



UNLOCKING HUMAN POTENTIAL

Sample User

Style: Communicator

The 4D Report

Tuesday, March 7, 2017

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

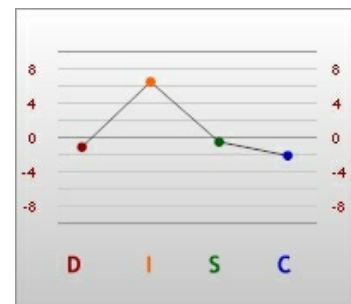
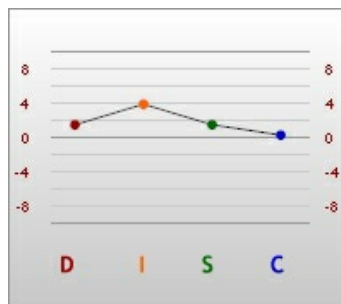
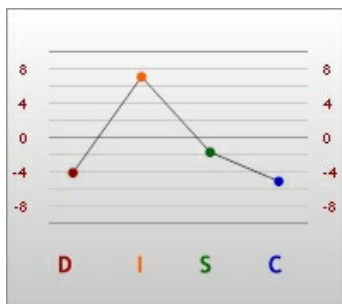


The chart below helps put the four dimensions of behavior into perspective.

	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.

Graphs Explanation Page

Sample User

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."

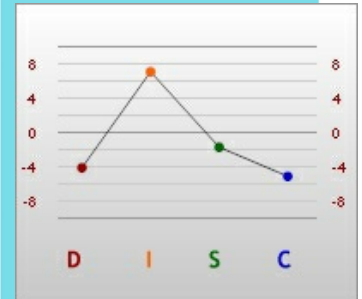
These three graphs or snapshots are defined in detail below.

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.

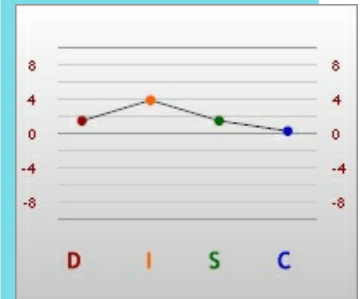


Graph 2 -

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.

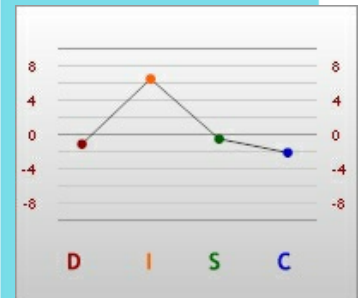


Graph 3 -

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.



Continued

Different Graphs Indicate Change or Transition

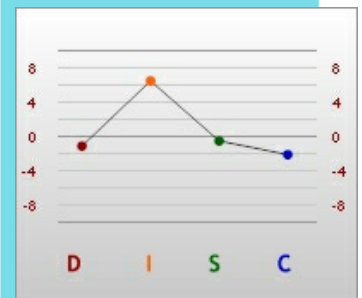
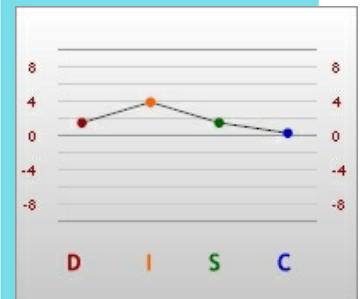
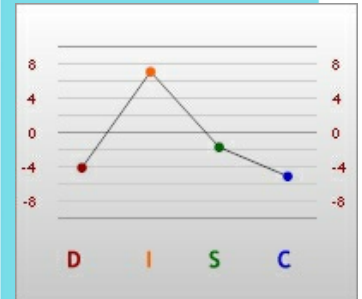
- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph 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.



understanding your style

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

Sample , 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! Sample 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.

Sample 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. Sample is inspiring and tends to look for the collective good instead of the obstacles.

Sample 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. Sample is willing to follow another person's lead if they display adequate ability and if Sample has confidence in their ability.

An extremely outgoing and social person, Sample 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. Sample tends to be very spontaneous, easily becoming bored with routine tasks.

Sample takes a flexible approach in dealings with others and is willing to pursue different avenues to maintain good relationships. While patient and will not usually rush, Sample is not afraid to actively seek new solutions if previous methods do not fit the current situation.

Not afraid to take a bold approach, Sample is willing to challenge the status quo. Original and creative, this individual acts with confidence when implementing new solutions. Sample will tend to use a balance of intuition and facts when making decisions. Once they have made a decision, they will not be afraid to act upon it.

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

Communicating

with the Communicator style

Sample User

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 Sample , 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 Sample , a Communicator, DO NOT:

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

While analyzing information, Sample , 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



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



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



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".



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

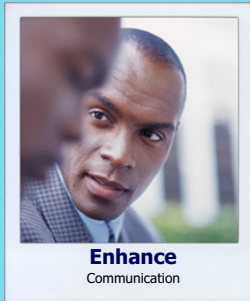
You will see high S's as passive, nonchalant, apathetic, possessive and non-demonstrative. But you'll also find them accepting, and willing to enter into relationships if you can slow down the pace; even though you'll tend to become frustrated when the S doesn't express their thoughts and feelings like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



Communication works
for those who work at
it.

- John Powell

Communication

worksheet

Communication Tips Worksheet

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

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

D Changes:

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

I Changes:

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

S Changes:

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

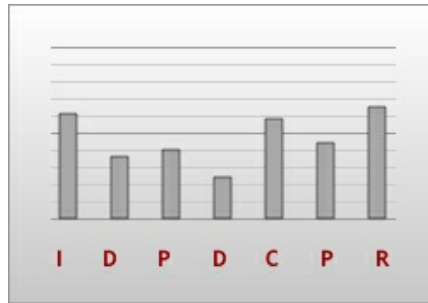
C Changes:

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

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

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

your strengths in leadership

**INFLUENCING** - 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 - Adequate

You can visualize the process necessary to make something work, but prefer to hand this off to someone else. You often times help in the work, but normally you prefer to move on to the next project.

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 - Good

You are a strong, steady worker who wants to do quality work. Sometimes you may begin to look at other alternatives to completing a project when the going starts getting rough. Remember not to quit nor lose focus on what you have started.

RELATING - Highly Effective

You are a great encourager, but you also are willing to take the hand of a teammate and stand beside that friend. Your optimism and loyalty in personal relationships makes you loved by many. You strive to maintain a friendly and secure environment for yourself and those around you.

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

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.

Sample 's team role preferences

High 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.



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: Manager

The Manager is the member of the team who facilitates interaction between other team members and who oversees the implementation of various aspects of the plan. They tend to be sensitive and have high standards. Decisions are made after the gathering of facts and supportive data. Managers enjoy monitoring processes, interacting with team members, supervising production and otherwise ensuring that the project is moving to a successful close in a timely manner. Managers want to be accepted as members of the team and like to know exactly what is expected before they start new projects. As the ideas and tasks move back and forth between various team members, it is the Manager who will make sure that no one "drops the ball." Managers will have high levels of interaction with all members of the team. They are sensitive to the people around them and will do their best to make the environment pleasing for others. They do not like confrontation but will handle it. They are conscientious and persuade others through a combination of logic and emotion. Managers are equipped with the ability to act as a dominant leader if their parameters of authority require them to do so.

The Manager has the ability to clarify where and when ideas and concepts under development need to be moved from one member of the team to another. Their skill set allows them to move into the role of Theorist, Analyzer or Strategist when necessary, and they can function in that role for a period of time. Their real strength is the ability to see things from the perspective of one of the team members and help another member of the team to understand the concept from their own perspective, acting as a sort of "conceptual translator" for the team.

Managers are always considered when a leader is needed to move a project forward. They are able to communicate well with a large number of individuals, and also have the ability to delegate. Their attention to detail and inner drive causes others to respect them, and value their input into situations. Their keen ability to relate to others acts as a cohesive bond within the team, developing a strength and resiliency that adds depth.

The Manager may appear distant at times, especially when focused on solving a problem. While sometimes seeming a bit aggressive, their fairness and people skills soon have others remembering that they really want the best for all involved.



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.

Internal Motivational Characteristics

Sample 's Hidden Motivators

High 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.

Second Highest Style: Equality

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

- Focusing on respecting the individuality of others as well as self.
- Respecting individual beliefs.
- Searching for personal fulfillment and making opportunities for meaningful communication with others.
- Avoiding inner conflicts.
- Stretching the rules and expectations within safe boundaries in search of personal satisfaction.
- **Focus:** Self-expression
- **Outlook:** Seeks friendly relationships with the freedom to be themselves
- **Goal:** Self-assertion and happiness
- **Fear:** Inner conflict; inequality
- **Workstyle:** Socially-acceptable individuality

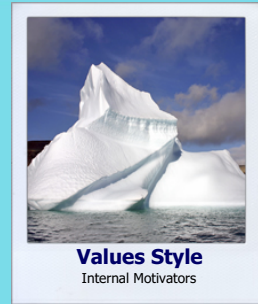
The more energy expended towards Equality, the greater the chance of losing track of day-to-day responsibilities.

A person with an Equality values style is likely to say:

- "I am prepared to overcome obstacles in order to obtain personal satisfaction and fulfillment."
- "It is very important to me to respect the feelings and viewpoints of others."
- "I dislike rules and regulations that conflict with my personal feelings or that appear to be unfair."
- "I seek out positive role models."
- "I am open to new challenges and methods, as long as they do not restrict me."
- "I seek a balance between conformity and freedom."

A person with an Equality values style is likely to have a personal goal of attaining increased happiness by being allowed to express their opinions and asserting their right to find fulfillment in life's ambitions. They sometimes may lose track of the day-to-day responsibilities that must be met. Others may perceive them as non-committed or compromising under stress. With a high Equality value style, one can become more effective by developing OBJECTIVITY and REALISTIC GOAL SETTING. They can do this by asking themselves these questions:

- "What ideas can I suggest?" "What will others think?"
- "In what way can I be involved that will make things even better for everyone?"



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.



WHAT ARE BEHAVIORAL ATTITUDES?

Behavioral attitudes are the thoughts, feelings, and emotions that unconsciously shape every decision we make. They are the unseen influences that drive and motivate us; the internal factors that guide our preferences, choices, and actions. Everything we do and say, everything we aspire to and desire, all these are a product of our Behavioral Attitudes. They are a fundamental part of who we are.

The Behavioral Attitudes Index measures these passions and values as they correlate with people's environments.

Many people aren't consciously aware of their Behavioral Attitudes, though they play a large part in the choices we make every day. They are the hidden catalysts that make us ask: Why did I do that? What was I thinking? They are also the foundational desires that, when acknowledged, can help us make important decisions that shape the course of our lives. The primary Behavioral Attitudes that guide us throughout our lives indicate that we value each of the following to varying degrees:

- Inner Awareness/Spiritual
- Social/Humanitarian
- Power/Political
- Economic/Tangible
- Artistic/Innovative
- Knowledge/Proficiency

We can see the result of a Behavioral Attitude, while the actual attitude remains hidden. For example, imagine a person considering a choice between pursuing a BA in Fine Arts versus a BA in Art Education. If, for example, they choose Fine Arts, the behavioral attitude that is manifested most intensely in this choice is the Artistic dimension. The attitude that is just slightly less intense is the pursuit of Knowledge behavioral attitude. This is evident by the choices they made. In this scenario, the person is primarily motivated by a deep respect for individual creativity and artistic expression. That behavioral attitude became the main factor in their decision making process- the one that spoke more loudly than the others when they were weighing the merits of their choices.



This person might explain their decision to their friends by saying it just "felt" like the right choice, but in fact, there is a measurable set of attitudes that everyone uses when making easy or difficult decisions. A person's career choice can be one of the most obvious manifestations of their Behavioral Attitudes. But we can even see attitudes influencing something smaller, such as our buying habits. Do we choose a product because it's the most practical, or does that come secondary to it's design or how it makes us feel?

Indeed, Behavioral Attitudes have a direct impact upon life choices, productivity, and work satisfaction. When choices are aligned with one's Behavioral Attitudes, it allows for more passion and greater fulfillment in work and life.

More about Behavioral Attitudes:

- Behavioral Attitudes should align with your goals and objectives
- Recognizing Behavioral Attitudes makes it easier to choose goals
- You devote more energy toward the Behavioral Attitude dimensions you value
- Attitudes both mesh with (and clash with) other Behavioral Attitude dimensions
- Behavioral Attitudes can change over time due to circumstances and available resources

Overview

Behavioral Attitude Styles at a Glance

I-SPEAK

The acronym "I-SPEAK" represents the six distinct styles that *speak* emphatically to a person. Each illustrates a different way of prioritizing your motivations, passions, and your energy investments via thoughts, tasks, and activities which you find most fulfilling. I-SPEAK is your work-passion language.

One thing is clear, our actions and what we do with our free time speak loudly to others. I-SPEAK was designed to examine our underlying PASSIONS and the desires we would like to explore in the workplace and beyond.

When a person is engaged in a task that compliments the behavioral attitudes they value, we tend to say they have a "good attitude." Conversely, if a person is engaged in a task that is not aligned with their primary behavioral attitude, we classify them as having a "bad attitude". Aligning career goals with behavioral attitudes helps you feel more positively about your work

"Passion is Energy. Feel the power that comes from focusing on what excites you."-Oprah Winfrey

I = Inner Awareness/Spiritual Growth—a desire for balance, harmony, and self growth

S = Social/Humanitarian— a desire to help others altruistically

P = Power/Political— a desire to be in control or have influence

E = Economic/Tangible—a desire for financial security or economic gain

A = Artistic/Innovative— a desire to express uniqueness or individuality

K = Knowledge/Proficiency— a desire for learning and greater understanding

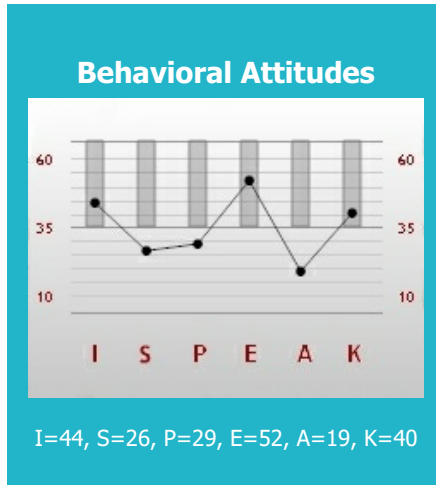


I Inner Awareness/ Spiritual	S Social/ Humanitarian	P Power/ Political	E Economic/ Tangible	A Artistic/ Innovative	K Knowledge/ Proficiency
Heighten awareness	Help others	Influence others	Create opportunities	Express yourself	Discover
Bring inner peace	Serve others	Network	Get ahead	Inspire	Research
Provide insights	Stand up for beliefs	Create change	Build on an idea	Create	Teach others
Balance mind and body	Be a catalyst	Be recognized	Be industrious	Be unique	Explore topics
Observe doctrines	Take initiative	Impact issues	Be stable	Share with others	Learn
Pursue spirituality	Impact causes	Create policy	Have resources	Be original	Enrich others
Explore purpose and passion	Create awareness	Change opinions	Achieving goals	Produce something new	Search for truths

Sample 's BAI style :

(primary) - Economic/Tangible

(secondary) - Inner Awareness/Spiritual



Your Behavioral Attitude Index Graph

Your BAI graph provides a visual representation of the way you prioritize the six different ISPEAK styles. The intensity of your connection with each style is represented on a continuum of 0 to 60. This value is connected with how much energy you put into tasks that are correlated with this behavioral attitude.

A low energy investment means that you put little effort/have little desire to put effort or energy into tasks motivated by this behavioral attitude. A high energy investment means that you would like to spend most of your time and energy on tasks that are motivated by this behavioral attitude.

- Values between 0-12 are considered **very low** energy investment
- Values between 13-24 are considered **low** energy investment
- Values between 25-36 are considered **average** energy investment
- Values between 37-48 are considered **high** energy investment
- Values between 49-60 are considered **very high** energy investment

The higher the points are on your graph in a style, the more positively you feel about that behavioral attitude. Ultimately, the higher your score in an I-SPEAK style, the more energy you will invest in achieving the outcomes represented by that dimension.

Your BAI Style

Primary Style Characteristics

Sample User

Sample 's primary style is 'Economic/Tangible'



The Economic/Tangible

reflects a desire for acquiring and preserving wealth

Individuals who possess a high Economic/Tangible score are usually practical, organized, and results-oriented. They exhibit a forward-thinking personality with the ability to strategically plan for the future. Their goal is financial security through accumulating wealth or by building something concrete and lasting. They see hard work and sacrifice as necessary to create a future that is comfortable and secure.

More than anything, they seek:

- Economic stability
- The monetary freedom to have experiences, to travel, and to live life to the fullest
- A tangible way to measure their success
- A financially-secure future

Although it is tempting to view the Economic/Tangible person as materialistic, in reality this individual is not focused on money itself. Rather, money and possessions represent a sense of security and an investment in the future. Most money-driven people are in fact quite selfless. They understand that in order to send their kids to a good college, to take a vacation, or to provide a comfortable home life, they need the financial resources to make that happen. They might miss their child's school play because they have to work. They may put in long nights that take them away from their loved ones. But this is a sacrifice they are willing to make to ensure long-term happiness. Their commitment to financial reward is the result of a forward-thinking personality. Often, it's done as a tangible expression of love.

For some, money is a measuring tool or yardstick used to keep track of their accomplishments. These people respond positively to an on-the-job compensation system based on monetary incentives. For others, the pursuit of financial gain is an investment in the future. Economic/Tangible behavioral attitudes are the hallmark of patient, tenacious, and goal-oriented individuals. They seek money not out of greed, but out of what it represents for their future. The materialistically-motivated person should not be seen as selfish, but rather as practical and goal-oriented.

Your BAI Style

BAI Style Continued

Qualities unique to people who appreciate "Economic/Tangible"

General Characteristics:

- Patient
- Self-controlled
- Organized
- Hard-working
- Process-driven, not people driven

Possible Limitations:

- May be a workaholic
- May be unfairly characterized as greedy
- Rationalizes sacrificing time with loved ones in service of future financial success
- Has a hard time living in the moment
- Perceives wealth as the primary indicator of status and success

Characteristics in Combination with Other Behavioral Attitudes

- When combined with high Inner Awareness behavioral attitudes, **Economic/Tangible** impulses will be tempered by spirituality and an awareness of universal truths that are important beyond material prosperity.
- When combined with high **Social/Humanitarian** behavioral attitudes, doing the right thing becomes as important as material gain. By creating a financially secure future for themselves, they generate the resources to help others as well.
- When combined with high **Power/Political** behavior attitudes, they will view money and power as interconnected, using one to achieve the other. These people are more likely to take financial risks.
- When combined with high **Artistic/Innovative** behavioral attitudes, they will seek innovative ways to financially capitalize on artistic endeavors, or will use their resources to invest in imaginative new projects.
- When combined with high **Knowledge/Proficiency**, they will seek wealth by becoming a recognized expert in their field.

Your BAI Style

Secondary Style Characteristics

Sample 's secondary style is 'Inner Awareness/Spiritual'



Inner Awareness/Spiritual

a desire for unity, harmony, and balance in all aspects of life

Though many people with high Inner Awareness/Spiritual Growth may go to church, meditate, or belong to a spiritual group, none of these are essential hallmarks of this style. The most important characteristics that are associated with high Inner Awareness/Spiritual Growth are kindness, empathy, generosity, and a respect for all living things.

Above all, they seek:

- To gain a deeper understanding of the world around them
- To understand and accept themselves
- To connect with entities outside themselves
- To serve a higher purpose
- To live joyfully and gratefully

Although this behavioral attitude may manifest itself as a spiritual or religious commitment to a higher power, those who are motivated by Inner Awareness/Spiritual Growth are primarily interested in self-actualization through religion, faith, or philosophy. They are devoted to exploring the meaning of life, their place in the universe, and the connections between all living things. They believe there is more to life than what can be seen.

People with high levels of Inner Awareness/Spiritual Growth are dedicated to generating a deeper meaning of self, others, and the world around them. They are conscientious and highly compassionate individuals whose concern for harmony often extends to the world around them. They may strive for social justice, "green" initiatives, and environmentally-friendly causes.

For those guided by Inner Awareness/Spiritual Growth, finding meaning in life has little or nothing to do with the tangible or physical elements of the world. An individual with levels of high Inner Awareness/Spiritual Growth may find material things to be empty. For many, possessions and material wealth are not a high priority. Instead, they value personal experiences, time spent with friends and family, cooperation, and conscious living.

Belief-driven, a person motivated by this behavioral attitude is uniquely inspired by their convictions. They have confidence in the principles they uphold. These individuals may or may not be religious in the formal sense of the word, but they do have a strong internal moral compass and can operate well in environments that require routines, traditions, faith, or deference to authority.

Your BAI Style

BAI Style Continued

Qualities unique to people who appreciate "Inner Awareness/Spiritual"

General Characteristics:

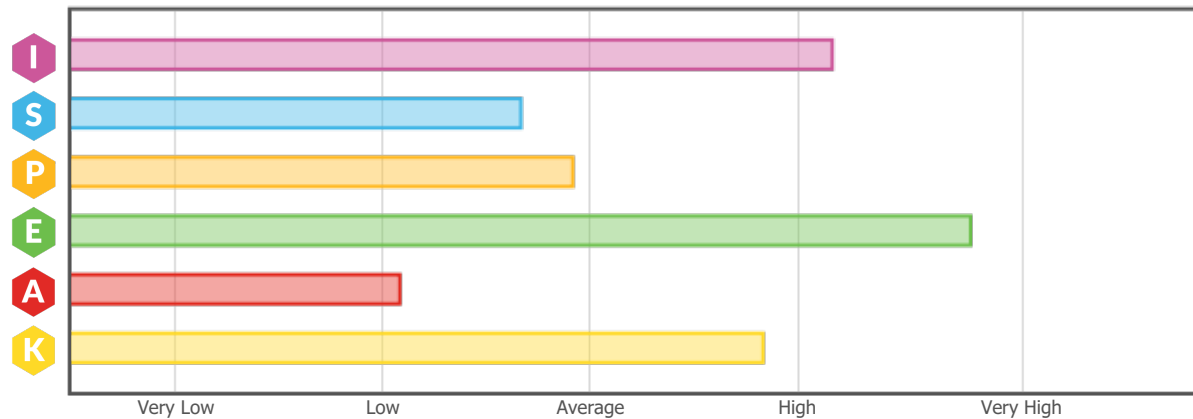
- Able to articulate core value, beliefs, and principles
- Drawn to prayer, meditation, and/or philosophy
- Committed to preserving the connections between the mind, body, and soul
- Loving and loyal
- Family-oriented with a strong moral code

Possible Limitations:

- Little time for people who see things differently, especially those ruled by emotions
- Places to high a value on being right
- Rarely changes their mind even if logic dictates otherwise

Characteristics in Combination with Other Behavioral Attitudes

- When combined with high **Social/Humanitarian** behavioral attitudes, their core spiritual beliefs will be strongly connected to their sense of justice, fairness, and equality.
- When combined with high **Power/Political** behavioral attitudes, they will want to see their beliefs acted upon, and will seek power on a large enough scale to ensure that happens.
- When combined with high **Economic/Tangible** behavioral attitudes, they will find beauty in nature, and be deeply, spiritually moved by art.
- When combined with high **Knowledge/Proficiency**, they will be fierce advocated for their convictions.



I Inner Awareness/Spiritual - High

- Driven by the need to discover their place in the scheme of things.
- Believes there are answers to the spiritual questions they ask, but that there is also meaning in the search itself.

S Social/Humanitarian - Average

- Compassionate, but primarily interested in contributing to causes that hit close to home.

P Power/Political - Average

- Will evaluate each situation individually to determine how much or how little control they want to exercise.
- If the issue or project is important to them, they will take control. If not, they are willing to take a supporting role as long as they won't be micromanaged and will have independence within the constraints of the project.

E Economics/Tangible - Very High

- Money and what it represents are extremely important.
- Status is seen as a by product of wealth.

A Artistic/Innovative - Low

- Does not require artistic expression to feel fulfilled.
- Practicality overrides sensitivity.

K Knowledge/Proficiency - High

- Pursuit of knowledge is based on need and individual situations.
- If the individual is particularly interested in a specific topic, or if information is required for success, they will want to know everything there is to know. If not, intuition or practical experience will be relied upon.

BAI as a Tool:

By becoming aware of your Behavioral Attitude style, you are empowered to make informed choices. It's a powerful tool when you apply your knowledge in a practical way. Using Behavioral Attitudes to inform:

- Self growth
- Assist in career goal setting
- Understanding diversity
- Create synergistic teams
- Placing the right person in the right position



More Examples of Applications

You might know a person who is unhappy with their boss. He feels assured that he could do things better. He is struggling because he has a high **Power/Political** Behavioral Attitude, yet has been placed in a position where he has limited authority. It's not just his boss driving him crazy, but rather the fact that he has a boss at all. He is motivated by opportunities for independence, and he thrives when given authority. He can use this awareness to either become self-employed, or find a position with upward mobility.

Another person may work in an unimaginative job and find themselves disappointed despite the fact that their job seemed great on paper. If she became aware that her **Artistic/Innovative** Behavioral Attitude need isn't being met, she may find ways to be more innovative and creative rather than doing repetitive tasks created by someone else. Perhaps she could ask for more creative projects, offer innovative new solutions that she could take the lead on, or personalize her workspace.

A hiring manager who hires a sales person with a low-intensity **Economic/Tangible** style might end up unintentionally placing this person in a position where they are at odds with their own Behavioral Attitudes. A person like that may struggle closing the deal or asking for money, because they might be focused on meeting the needs of a different behavioral attitude. They might be more focused on connecting with the person than on getting money from them. This person is great at making long-term sales connections and relationships, but may benefit from being paired with a coworker whose Behavioral Attitudes enable them to feel more comfortable closing the deal.

Knowledge of Behavioral Attitudes can not only help us make choices, but to explain our rationale to others. It can also allow us to have greater empathy with those whose Behavioral Attitudes differ from our own. A husband who has a high **Inner Awareness/Spiritual** attitude may be frustrated with his workaholic wife. To him, spirituality is the filter through which he views the world, and he perceives her as being too focused on the tangible. But with an awareness of Behavioral Attitudes, he may see that she has a high **Economic/Tangible** focus not for its own end, but for what it represents- security and the opportunity for travel and experiences for them both. Once they can understand each other's conflicting "Behavioral Attitude filters" they can begin to have greater empathy for each other's positions.

An understanding of your behavioral attitudes allows you to make informed decisions about your life. It can help you to find a career, partner, hobby, or task that aligns with your underlying foundation. It can help you find ways to spend your time and expend your energy that will just fit you.

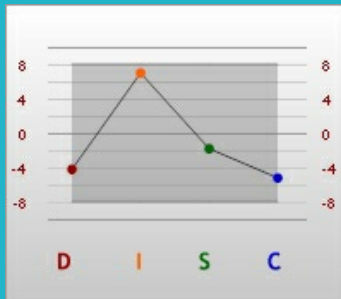
Scoring Data

graph page

Sample User

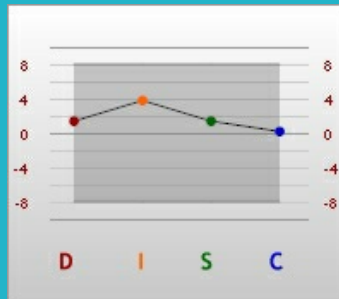
Personality Style Graphs

Public Perception



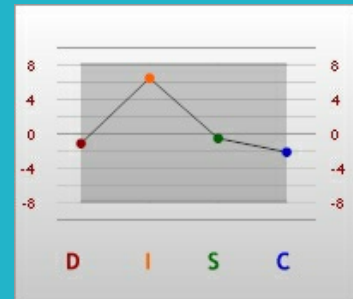
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Stress Perception



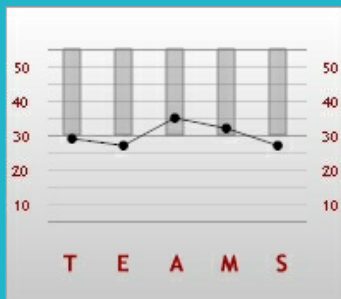
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Mirror



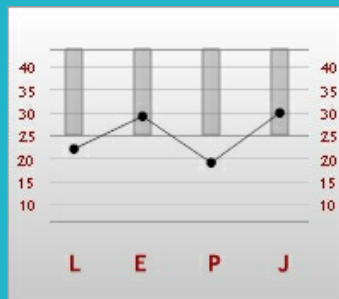
D=-1.12, I=6.46, S=-0.64, C=-2.27

Team Focus Graph



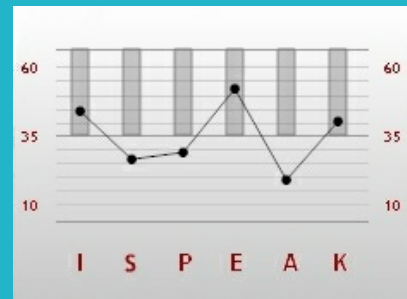
T=29, E=27, A=35, M=32, S=27

Work Values Graph



L=22, E=29, P=19, J=30

Behavioral Attitudes



I=44, S=26, P=29, E=52, A=19, K=40

Improving Your Interpersonal Skills

Sample 's Action Plan

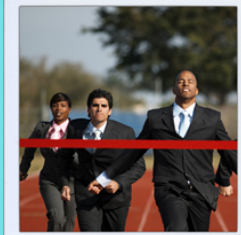
This worksheet is a tool to enable effective communication between you and others with whom you interact on a regular basis. The goal is to help you maximize your strengths and minimize the effects of potential limitations. It addresses work-related and general characteristics that are common to your 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	<input type="checkbox"/> Y <input type="checkbox"/> N	Would rather talk than work	<input type="checkbox"/> Y <input type="checkbox"/> N
Thinks up new activities	<input type="checkbox"/> Y <input type="checkbox"/> N	Often forgets obligations	<input type="checkbox"/> Y <input type="checkbox"/> N
Presents well/polished	<input type="checkbox"/> Y <input type="checkbox"/> N	Frequently lacks follow through	<input type="checkbox"/> Y <input type="checkbox"/> N
Creative and colorful	<input type="checkbox"/> Y <input type="checkbox"/> N	Confidence fades fast	<input type="checkbox"/> Y <input type="checkbox"/> N
Has energy and enthusiasm	<input type="checkbox"/> Y <input type="checkbox"/> N	Can be disruptive/ disorderly	<input type="checkbox"/> Y <input type="checkbox"/> N
Outgoing and personable	<input type="checkbox"/> Y <input type="checkbox"/> N	Priorities often get out of order	<input type="checkbox"/> Y <input type="checkbox"/> N
Starts projects well	<input type="checkbox"/> Y <input type="checkbox"/> N	Overly dependant upon feelings	<input type="checkbox"/> Y <input type="checkbox"/> N
Inspirational and motivational to others	<input type="checkbox"/> Y <input type="checkbox"/> N	Easily distracted	<input type="checkbox"/> Y <input type="checkbox"/> N
		Accomplishes tasks through people	<input type="checkbox"/> Y <input type="checkbox"/> N
Procrastinates or avoids detail work	<input type="checkbox"/> Y <input type="checkbox"/> N	Optimistic and confident	<input type="checkbox"/> Y <input type="checkbox"/> N
Impatient an/or always changing	<input type="checkbox"/> Y <input type="checkbox"/> N		




Action Plan
Improving Your Interpersonal Skills

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

- Mahatma Gandhi

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.

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- Albert Camus