ACER

Sue Student

Style: **Communicator**

DISC with TEAMS & Values

Thursday, February 25, 2016

Introduction

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

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

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

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

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

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

  This is the D Style

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

  Some people are optimistic, friendly, and talkative.

  This is the I Style

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

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

  This is the S Style

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

  Some people are precise, sensitive, and analytical.

  This is the C Style

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

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

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

Below are your three DISC graphs, and a brief explanation of the differences between the graphs.
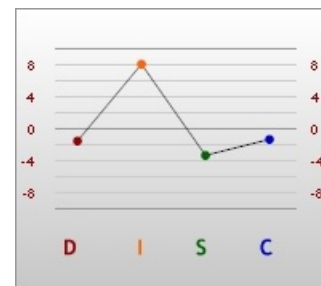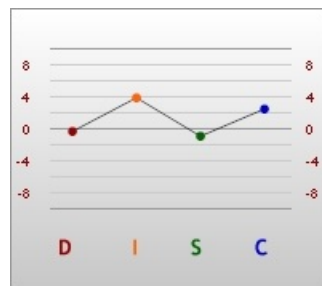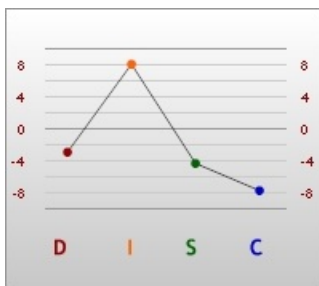
DISC graph 1 represents your "public self" (the mask)

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

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

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

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

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

Description
understanding your style

Sue's style is identified by the keyword "Communicator".

Sue, as a Communicator style, is enthusiastic and optimistic, preferring to accomplish goals through people. Communicators love being around people – they create a party wherever they are by means of an outgoing personality! Sue does not like to work alone, but would rather be with people when working on projects. A Communicator's focus and attention span is not as great as they would like – so they prefer high energy projects that allow rapid movement from one thing to the next without delay. Communicators are articulate in their communication skills; in fact, this is probably one of the strengths for which they are most noted.

Sue has the ability to motivate and encourage with their words and is probably known as an inspirational individual. When pressure is applied to focus strictly on tasks, Communicators may tend to become inaccurate and even somewhat disorganized. They will do what is necessary to complete a task and to look good since they have a strong desire to please. Since communicators have a strong aversion to rejection, they aim for social recognition and fear the loss of that acceptance. They make friends easily and seek favorable environments in which to function. They may need a manager or supervisor to provide clear time frames on projects and they prefer a participative management style that is built around a strong relationship.

Inspiring and stimulating, Communicators use their enthusiasm to generate an environment that is friendly and team oriented. They tend to be one who both feels and displays emotion, and many of their decisions may be driven by emotions. This may cause them to appear inconsistent in their beliefs and decisions. A Communicator has the ability to use their positive people skills to bring unity to groups and between people. Sue is inspiring and tends to look for the collective good instead of the obstacles.

Sue prefers to work through problems by analyzing things that worked in the past. This is someone who is able to lead, if necessary, but usually prefers to wait and see if another person volunteers first. Sue is willing to follow another person's lead if they display adequate ability and if Sue has confidence in their ability.

An extremely outgoing and social person, Sue tends to make friends easily and likes to have fun with others. This person wants to make commitments even when unable to keep them. This comes from their strong desire to please, not because of any intent to deceive. Sue tends to be very spontaneous, easily becoming bored with routine tasks.

Others see Sue as a versatile person whom they rely upon to break up monotonous or routine situations. Sometimes preferring to do things outside of the team, this person tends to be individualistic. Sue may even be perceived as "restless" and tends to move quickly from one thing to the next.

Sue will usually test ideas against proven standards in an effort to be inventive. Sue can be very creative as he/she identifies new solutions to problems. An original and creative thinker, Sue acts in a rational way to make sure desired results are achieved in an orderly manner while not afraid to "break the mold" if that appears to be the key to a solution.

Enthusiastic
Trusting, optimistic
Persuasive, talkative
Impulsive, emotional

General Characteristics

Flattery, praise, popularity, and acceptance
A friendly environment
Freedom from many rules and regulations
Other people available to handle details

Motivated By

Practical procedures
Few conflicts and arguments
Freedom from controls and details
A forum to express ideas

My Ideal Environment

Historical Characters
Famous people who share your personality

William Shakespeare
1564-1616

English Playwright, Actor and Poet

One of historys foremost playwrights, Shakespeare embodied the excellent communication skills of this style. His comedies were alive with disguises, tricks, songs and keen relationships. His histories brought characters like Julius Caesar and Henry VIII to life on the stage. His tragedies touched upon some of the deepest and strongest human emotions. Communicators love people, and can use their formidable communication skills to reach them on many levels. Shakespeare wrote over thirty plays and one hundred fifty sonnets.

"A friend is one that knows you as you are, understands where you have been, accepts what you have become, and still, gently allows you to grow."

Winston L.S. Churchill
1874-1965

English Prime Minister and Writer

Beginning his career as a soldier, the communication skills which characterize the Communicator style soon moved him into the position of a war reporter in South Africa. Upon his return to England, he entered the world of politics. Churchill was elected a Member of Parliament in 1900, and eleven years later found himself in charge of Great Britains Royal Navy. He came out of retirement to face Hitlers wrath, and was elected Prime Minister. It was Churchills personal courage and magnificent speeches of encouragement that motivated and sustained the English people through the war.

"I have never accepted what many people have kindly said -- namely that I inspired the nation. Their will was resolute and remorseless, and as it proved, unconquerable. It fell to me to express it."
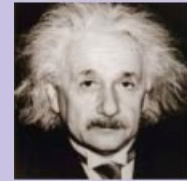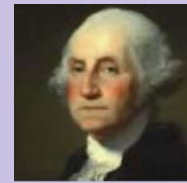
Communicating
with the Communicator style

Remember, a Communicator may want:

- Social esteem and acceptance, freedom from details and control, people to talk to, positive working conditions, recognition for abilities, opportunity to motivate and influence others

Greatest fear:

- Rejection

When communicating with Sue, a Communicator, DO:

- Build a favorable, friendly environment
- Give opportunity for them to verbalize about ideas, people and their intuition
- Assist them in developing ways to transfer talk into action
- Allow time for stimulating, sociable activities
- Submit details in writing
- Create incentives for following through on tasks

When communicating with Sue, a Communicator, DO NOT:

- Eliminate social time
- Do all the talking
- Ignore their ideas or accomplishments
- Tell them what to do

While analyzing information, Sue, a Communicator may:

- Lose concentration
- Miss important facts and details
- Interrupt
- Be creative in problem solving

Motivational Characteristics

- **Motivating Goals:** Social approval, prestige, recognition, to be trusted
- **Evaluates Others by:** Their verbal communication skills
- **Influences Others by:** Verbal persuasion, praise and favors
- **Value to Team:** Optimistic, able to promote projects, confident, accomplishes goals through people, enthusiastic
- **Overuses:** Optimism, flattery, talking
- **Reaction to Pressure:** Expresses feelings; may become careless and disorganized
- **Greatest Fears:** Loss of social approval, conflict
- **Areas for Improvement:** Establish time frames; follow through on projects; control emotions, listen to others

Communicating
with the Communicator style

Knowledge comes, but wisdom lingers.

- Alfred Lord Tennyson

Communicating
with the Communicator style

Value to the group:

- Creative problem solver
- Great encourager and motivator of others
- Positive sense of humor
- Negotiates conflicts, peace maker

Communicators possess these positive characteristics in groups:

- Instinctive communicators
- Participative managers who influence and inspire
- Motivates the team, enthusiastic
- Spontaneous and agreeable
- Responds well to the unexpected
- Creates an atmosphere of well-being
- Provides direction and leadership
- Expresses ideas well
- Works well with other people, is accepting of others
- Makes good spokespersons
- Will offer opinions
- Persuasive
- Has a positive attitude and good sense of humor
- Accomplishes goals through people
- Strong in brainstorming sessions

Personal growth areas for Communicators:

- Weigh the pros and cons before making a decision, be less impulsive
- Be more results oriented
- Exercise control over your actions, words and emotions
- Focus more on details, facts and following through on tasks
- Remember to slow down your pace for other team members
- Talk less, listen more

Communicating
with the Communicator style

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

- Lee Iacocca

Communication Tips

relating to others

Your I plotted above the midline, your style is identified by the keyword "Communicator".

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

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

- *MILD* Gentle or kind in disposition; not severe or harsh
- *QUIET* Not easily excited or disturbed; quiet disposition
- *DEPENDENT* Influenced, controlled by others
- *MODEST* Not forward, but shy and reserved

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

- *ENTHUSIASTIC* Inspirational; visionary; intense
- *GREGARIOUS* Fond of the company of others; sociable
- *PERSUASIVE* Having the power to persuade; influencing
- *EMOTIONAL* Easily aroused to emotion; quick to weep or show anger

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

- *MOBILE* Movable; showing emotional changes in expression
- *OUTGOING* Expansive; sociable; gregarious
- *ALERT* Watchful; vigilant; ready; active; nimble
- *EAGER* Keenly desiring; wanting very much; impatient or anxious

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

- *BOLD* Open, not afraid to share thoughts and feelings
- *DETERMINED* Obstinate, unmoving, persistent

Communication Tips
relating to others

The only way to change is by changing your understanding.

- Anthony De Mello

Communication Tips
how you communicate with others

How You Communicate with Others

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

Your style is predominately an "I" style, which means that you prefer receiving information that stresses the EXPERIENCE. But, when transferring that same information to a client or co-worker, you may need to translate that into giving them precise facts, or just the end result, or how they are a part of the solution and "we need to work as a team."

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

This next section is particularly useful for a dominant "I" style as you may have the tendency be more vocal but less focused on results or details as others around you.

The Compatibility of Your Behavioral Style

The "I" and the "D" styles normally get along pretty well in relationships since the "I" is a great encourager to the "D". In work tasks, the "I" may feel the "D" is too demanding and too task oriented at times.

Two "I" styles get along extremely well in personal relationships. They are very social and like to try new experiences. Two "I"s working together may have a tendency to miss deadlines and not complete tasks with attention to detail.

The "I" and the "S" style get along well in the work environment since the "S" will serve as support for the "I" in making sure tasks stay on track. In relationships the "I" may want to be more socially oriented while the "S" would prefer to spend more quality time with less people and outside activities.

The "I" and the "C" work well together as their strengths tend to complement one another. In relationships there can sometimes be conflicts as the "I" is much more socially motivated and impulsive than the "C".

Communicating
with others

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

- Publilius Syros

Communication Tips
compatibility of your behavioral style

How the "I" Can Enhance Interaction with Each Style

I with D

I's tend to view D's as argumentative, dictatorial, arrogant, domineering, nervous and hasty. As an I, you are likely to resent the D telling you what to do. It will frustrate you when they don't notice your ideas. Since you are used to being able to talk your way into or out of confrontations, you will likely be surprised when you find out that your charm does not bring a favorable response from the high D.

Relationship Tip: To make this relationship work, you must have direct communication. Deal with issues in a straightforward manner. Work at negotiating commitments and goals on an equal basis. Focus on tasks and issues, not people and personalities. Point out specific accomplishments.

I with I

I's enjoy relationships with other I's ... thoroughly. You will see each other as stimulating, charismatic, outgoing and optimistic; relating well to each other and developing relationships quickly. You will both tend to mix business and pleasure, and strive to impress one another; possibly even competing for recognition.

Relationship Tip: Maximizing relationships between I's is not difficult; it's controlling them that will require effort. Be friendly, complimentary; acknowledge each other's accomplishments. Listen sincerely instead of planning what you want to say next.

I with S

You will see high S's as passive, nonchalant, apathetic, possessive and non-demonstrative. But you'll also find them accepting, and willing to enter into relationships if you can slow down the pace; even though you'll tend to become frustrated when the S doesn't express their thoughts and feelings like you want them to. You can be a motivator and encourager to S's.

Relationship Tip: Slow down; be more easygoing. Show them sincere appreciation and you'll find friendships with S's are very rewarding; they'll stick with you. Above all, don't be pushy.

I with C

I's view C's as overly dependent, evasive, defensive, too focused on details, too cautious and worrisome. The natural interaction between you will strain the relationship and require work. You'll focus on people; they'll see the facts. You'll be optimistic; they'll seem pessimistic. You'll look at the "big picture"; they'll see only details. You'll want to make a decision; they'll frequently want to gather a little more data first.

Relationship Tip: Present your facts clearly, and don't exaggerate details and numbers. Prepare well for a discussion with a C. Expect them to express doubts and need time to evaluate data before making a decision. Remove any potential threats, making their decisions easier. Write notes often.

Enhance
Communication
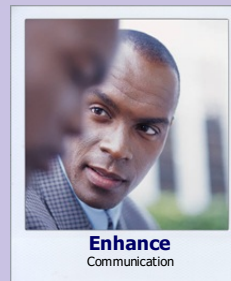
Communication works for those who work at it.

- John Powell

Communication Tips Worksheet

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

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

D Changes:

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

I Changes:

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

S Changes:

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

C Changes:

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

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

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

Introduction to your TEAMS Style Report

Your TEAMS Style is a measure of your thinking and task preferences. The TEAMS Profile looks at the way people think and function best in a group or team environment. The TEAMS Profile breaks down the core functions of a group into five key roles preformed by the group to carry out tasks and accomplish goals. The titles of the roles are:

- **T = Theorist**
- **E = Executor**
- **A = Analyzer**
- **M = Manager**
- **S = Strategist**

The TEAMS Profile does not measure ability, but rather preferences for the roles and key activities performed. When people are placed in their area of preference, productivity and job satisfaction increases and stress is reduced. The slogan "Together Everyone Achieves More" is not only catchy, it is the premise for team development. A strong team is formed of complementary roles, not conflicting roles. Utilizing all five roles has proven to work best to get the job done.

TEAMS Style Overview

Theorist
- Creator
- Visionary
- Idea Provider

Executor
- Procedural
- Implementer
- Standards Setter

Analyzer
- Practical
- Organizer
- Refiner of Methods

Manager
- Balancer
- Diplomat
- Facilitator

Strategist
- Goal Setter
- Plan Builder
- Problem Solver

Characteristics of each TEAMS Style

Theorist

- Creative problem solvers
- Their ability to think outside the box to create goals, processes, and timelines
- The team member that generates ideas, models, and hypothesis

Executor

- Doing things according to plan and doing them well
- Valued for being action-oriented, organized, and dependable
- The team member that implements the ideas, programs, and solutions developed by the team

Analyzer

- Accuracy, quality control, analytical
- They set high standards and weigh the risk vs. potential reward
- The team member that is always thinking of quality and refinement of the process or program

Manager

- Diplomatic, balanced approach to problem solving
- The ability to see a project from all the different team members' viewpoints
- The team member that facilitates and balances the needs of individuals

Strategist

- Simplify concepts, market ideas, provide solutions
- Finding ways to push ideas and overcome obstacles
- The team member that identifies and simplifies ideas to form a strategy and market concepts

Potential Limitations of each TEAMS Style

Theorist

- The higher the Theorist Style, the greater the chance for generating new ideas rather than focusing on completion of tasks.

Executor

- The higher the Executor Style, the greater the need for clearly defined processes and goals in order to be effective.

Analyzer

- The higher the Analyzer Style, the greater the chance of becoming bogged down in the details of the project and losing sight of the goal.

Manager

- The higher the Manager Style, the greater the chance for not balancing needs equally and losing sight of priorities needed to meet goals.

Strategist

- The higher the Strategist Style, the greater the chance of putting too high of expectancy on others or overinflating benefits/solutions.

TEAMS Style
Working within a team

Sue's team role preferences

High Style: Strategist

The Strategist is the member of the team who identifies new concepts and ideas in their early stages, and develops the strategy behind their implementation. Strategists have an intrinsic grasp of how to market concepts, how to appeal to a broad range of individuals, and how to strategically place a concept in its best light to achieve the greatest possible end result. They tend to be very task-oriented, but enjoy people as well. Strategists are often very good at recruiting; they tend to be friendly and outgoing, but also like to see tasks done properly. They influence others with excellent people skills and with the ability to reason and be logical. Strategists are not afraid to stand up and take charge if necessary. They are not bystanders, but are constantly involved in some aspect of the project. Strategists combine their previous experience with their knowledge of people to develop creative ways of getting the most benefit from a project or idea. The ability to simplify an idea or process is a key strength of a Strategist. They will interact exceptionally well with Theorists, Managers and Analyzers as they create their plans.

The Strategist is a highly-creative problem solver with an inherent ability to compare and contrast a large number of ideas to determine their long-term implications. Frequently powerful communicators, they tend to be excellent encouragers and strong leaders. Strategists motivate others to achieve, drawing out the best in other team members. Their ability to explain things clearly and concisely makes them convincing spokespersons. They are powerful negotiators, and are able to make very accurate assessments of situations.

Strategists are perceived by most members of the team as great leaders, well-spoken and decisive. They naturally command the respect and attention of others. People follow them because of their charisma and enthusiasm. While Strategists may sometimes seem a bit aggressive, their fairness and people skills keep communication flowing.

The Strategist may seem domineering and cool, sometimes losing sight of the people and focusing on the task. Strategists really want others involved in their projects, but may forget about what others want. They need to listen more and think about what others around them may need. Strategists sometimes appear inconsistent or flighty due to their tendency to move rapidly from one concept to another, but it is precisely this rapid movement that allows them to consider the strategic implications of a given scenario.

TEAMS Style
Working within a team

Well constructed teams produce results and have a flow of energy and ideas that are easy to see.

For a team to have life, and for tasks to be accomplished, proper positioning of team members is critical.
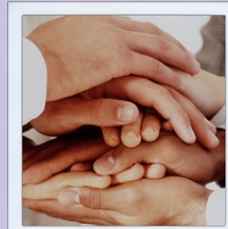
TEAMS Style
Continued

Second Highest Style: Theorist

The Theorist is the member of the team who generates ideas, models and hypotheses. They have the capability to exhibit a high task-orientation while remaining very sensitive to problems. Theorists have an innate ability to see problems and situations from different vantage points and thereby develop ideas and solutions that others may overlook. They are creative, determined and analytical in their approach to effective problem-solving, and are highly unwilling to accept a "quick fix." Theorists initiate changes and improvements. They tend to be determined individuals and are often very sociable. These are the people who excel at "thinking outside the box." When they also possess high levels of interpersonal communication skills, they can be very effective at recruiting people to help implement their ideas. Theorists are a source of fresh insights, innovative concepts, inventive and unique approaches, and ground-breaking proposals. Once the ideas have been generated, Theorists will interact well with Strategists and Analyzers to determine the best methods for implementing their ideas.

Theorists are valued for their ability to move the team in new directions, exploring and defining solutions. They are not afraid of the untried or the unique, and tend to move rapidly through a series of several different approaches to move any project or concept forward.

Theorists are creative problem-solvers. Their primary team strength is their excellent ability to see problems from a new angle. Theorists see solutions that others do not. Their conceptual developments often go beyond the obvious to the unique. They possess an uncanny ability to provide an accurate assessment of the present situation and the necessary steps to follow. They interact very well with Strategists. Theorists are not afraid of new ideas and will often take a thorough and methodical approach to problem-solving that examines several possible solutions. Many Theorists have strong, well-developed communication skills. They are able to negotiate conflicts by taking positive action and presenting several options that consider all possible avenues.

The Theorist loves new ideas, and may have a tendency to focus on generating new ideas rather than focusing on completion. They need deadlines and will benefit from high levels of interaction with other team members who have the ability to help them focus on follow-through. When appropriate, their creative energy needs to be directed towards the implementation of their ideas rather than the creation of new ones.

TEAMS Style
Working within a team

Well constructed teams produce results and have a flow of energy and ideas that are easy to see.

For a team to have life, and for tasks to be accomplished, proper positioning of team members is critical.

![] Introduction to your Values Style Report

Your Values Style is a measure of your ideals and hidden motivators. The Values Profile looks at the underlying and hidden motivators that affect behavior. Whereas Personality Style (DISC) is observable and personality issues can be resolved with some effort, Values Styles are not as observable or easily resolved. Values are hidden and ingrained deep in our subconscious. The Values Profile assesses an individual's need to have four core values met in his/her life. All people share the following four Values Styles in varying degrees of intensity.

- **L = Loyalty**
- **E = Equality**
- **P = Personal Freedom**
- **J = Justice**

Knowledge of Values Styles can help people become more tolerant of individual differences to reduce conflict and increase understanding. In the workplace, long-term retention issues can be influenced when specific job values requirements correlate with an applicant's personal values. Hiring managers have found knowledge of a prospect's Values Styles critical to hiring decisions.

Values Style Overview

Loyalty
- Traditions
- Relationships
- Serving Others
- Responsible Living

Equality
- Respect
- Tolerance
- Individuality
- Fairness to All

Personal Freedom
- Opportunity
- Self-Fulfillment
- Challenge Norms
- Personal Creativity

Justice
- Honesty
- Sense of Right
- Common Goals
- Win-Win Situations

This chart below helps put the four Values Styles into perspective.

	Loyalty	Equality	Personal Freedom	Justice
Focus	Traditions	Self-expression	Self-Fulfillment	Inner honesty
Outlook	Recognizes authority	Friendly relationships	Personal goals & aspirations	Common good
Goal	Responsible Living	Self assertion & happiness	Self-satisfaction	Acceptance into group
Fear	Disloyalty to beliefs/people	Inner conflict/inequality	Loss of personal well being	Lack of personal harmony
Work Style	Meaningful involvement	Socially acceptable	Self-expressed individuality	Personal involvement

Potential Limitations of Each Style

Loyalty

- The higher the Loyalty Value, the greater the chance of being locked into a certain pattern of thinking.

Equality

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

Personal Freedom

- The higher the Personal Freedom Value, the greater the chance of win-lose situations developing.

Justice

- The higher the Justice Value, the greater the chance of overestimating personal energies and resources.

An iceberg is a good analogy to describe Values Styles and how they influence Personality Style. Personality and behavior are the areas of the iceberg we can observe, while values are hidden under the surface informing our decisions and driving our actions.

Values Style
Internal Motivational Characteristics

Values Style
Internal Motivators

An iceberg is a good analogy to describe Values Styles and how they influence Personality Style. Personality and behavior are the areas of the iceberg we can observe, while values are hidden under the surface informing our decisions and driving our actions.

Sue's Hidden Motivators

High Style: Loyalty

The characteristics of individuals with a high Loyalty values style are:

- Focusing on people working together for the greater good.
- Protecting from challenging situations by responsible living and pulling together.
- Avoiding the loss of social respect from others.
- Following the proper and correct way of doing things in accordance with established rules and authority.
- Conforming to traditional patterns through personal commitments and promises.
- **Focus**: On traditions
- **Outlook**: Recognizes established authority
- **Goal**: Responsible living
- **Fear**: Loss of social respect/disloyalty
- **Workstyle**: Meaningful involvement

The more energy expended towards Loyalty, the greater the chance of becoming locked into a pattern of thinking.

A person with a Loyalty values style is likely to say:

- "I attempt to correct situations in which others have failed to follow through on their commitments."
- "I expect others to share my work ethic and loyalty."
- "I am concerned about what others think of me."
- "I prefer to work within a cooperative group."
- "I do not strive for or seek immediate rewards or gratification."
- "I am very protective of my established 'way of life.'"
- "I am loyal to a mission or a belief system."

A person with a Loyalty values style is likely to have a personal goal of living in a responsible manner. This goal sometimes causes them to become more rigid and narrow-minded with others whose point of view differs from theirs. They like to align themselves with other loyal people who believe as they do. With a high Loyalty values style, one can become more effective by developing FLEXIBILITY and TEAMWORK. They can do this by asking themselves these questions:

- "What can I suggest that will help everyone, and develop a sense of teamwork and commitment?"
- "Is there common ground or a common denominator upon which we can all agree?"
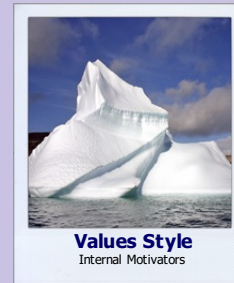
Values Style

Continued

Second Highest Style: Justice

The characteristics of individuals with a high Justice values style are:

- Finding fulfillment through meaningful relationships and seeking fair and workable solutions.
- Bettering conditions of the environment for the common good, even at their own personal expense, as long as everyone will benefit.
- Avoiding situations that are unjust or conflicting with a sense of inner honesty.
- Improving the present quality of life even though the number of personal benefits may be decreased.
- **Focus**: Inner honesty
- **Outlook**: Seeks personal acceptance with others for the common good
- **Goal**: Acceptance into the group
- **Fear**: Lack of personal harmony and injustice
- **Workstyle**: Personal involvement

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

A person with a Justice values style is likely to say:

- "It doesn't matter if things are equal, as long as a 'win-win' situation exists."
- "To me, 'how to live' and 'how to play' are often more important than winning."
- "It is crucial to me that I have a positive impact on the world around me."
- "I take my responsibilities very seriously."
- "I am motivated to act primarily by my conscience."
- "I enjoy serving others and hold to a strong belief system revolving around everyone winning in some way."

A person with a Justice values style is likely to have a personal goal of acceptance with others. They may become overly demanding of themselves and what they can actually expect to accomplish within the limits of human energy and available resources. With a high Justice values style, one can become more effective by developing SELF-TOLERANCE and GREATER SELECTIVITY OF PROJECTS. They can do this by asking themselves these questions:

- "What can I suggest that will benefit and encourage everyone to do their part?"
- "How can we accomplish this goal without compromising our commitment to each other?"
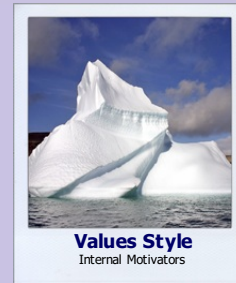
Values Style
Internal Motivators

An iceberg is a good analogy to describe Values Styles and how they influence Personality Style. Personality and behavior are the areas of the iceberg we can observe, while values are hidden under the surface informing our decisions and driving our actions.

PowerDISC™

your strengths in leadership

INFLUENCING -

Well Developed

You are the "go to" person when a leader is needed. Others see your strengths and know that you possess wonderful managerial insight. Many people are willing to follow you because of your charisma and enthusiasm. While sometimes seeming a bit aggressive, your fairness and people skills soon have others remembering you want the best for all involved.

DIRECTING - Adequate

You understand that directing others and doing what needs to be done to hit deadlines is important. You find ways to make sure this is part of your routine, although you do not consider it your primary strength.

PROCESSING - Fair

You are comfortable setting up and working through the process, but really prefer to be more goal and results oriented. Routines become monotonous to you and sometimes you desire to be more spontaneous or outgoing.

DETAILING - Limited Use

You rely more on your "gut feeling" than on the facts. Sometimes, it would help to slow down the process and proceed with more caution. You are likely to use your influence to get others to help in the areas in which prefer not to be involved.

CREATING - Well Developed

You are very unique in that you have the combination of tremendous people skills and orientation to detail. You can articulate well in many different areas. You use your communication skills to make sure that each area of a project will get done in the proper order and manner. High-quality work is a standard you maintain in all you do.

PERSISTING - Adequate

You like working with others in a creative way to accomplish goals together. Sometimes you may begin to become anxious when the going starts getting rough. Remember not to quit or to lose focus on what you have started.

RELATING - Well Developed

You are a naturally friendly and caring individual who is very approachable. Others feel very comfortable coming to you and you make friends very easily. You are frequently called on when there is a need to network with others to get a project done.

I D P D C P R
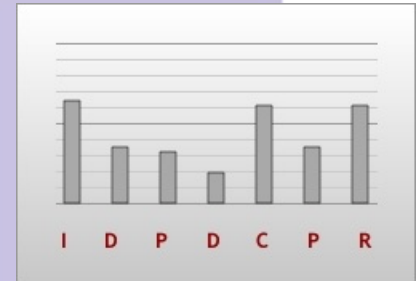
Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter.
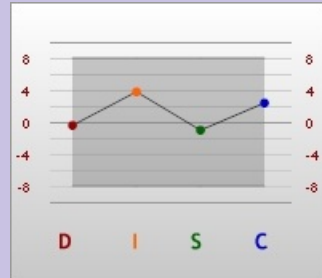
- Gilbert Amelio

Scoring Data
graph page

Personality Style Graphs
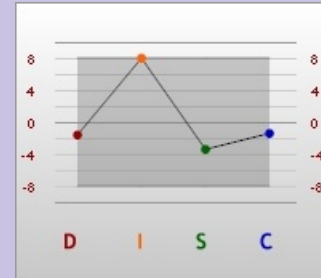
Public Perception
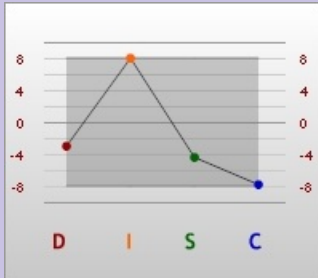
D=-3.02, I=8, S=-4.48, C=-7.76
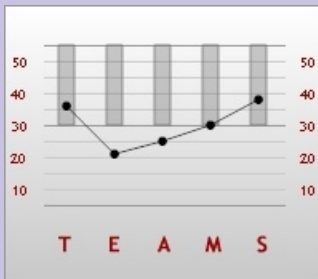
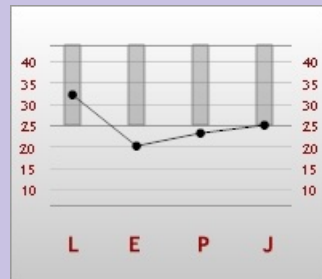### Stress Perception

D=-0.36, I=3.73, S=-0.92, C=2.48

Mirror

D=-1.56, I=8, S=-3.33, C=-1.45

Team Focus Graph

T=36, E=21, A=25, M=30, S=38

Work Values Graph

L=32, E=20, P=23, J=25

Graphs Explanation Page

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

These three graphs or snapshots are defined in detail below.

Graph 1 -
Mask, Public Self

Behavior Expected By Others

Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a mask. Graph 1 is generated by the "Most" choices on The Personality System, and has the greatest potential for change.
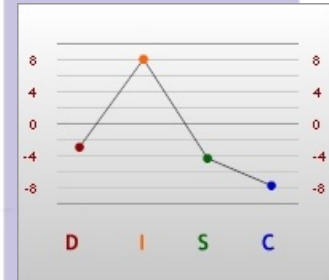
Graph 2 -
Core, Private Self

Instinctive Response To Pressure

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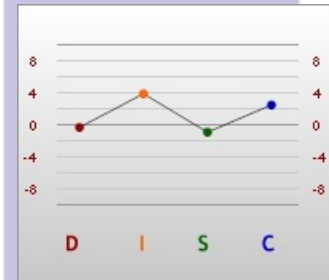
Graph 3 -
Mirror, Perceived Self

Self Image, Self Identity

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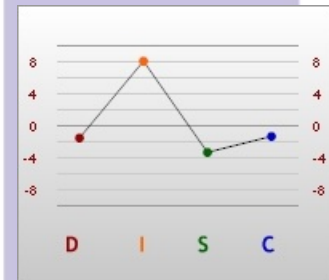
Graphs Explanation Page
Continued

## Different Graphs Indicate Change or Transition

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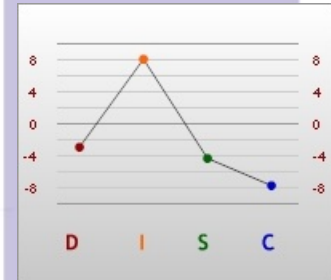
Similar Graphs Indicate Few Demands For Change

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

- The behavior demanded by the present environment is similar to demands in the past.
- This individual controls what others demand of him/her.
- The behavior demanded by the present environment is different than demands in the past. However, instead of altering behavior, this person has chosen to augment style. To accomplish augmentation, this individual has surrounded him/herself with people of complimentary styles, thus creating a team with combined strengths.
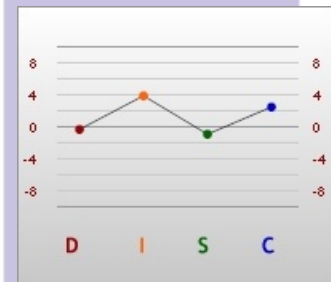
Your keyword style of Communicator(I) and the contents of this report are derived from Graph 3.
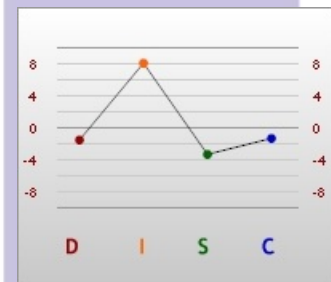
Action Plan

Improving Your Interpersonal Skills
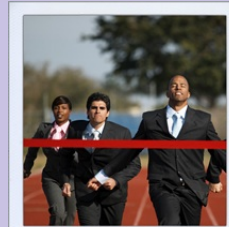
Sue's Action Plan

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

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

Instructions:

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

Volunteers for jobs/shows initiative	Y N	Would rather talk than work	Y N
Thinks up new activities	Y N	Often forgets obligations	Y N
Presents well/polished	Y N	Frequently lacks follow through	Y N
Creative and colorful	Y N	Confidence fades fast	Y N
Has energy and enthusiasm	Y N	Can be disruptive/ disorderly	Y N
Outgoing and personable	Y N	Priorities often get out of order	Y N
Starts projects well	Y N	Overly dependant upon feelings	Y N
Inspirational and motivational to others	Y N	Easily distracted	Y N
		Accomplishes tasks through people	Y N
Procrastinates or avoids detail work	Y N	Optimistic and confident	Y N
Impatient an/or always changing	Y N		

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

- Mahatma Gandhi

Action Plan
Continued

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

1. The first item upon which I will focus:

    ○ Review Date:

    ○ Specific actions I will take on this item in the next 60 to 90 days:

    ○ Specifics to address

2. The second item upon which I will focus:

    ○ Review Date:

    ○ Specific actions I will take on this item in the next 60 to 90 days:

    ○ Specifics to address

3. The third item upon which I will focus:

    ○ Review Date:

    ○ Specific actions I will take on this item in the next 60 to 90 days:

    ○ Specifics to address

Action Plan
Improving Your Interpersonal Skills

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

- Albert Camus