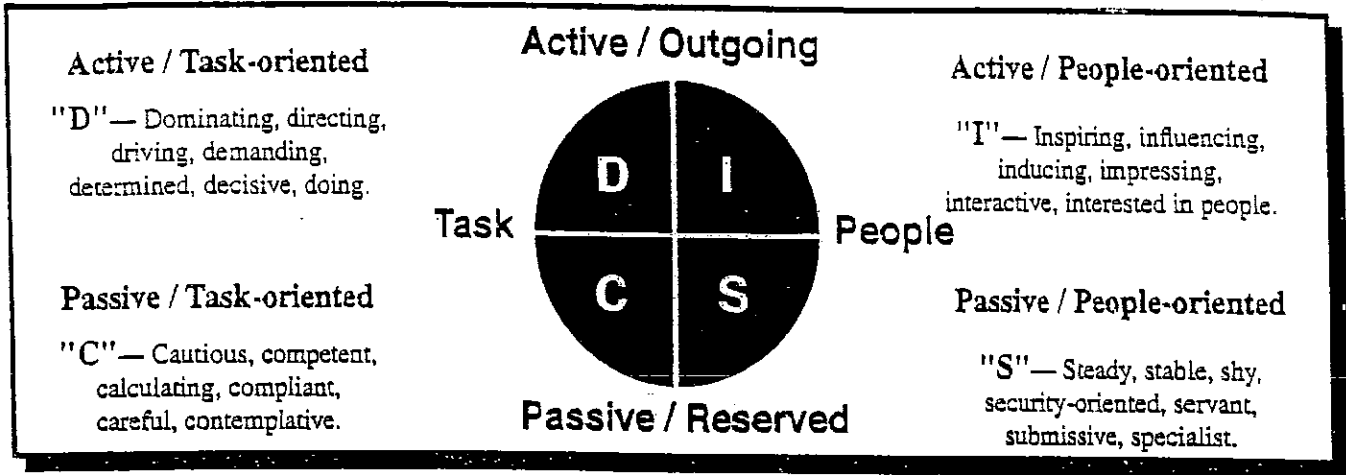


# Interpretation . . .

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.



## **"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 "Others"*

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  
 • A 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.

# How To Read Your 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.

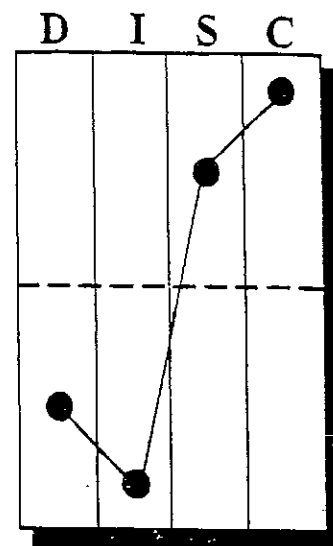
"C/S"s are cautious and steady. They like to do one thing at a time and do it right the first time. They also like stable and secure-oriented surroundings. They don't like to take risks or cause trouble.

"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.

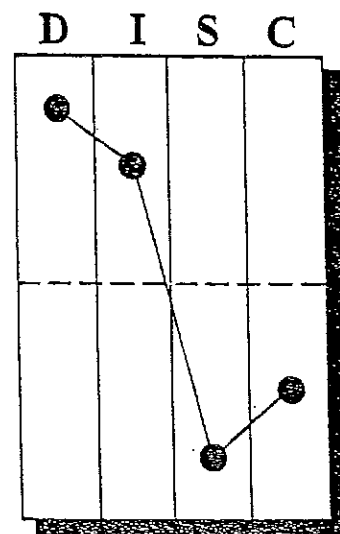
*Example A*



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

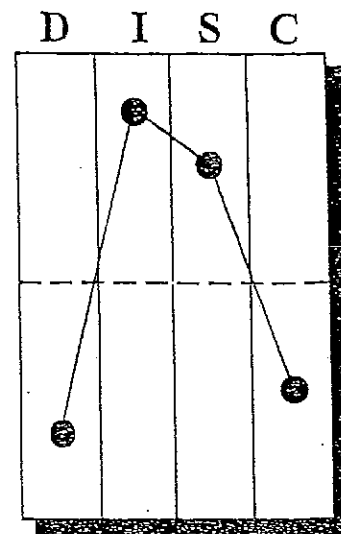
Notice the "S" and "C" plotting points are low. This means this person is not so concerned with security and stability or cautious and calculating actions. Low "S/C"s are more risk-takers and active types.

*Example B*



*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.

*Example C*



Your profile may be different. It really doesn't matter what your personality is. The important thing is that you control your personality, instead of letting 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 will be more comfortable and effective with ourselves and others.

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

# Understanding Your Two Graphs

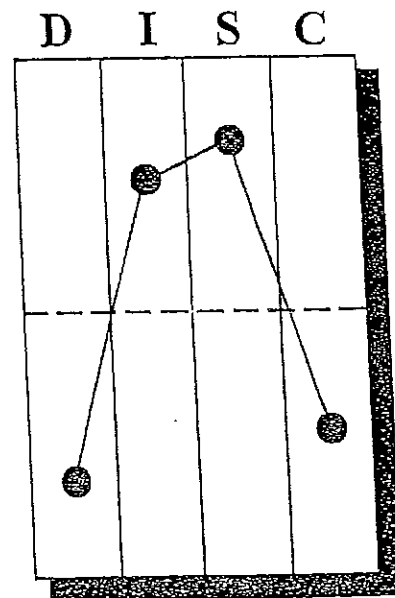
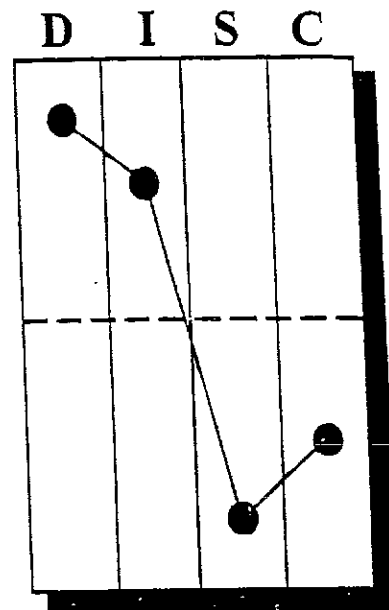
Two graphs are identified for each person. They will help understand how each person feels, thinks and acts. There is no bad profile. Each graph simply identifies a specific way the person looks at life.

**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 pressure.

Everyone is born with a natural bent of behavior. Our parents and peers, plus our environment growing up 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**. The 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. He or she 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.

# 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.

help you discover more about your specific behavioral style, there are 21 Behavioral Blends. One or two Behavioral Blends will 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.)

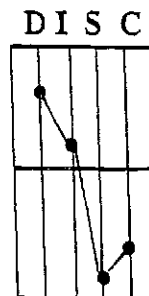
## D: DETERMINED DOERS

"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.



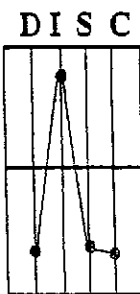
## DI: DRIVING INFLUENCERS

"DI"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.



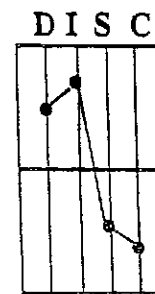
## I: INSPIRATIONAL INFLUENCERS

"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.



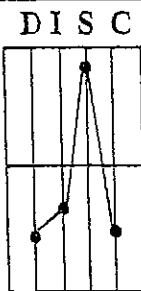
## ID: INSPIRATIONAL DOERS

"ID"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.



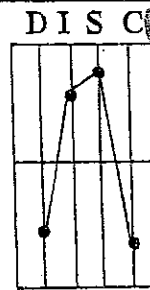
## IS: STEADY SPECIALISTS

"IS"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.



## SI: STEADY INFLUENCERS

"SI"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.



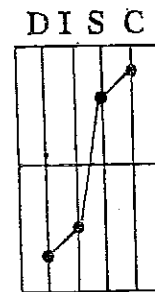
## C: CAUTIOUS COMPETENT TYPES

"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.



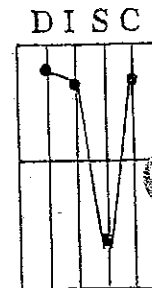
## ID/S: INSPIRING DRIVING SUBMISSIVE

"ID/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 they are 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/VC: DOMINANT INSPIRING CAUTIOUS

"D/VC"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.

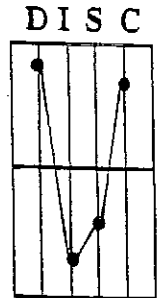
### DI: DYNAMIC INFLUENCERS

"DI"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.



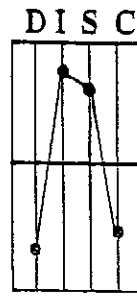
### D/C: DRIVING COMPETENT TYPES

"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.



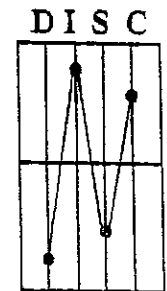
### I/S: INSPIRATIONAL SPECIALISTS

"I/S"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.



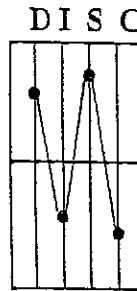
### I/C: INSPIRATIONAL COMPETENT

"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.



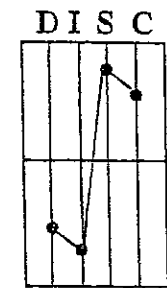
### S/D: STEADY DOERS

"S/D" Types 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.



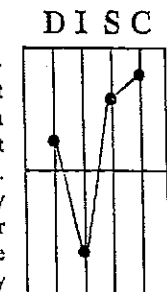
### C/I/S: COMPETENT INFLUENCING SPECIALISTS

"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 intensity differences under pressure. The person is 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.

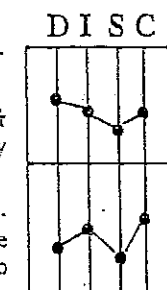


### ABOVE MID-LINE • BELOW MID-LINE

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 The Dominant Personality

When you think of the people who seem to be natural leaders, who accept challenges, who are involved in many different projects, and who are more task-than people oriented, you are thinking of high "D"s.

*"D"s are:  
Dominant, Direct, Determined, Demanding, Doers*

"D"s push for results. They shape the environment by overcoming opposition. They are very active, and they create aggressive environments, striving and pushing under pressure to get the job done. They constantly challenge the status quo. Their motto is, "If it doesn't work, change it." They take charge, they want to be in control. They were most likely the self-appointed captains of teams growing up.

"D"s want control and authority. They often believe they know how to do things better than anyone else and instinctively take charge, but they also work well under authority if they respect their superiors and remember who is the boss.

These determined people need challenge and prestige to fulfill their dreams. They seek opportunities for individual accomplishments and work their way to the top. They become CEOs, owners of their own businesses, or top managers in any field, club, or organization. Even if they don't climb the corporate ladder, "D"s end up telling everyone what to do. They can be found ordering others how to dig a ditch or organize a local

## *Who's the Boss?*

A high "D" will try to control someone with a low "D" score and make all of the decisions. The other often sheepishly obeys. Low "D"s willingly follow along in submission until their most serious concerns are challenged.

Low "D" people find it very difficult to confront high "D"s. Their preparation for battle is accurate information to prove their point. Presenting high "D"s with analysis usually causes them to look more closely at the conflict and be more rational. "D"s greatest influence over others is their ability to accomplish goals. Though careless at times, they usually still produce results.

They tend to make people nervous because they are producers, pushers, and movers. They make great achievers if they don't self-destruct. They often speak before thinking, but surprisingly, they often come up with unique and immediate solutions. These results give them the confidence to fly by the seat of their pants. Other people, however, don't feel comfortable with this free wheeling style, so "D"s need to be more considerate of others perspectives of the task at hand.

Absorbed in task oriented projects, "D"s often create high casualty rates among subordinates and co-workers. Their pressured pushing to get everyone to move in the same direction is often demeaning to others who prefer to be treated as individu-

"D"s are sometimes great motivators and challenging speakers, but their greatest concern is "reaching the mark, not touching the heart." By learning to balance their penchant for

tasks with concern for people, "D"s can be much more effective leaders.

Though "D"s occasionally delegate work, they usually feel compelled to do everything themselves to maintain control and have it done "the right way." Once they learn to spread the responsibilities around, they should supervise but not smother those who are contributing to the task. One of their biggest faults is taking back delegated responsibilities. To "save" a project, they may take back control and offend the one who was placed in charge. "D"s need to learn to communicate the purpose, plan, and process more effectively with others. Unfortunately, they believe the myth that everyone else thinks and feels as they do.

## *Slow Down and Explain*

Once a decision is made on how a task should be accomplished, "D"s should tell others the reasons behind their decisions. Though they may be convinced and confident of that decision, others may not be. Clear and patient explanations enhance a person's role in leadership. It's not enough to say, "Because" or "I'm the boss." Reasons and specific plans need to be verbalized for everyone to feel secure in the decision.

"D"s need to pace themselves and learn to relax. Vacations provide the needed balance for their high stress levels. Physical conditioning is vital because stress is one of their worst enemies. They are often unaware of the tremendous pressure they put on themselves to produce, and they are prime candidates for heart attacks and hypertension. Learning to relax and enjoy life should be a part of their plan to succeed.

Most importantly these driven people need to learn to prioritize. Working overtime and seldom pausing to appreciate their mates and children is hazardous to their health and wealth. The twin tyrannies of urgency and expedience are dilemmas they must avoid. As weekend mechanics with finely tuned machines, "D"s seem to race through life without the worries of blowouts.

They are most effective when they slow down, calculate the risks, weigh the options, and receive wise counsel from others. Reflection and balance will protect them from their volatile emotions which can ignite their dynamite personalities.

## *"D"s need choices.*

Parents and teachers of high "D" children need to harness their energy. Relate to them with respect for their ability to decide for themselves. Give them the opportunity to be leaders. Don't stifle their drives. Point them in the right direction, give them parameters, and watch them fly. These driven people are the best doers anywhere. They conquer life's greatest challenges, but unfortunately they seldom conquer themselves.

When you think of steel and velvet, dominant people are characterized by steel, but they need to be sensitive to others. "D"s are drivers plowing their through life, but they need to pave their way with pleasantness.

# Calming The Inspiring Personality

Perhaps the easiest temperament to identify is the "I". You will find them leading, entertaining, and somehow adding to the positive atmosphere of every occasion.

*"I"s are:  
Inspiring, Influencing, Interested in people,  
Impressive, Inducing*

Naturally uninhibited, "I"s love to express themselves. They are the clowns of the class and the life of the party. Often raised in a family atmosphere that encouraged them to share their talents openly, "I"s are performers and people pleasers. Their charisma and abilities to sway the crowd make them naturally persuasive speakers, salespersons, or actors.

"I"s who work in sales positions sometimes have difficulty closing deals because they don't want to be rejected. A "no" is a blow to their pride. Although "I"s give the impression of high ego strength like "D"s, they are much more sensitive to being hurt and manipulated than their domineering counterparts. Their charisma and ability to communicate only gives the illusion of inner strength.

"I"s are the people who make small talk in the checkout lines at supermarkets. While other shoppers look for the shortest or fastest lane, "I"s enjoy the opportunity to socialize with people. They like to help other shoppers in the store whether they work there or not. If someone looks confused, "I"s naturally respond, "Can I help you?" They enjoy making people feel good.

## *Cheerleaders at Heart*

"I"s are cheerleaders. Even when they are not up front, they motivate those around them. They are natural spark plugs. They generate tremendous enthusiasm, and they entertain people. "I"s want to help others to feel good or accomplish a goal. They love to participate in a group where they can stand out. "I"s often take control of a group, not because of a strong desire to have their say, but because others won't. In order to avoid feeling uncomfortable, they naturally step out and lead.

These influencers prefer environments which include acceptance and social recognition. They are very friendly and enjoy back-slapping, hugging, and encouraging others. They fill the air with laughter and joy. Recognition is a strong incentive for "I"s. They desire the freedom of individual expression to win approval. Their unique ability to speak spontaneously about anything and everything often gains them recognition in crowds. They can be found in an abundance of group activities outside their jobs. Where there is a crowd, there is an "I". Relaxing alone is not their style, they need and seek relationships. Because of their friendly demeanor, their interests are often crowd centered.

## *Strong Feelings*

Because "I"s are primarily guided by feelings, they need to focus on the process of decision-making and individual follow through. They are easily distracted and tend to be undisciplined and disorganized. Training themselves to sit down and think on their own is an important step in their work habits. Instead of constantly seeking an ear to listen to them, they need to do more research in order to become more self-sufficient.

"I"s need to practice taking a more logical approach (rather than the social approach) to their problem solving. They need to learn to nonstrate individual stick-to-it-ness. As promoters and persuaders, "I"s have the ability to spark interest and enthusiasm in others for just about anything. If, however, they lack the drive to see the task through to completion, their energy and power of persuasion

are wasted. They should constantly strive to perfect their follow through and complete what they have started. Organizational skills to help them manage their task include clock watching, scheduling, and personal planning.

Some "I"s are often misunderstood by their peers. The excitable, enthusiastic "I" types may be tagged "hyperactive" but in reality, they are only being themselves. Managers of "I"s need to give a lot of positive strokes because these types need more approval and recognition than others. Pessimistic managers can be very discouraging to these sensitive types. Interactive leaders make great encouragers, but poor examples.

## *Too dramatic!*

As managers or parents, they can be screamers. Their overly expressive behavior makes "I"s reactive. "I" types need to learn to control their emotions and be calm. "I" children learn how to react by watching their parents, so screaming parents usually produce screaming kids.

"I"s need to control their time more wisely. They are often defeated by the clock, overwhelmed by the pressure of schedules and deadlines because they mismanage their time. They should realize that there isn't time for everyone and everything in the day.

Thinking ahead and planning for interruptions are practical steps. Because they talk so much, they usually take a lot of time to complete a task, so they should give themselves more leeway. It is wise for them to set time limits and schedule earlier deadlines. Talking does not always solve problems or accomplish a task. In fact, conversation often prolongs a project. In order to be productive, "I"s must learn the value of solitude and silence.

Those who plan time alone can better manage their natural ability to interact with others. Also, they should respect the time restrictions of other people's schedules. Silence is an important commodity for these people to acquire. They will become more objective if they will think before expressing themselves. They should consider the amount of time and thought they have given a matter before coming to any conclusions. Although they tend to get away with things because they are popular, they should strive to be "slow to speak and quick to listen."

## *Work Environment*

"I"s will never be slaves to time. They don't like time controls because they have trouble pulling themselves away from people. The task at hand is never as important as the people with whom they want to talk. Details are often seen as stumbling blocks. They are really concerned about new opportunities for recognition and acceptance, so opportunities to verbalize their proposals or ideas are very important to them.

Their strong need for favorable working conditions frustrates them when they are confronted with adversity. High "I"s need to concentrate on the task at hand. They are easily distracted, especially if they are working alone. "I"s are often tempted to help someone or just stop and talk rather than work productively alone. They need others who respect their sincerity. They tend to give confusing messages about themselves, and they are often misunderstood as being proud or cocky. In reality, they are very sensitive to what people think.

"I"s need to focus on facts because many of their decisions are based on emotions. They need to learn to collect more information and consider all the options before coming to a conclusion. Being surrounded by others with systematic approaches to problem solving is very beneficial to these inspiring people. They need others who can deal with details and design the systems of follow through to accomplish task. "I"s make great ideas employees. They can be extremely creative, but they need to focus on getting the job done.

# Stimulating The Shy Personality

The highest percentage of people fall into the category of the people-oriented type of personality. They are shy and reserved, but they often make the best friends and most loyal employees.

Perhaps you have heard of individuals who took the blame for things they did not do. They willingly accepted punishment, even though they were not guilty. History has given us many lessons of those who suffered for the sins of others. Loyalty motivates some people to suffer for the wrongs of others. They would rather endure pain themselves than allow others to hurt. This can be a wonderful quality, but it can also be a dangerous fault.

## "S"s are:

### *Stable, Steady, Security-oriented, Sensitive*

"S"s emphasize cooperating with others to carry out a task. They are submissive servants who usually end up doing what the "D" has dreamed and "I" promoted. "S"s are soft hearted and sensitive. They may be seen as timid, but they are tireless in their labor. They let others lead, they avoid conflicts, and they strive for the status quo. Change is difficult for them, so innovation and creativity are left to others.

These people prefer sitting or staying in a single place. Their passiveness is often perceived as laziness by extroverts, but they are steady workhorses. They quietly get the job done while others push, talk, play, or criticize. "S"s don't like to make waves. Instead they work to calm them. Tranquility in the midst of turmoil is their specialty. Their staying power is incredible. While others lose their patience, nothing seems to unravel these steady, reliable people. They do not openly show their feelings, and if they do, they cry quietly or turn inward to themselves. Patience is more than a voluntary virtue; it is a way of life for them.

"S"s are extremely loyal, and they often work with the same company for years. They also tend to be family oriented and dedicated to their loved ones. Interest in their families is evident by the photos and mementos covering their walls or desk.

"S"s don't like aggression or antagonism. Their strong sense of loyalty however, compels them to come to the aid of family or friends who are in trouble. They ardently defend them physically and verbally, stepping out of their comfort zone, shocking themselves and others.

They are not interested in showing off in a large group. They tend to seek out personal relationships, talking one-on-one or to a few people at a time. "S"s have the ability to listen for hours about anything. They are people-people with the ability to work while they talk or listen.

### *Calm in the Storm*

Calming excited people and making others feel comfortable seems to come naturally to "S"s. They are not high strung, and they usually make great marriage partners and employees because of their concern for a steady and stable environment. They respond calmly to aggression, often defusing problems with their sincere interest and self-controlled temperament. They seek cooperation rather than control. As peacemakers, "S"s are servants who work patiently and persistently to resolve conflicts between people.

Because they have the patience to develop specialized skills, they often learn skills that others do not. "S"s appreciate routine more than despise it. Their ability to do the same thing repeatedly makes them specialists. Concentrating on the task at hand is a great strength. They don't become easily bored because of their ability to concentrate on getting the job done.

"S"s want high touch not high tech. They want to support and serve, maintaining the status quo routine because they feel insecure with change. New things, especially high tech things, are threatening to them. They work best under controlled, stable environments. "S"s usually don't make a big deal about anything. They do their work well without fanfare. Sincere appreciation and consistency make them happy because they desire an environment which includes security. Safety is imperative, and they shudder at the thought that someone could possibly get hurt.

One of the most important environments to preserve is the home environment. "S"s require minimal work infringement on their home life. They desire 9:00 to 5:00 work schedules, and they want their weekends to be free.

### *Status Quo*

Detailed procedures are important to "S"s, and they prefer environments where they can consistently operate without confusion. Because of their need for security, they desire limited territory. Familiar, comfortable surroundings give them more confidence. Their sense of comfort comes from predictable patterns and familiar situations. They often withdraw from new challenges to avoid the risk of failure, and they are usually slow to speak and appear less active than others. Without standardization and simplicity, they may become unsettled and insecure.

"S"s need more organization than explanation. Once procedures are clarified, they can follow them better than extroverts. They even enjoy the simple tasks that often frustrate others, but everything must be explained and organized for them in a simple understandable manner.

They need exposure to people who react quickly to the unexpected. Because of their slow responses, they need to build relationships with those who can handle sudden challenges as well. By understanding their own apprehension about change, "S"s can adapt to a situation more easily. Reacting quickly is sometimes just as important as reacting smoothly, therefore they can benefit by observing those who respond more quickly to opportunities or difficulties.

"S"s need co-workers who are flexible in their work procedures. Bosses may demand the task be done their way, but these people often feel that they work better alone and without pressure. They are comfortable when doing the job at their own pace, and others would be wise to give them some flexibility. However, they need to learn to adapt to changing situations. Conditioning them to change increases their productivity. Sometimes the rules change halfway through the game, but that doesn't mean it is time to stop or slow down.

### *Relating to "S"s*

"S"s respond best to warmth and friendliness. They don't like to be pushed into anything, so give them time to change. They make wonderful Sunday school teachers, but don't change their room or curriculum half way through the quarter! They are slow to make friends because they initiate relationships. They listen well, but you have to ask them questions to get them to talk. Show genuine interest in their family and friends, be patient and kind. Try to see life as they do, and you will probably enjoy life more. Learn from them, relax, don't attack people, don't fight back, slow down and smell the roses.

Life is simpler to "S"s, but they are not simple people. They may be very talented, but you may never know it because they don't like to show off. Encourage them to share their talents in a small group before asking them to perform in front of a large crowd.

# Satisfying The Cautious Personality

"s have the potential to drive a wooden man crazy! If you tell them they are too pessimistic they will reply, "I am not pessimistic, I am realistic." If you tell them that they worry too much they will reply, "I don't worry, I just get concerned."

## "C"s are: *Calculating, Conservative, Cautious, Competent, Compliant*

"C"s promote quality in products or services in existing circumstances. They are task-oriented, passive people. As thinkers and analyzers, they work on solving problems. High tech is more important than high touch to them. They respond to form and function rather than feelings, therefore reasoning rather than relationship drives them.

"C"s pursue perfection and sometimes carry correctness to extremes. They prefer to accomplish one thing correctly than to partially complete ten tasks. They follow directions and standards very carefully, and they want to comply with the rules while stressing quality in their work. They have very high standards, and they concentrate on details.

"C"s are not easy believers. They need explanations and answers. They often have to analyze the problems before moving forward. They work well in controlled environments. They tend to be conservative decision makers, checking all the options and leaving no loose ends. They need precision and predictability.

### *In-depth answers*

"C"s tend to become experts in specific areas because they absorb themselves in whatever they do. They criticize freely, no matter if it is their performance or another's. Seldom is anything ever 100% right in their eyes. With an eye for quality, they strive to better themselves and others. Finding a better way of doing things is their cup of tea.

As passive individuals, "C"s tend to comply with authority. They are not aggressive when presented with a challenge. Instead, they try to find a way to fix the problem. They don't desire to be in control for control's sake, but they demand that things be done correctly and in order.

Because they question everything, including themselves, these critical, calculating people need to be constantly reassured. They focus on problems rather than solutions, and this challenge demands they work in sheltered, stable conditions. The slightest trouble is magnified in their minds, and dealing with more than one problem at a time can be overwhelming for them. "C"s need constant encouragement because they are pessimistic by nature. Their concern for correctness causes them to worry. They seem to doubt more than most.

### *Quality Control*

"C"s want SOPs, standard operating procedures. They dislike uncertainty and want to know exactly when, why, how, where and what. They are most comfortable when order is valued and confusion is limited. They work best under structured conditions, so consistency is critical. Abrupt alterations threaten them with their biggest emotional challenge: the fear of being incompetent. They ink change for no good reason is insane. Others may scurry to test new possibility, but "C"s drag their feet until convincing facts are presented.

The status quo allows them to refine and improve the system. "Quality control" is their personal motto. If they cannot do it right,

they don't want to do it at all. They are the perfect fit for the job that requires precision and detail. Because they are never satisfied unless they complete the job right, they are the consumer's best friend because they sincerely desire to do the best job they can.

"C"s take great pride in their work. They are their own worst critics, but they appreciate recognition of their craftsmanship. They don't seek personal praise, but they appreciate attention for their finished product. You may criticize them, but don't criticize their work. "I"s are very sensitive to personal criticism, but they may not care if someone criticizes their performance. "C"s are just the opposite. They take personal rebuke lightly, but are deeply offended if people dare criticize their work. They enjoy situations that call attention to their accomplishments. They strive to provide first class products and services, and they prefer opportunities that focus on their products rather than themselves.

### *In Search Of Excellence*

"C"s are not adventurous, but they are inquisitive for quality's sake. Searching for new thrills is not nearly as important as seeking new truth. They need the balance provided by those who will compromise, and they need others to help them find the medium between opposing views. Often unwilling to compromise, they tend to offend others. Because of their natural ability to see problems, they should be careful about open criticism. They need to allow opportunities for others to state their positions. They would be wise to hold back at times and allow someone else to find flaws and make the first response so they are not perceived as always negative.

Because of their need for explanation, periodic appraisals should be scheduled. They desire feedback and help along the way, and evaluations of their performance from time to time enhances their work. They must learn to respect people as much as they respect their own accomplishments. Because of their strong task-orientation, they tend to get overinvolved in projects and forget people, but the value of a person exceeds a completed project.

Developing tolerance for conflict is also a very important lesson for cautious, compliant "C"s. Their passive personalities cause them to withdraw and verbally hold back. They tend to run away in order to avoid trouble.

At work, "C" supervisors can erode good attitudes by never complimenting their employees. Constant criticism is demotivating. Try focusing on the good your employees do. It will increase their effectiveness.

"C" employees must remember to not complain too much. It makes fellow employees avoid you. It also makes management think you are not a team player, and therefore, your chances for promotion may be affected.

### *Conflicts*

"C"s are experts, even at conflict. They have perfected their way of finding fault in nearly everything. If there is a flaw in the plan, they will find it. They have the intuitive ability to find the weak spots, but faultfinding is extremely annoying to the dreamers and doers. "D"s inevitably clash with "C"s over implementing an idea. "D"s want to do it immediately, but "C"s want to take more time to research and prepare.

"C"s ask question after question. It is not that they are not smart. In fact, "C"s tend to be very inquisitive and great learners. They need to guard their constant search for answers and learn how to be happy without understanding everything.

"C"s make great students, if their teachers satisfy their quest for knowledge and understanding. "C"s need to avoid against becoming moody, if their search is not being satisfied. "C"s make the most competent, yet often most challenging to work and live with.

# General 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 "I"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.

*"I"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 "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 "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 of.

*"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.*

# PERSONAL INSIGHTS

The following questions are designed for you to understand how 21 Behavioral Blends can improve their effectiveness as leaders. Be sure to first identify the individual's personality profile. After he or she has completed their two graphs, then find the most similar graphs. 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. Make note of any possible conflicts between their profile and typical behavior you may see. Don't use this assessment as a judgment against 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)

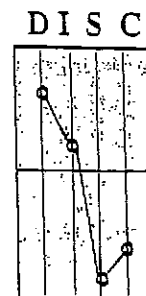
## D: DETERMINED DOERS

- 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?



## 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?



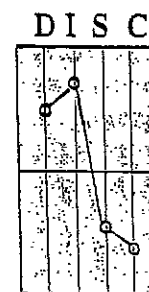
## I: INSPIRATIONAL INFLUENCERS

- 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?



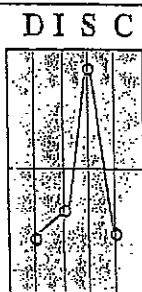
## I/D: INSPIRATIONAL DOERS

- 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?



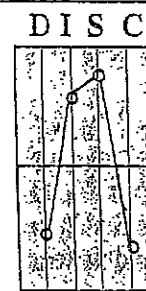
## STEADY SPECIALISTS

- 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?



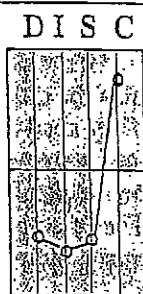
## S/I: STEADY INFLUENCERS

- 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?



## 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?



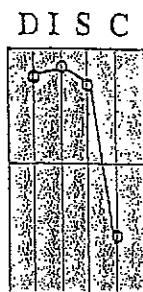
## C/S: COMPETENT SPECIALISTS

- 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?



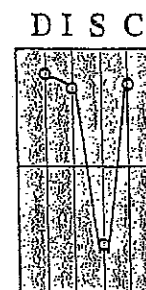
## I/D/S: INSPIRING DRIVING SUBMISSIVE

- 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?



## 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?



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 by asking them the specific questions that relate to their personality. 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 change any discrepancies. There is no "best" personality for any role. The qualities that may suit one person better than another, overused, may be the very reason for their lack of effectiveness.

Be sure to focus on each letter, whether high, low or mid, and design your own questions relating to specific role needs. You should study this entire booklet 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/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?



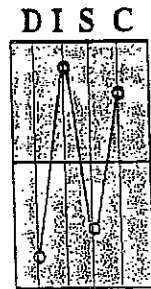
### I/S: INSPIRATIONAL SPECIALISTS

- 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?



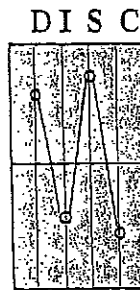
### I/C: INSPIRATIONAL COMPETENT TYPES

- 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?



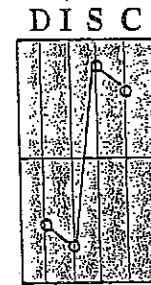
### S: STEADY DOERS

- 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?



### 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?



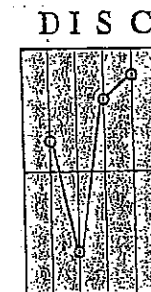
### I/C/S: INSPIRING COMPETENT SPECIALISTS

- 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?



### 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?



### 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?



### 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?



### 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?

# Leadership Insights

Most everyone responds to life's challenges and choices according to his or her personality. Therefore, individuals who relate to others must be *personality wise*.

For example, High "S" leaders should not engage High "D" followers in small talk. "D"s prefer leaders who get-to-the-point. They want "bottom line" answers. They respond best to those who are not going to waste their time.

On the other hand, High "S" followers feel comfortable with leaders who are systematic, slower, and steady in their approaches. "S"s don't like fast talking, quick pace responses. "S"s respond best to stable and sensitive leaders.

## Leader Styles

## Follower Styles

The following describes different leadership styles. People tend to lead according to their personalities, rather than adapt to the styles of others.

People also follow according to their personalities. Identifying individual followers' styles make leaders more effective.

### "D" Leaders —

"D"s are *take control and be in charge* types. They don't like people telling them what to do. "D" leaders can be too pushy and forceful. They need to control their direct and demanding approach to management. They make better leaders when they learn to slow down, be gentle, and not so demanding of others.

### "D" Followers —

"D"s respect strong leaders. They want to be part of a winning team. They follow with power and authority in mind. They wonder, "*Will this action make me more respected and / or get the job done?*" "D" followers need choices, rather than "*get-in or get-out*" ultimatums. They need opportunities to do their own thing.

### "I" Leaders —

"I"s are inspiring and enthusiastic. They love to lead and influence others. Naturally great presenters, they tend to talk much. "I" leaders need to listen more and not be so sensitive to criticism. They are the most impressive and positive leaders. "I"s love crowds, but need to be interested in individuals.

### "I" Followers —

"I"s follow with their hearts. They tend to be impulsive followers. They want opportunities that will make them look good. "I" followers talk a lot. They make great first impressions. Their high egos and ability to persuade often turn them into the leaders in order to rise to the top. Sometimes you don't know who's leading whom.

### "S" Leaders —

"S"s are the sweet, steady and stable leaders. They seldom demand anything. They are friendly and loyal, but tend to be too nice. They need to be more aggressive and assertive. Overly sensitive to their shortcomings, "S"s need to be more confident. They hate to take risks. They often miss opportunities because of their caution. Reliable and relaxed, they are more reserved.

### "S" Followers —

"S" followers don't make quick decisions. They like leaders who are understanding and gentle. They want to establish a relationship with a leader who will be around for a long time. "S"s are concerned about service and stability. When it comes to sensible and slow judgment, "S" followers feel right at home. They like familiar and low-key environments.

### "C" Leaders —

"C"s are competent and compliant. They go by the book and want to do everything just right. They are thorough and detail-oriented, but tend to be too informative. "C"s need to be more positive and enthusiastic. They answer questions people aren't asking. When optimistic, "C"s are extremely influential. They should not concentrate on problems, but focus on potentials.

### "C" Followers —

"C"s are "Consumer Report" type followers. They analyze each decision. They love research and development. "C"s are quality oriented followers. They don't like quick or costly decisions. Picky and precise, they follow with their minds, rather than hearts. "C"s seldom respond positively at first. They often want time to think about their decisions. Once convinced, they follow best.

### *The most effective Leader is the blended Servant Leader.*

These type individuals learn how to adapt and become "all s to all men." They understand that everyone is often motivated by their specific personality. They guard their strengths from overuses, and improve their "uniquenesses / weaknesses."

Blended Servant Leaders control their drives, passions, and wills in order to motivate others more wisely. Servant Leaders are Transformational Leaders who raise people up to follow on a higher plain. Anyone can be a Servant Leader. It doesn't matter what your "DISC" personality type is. It's your maturity, ability to adapt, and control yourself, rather than others that makes the difference.

# Neurolinguistic Programming

Neurolinguistic Programming (NLP) is the unique way minds often process what we say and hear. The following observations are simple observations of how people verbally share their thoughts, plus how people perceive what they hear.

Everyone processes what they experience through their unique senses. There is no normal right or wrong way of processing what we hear. Some leaders can intuitively "read between the lines" of those who are silently hurting, while other leaders are better able to say just the right words at the right time.

The problem is that we tend to lean toward and be controlled by our specific NLP. Under pressure and stress we lean toward our strengths, because that's where we are most comfortable and confident. But the overuse of a strength can become an abuse and the best thing about us can become the worst.

By identifying and understanding our NLP from a DISC personality perspective, we can guard our strengths and avoid our weaknesses (uniquenesses) while communicating to others. We

can consciously use the most effective words to influence others. We can also be aware of the words others may use that best influence us.

So when you speak to an individual or a group, keep in mind that people listen through their NLP. You will also have the natural tendency to share through your NLP. Therefore, consider the words you use. Adapt your presentation to the person you are trying to communicate with to fit their NLP. Also when speaking to a group of people, be sure to add the words and phrases with which everyone can identify.

For example, when making an appeal to a group you may want to say something like this as you close: "I challenge you to take this risk"; and "people will see and take note of your wisdom"; and "I want to sincerely encourage you to make this decision"; and "doesn't this decision make sense?"

Also keep in mind there is a lot of "junk" associated with human behavior science. Choose what you use carefully.

## "D" Types —

Listen for and often use the following words or phrases:

Words: Challenge, power, powerful, big, better, results, bottom-line, win, work, change, strong, stronger, stand, direct, definite, demand, decisiveness, deviance, now

Phrases: If it doesn't work, let's change it; do something; get-in or get-out; lead, follow, or get out of the way; my way or the highway; bigger and better; I'm results-oriented; I don't like the status-quo; things need to change around here; we need to work harder; let's not be so sensitive; take a stand; stand in the gap; give it to me straight; don't beat around the bush; I demand; I'm determined; I've decided; now is the time; let's not wait any longer

## "I" Types —

Listen for and often use the following words or phrases:

Words: Exciting, enthusiasm, fun, feel, joy, joyful, positive, inspiring, impressive, interesting, fantastic, wow, awesome, wonderful, phenomenal, thrilling, sensational

Phrases: Isn't this exciting or fun; I'm so excited; let's be enthusiastic; let's all do it together; I really care about you; I feel your pain; something good is going to happen; I feel great; how is this going to effect the crowd; let's go for it; let me tell you this story; let me illustrate this; you're going to really like this; can you believe this; watch me, this is sensational; I'm overwhelmed; I'm elated; I sincerely want to help you

## "C" Types —

Listen for and often use the following words or phrases:

Words: Think, analyze, reason, evaluate, investigate, comprehend, understand, plan, contingency, process, due-diligence, organize; explain, cautious, careful, conscientious, consider, contemplate, study, research

Phrases: The intelligent thing to do; it's the reasonable thing to do; I don't understand; please explain; let's think about this; I need time to think; doesn't this make sense; let's process this; we need a backup plan; let's work our plan and plan our work; we need to work smarter; we need to be more organized; I can't stand disorganization; let's be more careful; let's look further; I don't like quick decisions; I hate sloppy work; figure it out

## "S" Types —

Listen for and often use the following words or phrases:

Words: Caring, nice, kind, sensitive, sweet, soft, tender, loving, belonging, family, tradition, steady, stable, security, serving, servant, teamwork, unity, calm

Phrases: I really care about you; let's not hurt anyone; we need to be more sensitive; how will this affect our family; doesn't anyone care; I don't like change just for change sake; let's take it slow; I don't like instability or insecurity; I like stable and steady situations; people are more important than things; his or her feelings really matter; how can we help that person; let's work together; together we can; we're in this together; let me help you; I'm not sure I can do that; I really don't feel comfortable

# DISC Learning Styles

According to Cynthia Tobias' book, *THE WAY THEY LEARN*, there are four basic learning styles: Concrete, Abstract, Sequential, and Random. There are also three ways we remember. She adds, "Learning styles researchers, Walter Barbe and Raymond Swassing present three modes of sensory perception (ways of remembering) that we all use in varying degrees." These "modalities" (auditory, visual, and kinesthetic) affect everyone's learning styles.

Every leader should discover their auditory, visual, or kinesthetic/feeling styles in order to help communicate better with their followers and fellow leaders. It is not always their follower's fault when things are misunderstood. It is every leader's responsibility to work with others to know how they learn best.

Every leader should also know and understand how these learning styles respond. Adapting one's presenting style to the learning style of others will often determine the success or failure of a relationship.

It is not always the responsibility of the follower to adapt his or her learning style to that of the leader. Followers and leaders must both control their communicating and learning styles in order to have the best results possible.

Understanding how your DISC personalities affect learning styles can help guard your strengths and avoid your weaknesses. Study the insights below to improve your communicating and learning.

Always remember, you are the only one who can control yourself to do right. Don't expect or depend on anyone else to give you the determination to respond appropriately. Learn to control your personality, rather than letting your personality control you. Take command of your feelings and thinking, rather than expecting others to change on your behalf.

Become a more effective Transformational Leader by adapting your leading style to the learning style of others.

## "D" Types —

**Auditory Learner:** *LISTENS* best to challenges and straightforward communication. Wants to hear bottom-line and summarized facts. Doesn't like to listen to long drawn-out stories. Responds best to serious and hard-hitting points. Pays most attention when lessons are direct and demanding.

**Visual Learner:** *Wants to SEE* progress and results. Responds best to action-packed visuals. Learns best when lessons are animated or shown, as opposed to written or spoken. Desires more hands on group learning by example.

**Kinesthetic Learner:** *Wants to FEEL* in control of learning. Desires strong emotion-packed, as opposed to sensitive or silly type presentations. Responds best to authority who makes him or her relate personally to the learning.

## "I" Types —

**Auditory Learner:** *LISTENS* best to exciting and enthusiastic communication. Desires to hear expressions and word-pictures that make lessons come alive. Needs to hear influencing and impressive learning that communicates optimism. Hears the lesson best through humorous stories.

**Visual Learner:** *Wants to SEE* the lesson through drama or role-play. Desires to participate by acting out or visualizing the lesson. Learns best when able to picture him or herself in the lesson. Looks for images that explain the lesson.

**Kinesthetic Learner:** *Wants to FEEL* part of the lesson. Desires an emotional tie with the presenter and point of the lesson. Learns best in a group where his or her feelings can be expressed. Needs heartfelt communication.

## "C" Types —

**Auditory Learner:** *LISTENS* best to clear and precise words. Desires to hear lessons that explain why, what, when, and how. Wants to hear competent and accurate communication. Is not as interested in the drama, but in hearing the facts. Learns best with thorough explanation.

**Visual Learner:** *Wants to SEE* the lesson, as opposed to just hearing about it. Desires visualization of the facts. Learns best when presented with investigated lessons. Needs to have pictures and charts drawn that explain the lesson.

**Kinesthetic Learner:** *Wants to FEEL* the lesson is clear and understandable. Learns best when communicated through logical and emotional means. Desires balance between facts and feelings. Wants to learn through heartfelt, yet intellectual presentations. Needs to feel the lesson is logical.

## "S" Types —

**Auditory Learner:** *LISTENS* best to sweet and soft presentations. Doesn't like strong or fast-paced communication. Responds best to supportive and security-oriented words. Desires to hear lessons in a small group. Wants to hear words that make the lesson kind, nice, and caring.

**Visual Learner:** *Wants to SEE* the lesson lived-out through the life of the presenter. Learns best by visualizing the lesson as part of a small group, rather than having to be up front presenting. Desires steady and stable visual environments.

**Kinesthetic Learner:** *Wants to FEEL* comfortable and secure as he or she learns. Responds best to status-quo type learning, without surprises or challenges. Desires that everyone is learning harmoniously and together as a family. Needs to feel the lesson in a personal and private way.

# Challenging Differences

## ASSIGNMENT —

- Consider how opposite personalities often are attracted to each other in order to "complete" themselves.
- Think about the obvious differences between you and your other team members.
- Ask your closest friends about how opposite personalities in their lives have helped and benefited them.
- Begin thinking about the so-called "weaknesses" of others as "uniquenesses."

Opposites seem to attract each other. Somehow we are attracted to people who have strengths that are our weaknesses. "C"s will meet an exciting, positive, upbeat type person, like an "I". "C"s will wish they were more like him or her, while the "I" is impressed with the "C"s logical thinking and organized behavior.

"D"s are often attracted to "C"s because of "C"s cautious and calculating demeanor, while "C"s are impressed with "D"s' risk-taking, driving, decisive and dreaming behavior. "I"s are also attracted to "S"s because of their quiet, sweet, soft demeanor, while "S"s admire "I"s' ability to influence and impress others.

What happens when opposites attract can be explained by the *dynamics of differences*. Our differences draw us together. Ironically, those same differences can drive us apart. The characteristics of the person with whom we felt a bond often become the very traits we end up resenting.

While opposites often attract, we must keep in mind that most people are blends or composites of DISC. Few people are predominate "D"s, "I"s, "S"s, or "C"s. Most people are a combination of several of types.

## EXAMPLES —

There are "D/I" behavior types, who are active in their tasks and people skills. There are "S/C" types, who are passive, while both people and task oriented. "D/C"s are pure task-oriented, while being active and passive. "I/S"s on the other hand, are basically people-oriented while active and passive.

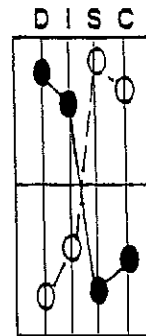
The "I/C" is both active and passive while people and task-oriented at the same time. The same goes for the "D/S." But while the "I/C" loves to inspire and correct, the "D/S" enjoys dominating and serving others. The "D/S" type may sound like a contradiction in terms, but this unique and often confusing behavior is normal.

The most obvious conflicts occur when a pure "D/C" task-oriented individual is attracted to a pure "I/S" people-oriented person. These people were probably initially impressed with the others' strengths which were their own weaknesses. The "D/C" lacks people skills while the "I/S" needs to become more task-oriented and organized. The exciting news is each needs the other, but difficulty comes when one stops looking at the other's strengths and starts focusing instead on the other's weaknesses.

The "D/C" focuses on logical thinking and being industrious, while the "I/S" desires to build relationships and deepen communication. You can see how these two blends of behavior can clash.

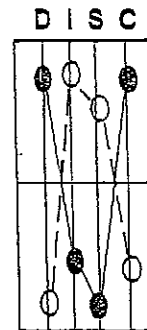
The following are three of the most common opposite types. See if any of these is like your Behavioral Blend/s and that of your "significant other."

## "D/I" Relating To "S/C"



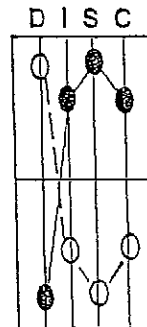
- "D/I"s are outgoing, while "S/C"s are passive and reserved.
- "D/I"s are more positive than "S/C"s.
- "S/C"s are more cautious than "D/I"s.
- Both should learn from the other.
- Be committed!

## "I/S" Relating To "D/C"



- "I/S"s are people, while "D/C"s are task-oriented.
- "I/S"s are more high-touch than "D/C"s.
- "D/C"s are more high-tech than "I/S"s.
- Both should learn from the other.
- Be committed!

## "D" Relating To "I/S/C"



- "D"s are more dominant and demanding.
- "I/S/C"s resist aggression, but respect it.
- They prefer friendly, secure and cautious behavior.
- Both should learn from the other.
- Be committed.

To compare your personality with that of another person's personality, be sure to study this entire report.

# How To Handle Conflicts

Often, the greatest hindrances to healthy relationships are personality conflicts. Positive individuals, desiring to build good relationships, are often discouraged because of misunderstandings and clashes with others.

This section is designed to help you discover why people do what they do under pressure and why you may conflict with others. Life's success principles on how to handle clashes are clear. The problem is many people are not aware of their "sensitive spots." Everyone needs to learn more about avoiding and resolving conflicts.

Every personality has its "hot button." Everyone can act like a "D" when pushed too far. The following are tendencies of personalities as they relate under pressure.

Review the following pages with your Behavioral Blends in mind. Read each section to see how you may respond as a specific personality type. Also consider how you may respond differently because of your "hot and cold buttons."

To improve your effectiveness, control your personality and never use it as an excuse for poor behavior!

Remember — **Most problems today are not technical — they're relational — personality conflicts and clashes with others.**

## "D" types —

### Under Pressure:

*Becomes dictatorial, domineering, demanding, angry, intense, forceful, direct, bossy.*

### Sources of Irritation:

*Weakness, indecisiveness, laziness  
Lack of — discipline, plan, purpose, direction, authority, control, challenge.*

### Needs To:

*Back off, seek peace, relax, think before reacting, control self, be — patient, loving, friendly, loyal, kind, sensitive.*

## "I" types —

### Under Pressure:

*Becomes hyper, overly optimistic, immature, emotional, irrational, silly, wordy, selfish.*

### Sources of Irritation:

*Disinterest, slowness, pessimism, details, time restraints, antagonism, doubt, structure, lack of — enthusiasm, team participation.*

### Needs To:

*Listen, count the cost, control emotions, be — humble, strong, disciplined, punctual, careful with words, conscientious.*

## "C" types —

### Under Pressure:

*Becomes moody, critical, contemplative, negative, worrisome.*

### Sources of Irritation:

*Incompetence, disorganization, foolishness, dishonesty, inaccuracy, wastefulness, inconsistency, blind faith, false impressions.*

### Needs To:

*Loosen up, communicate, be — joyful, positive, tolerant, compromising, open, trusting, enthusiastic.*

## "S" types —

### Under Pressure:

*Becomes subservient, insecure, fearful, weak-willed, withdrawn, sympathizer, sucker.*

### Sources of Irritation:

*Pushiness, instability, inflexibility, anger, disloyalty, insensitivity, pride, discrimination, unfairness.*

### Needs To:

*Be — strong, courageous, challenging, aggressive, assertive, confrontational, enthusiastic, outgoing, expressive, cautious, bold.*

## Natural Responses To Conflict —

- "D"s — Want To Attack
- "I"s — Want To Expose Others
- "S"s — Want To Support or Submit
- "C"s — Want To Criticize

## Recommended Wise Responses —

- "D"s — Restore With Love
- "I"s — Make others look good
- "S"s — Care Enough To Confront
- "C"s — Examine Own Self First

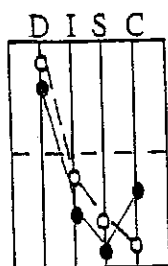
# Intensity Insights

To identify the intensity between two personality types, look 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.

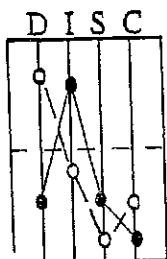


## "D" / "D"

**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 the other.
- Learn to relax and control stress.

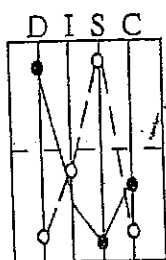


## "D" / "I"

**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.

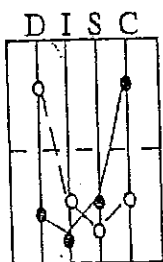


## "D" / "S"

**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.

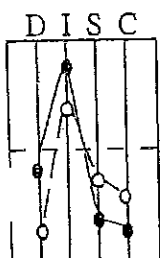


## "D" / "C"

**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"

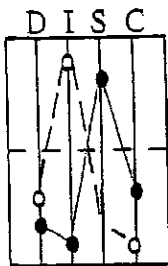
**Work Index:** Two "I"s working together will talk more than work. They compete for praise and approval. They tend to be overly optimistic and enthusiastic. Two "I"s will communicate well, if one doesn't try to out-talk the other. Each wants lots of attention. Both tend to be emotional. Communication 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 preceding pages to avoid and resolve conflicts.

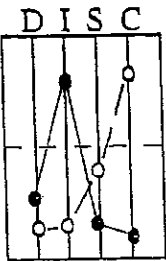


## "I" / "S"

**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.

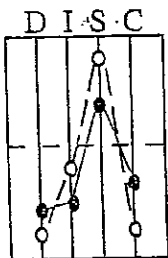


## "I" / "C"

**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.

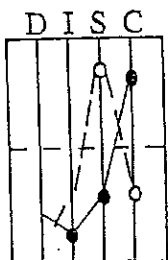


## "S" / "S"

**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.

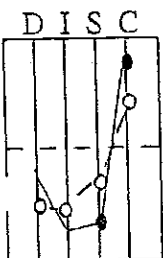


## "S" / "C"

**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 a 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.

## DISCOVERING YOUR SPIRITUAL GIFTS

*"Now about spiritual gifts, brothers, I do not want you to be ignorant."*

1 Corinthians 12:1 NIV

### SPIRITUAL GIFTS ARE NOT

#### **1. Natural Aptitudes, Strengths, or Abilities**

We all have natural abilities that we've learned from those around us regardless of Christian faith. Many times our natural abilities and strengths are redeemed by the Lord to become spiritual gifts.

#### **2. Character Traits**

We are all called to have character and our gifts should produce the nature of Jesus Christ in each person. A person should not say he has the "gift of peace" when we are all encouraged to develop that characteristic. Spiritual gifts offer opportunities for us to exemplify Christ.

#### **3. Titles and Positions**

Spiritual gifts often lead to titles or positions but a person may have the gift without the role or the role without the gift. Regardless we should serve whenever we are given the opportunity. Working in the area of your gifting will allow you to "be" the person that God has called you to be rather than just "doing" good things.

#### **4. For Show**

Spiritual gifts are endowments given by God to His people for accomplishing His purpose on the earth. Spiritual gifts are given for the glory of God.

*"Follow the way of love and eagerly desire spiritual gifts..."*

1 Corinthians 14:1 NIV

### HOW DO I RECEIVE SPIRITUAL GIFTS?

- A. Accept Jesus Christ as Lord of your life.
- B. Acquire faith and truth in the area of spiritual gifts.
- C. Apply yourself to learning about spiritual gifts.
- D. Ask for the Lord to give you spiritual gifts.

