebellion.
- Recognize that winning is not always most important.
- Be patient with others.
- Rely on others instead of your ability to make things happen.

D/C: “Driven and Competent”

- Seek to get along with everyone.
- Be kind and loving.
- Show more love.
- Seek to serve, not to be served, and have a “servant’s heart.”
- Recognize meekness is not weakness.
- Control your desire for power over others.
- Take time to be still.

CONTROLLING YOUR BEHAVIORAL BLEND *Continued*

I: “Inspirational Influencers”

- Do not exalt yourself.
- Listen more.
- Work at being organized.
- Concentrate on doing what is most important.
- Prepare thoroughly.
- Be careful what you desire.
- Do not be overconfident, and watch what you promise.

I/D: “Inspirational Doers”

- Guard the power of your words.
- Do not use flowery language just to impress people.
- Always tell the truth.
- Be small in your own eyes and attitudes.
- Give others the glory for all you do.
- Put others before yourself.
- Beware of the “lust of the flesh and pride of life.”

I/S: “Inspirational Specialists”

- Beware of always seeking everyone’s approval.
- Seek to please others and make them look good.
- Be more task-oriented.
- Do not be lazy.
- Work hard.
- Do not just talk about what you want.
- Be industrious.

I/C: “Inspirational and Competent”

- Do not think too highly of yourself.
- Be a good example.
- Care more about insignificant people.
- Be bold and confident.
- Guard what you say.
- Do not flatter yourself.

CONTROLLING YOUR BEHAVIORAL BLEND *Continued*

S: “Steady Specialists”

- Increase your confidence.
- Fear not.
- Speak out more often.
- Be outgoing and less inhibited.
- Be assertive.
- Do not be insecure.

S/I: “Steady Influencers”

- Think things through.
- Take stands.
- Guard against fearfulness.
- Remember, you do not always need people to encourage you.
- Always do right and take charge if you have to.
- Prepare more.

S/D: “Steady Doers”

- Let people know you are capable and confident.
- Speak out.
- Be excited.
- Be strong in your weaknesses.
- Encourage and help others daily.
- Reason and evaluate more.

S/C: “Steady and Competent”

- Be assertive and strong.
- Be more enthusiastic.
- Enjoy relationships rather than endure them.
- Peace and happiness do not come from security and safety.
- Deep peace is knowing there are answers to your problems.
- Be fearless.

CONTROLLING YOUR BEHAVIORAL BLEND Continued

C: “Cautious and Competent”

- Be more patient when you correct others.
- Correct others in love.
- Be more positive.
- Hope in the possibilities, not your circumstances.
- Build relationships with others.
- Find happiness apart from fulfilling your tasks.

C/S: “Competent Specialists”

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

C/I/S (or any combination of I, S, and C):

“Competent, Influencing Specialists”

- Guard against being judgmental.
- Avoid bitterness and resentment.
- Step out of your comfort zone.
- Be thankful for everything.
- Be encouraging and a good example to others.
- Take charge and do whatever you need to do.

C/S/D (or any combination of D, S, and C):

“Competent, Steady Doers”

- Be more enthusiastic.
- Do not worry so much about problems.
- Be more positive.
- Be more sensitive.
- Do not be reluctant to lead because of poor verbal skills.
- Be more outwardly optimistic and encouraging to others.

CONTROLLING YOUR BEHAVIORAL BLEND Continued

I/D/S (or any combination of D, I, and S):

“Inspiring, Driving, and Submissive”

- Be more calculating and careful.
- Be more organized.
- Be careful what you promise.
- Give others the glory for all you do.
- Think before you act.
- Be humble and slow to speak.

D/I/C (or any combination of D, I, and C):

“Dominant, Inspiring, and Cautious”

- Listen more.
- Be more sensitive to other’s feelings.
- Be a peacemaker.
- Do not be judgmental.
- Be optimistic and encouraging to others.

Straight Mid-Line

- Recognize your importance.
- Relax more.
- Remember you cannot please everyone all the time.

Above Mid-Line

- An Above Mid-Line Blend may mean you are trying too hard to over-achieve.
- You may feel pressure from unrealistic expectations.
- Stop attempting to do so much.

Below Mid-Line

- A Below Mid-Line Blend may indicate you feel threatened or insignificant.
- Let others encourage and guide you.
- Be more optimistic and think better of yourself.

Applying what we learn is the next level of profiling. It really does not matter how much we know about personality types. It is what we do about it and how it helps us be more effective that matters most. The following are some general applications that should be practiced.

Practical Application

High “D”s

- They need challenges and choices.
 - They don’t like to be told what to do.
- They want to be their own bosses.
- Controlling themselves is most important. Desiring to control others, “D”s need to guard their feelings.
 - Since “D”s test and challenge authority, they need to learn that everyone has a boss. If not, they will push others to the limit.

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

High “C”s

- They like to do things right. Finishing a project half way or half right is unacceptable to them.
- Give them time and resources to do their best.
- Don’t push them to always do better. They may get frustrated and give up.
- Encourage them to improve their people skills. They need to learn to be more sociable.
- Answer their questions and explain the “whys of life.”

Provide these types with happy and positive atmospheres. They tend to be naturally pessimistic and moody. Joyful and uplifting music around the home or office can be very encouraging. Avoid being constantly negative and critical, especially with these personality types.

High “T”s

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

“T”s need to learn they will have more friends when they make others look good. Praise them when they do well. Emphasize how their poor behavior makes them look bad, when they under-achieve. They especially need to guard against pleasing everyone.

High “S”s

- They desire steady and stable environments. Change is difficult. Give them time to adjust.
- Don’t expect them to accept risks or try new things. They prefer traditional roles.
- Difficult assignments and enthusiastic challenges are not effective. Friendly and sweet appeals are best.
- Encourage “S”s to be more outgoing and assertive, so that they won’t be taken advantage.

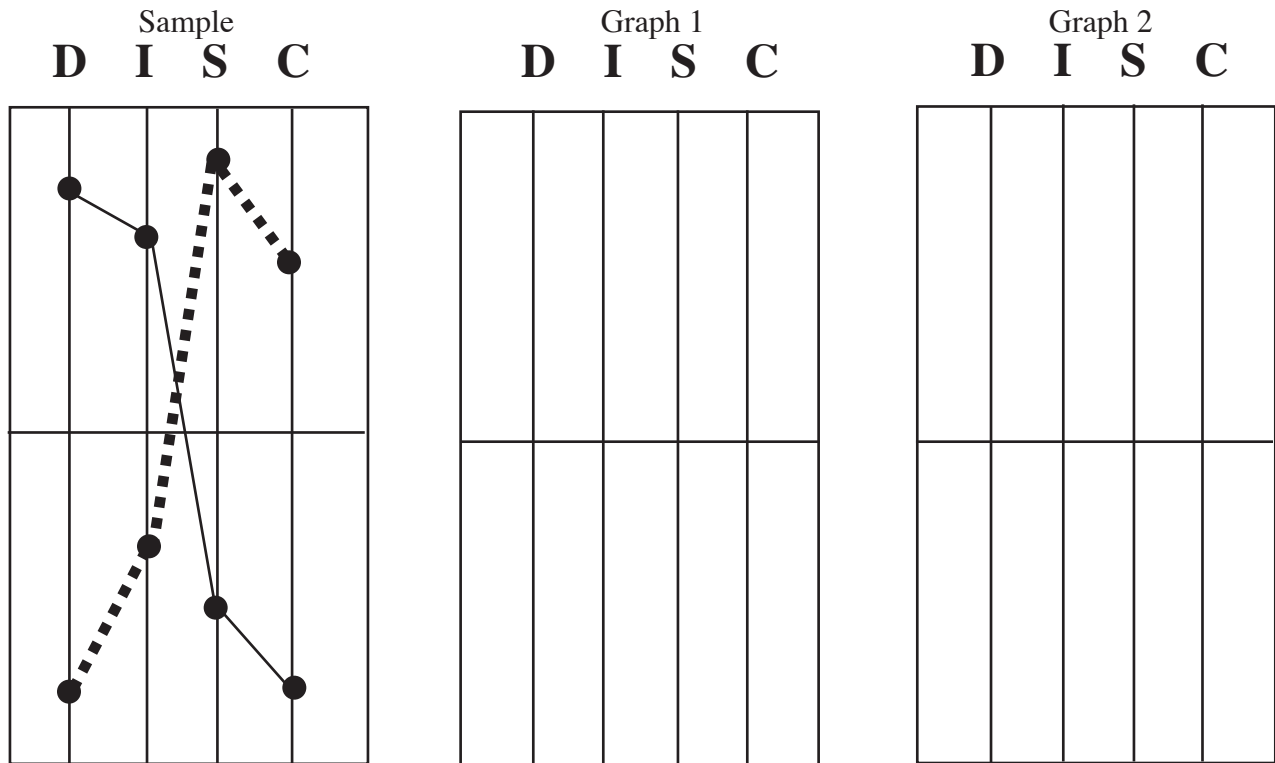
“S”s’ natural submission causes others to take advantage of them. “S”s need to learn how to control their reluctance to be bold and assertive. Saying “no” can be frightening, yet powerful. Taking chances and risks to take charge can be very rewarding.

Job / Profile Indicator

To contrast a potential employee to the job, use Graphs 1 and 2 below. Transpose the graphs from page 4 (employee and employer must each complete a *Uniquely You Questionnaire*).

Employer should do the *UYQ* with the specific job needs in mind. In other words, the employer should choose the words in the *UYQ* you would prefer the applicant choosing.

To observe the possible differences in the profiles use two different color ink pens, or a pen and pencil, or a dotted line in contrast to a solid line. Notice the sample graph below.



The person with the solid line has a “D/I” personality, while the person with a dotted line has a “S/C” personality. One type is not better than the other. Both personalities have their strengths and “*uniquenesses*.” To improve your interviewing, notice the differences.

Prospective employees and their jobs often conflict because of prospects’ personalities and job demands. If the solid line is that of the prospect, this person wants to dominate — to be in charge. But the employer knows total freedom is not possible. The employer may naturally resist hiring this person.

But the “D/I” prospect may be exactly what this job needs. The “D/I” may want to do his or her own thing, while the S / C employer may want to make sure the person is careful. The “D/I” prospect wants to be more aggressive, while the “S/C” employer may want the prospect to be more reserved.

The “S/C” employer needs to be more assertive in order to control the “D/I” employee. The “S/C” employer also needs to be aware of the “D/I” prospect’s need for opportunity to “*run with the ball*.” This prospect is a self-starter, but will need to work under authority.

On the other hand, “D/I” employers must control themselves first, if they want to control their employees. “S/C” employees must always remember certain personalities are control-oriented and need to be instantly obeyed. Employees will gain more freedom and responsibility when they learn to obey, rather than resist strong “D” type employers.

Notice all D,I,S, and C differences in the graphs the employer completed in respect to the job and the graphs of the potential employee. Don’t concentrate on the predominantly high letter. Evaluate each letter with the specific job description in mind.

To improve your interview, study the *Job Intensity Factors* on the next page.

Job Intensity Factors

Placing the right person in the right job obviously makes a difference. Hiring the right personality for a specific job is imperative. The following are examples and explanations of how to interview and hire people according to their personalities, as well as abilities and experiences.

Stress occurs in every job. The level of pressure can be directly related to the employee's personality in relations to his or her job demands. In other words, aggressive sales presentation will cause more stress to the passive and reserved type personality. "D" and "I" type personalities are more suited to sales positions.

At the same time, "S" salespeople can be successful as they control their natural reluctance and discipline themselves to be more outgoing. Their sales style will be "steady, stable and sensitive," emphasizing service and security (trust) as they sell.

Graph A compares a High "I" employee to a High "S" job. "I"s are active/people-oriented personalities. They make great salespeople. "I"s tend not to like detail. They need to work on time management and closing the sales.

If an "I" were to take an "S" type job, he or she may become frustrated and bored. "I"s need to be active, working with large groups of people. They love to express themselves. "I"s need opportunities to shine, while "S" jobs may require working behind the scenes.

Graph B compares a High "D/C" employee to a High "I/S" job. "D/C"s are task-oriented. They love the challenge of completing a difficult job and getting it done right. "D/C"s are not socially active. They prefer telling people what to do and making sure it gets competently done.

"D/C"s make good managers, but need to work on being more sensitive and encouraging to those who work under them. "I/S" jobs require more social skills.

Graph C compares a High "I/S/C" employee to a High "D" job. An "I/S/C" employee will like to deal with the public and is concerned about the details. "D" jobs require getting bogged down with detail and socialization. "D" jobs also require a thick skin and decisive employee.

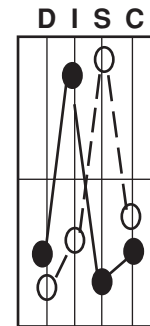
"I/S/C"s who have learned to be more "shakers and movers" can handle the job, but may struggle with strong-willed and demanding people. "D" jobs may need someone less tolerant and compromising.

Summary

The higher the employee's personality type (D, I, S or C) is, in contrast to what the employer is looking for, the greater the potential for making a mistake. For example, if you hire a "C" for a job that requires a lot of "I" personality, you may make a mistake. But if you hire a "C" to manage a group of "I"s, it might be just what you need. "I"s prefer someone to take care of the details and paper work. But "I"s also need someone positive and encouraging. You must decide which factors are most essential.

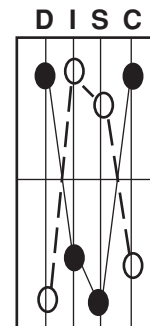
The following are three common opposite types. See if one of these is like your **Job / Profile Indicator**.

A. "I" Relating To "S" Job



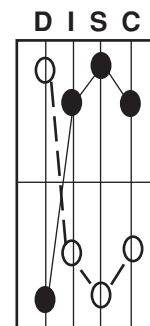
- "I"s are outgoing, while "S" jobs need steady responses.
- "I"s are more optimistic, while "S" jobs need sensibility.
- "S" jobs require caution, not risks.
- "I"s love to talk; "S" jobs may require better listening skills.

B. "D/C" Relating To "I/S" Job



- "D/C"s are task-oriented; while "I/S" jobs require people skills.
- "D/C"s want to get the job done, while "I/S" jobs need more sensitivity.
- "I/S" jobs focus on more service than "D/C"s may prefer.

C. "I/S/C" Relating To "D" Job



- "I/S/C"s are not dominant.
- They prefer socialization and competence on the job.
- "D" jobs require aggressive and assertive behavior.
- "I/S/C"s do well with people and tasks, but tend not to be drivers.

To know more about a prospective employee's personality or specific insights about your personality, be sure to study Discovering Your Behavior Blend and Practical Application.

PERSONAL INSIGHTS / INTERVIEW QUESTIONS

The following questions are designed for you to ask 21 behavioral blends in an interview situation. Be sure to first identify the interviewee's personality profile by administering the questionnaire. Once he or she has completed the UYQ, study the two graphs, then find the most similar graphs below. The graphs may not be exactly alike. Look for the configurations that are most similar to both graphs.

Focus on the questions designated for each graph. Ask the questions designated to each graph. Take notes for future reference. Don't use this assessment as an influence whether to hire or fire anyone. You may also want to ask other questions listed for similar profiles relating to the person's highest plotting points.

(Continue instructions on next page)

D: DETERMINED DOERS

- How well do you work under authority? Explain.
- How do the feelings of others affect your decision-making?
- Do you relate well to people and why or why not?
- How do you resolve conflicts with people?
- How do you motivate people to be productive?
- What are your long-range plans?
- What do you think about quality versus quantity?
- How do you guard against dominating people?

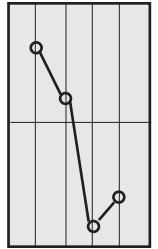
DISC



D/I: DRIVING INFLUENCERS

- What is more important to you and why—finishing the job or how people feel?
- When is it better to sit still and listen, than decide and act? Explain why.
- How would you relate to an indecisive boss?
- When is a job "well done?"
- How would you respond to a person under you who takes too long to complete a task?
- How do you control your feelings?

DISC



I: INSPIRATIONAL INFLUENCERS

- How punctual are you and how do you guard against poor time management?
- How do you feel about paperwork and completing written reports?
- How do you deal with rejection?
- How much do you research and prepare for beginning a project?
- How do you avoid always winging it?
- How good are your listening skills?
- What would you do if someone got credit for something you did?

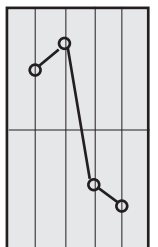
DISC



I/D: INSPIRATIONAL DOERS

- How would you respond to someone who makes you look bad?
- How do you defend and guard against exaggeration?
- How do you deal with failure in yourself and others?
- How do you relax and handle stress?
- How would you respond if you were overlooked for a promotion?
- How would you handle an unmotivated peer?
- How would you like to be recognized?

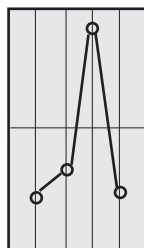
DISC



S: STEADY SPECIALISTS

- How do you deal with conflicts?
- Could you fire someone—especially a close friend?
- How would you handle an irate customer or fellow employee?
- How excited can you get about working here?
- What would you do if you saw something that wasn't right?
- How aggressive can you be to get the job done?
- What would the last straw be to make you quit?

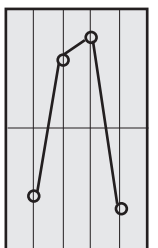
DISC



S/I: STEADY INFLUENCERS

- What time management skills do you practice?
- Have you ever confronted a good friend about a problem and how did you do it?
- When is compromise unacceptable?
- How do you handle forceful people?
- How do you deal with those who criticize you?
- How much do you prepare for a lecture or presentation?
- How self-motivated are you?
- What do you know about assertiveness training?

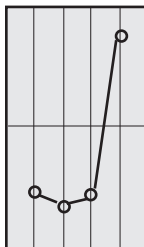
DISC



C: CAUTIOUS COMPETENT TYPES

- What do you think about people who do their work half way? How do you deal with them?
- How well do you handle deadlines?
- Do you carry grudges and how do you resolve conflicts with people who hurt you?
- How well can you work under an incompetent supervisor?
- How are you friendly to people you don't know?
- How would you deal with a fellow employee who has a problem with another employee?

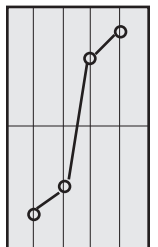
DISC



C/S: COMPETENT SPECIALISTS

- When have you ever been too "picky" about a task?
- How do you handle those who want you to finish a job half-way?
- How do you deal with overly optimistic people?
- How do you guard against depression and pessimism?
- How do you get others to have good attitudes?
- How do you decide when to take risks?
- How can you improve your people skills?

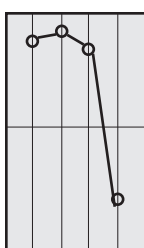
DISC



I/D/S: INSPIRING DRIVING SUBMISSIVE

- How do you deal with excessive paper work?
- How do you guard against overlooking the little details?
- When and why is too much optimism dangerous?
- How would you relate to someone who is extremely pessimistic or detailed-oriented?
- How would you confront a good friend and co-worker who is out-of-line?
- When and why is there a need for balance between getting the job done and getting it done right?

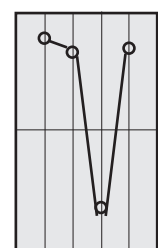
DISC



D/I/C: DOMINANT INSPIRING CAUTIOUS

- How important is loyalty and why?
- How do you relax when the pressure is on?
- When and why are the needs of an individual more important than those of the group or project?
- How do you guard against impatience with those who are slow or incompetent?
- How do you expect to continue at this job?
- How do you deal with obeying a supervisor who tells you do something you don't agree with?

DISC



For example, if you are a high *D* — "*Driving Influencer*" Blend, you may also want to ask yourself some of the questions that relate to the "*Inspirational Influencer*" or "*Driving Competent Type*" Blends.

You may also want to help others improve their leadership skills by asking them the specific questions that relate to their graphs. Don't jump to any conclusions, as you perceive the other person's traits. Think in broad generalities.

Look for maturity and experience in learning how to control personality differences.. There is no "*best*" personality for any job. The qualities that may suit one person better than another, overused, may be the very reason for disqualification.

Be sure to focus on each letter, whether high, low or mid, and design your own questions relating to specific job needs. You should study this entire profile to better understand all the personality types. Training is also available for those who want to become "*Certified Human Behavior Consultants*."

D/I: DRIVING INSPIRER TYPES

- How do you motivate people?
- What do you think about passive behavior?
- How would you handle unenthusiastic people?
- How would you follow a leader less able than you?
- How important is thorough research and preparation?
- How do you deal with being or not being patient?
- How do you follow the chain-of-command?
- When would you delegate a task for which you are responsible?

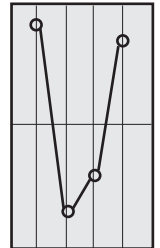
D I S C



D/C: DRIVING COMPETENT TYPES

- How well do you work with people?
- How important are friends to you?
- How are you trying to improve your people skills?
- Where do you draw the line between getting the job done and people's feelings?
- How do you relax?
- How would you handle speaking to a large group about your work?
- What do you think about team participation and how would you develop it?

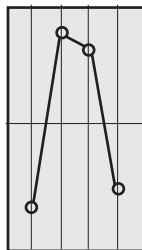
D I S C



I/S: INSPIRATIONAL SPECIALISTS

- How well do you manage your time?
- How would you deal with completing a task and not offending others who demand your time?
- How would you tell people you need to finish your work if they want to talk to you?
- How would you handle having to fire or lay off a good friend or faithful employee?
- Where does your duty to the company end and your loyalty to family begin?
- How would you handle an overbearing supervisor or an intolerable manager?

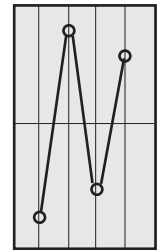
D I S C



I/C: INSPIRATIONAL COMPETENT TYPES

- How well do you take criticism?
- How would you handle a jealous co-worker?
- What motivates you to work hard when alone?
- If you weren't given the time or resources to do a job right, what would you do?
- How loyal do you think you will be to the company?
- What would you do if you saw a friend doing something wrong at work?
- How do you deal with mood swings?
- How do you guard yourself against a desire to correct others?

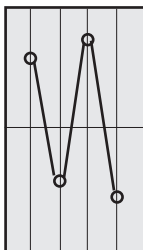
D I S C



S/D: STEADY DOERS

- How good are you at speaking to large groups?
- How would you inspire people to do their jobs?
- Where do you draw the line between protecting friendship and getting the job done?
- How would you ignite a dull environment?
- Give an example of how you would go about planning a special project?
- How far would you go in your research of a specific solution?
- When is anger appropriate?

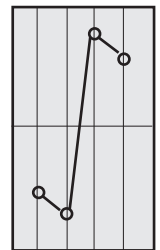
D I S C



S/C: STEADY COMPETENT TYPES

- Would you be willing to take a public speaking course?
- How do you guard yourself against moodiness?
- How would you handle making a presentation to a large group?
- What would you do if you didn't have enough time to do a job right?
- What excites you most about your jobs?
- How would you handle an over-zealous person?
- How would you correct a sensitive co-worker?

D I S C



I/C/S: INSPIRING COMPETENT SPECIALISTS

- How are you challenged to do unappealing jobs?
- When and how would you confront a friend and co-worker who is not doing his or her job right?
- What would you do if a supervisor told you to do something that was absolutely wrong?
- How aggressive would you be about getting a job done on time, but half right and unpopular?
- How do you deal with a co-worker who doesn't like you?

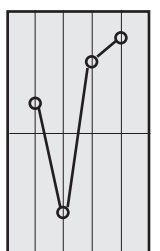
D I S C



C/S/D: COMPETENT STEADY DOERS

- How would describe your people skills?
- Why and how important and is friendliness?
- How would you handle those who oppose your ideas and decisions?
- How well do you speak to large crowds?
- How would you guard against doing everything yourself, rather than delegating them to others?
- Are you more serious or relaxed and why, when you speak to groups.
- How would you get a group to follow your ideas?

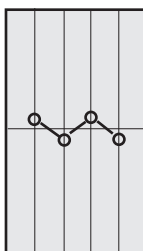
D I S C



STRAIGHT MID-LINE

- How do you guard against being indecisive?
- What do you think your greatest strengths are?
- What do you think your greatest weaknesses are?
- How do you deal with people who seem to exaggerate their feelings or ideas?
- How do you respond when you need to be more enthusiastic?
- How would you describe your aggressiveness?
- How do you deal with the need to be more or less cautious at times?
- Do you feel like you are getting mixed messages?

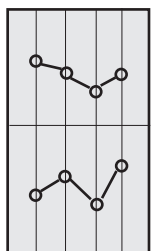
D I S C



ABOVE MID-LINE

- How do you deal with your drive to over-achieve?
- How do you relax?
- How do you respond to people who seem to be weak in certain areas?

D I S C



BELOW MID-LINE

- What do you think about yourself?
- How do you deal with depression?
- How do you respond to overly optimistic people?
- How do you deal with discouragement?

Recruiting / Prospecting

Prospecting to find new volunteers or clients is often the hardest part of a project. Understanding personality types can make you more effective as a "motivator." We often waste precious time with those who will never respond or we give up too quickly with potentially great workers.

The following are simple suggestions to help in recruiting according to personality types. Remember, the leader must adapt his or her personality to those being recruited.

"D" types —

"D"s tend to be pushy in their approach. They also resist or respond quickly. If you are a "D" type leader, be more patient and gentle. When recruiting "D"s, get to the point. Don't waste their time. Show them quickly the potential and power of the program. Expect an immediate response, but don't argue with them. Stress how the opportunity allows them to be their own boss and reach their goals in life.

"I" types —

"I"s make the most enthusiastic recruiters. They are also the quickest to respond positively and aggressively. They need to be more informed, or they will give exaggerated statements and false claims. "I" leaders should concentrate on exciting the opportunity is. Be sure to give "I"s accurate information. They also need periodic "pumping up." It doesn't take much, but good news is contagious to "I"s.

"C" types —

"C"s are the most thorough and conscientious recruiters. They sometimes get bogged down with preparation and never get off the ground. When recruiting "C"s, understand they are the most skeptical. You can waste a lot of time trying to convince them. It is often best to simply supply them with something to read. Let them study the facts. When convinced they make surprisingly good optimists.

"S" types —

"S" are more steady type recruiters. They systematically work at building relationships and convincing others to get involved. When recruiting "S"s, be more kind and loving. They appreciate when you call to just talk and not "ask" them for anything. They are very loyal, but not outwardly expressive. They are slow to decide and need a lot of assurance. Once convinced they make faithful workers.

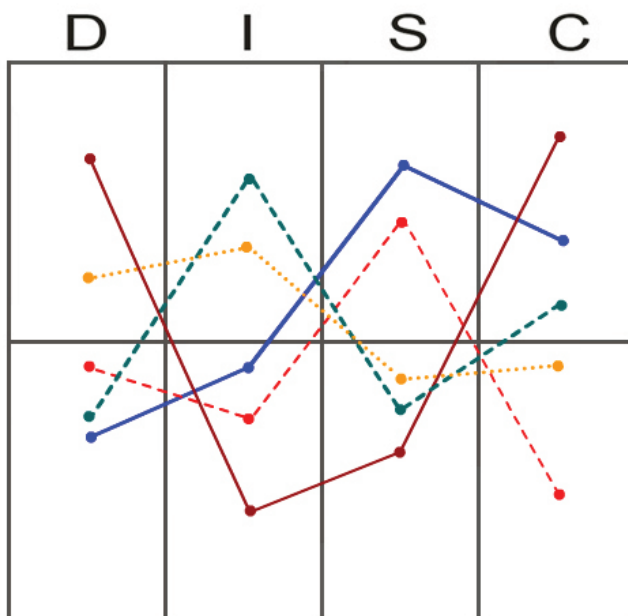
Combined Graphs

Contrast 2 - 20 people on the same graph. See how your graph relates to another person's or the group's graphs. Parent, Couples, Team leaders, Supervisors, Business Managers and Owners can now assess their staffs as a group by having each person on the team complete his or her profile and then plot their results on the same graphs.

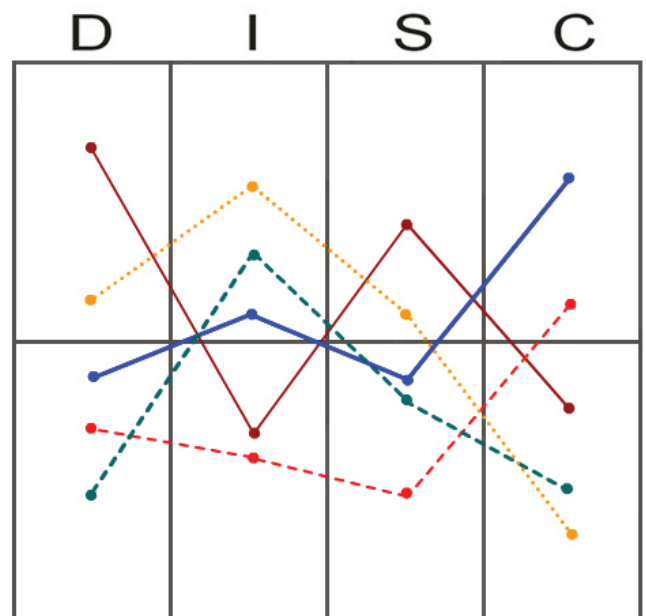
See example below.

There is also an entire section in some of the **Uniquely You Profiles** that allows you to compare the graphs of different people. Up to 20 individuals in a family, or on a staff or team can see their group dynamics and develop strategies to improve their effectiveness.

Graph - 1 : This is expected of me



Graph - 2 : This is me



Legend	Profile	Member	Date
—	Parents	Sam Smith (Self)	03/12/2005 15:36:45
—	Parents	Rose Smith (Wife)	03/12/2005 15:36:45
—	Teens	Adam Smith (Son)	03/12/2005 15:36:45
—	Teens	Charles Smith (Son)	03/12/2005 15:36:45
- - -	Child	Juile Smith (Daughter)	03/12/2005 15:36:45

This is also great for a parent or child to glean insights from up to 4 other members of their family. Parents can use this feature to identify why certain members of the family conflict with each other.

Couples can also combine their individual graphs to contrast their specific personality types. Dating and engaged couples should especially identify their strengths and “uniquenesses.”

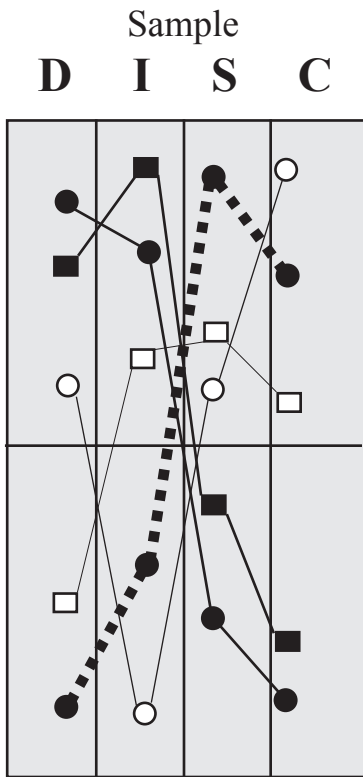
Each person in a group, family, or relationship must first purchase and complete his or her profile. Then **Log-in**, go to **My Account**, and click on **Complete a Group Graph**. You may choose 2 - 20 person's profiles on Graph 1 “*This is Expected of Me*” and Graph 2 “*This is Me*” from a DISC perspective.

The **Combined Graphs** are one of the best functions and enlightening features of the **Uniquely You Profilers**.

Team Building Reflections

To contrast the five personality profiles use Graphs 1 and 2. Transpose the results from each person's graphs.

To observe the possible differences in the profiles use different color ink pens or various dotted lines in contrast to a solid line. Notice the sample graph.



- Person #1 has the ●—— plotting point and line.
- Person #2 has the ■—— plotting point and line.
- Person #3 has the ○—— plotting point and line.
- Person #4 has the □—— plotting point and line.
- Person #5 has the ●■—— plotting point and line.

Once you have transposed everyone's graphs onto Graphs 1 & 2 on this page, begin to notice the differences. Always remember, differences are not bad. They simply illustrate the dynamics at work within the Team. Then complete and study pages the following pages.

"M" / Graph 1

"This is Expected of Me" Behavior

D	I	S	C
20	17	19	15
16		12	9
15	10		8
14	9	11	
13	8		7
12		10	
11	7		6
10		9	
9		8	5
8	6	7	
7	5	6	4
		5	
<hr style="border-top: 1px dashed black;"/>			
6	4		
5	3	4	3
4		3	
3	2	2	2
2		1	
1	1		1
0	0	0	0

"L" / Graph 2

"This is Me" Behavior

D	I	S	C
0	0	0	0
1		1	1
	1	2	2
2		2	3
3	2	3	3
4		4	4
5	3	4	4
6	4	5	5
	5	6	6
7		7	7
<hr style="border-top: 1px dashed black;"/>			
8	6	8	8
		9	9
9	7		
10	8	10	10
11			
12	9	11	11
	10		
13	11	12	12
14	13	13	13
16	15	15	14
18	18	17	15
22	20	20	17

Team Dynamics

Graph 1 Observations:

How many High "D"s are there above the mid-line: _____
Indicates more Determined behavior.

How many High "I"s are there above the mid-line: _____
Indicates more Inspiring behavior.

How many High "S"s above the mid-line: _____
Indicates more Stable behavior.

How many High "C"s above the mid-line: _____
Indicates more Cautious behavior.

How many High "D"s and "I"s above the mid-line): _____
Indicates more Active behavior.

How many High "S"s and "C"s above the mid-line: _____
Indicates more Passive behavior.

How many High "D"s and "C"s above the mid-line: _____
Indicates more Task-oriented behavior.

How many High "I"s and "S"s above the mid-line: _____
Indicates more People-oriented behavior.

If there are more "D"s and "I"s, than there are "S"s and "C"s,
the Team tends to be more Active, than Passive and vise versa.

If there are more "D"s and "C"s, than there are "I"s and "S"s,
the Team tends to be more Task-oriented, than People-oriented
and vise versa.

Who are the High "D"s on the Team: _____,
_____.

Who are the High "I"s on the Team: _____,
_____.

Who are the High "S"s on the Team: _____,
_____.

Who are the High "C"s on the Team: _____,
_____.

Is the Team more Active or Passive: _____

Is the Team more Task or People-oriented: _____

What is the Team's average personality profile: _____

Graph 2 Observations:

How many High "D"s are there above the mid-line: _____
Indicates more Determined behavior.

How many High "I"s are there above the mid-line: _____
Indicates more Inspiring behavior.

How many High "S"s above the mid-line: _____
Indicates more Stable behavior.

How many High "C"s above the mid-line: _____
Indicates more Cautious behavior.

How many High "D"s and "I"s above the mid-line): _____
Indicates more Active behavior.

How many High "S"s and "C"s above the mid-line: _____
Indicates more Passive behavior.

How many High "D"s and "C"s above the mid-line: _____
Indicates more Task-oriented behavior.

How many High "I"s and "S"s above the mid-line: _____
Indicates more People-oriented behavior.

If there are more "D"s and "I"s, than there are "S"s and "C"s,
the Team tends to be more Active, than Passive and vise versa.

If there are more "D"s and "C"s, than there are "I"s and "S"s,
the Team tends to be more Task-oriented, than People-oriented
and vise versa.

Who are the High "D"s on the Team: _____,
_____.

Who are the High "I"s on the Team: _____,
_____.

Who are the High "S"s on the Team: _____,
_____.

Who are the High "C"s on the Team: _____,
_____.

Is the Team more Active or Passive: _____

Is the Team more Task or People-oriented: _____

What is the Team's average personality profile: _____

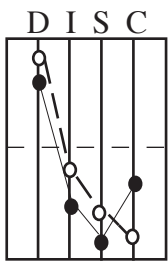
Intensity Insights

To identify the intensity between two personality types, look for the profile of person #1 ● and compare it to the profile of person #2 ○.

Don't make the mistake of thinking two personalities cannot work well together. In fact, it is sometimes better to have two different personality types working together, so one type will compensate for the other. Remember, we all have blind spots.

Two similar personalities can also work well together, as long as they both respect and trust each other. The purpose of understanding the intensity caused by contrasting personality types is to predict behavior and respond better.

Always keep in mind, no personality is better than the other. We must learn to understand why people do what they do. We should strive to respond in more mature and wiser ways.

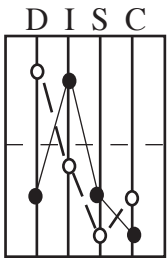


"D" / "D"

Work Index: Two "D"s can work well together as long as one recognizes the other is the "boss." "D" #1 may be the boss, but "D" #2 must respect and trust him. They must also learn to give-and-take. "D" #2 may be a little more dominant, but "D" #1 is also very dominant. "D" team members will be more driving and direct. They often intimidate, but can be extremely good for the team.

Practical Application

- Take turns making major decisions.
- Choose who will decide in specific areas.
- Don't give ultimatums.
- Don't force issues.
- Slow down in making decisions.
- Control yourself, rather than the other person.
- Learn to relax and control stress.

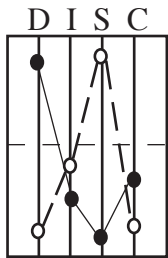


"D" / "I"

Work Index: "D"s and "I"s working together are very active. The "D" wants to control, while the "I" wants to impress. The "I" wants to talk, while the "D" works. The "D" tends to dominate, while the "I" desires to communicate. The "I" feels as though the "D" doesn't care, while the "D" thinks the "I" is too sensitive. "D"s are too serious, while "I"s too impulsive.

Practical Application

- Determine to communicate on the basis of the other person's needs.
- "D"s need to show they really care.
- "I"s need to give "D"s a chance to talk.
- "D"s should praise "I"s more.
- "I"s should be more industrious—workers.
- Don't intimidate or manipulate.

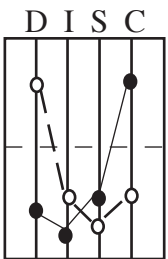


"D" / "S"

Work Index: "D"s and "S"s working together are like masters and slaves. "D"s tell "S"s what to do. "D"s need to appreciate "S"s for their hard work. "D"s definitely dominate "S"s, but should never take them for granted. "S"s feel secure with "D"s as long as "D"s show controlled and stable behavior. "S"s should be assertive — "D"s more compromising.

Practical Application

- "D"s should direct, not dominate "S"s — "Submit yourself one to the other."
- Agree that when the "D" is out of control, the "S" has the right to say so, without fear.
- "S"s need to strongly appeal to "D"s when their behavior is unacceptable.
- "S"s should show more determination.

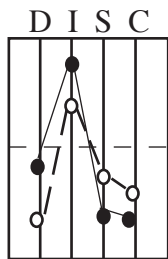


"D" / "C"

Work Index: A "D" and "C" working together conflict over dreams and details. The "D" wants to get the job done, while the "C" wants to get it done right. "D"s are optimistic, while "C"s are more pessimistic ("realistic"). "D"s need to be more careful, while "C"s need to be more positive. "D" and "C" team members are task, rather than people-oriented.

Practical Application

- Be more understanding of other's perspective — Don't criticize their personality.
- Allow others to feel the way they feel.
- "D"s ought to listen more to "C"s.
- "C"s should avoid always being negative.
- Give "C"s chance to think about decision.
- "C"s should take risks; "D"s careful.



"I" / "I"

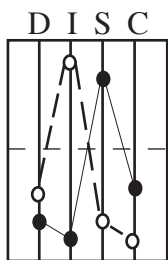
Work Index: Two "I"s working together will talk more than work. They compete for praise and approval. They tend to be overly optimistic and enthusiastic. Two "I"s will communicate well, if one doesn't try to out-talk the other. Each wants lots of attention. Both tend to be emotional. Communication goes two ways—talking and listening. "I" team members are the most expressive.

Practical Application

- Take turns talking.
- Ask the other to repeat back what he or she heard. "I"s don't listen well.
- Record what you agreed upon so there will be no misunderstandings.
- Praise each other more than seeking to be praised.

More Insights

1. Once you have studied your specific *Intensity Insights*, follow these instructions to understand more about other contrasting personalities on both pages.
2. Identify each person's HIGHEST, NEXT highest, and LOWEST plotting points from your Two Graphs.
3. Review the proceeding pages to avoid and resolve conflicts.

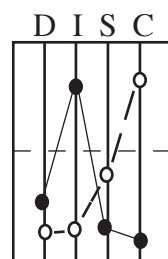


"I" / "S"

Work Index: "I"s and "S"s don't tend to be industrious. They like to "care and share." "I"s are great at PR, while "S"s like customer service. "I"s and "S" relate well together. "I"s are the talkers, while "S" are the listeners. "I"s want "S"s to tell them how they feel, but "S"s can't seem to get a word in. "I"s love crowds; "S"s prefer small groups. "I" and "S" team members are people-oriented.

Practical Application

- When an "I" asks an "S" a question, the "I" should wait for the "S" to answer.
- "S"s shouldn't let "I"s always interrupt and control every conversation.
- "S"s should ask "I"s to repeat what "S"s say. "I"s tend to think of what they want to say, rather than listen closely.

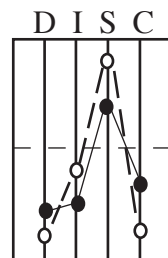


"I" / "C"

Work Index: "I"s and "C"s make good associates, when the "I"s do the selling and "C"s do paper work. "I"s dislike "C"s pessimism, while "C"s distrust "I"s facts. "I"s and "C"s can conflict, due to their differences. "I"s are more active, while "C"s passive. "I"s are feeling-oriented, while "C"s are task-oriented. They are definitely opposite, but can complement each other.

Practical Application

- "I"s need to trust "C"s' concerns.
- "C"s ought to be more optimistic about "I"s' interests.
- "I"s should do their "home work" before trying to convince "C"s about an idea.
- "C"s need to express themselves, instead of internally criticizing "I"s.

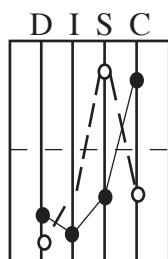


"S" / "S"

Work Index: Two "S"s work best together. They don't compete or criticize each other. They are loyal and sensitive to the other. They make great associates. "S"s are the most tolerant and forgiving types; therefore, they make the nicest team members. They tend not to be assertive and will struggle with decision-making. They add stability and sensitivity to the team.

Practical Application

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

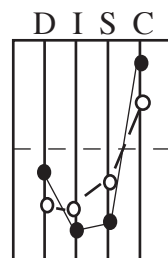


"S" / "C"

Work Index: "S"s and "C"s working together will be passive and methodical. Precision and propriety come before performance. "S"s want "C"s to be more friendly." "C"s can be too picky, but "S"s will be most forgiving. "S"s desire more kindness, while "C"s more perfection. They are both more quiet and private. They can work well together with little need for conversation.

Practical Application

- "S"s need to be more demanding with "C"s.
- Work together on projects.
- "C"s should not criticize "S"s' disinterest.
- Be more intimate and aggressive.
- Don't wait on others to express themselves.
- Be more optimistic and positive about your problems.



"C" / "C"

Work Index: Two "C"s working together can be challenging. Both have high standards on how to do things. "C"s tend to think their way is best. Two "C"s will conflict over "right and wrong." They can be cold and caustic. "C"s tend to be picky-perfectionistic and demanding of competence. They make great team members when at peace and when they respect each other.

Practical Application

- Be more complimentary of each other.
- Don't criticize each other's work.
- Don't keep your feelings in.
- Be more expressive and positive.
- Think twice before saying what you think.
- Compromise your way of doing things.
- Be more outgoing and people-oriented.

Resolution Management Promise

Avoiding and resolving conflicts are essential when managing people. It's the "people-problems" that cause the greatest hindrance to greater productivity and profits. The following Promise is a simple guide to share with each Team Member.

Promise

As a commitment to Resolution Management, I promise to follow the Principle of Priorities. That is, my priorities are to avoid and resolve conflict, while building harmony and effectiveness in my school. I will attempt to always go first and alone to the offending person.

First Step

I will not first share the offense with another person. I am committed to restoring our relationship, rather than exposing the person's possible wrong. I recognize most of our problems with people are often personality clashes and I will try to understand their actions based upon their perspective.

Second Step

If going to the person "first alone" does not resolve our differences, I promise to seek a neutral and mature individual who will listen to each of our perspectives of the problem. This person will hopefully be able to shed light on one or both of our blind spots or needs to change in order to resolve the conflict.

I recognize that the "mediator" may reveal or say things I won't like, but believe their interest is to resolve the conflict, rather than take sides. (The "mediator" must be an individual with deep wisdom and highly respected by all those involved.)

Warning

I will not seek to find others who have also been offended, nor share with potential "mediator" my concerns prior to the meeting with my "offending person." The purpose of having a "mediator" is not to validate my hurt, but rather open my heart and mind to the possible needs I may have regarding my relationship with others.

I realize my friends may naturally listen to my concerns, but also take up my offense. I will, therefore not cause them to become a party to a possible division and disharmony because of our friendship.

Whenever I feel an urge to share with my friends the offense, I will seek to be mature about my hurt.

Confronting Leaders

I believe in following the Chain of Command, other than in grave matters of misconduct or ir-refutable illegal activity. I will earnestly follow my leaders. I will not allow anyone to criticize them without following Principle of Priorities and without the specific person present.

If I have a problem with my leader/s, I will go "first alone" to them. I will not share with anyone my concern. I will listen and try to understand their perspective of the problem. If I am not satisfied with their explanation and continue to have animosity, I will ask their permission to find a "mediator" who will listen to our conflict.

If the "mediator" finds I have misunderstood the situation and should continue no further, I will trust his or her judgment. If the "mediator" agrees with my concern and finds the leader wrong, but the leader refuses to hear the "mediator," we will then find a group of two or three other "mediators" who will hear the matter and determine what is best to resolve this conflict.

Serious Step

If I continue to find fault with a leader and cannot relate or work in "harmony," I will seek to find another place of employment, rather than cause any conflict and disharmony. I am committed to resolving my conflicts even if it means separating myself from the source of my irritations.

Ultimate Goal

I commit myself to be professional rather than "personal" when it comes to solving my problems with others. I want the best way to resolve my conflicts and will do "right", regardless of my normal and natural feelings.

My ultimate goal is to effectively lead by relating best to others.