



View from the Top

Bryan Mitchell

Style: Contemplator

View From The Top Personality Profile

Wednesday, June 24, 2015



Note From Aaron T. Walker

A note from Aaron T. Walker.

Congratulations on exploring your strengths. I'm so glad you are taking this profile.

After using these profiles with all of my 1 on1 coaching clients and in our Iron Sharpens Iron Mastermind Groups, it has been my experience that the most successful men are those that discover their unique strengths and utilize them in their personal, professional and spiritual life.

While our View From the Top Personal Assessment looks at questions every man should ask himself, using a clinically proven* tool provides a unique process. It takes a look at who you really are, peeling back to the core of how you are wired, your strengths, what really motivates you, how you can lead with your strengths, the ideal environment where you can thrive and more!

I have seen remarkable insights it provides each individual.

Before you start examining the results a few suggestions to get the MOST from this report.

READ YOUR RESULTS

They will give you a sense of how you can operate from your strengths as a man in your professional, personal and spiritual life.

THEN READ YOUR RESULTS AGAIN

Consider how you can better communicate and interact with others.

THEN TAKE ACTION ON WHAT YOU HAVE LEARNED

Knowledge is power, but only if you act on it.

This report contains actionable advice on how you can use your unique God-given talents to grow daily in success and significance.

Live on purpose,

Aaron T. Walker

[View From the Top](#)

* [DISC Instrument Validation Study - Dr. Larry Price, Texas State University, Statistics and Psychometrics](#)

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

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

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

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

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

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

This is the D Style

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

Some people are optimistic, friendly, and talkative.

This is the I Style

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

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

This is the S Style

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

Some people are precise, sensitive, and analytical.

This is the C Style

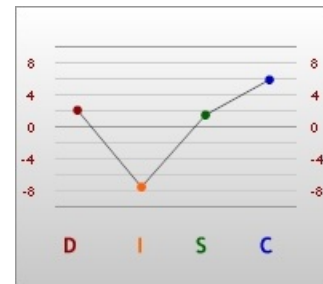
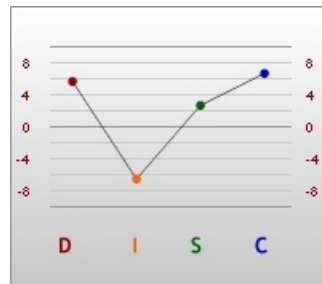
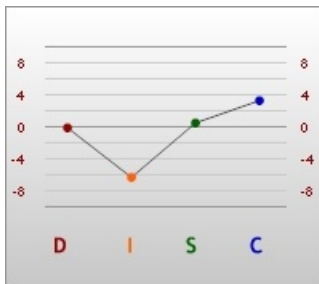


The chart below helps put the four dimensions of behavior into perspective.

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

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

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



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

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

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

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

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

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

understanding your style

Bryan's style is identified by the keyword "Contemplator".

As a Contemplator style, Bryan is detail oriented and has high standards. Contemplators are analytical and logical people. They are driven to do the best, and they think there is always room for improvement. Contemplators tend to be competitive and want to have the best quality job done. Bryan is sensitive to people, but the logical, task-oriented side can take over quite easily. Bryan loves being appreciated for the quality work produced. Contemplators are able to move tasks ahead and achieve their goals. Bryan is very centered on the task at hand, and is steady and dependable.

Bryan likes working in small, rather than large groups. A Contemplator is good at working through problem situations and will aggressively and carefully work with people to resolve conflicts. They take their time and don't jump into situations where they open up to people. They may be careful and analytical in their relationships, thought processes, and work situations. Contemplators take time in making decisions and want facts and figures to study before coming to a decision. Accuracy is extremely important to them. Contemplators may take offense to criticism of their work because precision is their main objective.

Because of aggression, Contemplators are able to drive projects, however, they will not allow quality to be compromised. When they are involved in a situation, they want it done correctly. Bryan is sensitive to others and strives to do the best for them. Contemplators care about others, but may seem unemotional. Contemplators are centered on "the facts" and while they have good intentions, they may lose sight of what is best for people while focusing on protocol, facts and details.

Bryan is motivated by the ability to lead groups and influence others such as associates, co-workers and friends. This is someone who takes the responsibility of leadership seriously, and is typically able to make important decisions without delay. Bryan exudes confidence and others respond to their natural ability to be a front runner.

A private person who avoids the limelight, Bryan may have a tendency to use silence as a safe strategy when dealing with conflicts. This individual prefers to associate with people who share like beliefs and will tend to be cautious when forming close relationships. Bryan will be prone to question optimistic views of situations or future possibilities.

Recognizing the value of a good relationship, Bryan is very patient and caring when relating to others. This is an individual who usually remains calm, relaxed and even paced, even in situations that may ruffle others. Bryan likes the role of a peacemaker, and when working through problems, they try to rely on successful strategies that have proven results.

Bryan is a fact finder and does things "by the book". This person can be sensitive if others are being critical of their work, especially if they have not carefully reviewed all the data. Bryan clarifies expectations before undertaking new projects and works hard to meet standards. Bryan will typically maintain a neat and orderly work environment.

Analytical, methodical
High ego strength, goal setter
Problem solver, competitive
Quiet, task oriented, strong willed

General Characteristics

Work and project completion
Power and authority to take design and implement solutions
Others willing to help them achieve goals
Being provided the necessary tools to achieve success

Motivated By

Being able to design and follow through with ideas
Challenging tasks and activities that can be completed
Recognition for high quality of their work
Having time to work and think alone

My Ideal Environment

You will see C style people hard at work in the workplace. They work diligently because work is task-oriented and C styles are the most task-oriented of all the DISC styles. In the workplace, C styles are reserved, quiet, conscientious individuals who take their work seriously and often become experts in their professions because of their self discipline and high standards.

High C styles may be modest, but they are also extremely complex, extraordinary individuals whose minds are always busy. They will be found creating, developing, solving, researching, analyzing, and synthesizing. Their patient nature gives them the perseverance for trial and error investigation and meticulous attention to detail. Level-headed, logical and conscientious, C style workers gravitate towards the following field subjects: technical, engineering, statistical, research, aesthetic, creative and conceptual. Organizations rely upon their ability for quality control, number crunching and understanding organizational data. Many C style individuals develop specialized skills that co-workers appreciate and admire.

Since C styles don't have a high need for relationship building in the workplace, they are able to work independently and can be very self-sufficient. Their independence comes from an emphasis on their internal logical strength - drawing upon the resources they have cultivated within. Whatever the task, the C style will be exacting and following through with quality. They would rather not undertake a task at all than leave a task unfinished or done poorly.

C style managers maintain high standards for themselves and others. They measure the performance of others by their ability to complete tasks and responsibilities important to the C manager. Whatever they put their signature on must reflect excellence. Because they want to avoid criticism, they will do what is necessary to handle the details.

As team members, Cs are valuable in quality control and testing functions. Before a project is completed, it must meet a C's exacting standards. Cs also contribute in conceptual, planning, organizing, and record-keeping capacities.

Often other more-relational workplace styles view C styles as unemotional, detached or withdrawn. This may not always be the case once you get to know them. To others, C styles appear to have a quiet self confidence due to their self reliance. Quick decision making is not a strength of the C style. They require extensive time to collect information before deciding. Their need to be correct and minimize their risk often shades their choices. The greatest limitation of the C style in the workplace is their critical, picky, often perfectionistic nature. In the right profession, this limitation could also be a strength.

Compliant Workplace Style Characteristics:

1. Has a task-oriented communication style with associates
2. Self-disciplined in their work pursuits
3. Over analyzes the solutions to their work-related problems
4. Tends to avoid risks taking the conservative approach
5. Expects others to do things "the right way"
6. Desires to be hands-on and consistently involved in work-related processes
7. Researches and gathers the facts in all work areas
8. Reserved around associates and team members; may not appear "warm" or approachable
9. Afraid to take bold leadership roles and would prefer someone else to take the risk
10. Highly intuitive thinkers
11. Maintains high standards for themselves and others
12. Very dependable and loyal team member
13. Independent, self-reliant worker

Tips for High C Personality Styles in the Workplace

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

High C Workplace Characteristics	Tips for self growth and to help you be better understood by co-workers of different styles
C's maintain high standards for themselves and others.	Many times a critical or perfectionist nature is a blind spot. Practice flexibility and understand that your co-workers' styles may not be well-disciplined, conscientious and thorough. Try appreciating their strengths and accepting their differences. Their mistakes will make them better in the long run.
C's are reserved and conservative.	Reserved and conservative associates work well with other reserved and conservative associates, but more aggressive styles can cause trauma for the C style. Don't be too timid or passive when the situation calls for bold decisions or conviction. Establish that you are confident with more aggressive personalities, they will respect this in you.
C's are slow to make decisions while they analyze and gather facts.	Many times the workplace calls for quick, on the spot decisions without knowing all of the facts. Some C styles have "analysis paralysis". They take too much time deciding upon the "right" thing or making the "correct" move and then it's too late. Rely on your intuition and go with your first thoughts when time is limited.
C's are very task oriented.	Since C's are very task oriented and highly skilled at tasks, communication is often facilitated through research, analysis, or solving complex problems for others. Other more-relational styles may not realize this is how you communicate. Remember to show warmth, positive body language and openness when communicating with high I and S styles.
C's don't like to make mistakes, are self-critical, and desire to follow the letter of the law.	C styles can be very self-critical. Often, they take policies, procedures or rules as literal "absolutes". In other words, they "major" on the "minors" in life. Try to be more forgiving of policy adherence and more concerned about the big picture. Be more flexible and not so hard on yourself. Remember that mistakes are good and help build essential skills as well as character.
C's prefer to work independently and are very self-reliant.	Because C styles are so self sufficient, they have difficulty collaborating and partnering with others of different styles. Cs may also find it difficult to delegate tasks to others because they don't want to put the quality control in other hands. Remember to collaborate and delegate more.
C's are very objective thinkers.	High C style individuals should practice empathy by trying to see things from other individuals' perspectives. It is often difficult for C styles to see the gray areas since they are often assessing situations based upon the extent of it either being good or bad, right or wrong. Many times subtle relational issues are lost in this type of objectivity.

Famous people who share your personality

Alfred B. Nobel

1833-1896

Swedish Inventor and Philanthropist

Nobel first achieved notoriety demonstrating the Contemplators analytical and logical nature. When he was only thirty-three he invented a safe and manageable form of nitroglycerin he called dynamite. The development of dynamite made him a multi-millionaire. He used his money to create an industrial empire manufacturing many of his other inventions. Nobels inventions allowed him to amass a huge fortune, but left him with a significant regret. He always felt that his inventions would be used by industry, but was personally shocked to see them being used as a tool of war. Determined to do something to reverse the impact of this unforeseen turn of events, he left his fortune in trust to endow annual prizes for physics, chemistry, physiology or medicine, literature, and peace.

"Hope is natures veil for hiding truths nakedness."

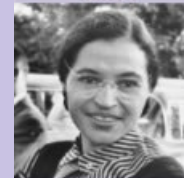
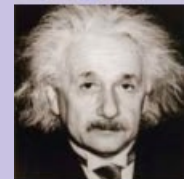
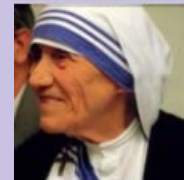
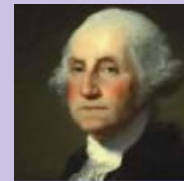
Aristotle

384-322 BC

Greek Thinker

One of the greatest figures in the history of Western thought, Aristotle displays the logical and analytical nature of the Contemplator. At the age of seventeen, he went to study with Plato, staying until he was about forty. After traveling for ten years as a professor, he returned to Athens and founded his own school, the Lyceum. Aristotles writings represented an enormous compilation of materials that discuss virtually every field of knowledge: logic, metaphysics, ethics, politics, rhetoric, poetry, biology, zoology, physics, and psychology. The precise nature of his teaching, a hallmark of the Contemplator, is evident from the notebooks of the students who studied under him. Aristotles methods of study were systematic and logical. He would consider an idea and progress from one element to the next, considering each new fact in turn so as to build a logical pattern of understanding.

"It is the mark of an instructed mind to rest satisfied with the degree of precision which the nature of the subject admits and not to seek exactness when only an approximation of the truth is possible."



Communicating

with the Contemplator style

Bryan Mitchell

Remember, a Contemplator may want:

- Authority, assignments promoting growth, "bottom line" approach, being able to achieve goals, ability to direct and lead

Greatest fear:

- Security being threatened by rejection or criticism

When communicating with Bryan, a Contemplator, DO:

- Provide information to back up statements
- Offer sincere appreciation for their efforts
- Focus on business; remember they desire results
- Be loyal
- Give them all the information they need
- Give them ample time to respond
- Recognize their high quality work

When communicating with Bryan, a Contemplator, DO NOT:

- Do all the talking
- Focus on problems
- Criticize or challenge them directly
- Make generalizations or statements without support

While analyzing information, Bryan, a Contemplator may:

- Work alone or with one or two close colleagues
- Neglect the human factor and base decisions on facts
- Not be forthcoming of the information they have
- Offer innovative and progressive systems and ideas

Motivational Characteristics

- **Motivating Goals:** Pioneering new processes, achieving desired results
- **Evaluates Others by:** Accurate communication, task completion correctly and accurately
- **Influences Others by:** Quality completion of tasks
- **Value to Team:** Excellent problem solving skills, analytical, assertive in completing tasks
- **Overuses:** Bluntness, criticism
- **Reaction to Pressure:** Too analytical, cold, insensitive
- **Greatest Fears:** Ridicule, criticism
- **Areas for Improvement:** Be more sensitive, be less defensive, be friendlier



Knowledge comes, but
wisdom lingers.

- Alfred Lord Tennyson

Value to the group:

- Values team working together to achieve results
- Steady; not overly impulsive
- Promotes high quality work and results
- Good follow through and completion

Contemplators possess these positive characteristics in groups:

- Strong leadership
- Good listeners
- Self reliant
- Innovative in getting results
- Maintain focus on goals
- Excellent follow through on tasks
- Well poised, good orators
- Overcome obstacles
- Provide direction and leadership
- Will test their concepts before proceeding
- Balance and poise
- Production of high quality of work
- Welcome challenges without fear
- Hands-on manager

Personal growth areas for Contemplators:

- Strive to be an encourager to others
- Be more expressive of feelings
- Be less controlling and directive
- Develop a greater appreciation for the opinions, feelings and desires of others
- Let others feel more a part of the team
- Share information with others



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

- Lee Iacocca

Communication Tips

relating to others

Bryan Mitchell

Your C, D and S plotted above the midline, your style is identified by the keyword "Contemplator".

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

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

- **FORCEFUL** Full of force; powerful; vigorous
- **RISK TAKER** Willing to take chances; hazardous in actions
- **ADVENTURESOME** Exciting or dangerous undertaking
- **DECISIVE** Settles a dispute, answer questions
- **INQUISITIVE** Inclined to ask many questions; curious

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

- **WITHDRAWN** Retreating within oneself; shy; reserved; abstract
- **RETICENT** Silent or uncommunicative; disinclined to speak; reserved

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

- **NON-DEMONSTRATIVE** Not showing feelings openly and frankly
- **DELIBERATE** Careful in considering; not rash or hasty; slow; unhurried
- **AMIA BLE** Having a pleasant disposition; friendly
- **STABLE** Enduring; steady; resisting change

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

- **PERFECTIONIST** Strives for completeness and flawlessness; accurate
- **ACCURATE** Careful and exact; free from errors
- **FACT-FINDER** A searcher for truth; realistic
- **DIPLOMA TIC** Tactful
- **SYSTEMA TIC** According to a system; orderly



The only way to change is by changing your understanding.

- Anthony De Mello

Communication Tips

how you communicate with others

Bryan Mitchell

How You Communicate with Others

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

Your style is predominately a "C" style, which means that you prefer receiving information that gives you enough details to make an informed decision. But, when transferring that same information to a client or co-worker, you may need to translate that into giving them just the end results, or even telling them in a manner that is more experiential and less detail oriented. More detail may not necessarily be better when communicating to some other personality styles.

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

This next section is particularly useful for a dominant "C" style as you may have the tendency to give many facts and details, while others are making decisions based more on their "gut" reaction, or on one or two of the most important details.

The Compatibility of Your Behavioral Style

A "C" and a "D" must be careful not become too detail oriented or too demanding, respectively. However, a "C" provides the detail attention the "D" needs, but must remember to answer based on what the end result will be rather than talk about the process.

The "C" and the "I" work well together as their strengths tend to complement one another. In relationships there can sometimes be conflicts as the "C" is more detail oriented and has less of a need to be constantly involved in new or changing social environments.

The "C" and the "S" complement each other and work well together, as each style prefers to work at a pace that provides for accuracy. Also, both styles like to work on something together until completion, while the "I" and the "D" have a tendency to multitask rather than focus on one area until completion.

Two "C"s work well together and also are compatible socially as both will want to make decisions and choices based on careful selection.



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

- Publilius Syros

Communication Tips

compatibility of your behavioral style

Bryan Mitchell

How the "C" Can Enhance Interaction with Each Style

C with D

C's tend to view high D's as argumentative, dictatorial, arrogant, pushy and impetuous. Your tendency will be to become defensive, and refer to an external authority to deflect the D's demands. If you are not careful, there will be tension in the relationship. You'll focus on details while the D sees only the "big picture".

Relationship Tip: Develop direct communication and learn to deal with issues in a straightforward manner. Negotiate commitments and goals on an equal basis. Use summary data in communication.

C with I

You will tend to view the high I as egotistical, superficial, overly optimistic, glib, overly self-assured and inattentive. You may view I's as overbearing, and appeal to external authority to deflect their demands, too. You'll tend to point out possible dangers and problems; and will insist on providing facts and details; but don't overwhelm the I with data.

Relationship Tip: Be friendly and complimentary, I's truly desire relationships and are not as superficial as you believe them to be. Listen to their ideas and applaud their accomplishments.

C with S

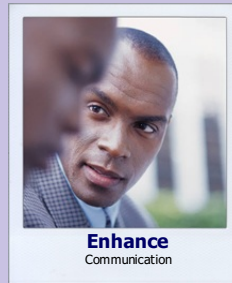
C's will tend to view S's as impassive, apathetic, too accepting, lenient, possessive, complacent and nonchalant. You will agree with S's on the importance of cooperation and the need for caution in the face of risk, especially when making decisions; but you'll likely feel that the S is not precise enough.

Relationship Tip: S's appreciate a relaxed, slowly developing relationship, but they will focus more on the personal aspects than you will. Allow yourself to appreciate personal details. Also, show appreciation for tasks that are well done by praising *them*, not the accomplishment.

C with C

You will most likely view other C's as perfectionists who are accurate, thorough, systematic and agreeable. Since you both favor attention to detail, you will work well together. When working with another C, you will each tend to cooperate and develop extensive control systems for projects. high C's often allow their concern for being correct override their concern for meeting deadlines; and two C's will frequently compete to see who is "more correct".

Relationship Tip: Be natural and go at a slow pace; talk about facts and details. Be certain to remove any apparent threats to your relationship. Plan carefully and be well prepared for meetings with one another. Accept and encourage one another's doubts and questions. Be certain that you give each other ample time to consider data before asking for decisions.



Communication works
for those who work at
it.

- John Powell

Communication Tips Worksheet

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

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

D Changes:

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

I Changes:

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

S Changes:

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

C Changes:

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

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

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

your strengths in leadership

INFLUENCING - Adequate

Leading and influencing others is something that comes easier for others, but you are willing to step up to the role when no one else volunteers. You prefer an association with a strong leader who has the same goals and values that you do.

DIRECTING - Main Focus

Others view you as someone who gets things done, but someone who values them more for what they can do than who they are. Remember that asking is better than telling. Relating to others is often as important as accomplishing the goal; try to be more approachable. Take time to develop relationships and be more transparent about yourself. Others see you as independent at times; they want you to be more of a team member with whom they can relate.

PROCESSING - Highly Effective

You are invaluable in your ability to take an idea and make a workable model around the concept. You like to be hands on, and you are great at following through and finishing strong the tasks you undertake. You are a loyal team player who shares recognition with other members of the team.

DETAILING - Extreme Focus

You need to live life and be more spontaneous in things you do. You tend to over analyze details to the point of not doing anything at all about the situation. You tend to always be operating under the "Ready, Ready, Ready" approach. Try "Ready, Aim, Fire!" Decide to do something fun and spontaneous, make a new friend or go somewhere new and exciting.

CREATING - Good

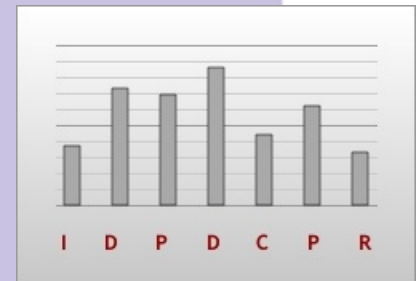
You are more comfortable moving ahead in areas in which you have experience and proven results. Sometimes you prefer to have the pace slowed down a bit so that one project can be completed before another venture is begun.

PERSISTING - Well Developed

You are one that can work through problems that would sidetrack others. You have developed a focused approach that will not be diverted. You are wonderful at staying on task and are self motivated. You are able to stick to the mission. You have perseverance that others wish they had. Take time to say the little things that will make others know you care about them.

RELATING - Fair

You sometimes say the wrong thing or nothing at all, but you find the necessary tools to maintain good relationships. Try to understand more about others' styles and how they like to communicate. The DISC system should give you a better understanding in these areas.



Developing excellent communication skills is absolutely essential to effective leadership.

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

- Gilbert Amelio

Best Match

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

C Style

Occupation/Career

Occupations enjoyed by your style

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

Close Match

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

D Style

Occupation/Career

Occupations enjoyed by your style

Administrator: school, hospital, government	Hotel and restaurant management, hospitality
Advertising account executive	Investment banking
Athlete	Journalist
Announcer	Judge, magistrate
Art director	Industrial psychologist
Behavioral scientist	Inspector, compliance officer
Business management, agent	Investigator, detective
Business owner, self-employed worker	IT manager
Buyer	Lawyer, trial attorney
Coach, instructor, teacher	Management consultant
Collection supervisor	Manager, top executive
Consultant	Military leader
Contractor, builder	Music producer
Corporate finance	News anchor
Corrections officer	Nurse anesthetist
Criminal justice agent	Nurse case manager
Database developer	Personnel recruiter
Developer for real estate and construction	Physical therapist
Director	Physician
Education administrator	Pilot
Educator, professor, trainer	Planner
Entrepreneur, franchiser	Police, probations, parole officer
Executive chef	Private sector executive
Executive, president, CEO, vice-president	Real estate sales, property manager
Facility, resort, special event manager	Religious leader, minister, priest, pastor
Fashion designer	Sales agent: securities and commodities, financial services
Federal agent: CIA/FBI/DEA agents	Sales representative
Financial manager, bank and brokerage branch or department	Sous chef
Firefighter	Supervisor - various environments
First-line manager/supervisor	Software engineer
Government service executive	Webmaster
Healthcare technologist	Wellness, nutritionist consultant

Detailed Keyword Analysis: Your Personal Image

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

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

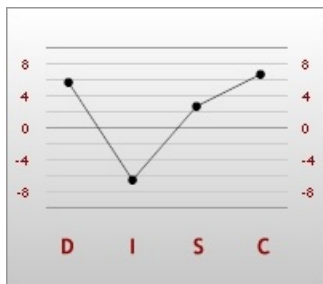
The following keywords describe specific values of your DISC scores for two of the three graphs. An analysis has been generated for Graph 2 (personality under stress) and graph 3 (personality in general). The following keywords represent characteristics typically displayed by similar graphs.

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

Keyword Exercise Part 1

HOW OTHERS TEND TO SEE ME

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



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

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

- ☐ DOMINEERING Imposing one's own opinion & wishes
- ☐ FORCEFUL Full of force; powerful; vigorous
- ☐ URGENT Requests boldly

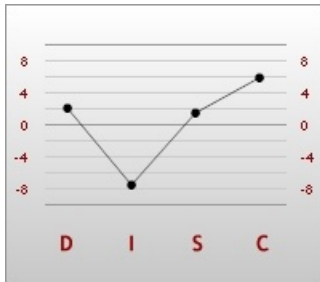
- ☐ COMPLACENT Self-satisfied; not desiring significant change
- ☐ POSSESSIVE Feeling of ownership; desire for possessions
- ☐ RELAXED Made looser, or less firm and tense

- ☐ RETICENT Habitually silent; disinclined to speak; reserved
- ☐ SELF-CONSCIOUS Unduly conscious of oneself as an object of notice; socially uncomfortable
- ☐ WITHDRAWN Retreating within oneself; shy; reserved; abstract

Keyword Exercise Part 2

HOW I TEND TO SEE MYSELF

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



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

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

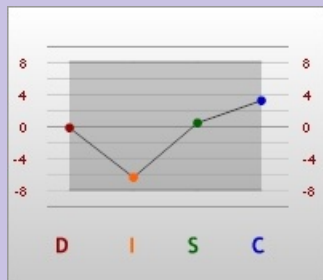
- ☐ ADVENTURESOME Exciting undertakings, Willing to take chances
- ☐ DECISIVE Settles a dispute, question, etc
- ☐ INQUISITIVE Inclined to ask many questions; curious

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

- ☐ RETICENT Habitually silent; disinclined to speak; reserved
- ☐ SELF-CONSCIOUS Unduly conscious of oneself as an object of notice; socially uncomfortable
- ☐ WITHDRAWN Retreating within oneself; shy; reserved; abstract

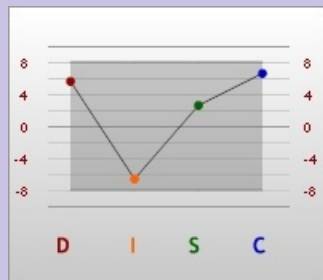
Personality Style Graphs

Public Perception



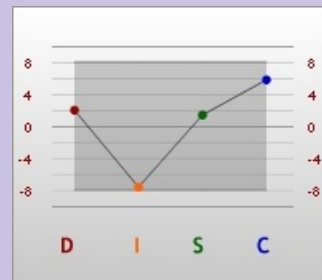
D=-0.19, I=-6.49, S=0.31, C=3.28

Stress Perception



D=5.66, I=-6.64, S=2.69, C=6.6

Mirror



D=2.05, I=-7.68, S=1.46, C=5.89

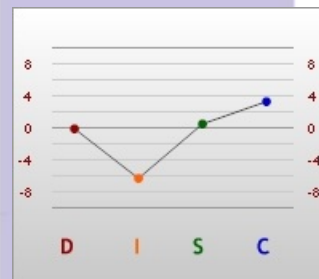
Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

These three graphs or snapshots are defined in detail below.

Graph 1 - Mask, Public Self

Behavior Expected By Others

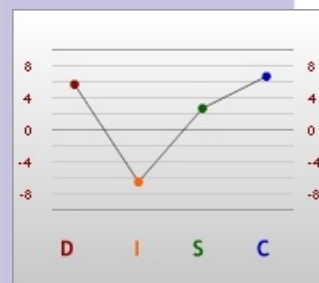
Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a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



Graph 2 - Core, Private Self

Instinctive Response To Pressure

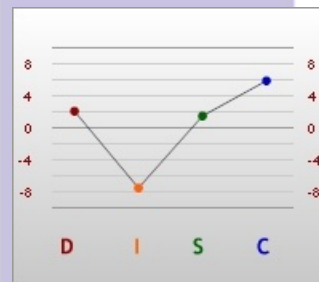
Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's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



Graph 3 - Mirror, Perceived Self

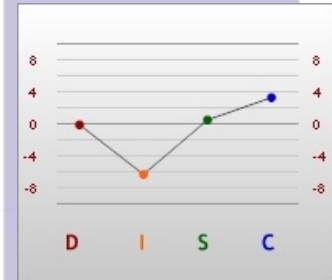
Self Image, Self Identity

Everyone envisions him/her self in a particular way. Graph 3 displays the mental picture that one has of him/her self, the self image or self identity. Graph 3 combines the learned responses from one's past with the current expected behavior from the environment. Change in one's perception can occur, but it is usually gradual and based on the changing demands of one's environment. Graph 3 is generated by the difference between Graph 1 and Graph 2.



Different Graphs Indicate Change or Transition

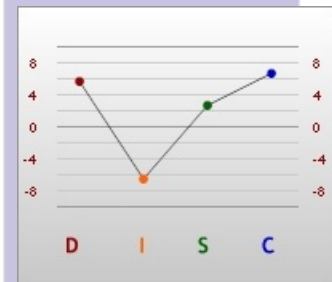
- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph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



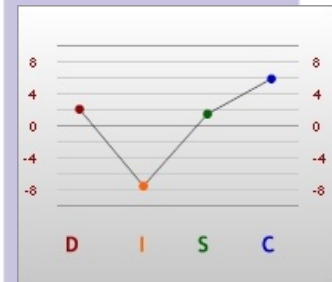
Similar Graphs Indicate Few Demands For Change

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

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



Your keyword style of Contemplator(CDS) and the contents of this report are derived from Graph 3.



Improving Your Interpersonal Skills

Bryan's Action Plan

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

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

Instructions:

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

Hesitant to start projects	☐ Y ☐ N	Punctual and schedule aware	☐ Y ☐ N
Overlooks others' feelings	☐ Y ☐ N	High standard/perfectionist	☐ Y ☐ N
Persistent and thorough	☐ Y ☐ N	Orderly and organized	☐ Y ☐ N
Needs excessive planning time	☐ Y ☐ N	Economical and efficient	☐ Y ☐ N
Creative and resourceful	☐ Y ☐ N	Goal oriented	☐ Y ☐ N
Low tolerance for error	☐ Y ☐ N	Sees the big picture	☐ Y ☐ N
Does not care for detail work	☐ Y ☐ N	Seeks practical solutions	☐ Y ☐ N
Rash decision maker	☐ Y ☐ N	Moves quickly to action	☐ Y ☐ N
Tends to be abrupt/overly direct	☐ Y ☐ N	Avoids conflicts/confrontation	☐ Y ☐ N
Good under pressure	☐ Y ☐ N	Discourages others ideas	☐ Y ☐ N



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

- Mahatma Gandhi

Continued

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

1. The first item upon which I will focus:

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

2. The second item upon which I will focus:

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

3. The third item upon which I will focus:

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



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

- Albert Camus

Now that you have a really solid picture of how you are wired, your strengths, ideal environment and more what do you do next?

You use them!

I would invite you to learn more about the numerous avenues we have available:

- [Join The Online Community at View From The Top](#)
- Apply to be part of our [Iron Sharpens Iron Mastermind Groups](#)
- Apply for [1 on 1 coaching](#) with Aaron

Live on purpose,

Aaron T. Walker

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