

DISC TEST TEMPERAMENTS

TEMPERAMENTS – TRAITS WE WERE BORN WITH. A PREDISPOSITION. THE PART OF THE ICEBERG YOU DO NOT SEE. THE MASS, STRENGTH, AND POSITION. AS PREDISPOSITION YOUR TEMPERAMENT DRIVES YOUR:

- PSYCHOLOGICAL NEEDS
- VALUES
- TALENTS & BEHAVIOR
- INCLINATIONS

THERE ARE FOUR GENERAL TEMPERAMENTS OR DISC TYPES. THE DIFFERENCE BETWEEN THE CATEGORIES RESTS IN THE OBSERVED BEHAVIOR ASSOCIATED WITH EACH TYPE. HIPPOCRATES, THE FATHER OF MODERN MEDICINE SOME 400 YEARS BEFORE CHRIST, WAS THE FIRST TO NOTE THEM. SINCE THAT TIME THEY HAVE HAD DIFFERENT NAMES, BUT THE TEMPERAMENT TYPES HAVE REMAINED AT 4. IN 1928 WILLIAM MARSTON IN HIS BOOK, *THE EMOTION OF NORMAL PEOPLE* COINED THE DISC NOMENCLATURE FOR THE TEMPERAMENT TYPES AND IT REMAINS WITH US AS OF TODAY.

1. CHOLERIC (ALSO REFERRED TO AS DOMINANCE) INGENUITY, WILLPOWER, AUTONOMY
2. SANGUINE (ALSO REFERRED TO AS INFLUENCE) GRACEFUL ACTION, BOLD SPIRIT
3. PHLEGMATIC (ALSO REFERRED TO AS STEADINESS) RELIABLE, RESPECTABLE
4. MELANCHOLY (ALSO REFERRED TO AS CONSCIENTIOUS) EMPATHY, MERCY, BENEVOLENCE

CHARACTER – OUR CIVILIZED TEMPERAMENT. OUR DISPOSITION.

IT IS OUR INNER MAN AFFECTED BY:

- SOCIALIZATION
- EDUCATION
- BIRTH ORDER
- INTERPERSONAL PRESSURES
- HABITS

PERSONALITY – OUR OUTWARD EXPRESSION OR PUBLIC FACE. THE PART OF THE ICEBERG YOU DO SEE. MAY OR MAY NOT BE THE SAME AS OUR CHARACTER. PERSONALITY IS THE SUM OF YOUR TEMPERAMENT + LIFE EXPERIENCE + CULTURE + EDUCATION + UPBRINGING.

BEHAVIOR – AFFECTED BY:

1. TEMPERAMENT
2. UPBRINGING
3. PARENTAL MESSAGE
4. CHILDHOOD PEERS
5. TEACHERS
6. NON PARENT RELATIVES
7. INPUT – TV, BOOKS, MUSIC, VIDEO GAMES, INTERNET, ETC

WHAT IS DISC?

<p>D (CHOLERIC)</p> <p>TENDS TO BE VERY ACTIVE IN SOLVING PROBLEMS</p> <p><i>How you respond to problems and challenges</i></p> <p>TENDS TO SET OWN RULES, DO IT "MY WAY"</p>	<p>I (SANGUINE)</p> <p>TENDS TO SEEK OUT PEOPLE, VERBALLY PERSUASIVE</p> <p><i>How you interact with and influence people</i></p> <p>PREFERS A FAST PACE, UNSTRUCTURED ENVIRONMENT</p>	<p>S (PHLEGMATIC)</p> <p>PREFERS A MORE STABLE, PREDICTABLE ENVIRONMENT</p> <p><i>How you deal with pace and consistency</i></p> <p>PREFERS A RESERVED, CAREFUL APPROACH TO DEALING WITH PEOPLE</p>	<p>C (MELANCHOLY)</p> <p>PREFERS TO FOLLOW RULES AND PROCEDURES</p> <p><i>How do you deal with rules set by others</i></p> <p>PREFERS A MORE CALCULATED, WELL THOUGHT OUT APPROACH.</p>
--	---	--	--

<p><u>D = DOMINANCE</u> (CHOLERIC)</p> <ul style="list-style-type: none"> • DIRECTIVE • PREFERS COMPLETE AUTHORITY • CHANGE AGENTS • INTENSE IN APPROACH TO PROBLEMS AND CHALLENGES 	<p><u>I = INFLUENCE</u> (SANGUINE)</p> <ul style="list-style-type: none"> • PEOPLE-ORIENTED • OPTIMISTIC, TRUSTING • TALKATIVE • GOOD AT MOTIVATING AND INSPIRING PEOPLE TO THEIR POINT OF VIEW
<p><u>S = STEADINESS</u> (PHLEGMATIC)</p> <ul style="list-style-type: none"> • TEAM PLAYER, DEPENDABLE • RELAXED AND EASY GOING • PREFERS SLOWER PACE • GOOD AT RECONCILING FACTIONS, CALMING AND STABILIZING 	<p><u>C = COMPLIANCE</u> (MELANCHOLY)</p> <ul style="list-style-type: none"> • QUALITY-ORIENTED • RESERVED • SYSTEMATIC THINKERS • PRECISE, ATTENTIVE TO DETAILS

D.....CHOLERIC

(PAUL AND SARAH)

CONTROL, GOAL ORIENTED, ENTHUSIASTIC, PROBLEM SOLVER, STRONG WILLED, OPTIMIST, AGENT OF CHANGE, PRACTICAL

I.....SANGUINE

(PETER AND RUTH)

PEOPLE PEOPLE, WANTS TO BE LIKED, GIFT OF GAB, PLAYFUL, FUN LOVING, GOOD SENSE OF HUMOR, FIND THE BEST IN OTHERS

S.....PHLEGMATIC

(MOSES AND HANNAH)

SENSIBLE, SERENE, STEADY, EASY GOING, LAID BACK, RELAXED, LOGICAL, FINISH THINGS THEY START, MOTTO: "STAY CALM, WE'LL MAKE IT"

C.....MELANCHOLY

(THOMAS AND ESTHER)

LOYAL, COMMITTED, CHART THINGS, FIGURE THINGS OUT, ANALYTICAL, SENSITIVE TO NEEDS OF OTHERS, HAS AN OPINION BUT NEEDS TO BE ASKED.

How to take the simple DISCOVERY Personality Assessment:

Step 1: Answer each question in boxes 1-4 honestly by circling the number that best describes you. Allow yourself 2.5 minutes to complete this step.

Step 2: Add the total of circled numbers in box 1 and write the number on the total line. Do the same in box 2, 3 & 4.

Step 3: Identify the box with the highest totaled number and the second highest totaled number which will specify your dominant personality traits. Box 1 = the "D" personality. Box 2 = the "I" personality traits sequence in the top right hand corner (DI, ID, SC, CD and so on).

Step 4: Read the description of your dominant personality trait (D, I, S, C) and the description of your two highest personality traits together (DI, ID, SC, CD, and so on).

DISCOVERY ASSESSMENT

My Personality / Leadership Style _____

1. Total _____	Never	Rarely	Sometimes	Often	Always
I am assertive, demanding, and decisive.	1	2	3	4	5
I enjoy doing multiple tasks at once.	1	2	3	4	5
I thrive in a challenge-based environment.	1	2	3	4	5
I think about tasks above others or myself.	1	2	3	4	5
I am motivated by accomplishment and authority.	1	2	3	4	5

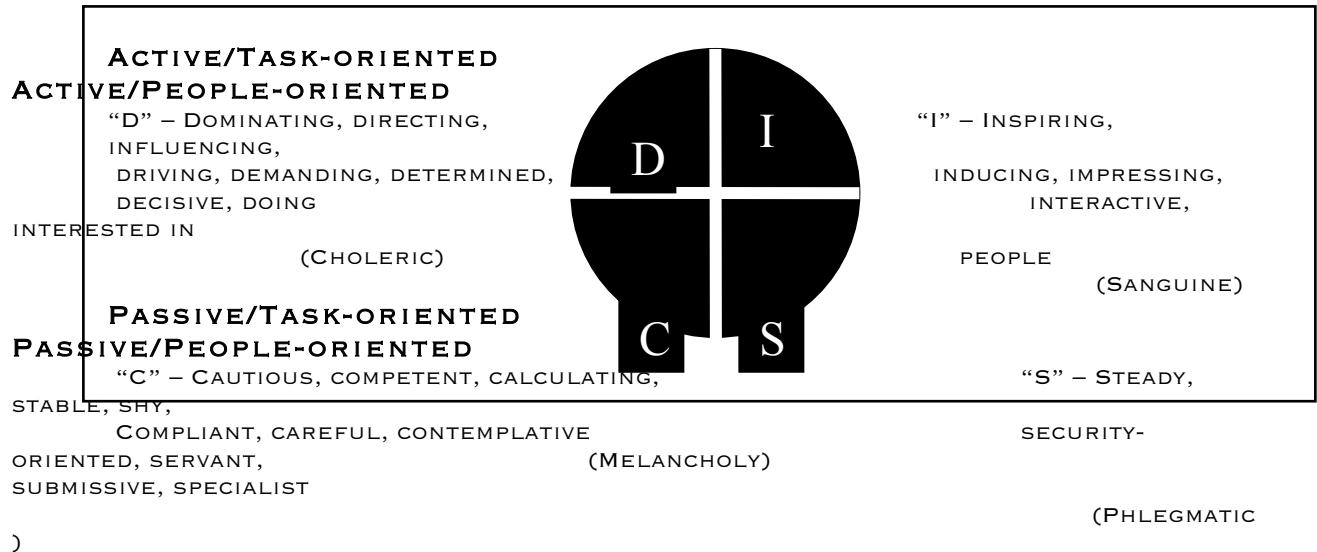
2. Total _____	Never	Rarely	Sometimes	Often	Always
I enjoy influencing and inspiring people.	1	2	3	4	5
I am optimistic about others.	1	2	3	4	5
I tend to be the life of the party.	1	2	3	4	5
I think about motivating people.	1	2	3	4	5
I am motivated by recognition and approval.	1	2	3	4	5

3. Total _____	Never	Rarely	Sometimes	Often	Always
I thrive in consistent environments over changing ones.	1	2	3	4	5
I prefer specifics over generalizations.	1	2	3	4	5
I enjoy small groups of people.	1	2	3	4	5
I prefer being a member of a team over leading the team.	1	2	3	4	5
I am motivated by stability and support.	1	2	3	4	5

4. Total _____	Never	Rarely	Sometimes	Often	Always
I typically do not take big risks.	1	2	3	4	5
I love tasks, order and details.	1	2	3	4	5
I am right most of the time.	1	2	3	4	5
I comply with clearly defined rules.	1	2	3	4	5
I am motivated by quality and correctness.	1	2	3	4	5

DISC INTERPRETATION

YOU HAVE 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) KNOWN AS “CHOLERIC”

DESCRIPTION: 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 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) KNOWN AS “SANGUINE”

DESCRIPTION: 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 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) KNOWN AS “MELANCHOLY”

DESCRIPTION: COMPETENT, COMPLIANT, CAUTIOUS, CALCULATING

BASIC MOTIVATION: QUALITY AND CORRECTNESS

DESIRES: CLEARLY DEFINED TASKS, DETAILS, LIMITED

“S” BEHAVIOR

(PASSIVE/PEOPLE-ORIENTED) KNOWN AS “PHLEGMATIC”

DESCRIPTION: SUBMISSIVE, STEADY, STABLE, SECURITY-ORIENTED

BASIC MOTIVATION: STABILITY AND SUPPORT

DESIRES: AN AREA OF SPECIALIZATION,

RISKS, ASSIGNMENTS THAT REQUIRE PRECISION AND PLANNING, TIME TO THINK

RESPONDS BEST TO LEADER WHO: PROVIDES REASSURANCE, SPELLS OUT DETAILED OPERATING PROCEDURES, PROVIDES RESOURCES TO DO TASK CORRECTLY, LISTENS TO SUGGESTIONS

NEEDS TO LEARN: TOTAL SUPPORT IS NOT ALWAYS POSSIBLE, THOROUGH EXPLANATION IS NOT EVERYTHING, DEADLINES MUST BE MET, MORE OPTIMISM WILL LEAD TO GREATER SUCCESS

IDENTIFICATION WITH A GROUP, ESTABLISHED WORK PATTERNS, SECURITY OF SITUATION, CONSISTENT FAMILIAR ENVIRONMENT

RESPONDS BEST TO LEADER WHO: IS RELAXED AND FRIENDLY, ALLOWS TIME TO ADJUST TO CHANGES, ALLOWS TO WORK AT OWN PACE, GIVES PERSONAL SUPPORT

NEEDS TO LEARN: CHANGE PROVIDES OPPORTUNITY, FRIENDSHIP ISN'T EVERYTHING, DISCIPLINE IS GOOD, BOLDNESS AND TAKING RISKS ARE SOMETIMES NECESSARY

PRACTICAL APPLICATION

HIGH "D" (CHOLERIC)

- 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, "C"'S NEED TO GUARD THEIR FEELINGS
- SINCE "C"'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 "C"'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 A CHOICE.

HIGH "I" (SANGUINE)

- 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.

"S"'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" (MELANCHOLY)

- 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" (PHLEGMATIC)

- 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 "P"'S TO BE MORE OUTGOING AND ASSERTIVE, SO THAT THEY WON'T BE TAKEN ADVANTAGE.

"P"'S' NATURAL SUBMISSION CAUSES OTHERS TO TAKE ADVANTAGE OF THEM. "P"'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.

STRESS MANAGEMENT

<p style="text-align: center;">BEHAVIOR – “D” (<i>CHOLERIC</i>)</p> <p>UNDER PRESSURE: <i>BECOMES DICTATORIAL, DOMINEERING, DEMANDING, ANGRY, INTENSE, FORCEFUL, DIRECT, BOSSY</i></p> <p>SOURCES OF IRRITATION: <i>WEAKNESS, INDECISIVENESS, LAZINESS, LACK OF – DISCIPLINE, PLAN , PURPOSE, DIRECTION, AUTHORITY, CONTROL, CHALLENGE</i></p> <p>NEEDS TO: <i>BACK-OFF, SEEK PEACE, RELAX, THINK BEFORE REACTING, CONTROL SELF, BE – PATIENT, LOVING, FRIENDLY, LOYAL, KIND, SENSITIVE</i></p>	<p style="text-align: center;">BEHAVIOR – “I” (<i>SANGUINE</i>)</p> <p>UNDER PRESSURE: <i>BECOMES HYPER, OVERLY OPTIMISTIC, IMMATURE, EMOTIONAL, IRRATIONAL, SILLY, WORDY, SELFISH</i></p> <p>SOURCES OF IRRITATION: <i>DISINTEREST, SLOWNESS, PESSIMISM, DETAILS, TIME RESTRAINTS, ANTAGONISM, DOUBT, STRUCTURE, LACK OF ENTHUSIASM</i></p> <p>NEEDS TO: <i>LISTEN, COUNT THE COST, CONTROL EMOTIONS, BE – HUMBLE, STRONG, DISCIPLINED, PUNCTUAL, CAREFUL WITH WORDS</i></p>
<p style="text-align: center;">BEHAVIOR – “C” (<i>MELANCHOLY</i>)</p> <p>UNDER PRESSURE: <i>BECOMES MOODY, CRITICAL, CONTEMPLATIVE, NEGATIVE, WORRISOME</i></p> <p>SOURCES OF IRRITATION: <i>INCOMPETENCE, DISORGANIZATION, FOOLISHNESS, DISHONESTY, INACCURACY, WASTEFULNESS, INCONSISTENCY, BLIND FAITH</i></p> <p>NEEDS TO: <i>LOOSEN-UP, COMMUNICATE, BE – JOYFUL, POSITIVE, TOLERANT, COMPROMISING, OPEN, TRUSTING, ENTHUSIASTIC</i></p>	<p style="text-align: center;">BEHAVIOR – “S” (<i>PHLEGMATIC</i>)</p> <p>UNDER PRESSURE: <i>BECOMES SUBSERVIENT, INSECURE, FEARFUL, WEAK-WILLED, WITHDRAWN, SYMPATHIZES, SUCKER</i></p> <p>SOURCES OF IRRITATION: <i>PUSHINESS, INSTABILITY, INFLEXIBILITY, ANGER, DISLOYALTY, INSENSITIVITY, PRIDE, DISCRIMINATION, UNFAIRNESS</i></p> <p>NEEDS TO: <i>BE – STRONG, COURAGEOUS, CHALLENGING, AGGRESSIVE, ASSERTIVE, CONFRONTATIONAL, ENTHUSIASTIC, OUTGOING</i></p>

HIGH D'S (CHOLERIC)

FOCUS: RESULTS

- ◆ LOVE A CHALLENGE!
- ◆ BOLD, COURAGEOUS AND DARING
- ◆ LIKE TO MAKE THINGS HAPPEN – NOW!
- ◆ DIRECT, STRAIGHTFORWARD AND BLUNT
- ◆ STRIVE FOR RESULTS, STRONG SENSE OF URGENCY
- ◆ AT THEIR BEST SOLVING A PROBLEM OR RISK TAKING
- ◆ THEIR MOTTO IS: “NO GUTS, NO GLORY!”

ENERGIZERS SATISFIES	DIS- SATISFIERS	PACE	WORDS & PHRASES	BODY LANGUAGE	TO NE OF VOICE
CHALLENGES	MUNDANE WORK	SPEECH: FAST, TOWARD RESULTS	WIN RESULTS LEAD BE THE BEST	KEEP YOUR DISTANCE	STRONG
OPPORTUNITIES TO LEAD	NO AUTHORITY	ACTION: FAST, TOWARD RESULTS	BE THE FIRST CHALLENGE BOTTOM LINE BENEFITS FAST NOW TODAY NEW UNIQUE	LEAN SLIGHTLY FORWARD	CLEAR CONFIDENT
TOUGH ASSIGNMENTS	NO CHALLENGE			DIRECT EYE CONTACT STRONG HANDSHAKE	DIRECT

HIGH I'S (SANGUINE)

FOCUS: THE EXPERIENCE

- ◆ ARE PEOPLE- PEOPLE
- ◆ WANT TO BE LIKED AND LIKE MOST EVERYONE THEY MEET
- ◆ POSSESS THE “GIFT OF GAB”
- ◆ EASILY CONVINCE OTHERS TO THEIR WAY OF THINKING
- ◆ PLAYFUL, FUN, LOVING, GOOD SENSE OF HUMOR
- ◆ OPTIMISTIC, FIND THE BEST IN OTHERS AND THE POSITIVE IN NEGATIVE SITUATIONS
- ◆ THEIR MOTTO IS: “ALL THINGS ARE POSSIBLE!”

ENERGIZERS SATISFIERS	DIS- SATISFIERS	PACE	WORDS & PHRASES	BODY LANGUAGE	TONE OF VOICE
PEOPLE INTERACTION	SOCIAL REJECTION	SPEECH: FAST, ANIMATED	FUN I FEEL	USE TOUCH SMILE	ENERGIZE ENTHUSIASM
SOCIAL RECOGNITION	SKEPTICISM	ACTION: FAST, GESTURING	EXCITING YOU LOOK GREAT	EXPRESSIVE GESTURES	HIGH AND MODULATED
SITUATIONS REQUIRING ENTHUSIASM	NEGATIVITY		WE CAN DO IT INVITED EVERYONE	STAND OR SIT NEXT TO	PERSUASIVE FRIENDLY COLORFUL

HIGH S'S (PHLEGMATIC)

FOCUS: LISTENING TO UNDERSTAND

- ◆ SENSIBLE, SERENE AND STEADY
- ◆ GENERALLY EASY GOING, LAID BACK AND RELAXED
- ◆ VALUE HARMONY AND A SENSE OF STABILITY
- ◆ LOYAL TEAM PLAYERS WITH NEED TO FINISH WHAT THEY START
- ◆ LOGICAL THINKERS WHO BRING LOFTY IDEAS BACK TO THE REAL WORLD
- ◆ THEIR MOTTO IS: "STAY CALM – WE'LL MAKE IT"

ENERGIZERS SATISFIERS	DIS-SATISFIERS	PACE	WORDS & PHRASES	BODY LANGUAGE	TONE OF VOICE
SECURITY	LOSS OF SECURITY	SPEECH: THOUGHTFUL, RELAXED	THINK ABOUT IT	NOT TOO CLOSE	WARM
CLOSURE	LACK OF CLOSURE		TAKE YOUR TIME	LEAN BACK, DON'T RUSH	SOFT
TEAM HARMONY	NO "HOME" AREA	ACTION: PACED, RELAXED	HOW CAN I HELP?	RELAXED	CALM
DEFINED TERRITORIES			LET'S GO STEP-BY-STEP	SMALL HAND GESTURES	STEADY
OPPORTUNITY TO SERVE			TRUST ME	CALM	LOW IN VOLUME
			GUARANTEE		
			PROMISE		
			SECURITY		

HIGH C'S (MELANCHOLY)

FOCUS: GATHERING DATA

- ◆ QUALITY PEOPLE
- ◆ DO IT RIGHT THE FIRST TIME
- ◆ PLAN AND ORGANIZE TO PERFECTION
- ◆ THINK CLEARLY AND CONSISTENTLY
- ◆ INTUITIVE AND GOOD AT ASKING QUESTIONS TO GET RELEVANT AND COMPLETE DATA
- ◆ USE PROVEN METHODS RATHER THAN REINVENTING THE WHEEL
- ◆ THEIR MOTTO IS: "IN GOD WE TRUST, ALL OTHERS USE DATA."

ENERGIZERS SATISFIERS	DIS-SATISFIERS	PACE	WORDS & PHRASES	BODY LANGUAGE	TONE OF VOICE
INFORMATION QUALITY STANDARDS AND RULES COMPLIANCE WITH RULES ANALYSIS & RESEARCH	PERSONAL CRITICISM IRRATIONAL FEELINGS AND EMOTIONS	SPEECH: SLOW, THOUGHTFUL ACTION: SLOW, DELIBERATE	HERE ARE THE FACTS PROVE IT GUARANTEE THE DATA SHOWS IS IT RISKY? TAKE YOUR TIME THINK IT OVER ANALYZE	DON'T TOUCH SIT OR STAND ACROSS FROM DIRECT EYE CONTACT LITTLE OR NO HAND GESTURES	CONTROLLED LITTLE MODULATION THOUGHTFUL DIRECT PRECISE

MIXED PERSONALITIES

D

“D”s are direct and decisive; they are risk takers and problem solvers. They are more concerned with completing tasks and winning than they are with gaining approval from people. Though the internal drive tends to make them insensitive to those around them, “D”s are not afraid to challenge the status quo, and they thrive when it comes to developing new things. They need discipline to excel, and they respond to direct confrontation. The greatest fear of a “D” is to be taken advantage of, and even despite their possible weaknesses—which include an aversion to routine, a tendency to overstep authority, an argumentative nature, and a habit of taking on too much—they place a high value on time and use their innovative thinking to accomplish difficult tasks and conquer challenges.

D / I

“D/I”s are curious conclusers who place emphasis on the bottom line and work hard to reach their goals. They are more determined than they are inspirational, yet their high expectations and standards for themselves and those around them typically causes them to make quite an impact, motivating others to follow them. They have an array of interests and can become distracted by taking on too many projects. They often need to focus, prioritize, and simply slow down. Because “D/I”s thrive on activity and forward motion, they like to accomplish tasks through a large number of people.

Biblical Examples: Joshua (Joshua 1), Noah (Genesis 6-9), Sarah (Genesis 16, 1 Peter 3:6)

I

“I”s are inspiring and impressive. Enthusiastic, optimistic, impulsive, and emotional—they tend to be creative problem solvers and excellent encouragers. They often have a large number of friends, but they can become more concerned with approval and popularity than with getting results. An “I”s greatest fear is rejection, but they thrive when it comes to motivating others. Their positive sense of humor helps them negotiate conflicts. Though they can be inattentive to details and poor listeners, they can be great peacemakers and effective teammates when they control their feelings and minimize their urge to entertain and be the center of attention. They value lots of human touch and connection.

I / D

“I/D”s are persuaders who are outgoing and energetic. They enjoy large groups and use their power of influence to attain respect and convince people to follow their lead. Sometimes they can be viewed as fidgety and nervous, but it comes from their need to be a part of challenges that have variety, freedom, and mobility. “I/D”s could benefit from learning to look before they leap and spending more time being studious and still. They make inspiring leaders and know how to get results from and through people.

Biblical Examples: John the Baptist (Luke 3), Peter (Matthew 16 and 26, Acts 3), Rebekah (Genesis 24)

S

“S”s are steady and more reserved. Because they are stable and predictable, they do not like change, and they thrive in secure, non-threatening environments. They are often friendly and understanding as well as good listeners and loyal workers who are happy doing the same job consistently. With an incredible ability to forgive, reliable and dependable “S”s tend to make the best friends. Their greatest fear, however, is loss of security, and their possible weaknesses naturally include not only resistance to change, but also difficulty adjusting to it. They can also be too sensitive to criticism and unable to establish priorities. In order to avoid be taken advantage of, “S”s need to be stronger and learn how to say “no.” They also like to avoid the limelight, but when given an opportunity to genuinely help others, they will gladly rise to the occasion. They feel most valued when they have truly helped someone.

S / D

“S/D”s are quiet leaders who can be counted on to get the job done. They perform better in small groups and do not enjoy speaking in front of crowds. Though they can be soft- and hard-hearted at the same time, they enjoy close relationships with people, being careful not to dominate them. Challenges motivate them, especially ones that allow them to take a systematic approach. Because this personality style tends to be determined, persevering through time and struggles, they benefit from encouragement and positive relationships.

Biblical Examples: Martha (Luke 10:38-42), Job (Job 1:5, James 5:11)

C

“C”s are compliant and analytical. Careful and logical lines of thinking drive them forward, and accuracy is a top priority. They hold high standards and value systematic approaches to problem solving. Though they thrive when given opportunities to find solutions, they tend to ignore the feelings of others and can often be critical and downright crabby. Verbalizing feelings is difficult for them, but when they are not bogged down in details and have clear-cut boundaries, they can be big assets to the team by providing calculated “reality checks.” The “C”s biggest fear is criticism, and their need for perfectionism is often a weakness, as is their tendency to give in when in the midst of an argument. However, they are thorough in all activities and can bring a conscientious, even-tempered element to the team that will provide solid grounding. They value being correct the most.

C / D

“C/D”s are cautious and determined designers who are consistently task-oriented and very aware of problems. Sometimes viewed as insensitive, they do care about individual people but have a difficult time showing it. They often feel they are the only ones who can do the job the way it needs to be done, but because of their administrative skills, they are able to bring plans for change and improvements to fruition. “C/D”s have a tendency to be serious and could benefit from being more optimistic and enthusiastic. Despite their natural drive to achieve, they should concentrate on developing healthy relationships and simply loving people.

Biblical Examples: Bezeleel (Exodus 35:30-36, 8, 37:1-9), Jochebed (Exodus 1:22-2:4), Jethro (Exodus 2,18)

D / S

“D/S”s are attainders and achievers with an ability to persevere. They are more active than passive, but they possess a kind of calm sensitivity and steadiness that makes them good leaders. They seem to be people oriented but can easily be dominant and decisive when it comes to tasks and project planning. They strive to accomplish goals with fierce determination that comes from strong internal drive, but they could benefit from contemplative and conservative thinking as well as spending more time focusing on relationships.

Biblical Examples: Daniel (Daniel 1-6), Job (Job 1:5, James 5:11), Martha (Luke 10:38-42)

D / C

“D/C”s are challengers and can either be determined students or defiant critics. Being in charge is important to them, yet they care little about what others think as long as they get the job done. They have a great deal of foresight and examine every avenue to find the best solution; they prefer to work alone. Though they fear failure and the lack of influence, they are motivated by challenges and can often be excellent administrators. They can benefit from learning to relax and paying more attention to people.

Biblical Examples: Malachi (Malachi 4), Nathan (2 Samuel 12:1-13), Nahum (Nahum 1-3)

I / S

“I/S”s are influential counselors who love people, and it’s no surprise that people love them. They live to please and serve, and they tend to be good listeners. Looking good and encouraging others is important to them, as is following through and being obedient. They often lack in the area of organization and can be more concerned with the people involved than they are with the task at hand. However, they can be center stage or behind the scenes with equal effectiveness, and they shine when it comes to influencing and helping others.

Biblical Examples: Barnabas (Acts 4, 9, 11-15), Elisha (1 Kings 19, 2 Kings 2-3), Nicodemus (John 3, 7, 19)

I / C

“I/C”s are inspiring yet cautious assessors who are excellent communicators through the combination of concerned awareness and appreciation of people. They excel in determining ways to improve production. They tend to be impatient and critical, and they can also be overly persuasive and too consumed by the desire to win. “I/C”s like to work inside the box, and they could benefit from trying new things and caring less about what others think. This personality type often possesses a gift for teaching; they are generally dependable when it comes to paying attention to details and getting the job done.

Biblical Examples: Miriam (Exodus 15-21), Ezra (Ezra 7-8), Shunammite Woman (2 Kings 4:8-37)

S / I

“S/I”s are inspirational counselors who exhibit warmth and sensitivity. Tolerant and forgiving, they have many friends because they accept and represent others well. Their social nature and desire to be likable and flexible makes them inclined to be overly tolerant and non-confrontational. “S/I”s will benefit from being more task-oriented and paying more attention to detail. Kind and considerate, they include others and inspire them to follow. Words of affirmation go a long way with this personality type, and with the right motivation, they can be excellent team players.

Biblical Examples: Mary Magdalene (Luke 7:36-47), Barnabas (Acts 4, 9, 11-15), Elisha (1 Kings 19, 2 Kings 2-13)

S / C

“S/C”s are diplomatic and steady, as well as detail-oriented. Stable and contemplative, they like to weigh the evidence and discover the facts to come to a logical conclusion. More deliberate, they prefer to take their time, especially when the decision involves others. Possible weaknesses include being highly sensitive and unable to handle criticism, and they also need to be aware of the way they treat others. Operating best in precise and cause-worthy projects, the “S/C” can be a peacemaker; this makes them a loyal team member and friend.

Biblical Examples: Moses (Exodus 3, 4, 20, 32), John (John 19:26-27), Eliezer (Genesis 24)

C / I

“C/I”s pay attention to the details. They tend to impress others by doing things right and stabilizing situations. Not considered aggressive or pushy, they enjoy both large and small crowds. Though they work well with people, they are sometimes too sensitive to what others think about them and their work. They could benefit from being more assertive and self motivated. Often excellent judges of character, they easily trust those who meet their standards. They are moved by genuine and enthusiastic approval as well as concise and logical explanations.

Biblical Examples: Miriam (Exodus 15-21, Numbers 12:1-15), Ezra (Ezra 7, 8)

C / S

“C/S”s are systematic and stable. They tend to do one thing at a time—and do it right. Reserved and cautious, they would rather work behind the scenes to stay on track; however, they seldom take risks or try new things and naturally dislike sudden changes in their environments. Precisionists to the letter, they painstakingly require accuracy and fear criticism, which they equate to failure. Diligent workers, their motivation comes from serving others.

Biblical Examples: Esther (Esther 4), Zechariah (Luke 1), Joseph (Matthew 1:1-23)

OPPORTUNITIES FOR PERSONAL GROWTH

If you are a “D” – Dominant, Direct, Task oriented, Decisive, Organized, Outgoing, Outspoken

- a. Strive to listen to other people more attentively.
- b. Try to be less controlling and domineering.
- c. Develop a greater appreciation for the opinions, feelings and desires of others.
- d. Put more energy into personal relationships.
- e. Show your support for the other team members.

If you are an “I” – Influential, Interested in people, Witty, Easygoing, Outgoing, and People oriented

- a. Weigh the pros and cons before making a decision; be less impulsive.
- b. Remember to help with tasks more.
- c. Exercise control over your actions, words and emotions.
- d. Focus more on details and facts.
- e. Remember to slow down your pace for other people.

- f. Talk less; listen more.

If you are an “S” – Steady, Stability, Analytical, People oriented, Introverted

- a. Consider how change is healthy. Try to change more willingly.
- b. Be more direct in your interactions.
- c. Focus on overall goals of your family or group rather than specific procedures.
- d. Deal with confrontation constructively.
- e. Develop more flexibility.
- f. Try to show more initiative.

If you are a “C” – Compliant, Competent, Task oriented, Goal oriented, Introverted

- a. Concentrate on doing the right things – not just doing things right.
- b. Be less critical of others' ideas and methods.
- c. Respond more quickly to accomplish others goals.
- d. Strive to build relationships with other people and family members.
- e. Be more decisive.
- f. Focus less on facts and more on people.