



Jane Doe

Style: Challenger DC

3D Report: DISC, TEAMS and Values

Wednesday, January 6, 2021

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

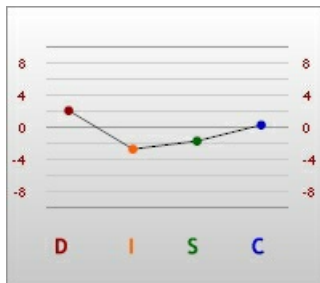


The chart below helps put the four dimensions of behavior into perspective.

| | 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 |

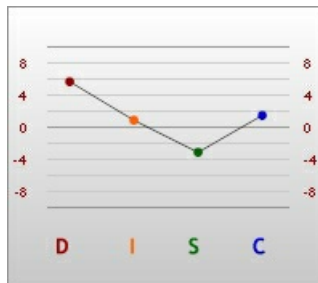
Because human personality is comprised of varying intensities of the four behavioral styles, the DISC graph helps make the personality style more visual. The DISC graph plots the intensity of each of the four styles. All points above the midline are stronger intensities, while points below the midline 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.



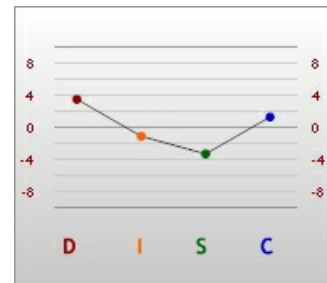
DISC graph 1 represents your "public self" (the mask)

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

Jane's style is identified by the keyword "Challenger".

As a Challenger style, Jane is sensitive to problems, and displays a significant amount of creativity in the ability to solve them. Challengers can complete significant tasks in very little time due to their strong resolve. Jane is determined and probably has high astuteness combined with quick reactions. Challengers will examine and pursue all possible avenues when searching for a solution to a problem. They display a lot of foresightedness in focusing on projects. Striving for correctness, they counterbalance their drive for tangible results. Challengers can tend to be perfectionistic and can vacillate in decision making while trying to determine the "best" choice.

Challengers sometimes appear to lack social poise and may possibly even be perceived as cool and overly forthright. They prefer working alone and thrive in an environment where they can call the shots. Jane tends to be quiet and reserved when becoming involved in personal relationships and does not trust easily. A Challenger typically will have little patience for those who do not follow what is believed to be the right way, since they are so strongly motivated by a drive to excel. Challengers tend to become easily bored with routine responsibilities, needing the opportunity to work on new projects. They tend to ignore the emotional side of people in favor of focusing on the task at hand. They would benefit by considering the development of warmth in social relationships as an important task. Jane would also be well advised to give additional consideration to the value of developing a team and the increased productivity that can be derived from being a strong leader of a solid team. Jane should work to build stronger cooperation with team members and to develop a patient attitude when considering others' opinions and work styles.

Task oriented and driven by results, Jane tends not to get emotionally involved when discussing issues with people. A Challenger is creative and thinks ahead to what they will do next and how decisions may effect what happens next. Jane is inquisitive and likes to have details and facts about the unfamiliar.

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

Although socializing is not typically a primary focus, Jane is one who can appreciate relationships and is comfortable being involved in social functions, without wanting to be the center of attention. Jane prefers to complete tasks before socializing and is more likely to feel comfortable participating in organized activities or friendly competition.

Others see Jane 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. Jane may even be perceived as "restless" and tends to move quickly from one thing to the next.

Neat and orderly, others usually see Jane as practical. This individual needs adequate information to make decisions, and will consider the pros and cons. Jane may be sensitive to criticism and will tend to internalize emotions. Jane likes to clarify expectations before undertaking new projects and will follow a logical process to gain successful results.

High ego strength
Analytical, methodical
Problem solver
Extremely task oriented

General Characteristics

Work and project completion
Authority to design and implement solutions
Not having to needlessly socialize or play politics
Being provided the necessary tools to achieve success

Motivated By

Being able to design and refine
Challenging tasks and activities
Projects that produce tangible results
Recognition for their analytical abilities

My Ideal Environment

Historical Characters

Famous people who share your personality

Helen A. Keller

1880-1968

U.S. Lecturer and Author

Left both blind and deaf at the age of two by an illness, Kellers drive and determination were sorely tested. Aided by the belief of her parents and Anne Sullivan, her teacher, she learned to speak, read and write by the time she was seven. She traveled across America, Europe and Asia speaking and writing about her experiences, political issues and social issues, women, and the disabled.

"Instead of comparing our lot with that of those who are more fortunate than we are, we should compare it with the lot of the great majority of our fellow men. It then appears that we are among the privileged. I seldom think about my limitations, and they never make me sad. Perhaps there is just a touch of yearning at times; but it is vague, like a breeze among flowers. I am only one; but I am still one. I cannot do everything, but still I can do something. I will not refuse to do the something I can do."

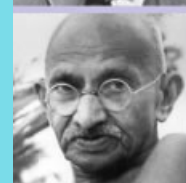
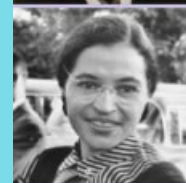
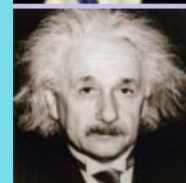
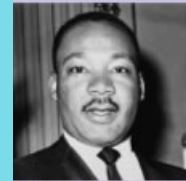
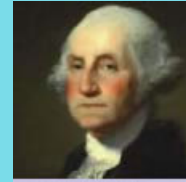
Pelé

1940 - Today

Soccer (football) Legend, Humanitarian

Exemplifying the force of character of the Challenger, Pele is the most iconic soccer player of the twentieth Century. He was determined from his earliest years helping Brazil win World Cups and inspiring many nations that he played for and against. He's been known as the Greatest Soccer player of all times. His specialty was in anticipating his opponent's movements and critically assessing his shots. He epitomized the word "goal-oriented" and yet off the field was mild mannered and a positive role model for the sport worldwide.

"Success is not accident. It is hard work, perseverance, learning, studying, sacrifice and most of all, love of what you are doing or learning to do"



Communicating

with the Challenger style

Remember, a Challenger may want:

- Authority, assignments promoting growth, "bottom line" approach, opportunities for advancement, ability to work alone

Greatest fear:

- Others criticizing and taking advantage of them

When communicating with Jane, a Challenger, DO:

- Be brief, direct, and to the point
- Ask "what" and "why" questions
- Focus on business; focus on results
- Suggest ways to achieve results, be in charge, and solve problems
- Highlight logical benefits of featured ideas and approaches; recognize their quality work
- Agree with facts and ideas rather than a person when in agreement

When communicating with Jane, a Challenger, DO NOT:

- Ramble, repeat yourself
- Focus on problems
- Try to be too sociable early in the relationship
- Make sweeping generalizations or make statements without support

While analyzing information Jane, a Challenger, may:

- Want to do it alone without consulting others
- Neglect the human factor; make decisions based on facts
- Overlook others' opinions
- Offer innovative and progressive systems and ideas

Motivational Characteristics

- **Motivating Goals:** Dominance, discovering unique solutions
- **Evaluates Others by:** Self-imposed standards, expression or progressive ideas
- **Influences Others by:** Competition, setting a place in developing systems
- **Value to Team:** Initiates change and improvements, challenges complacency
- **Overuses:** Bluntness and criticism
- **Reaction to Pressure:** Sulks, becomes bored with routine, dictatorial, compassionless
- **Greatest Fears:** Not being influential; failure
- **Areas for Improvement:** Show warmth; become more verbal and team oriented; use the "sell not tell" approach



Knowledge comes, but
wisdom lingers.

- Alfred Lord Tennyson

Communicating

with the Challenger style

Value to the group:

- Bottom-line organizer
- Analytical capabilities
- Not afraid to make unpopular decisions; able to be decisive
- Get results efficiently

Challengers possess these positive characteristics in groups:

- Instinctive leaders
- Autocratic managers who are great in crisis
- Self reliant
- Self disciplined
- Innovative in getting results
- Maintain focus on goals
- Specific and direct
- Overcome obstacles
- Provide direction and leadership
- "Walks the walk" by providing a good example
- Willing to speak out
- Combines experience with practical knowledge
- Welcome challenges without fear
- Function well with heavy work loads

Personal growth areas for Challengers:

- Strive to be an "active" listener
- Be attentive to other team members' ideas until everyone reaches a consensus
- Be less domineering and more friendly and approachable
- Develop a greater appreciation for the opinions, feelings and desires of others
- Put more energy into personal relationships; show your support for other team members
- Take time to explain the "whys" of your statements and proposals



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

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

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

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

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

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

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

- **RESTLESS** Inability to rest or relax; uneasy; not quiet
- **CHANGE-ORIENTED** Desire to alter; likes variety
- **SPONTANEOUS** Acting in accordance with a natural feeling without constraint
- **ACTIVE** Characterized by much action or emotion; busy; quick

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

- **CONVENTIONAL** Sanctioned by, or following custom of usage
- **COURTEOUS** Polite and gracious
- **CONSCIENTIOUS** Scrupulous; painstaking effort to achieve correctness
- **HIGH STANDARDS** Holds to a strong values system



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 a "D" style, which means that you prefer receiving information telling you RESULTS. 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 "D" style as you may have the tendency to be more aggressive in your communication than what others would like.

The Compatibility of Your Behavioral Style

Two "D" styles will get along well only if they respect each other and desire to work as a team to accomplish a set goal. Care must be taken not to become overly competitive or overly domineering with each other.

A "D" likes the "I" style, because an "I" is a natural encourager to the "D". Sometimes an "I" will not be task oriented enough for the "D" in a work situation, unless the "D" sees the value of how the "I" can be influential to achieve ultimate results.

A "D" and an "S" normally work well together because the "S" does not threaten the "D", and will normally work hard to achieve the desired goal. Sometimes personal relations can be strained because the "D" sometimes comes across as too task oriented and driven.

A "D" and a "C" must be careful not to become too pushy and too detail oriented, respectively. However, a "D" needs the detail attention of the "C" style, but sometimes has a hard time of effectively communicating this need.



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 "D" Can Enhance Interaction with Each Style

D with D

If there is mutual respect, you will tend to see each other as driving, visionary, aggressive, competitive and optimistic. So long as they agree on the goal to be accomplished, they can focus on the task at hand and be extremely efficient. If mutual respect does not exist, you will tend to see the other D as argumentative, dictatorial, arrogant, domineering, nervous and hasty.

Relationship Tip: Each of you must strive to achieve mutual respect, and communication, setting this as a goal to be accomplished will help immensely. You must also work to understand the realms and boundaries of each other's authority, and to respect those boundaries.

D with I

You will tend to view I's as egocentric, superficial, overly optimistic, showing little thought, too self-assured and inattentive. You'll dislike being "sold" by the I. Your task orientation will tend to lead you to become upset by the high I's noncommittal generalizations.

Relationship Tip: You should try to be friendly, since the I appreciates personal relationships. Be complimentary, when possible. Listen to their ideas and recognize their accomplishments.

D with S

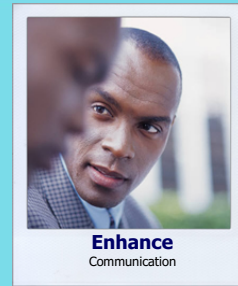
You will tend to view the S as passive, nonchalant, apathetic, possessive, complacent and non-demonstrative. D's tend to perceive S's as slow moving. They will tend to see your approach as confrontational, and it may tend to be overwhelming to the high S. Your quick pace of action and thinking may cause a passive-aggressive response.

Relationship Tip: Avoid pushing; recognize the sincerity of the high S's good work. Be friendly to them, they appreciate relationships. Make every effort to be more easy going when possible, adapting a steady pace will reduce unnecessary friction in the relationship.

D with C

Your tendency will be to view the C as overly dependent, evasive, defensive, too focused on details and too cautious and worrisome. D's often feel that high C's over analyze and get bogged down in details.

Relationship Tip: Slow down the pace; give them information in a clear and detailed form, providing as many facts as you can. In discussions, expect the C to voice doubts, concerns and questions about the details. Remove potential threats. Whenever possible, allow time for the C to consider issues and details before asking them to make any decisions.



Communication works
for those who work at
it.

- John Powell

Communication

worksheet

Jane Doe

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?

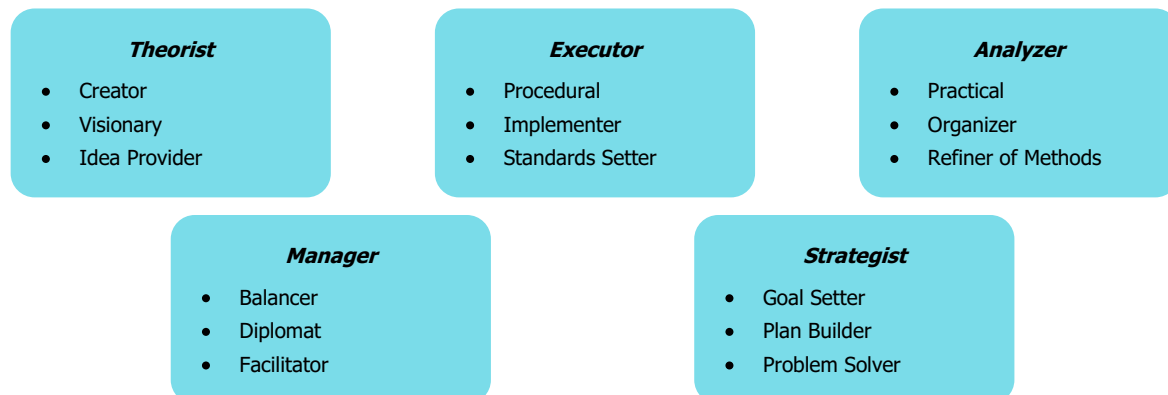
Introduction to your TEAMS Style Report

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



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.

Jane's team role preferences

High 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.



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.

Continued

Second Highest Style: Analyzer

The Analyzers are the members of the team who extract key elements of an idea and develop the process by which the idea can be implemented. One of the primary values that Analyzers bring to the team is their instinctive ability to detect procedural flaws, logical defects, and other potential problems. Their key strength within the team environment is the ability to examine the plans and programs which the team has developed with an eye towards the additions, deletions or changes that will be necessary to ensure successful implementation. They are unique in that they have a strong combination of people skills and orientation to detail, allowing them to articulate their concepts well in many different areas. They tend to use their communication skills to make sure that each area of a project will get done in the proper order and manner, focusing more on the tasks than the people doing the tasks. Analyzers may send ideas back to Theorists, Strategists or Managers several times, fine tuning them and developing an implementation plan that will ultimately work.

The Analyzer is valued for precision, accuracy and reliability. Their motto is, "Do things right the first time." Analyzers set personal standards for excellence that often exceed others' standards. They are thinkers who are able to solve problems logically and methodically with great creativity. Analyzers are extremely thorough in all their activities. Their ability to think critically allows them to define a situation systematically and methodically -- first gathering, then criticizing and testing their conclusions.

Analyzers constantly challenge the ideas, procedures and concepts that are currently under consideration. They seek out better means of accomplishing tasks and more efficient methods of performing them. They tend to be orderly and neat, and bring that order into the chaos of high-pressure projects. The team will value their work ethic and their ability to perform well under the pressure of a tight deadline.

The Analyzer may tend to get bogged down in the details of the project. When this happens, they may even lose sight of the overall goal. They live in and love the world of ideas, and will sometimes challenge and debate simply for the pleasure of the argument. Another potential limitation of the Analyzer is their tendency to choose a low-risk approach instead of one that may have a higher element of risk with a greater potential return.



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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.

Internal Motivational Characteristics

Jane'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?"



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.

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:

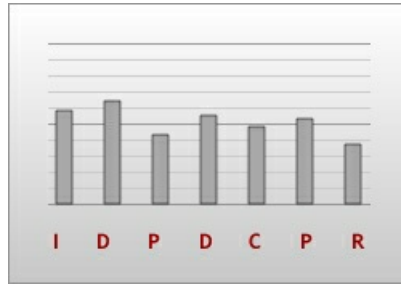
- "It doesn't matter if things are equal, as long as a 'win-win' situation exists."
- "To me, 'how to live' and 'how to play' are often more important than winning."
- "It is crucial to me that I have a positive impact on the world around me."
- "I take my responsibilities very seriously."
- "I am motivated 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?"



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.



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 - Well Developed

You were probably just selected to oversee yet another project, especially one that has a tight deadline. Your team values your work ethic. You may appear a bit distant at times, but your attention to detail and your inner drive causes others to respect you and to see the great value you add to the team. Learn to take time to get to know other team members; time invested in relationships is not time wasted.

PROCESSING - Good

You can take an idea or a project and follow through from start to finish. While you prefer changing roles and responsibilities, you will stick to a routine that is necessary to fulfill a need.

DETAILING - Above Average

You have an ability to logically look at a situation and rearrange things for a more efficient operation. You pay attention to even the smallest details and put the finishing touches on projects. Your surroundings are neat and efficient and you appreciate when others follow suit.

CREATING - Good

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

PERSISTING - Above Average

Others like working together with you because you typically do more than your share of whatever is required and this makes the entire team look good. You will maintain a hands-on approach and let others visibly see that you are a team player.

RELATING - Adequate

Sometimes it seems like work to make meaningful conversation and you tend to not let others get to know a lot of personal things about yourself. Most conversation tends to be "small talk," but you will allow a few close people in your world.

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.

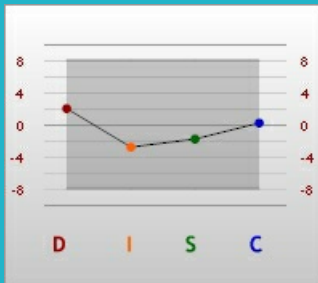
- Gilbert Amelio

Scoring Data

graph page

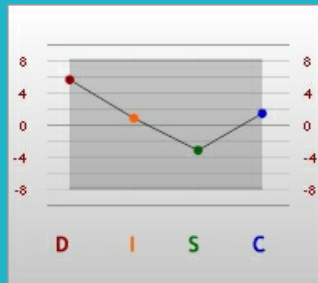
Personality Style Graphs

Public Perception



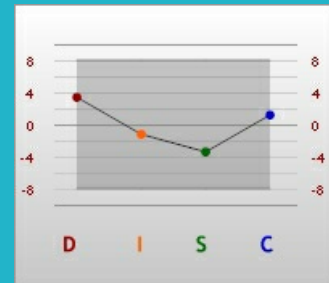
D=1.93, I=-2.75, S=-1.9, C=0.26

Stress Perception



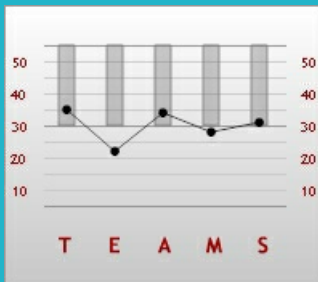
D=5.66, I=0.76, S=-3.21, C=1.35

Mirror



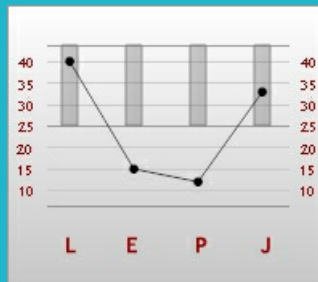
D=3.4, I=-1.28, S=-3.33, C=1.12

Team Focus Graph



T=35, E=22, A=34, M=28, S=31

Work Values Graph



L=40, E=15, P=12, J=33

Graphs Explanation Page

Jane Doe

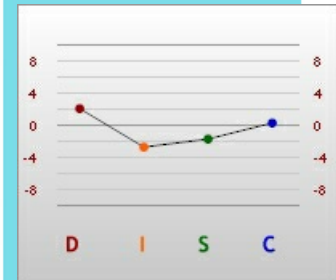
Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

These three graphs or snapshots are defined in detail below.

Graph 1 - Mask, Public Self

Behavior Expected By Others

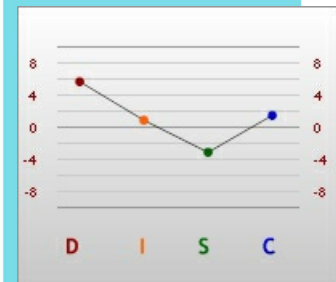
Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a 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

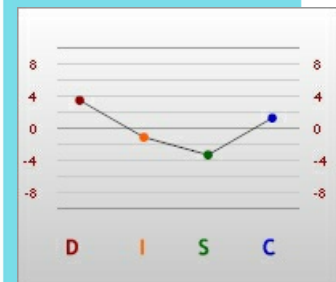
Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's 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

Jane Doe

Continued

Different Graphs Indicate Change or Transition

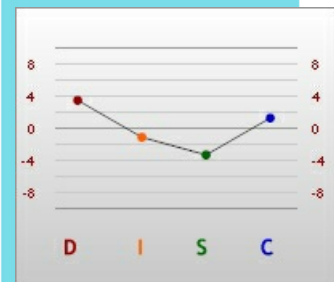
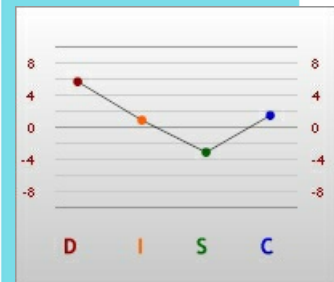
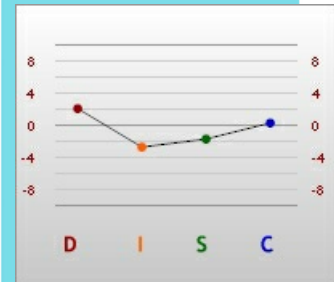
- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph 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 Challenger DC(DC) and the contents of this report are derived from Graph 3.



Improving Your Interpersonal Skills

Jane's Action Plan

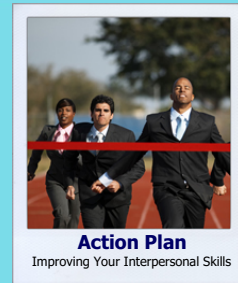
This worksheet is a tool to enable effective communication between you and others with whom you interact on a regular basis. The goal is to help you maximize your strengths and minimize the effects of potential limitations. It addresses work-related and general characteristics that are common to your 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.

| | | | |
|--------------------------------|---|-----------------------------------|---|
| Organizes well | <input type="checkbox"/> <input type="checkbox"/> | Goal oriented | <input type="checkbox"/> <input type="checkbox"/> |
| Low tolerance for error | <input type="checkbox"/> <input type="checkbox"/> | Sees the big picture | <input type="checkbox"/> <input type="checkbox"/> |
| Does not care for details | <input type="checkbox"/> <input type="checkbox"/> | Seeks practical solutions | <input type="checkbox"/> <input type="checkbox"/> |
| Rash decision maker | <input type="checkbox"/> <input type="checkbox"/> | Moves quickly to action | <input type="checkbox"/> <input type="checkbox"/> |
| Stimulates activity | <input type="checkbox"/> <input type="checkbox"/> | Consumed by the task / job | <input type="checkbox"/> <input type="checkbox"/> |
| Punctual and aware of schedule | <input type="checkbox"/> <input type="checkbox"/> | Overlooks people and feelings | <input type="checkbox"/> <input type="checkbox"/> |
| High standards, perfectionist | <input type="checkbox"/> <input type="checkbox"/> | Persistent and thorough | <input type="checkbox"/> <input type="checkbox"/> |
| Orderly and organized | <input type="checkbox"/> <input type="checkbox"/> | Excessive planning time | <input type="checkbox"/> <input type="checkbox"/> |
| Prefers analysis to work | <input type="checkbox"/> <input type="checkbox"/> | Sees the problems/finds solutions | <input type="checkbox"/> <input type="checkbox"/> |
| Creative and resourceful | <input type="checkbox"/> <input type="checkbox"/> | Excessively difficult to please | <input type="checkbox"/> <input type="checkbox"/> |



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

- Mahatma Gandhi

Action Plan

Jane Doe

Continued

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

1. The first item upon which I will focus:

- Review Date:

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

- Specifics to address

2. The second item upon which I will focus:

- Review Date:

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

- Specifics to address

3. The third item upon which I will focus:

- Review Date:

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

- Specifics to address



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

- Albert Camus