

D *My personal behavior is...*

- Determined Decisive
- Demanding Competitive
- Driving Responsible
- Ambitious Skeptical
- Pioneering Logical
- Strong-willed Independent

I am motivated by...

- New challenges and problems to solve
- Power, authority to take risks and make decisions
- Freedom from routine and mundane tasks
- Changing environments in which to work and play

My ideal environment should include...

- Innovative focus on the future
- Non-routine, challenging tasks & activities
- Projects that produce tangible results
- Freedom from controls, supervision and details
- Personal evaluation based on my results, not my methods

I *My personal behavior is...*

- Sociable Warm
- Optimistic Poised
- Mobile Trusting
- Polished Popular
- Enthusiastic Verbal
- Persuasive Independent

I am motivated by...

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

My ideal environment should include...

- Practical procedures
- Few conflicts and arguments
- Freedom from controls and details
- A forum to express ideas
- Group activities in professional and social environments

C *My personal behavior is...*

- Calculating Neat
- Conservative Traditional
- Low-keyed Systematic
- Stable Accurate
- Dependent Tactful
- Cautious Diplomatic

I am motivated by...

- Standards of high quality
- Limited social interaction
- Detailed tasks
- Logical organization of information

My ideal environment should include...

- Tasks and projects that can be followed through to completion
- Specialized or technical tasks
- Practical work procedures and routines
- Few conflicts and arguments
- Instructions and reassurance that I am doing what is expected of me

S *My personal behavior is...*

- Loyal Patient
- Conservative Passive
- Cooperative Possessive
- Relaxed Predictable
- Resistant to change Consistent
- Reflective Steady
- Systematic Deliberate

I am motivated by...

- Recognition for loyalty and dependability
- Safety and security
- No sudden changes in procedure or lifestyle
- Activities I can start and finish

My ideal environment should include...

- Practical procedures and systems
- Stability and predictability
- Tasks that can be completed one at a time
- Few conflicts and arguments
- A team atmosphere



Dominant • Driver

General Characteristics

Direct; Decisive
High Ego Strength
Problem Solver
Risk Taker; Self-Starter

Value to Team

Bottom-line organizer
Places high value on time
Challenges the status quo
Innovative

Possible Weaknesses

Oversteps authority
Argumentative attitude
Dislikes routine
Attempts too much at once

Greatest Fear

Being taken advantage of



Influencing • Inspiring

General Characteristics

Enthusiastic
Trusting; Optimistic
Persuasive; Talkative
Impulsive; Emotional

Value to Team

Creative problem solver
Great encourager
Motivates others to achieve
Positive sense of humor
Negotiates conflicts; peace maker

Possible Weaknesses

More concerned with popularity than tangible results
Inattentive to detail
Overuses gestures and facial expressions
Tends to listen only when it's convenient

Greatest Fear

Rejection



Compliant • Correct

General Characteristics

Accurate; Analytical Conscientious;
Careful Fact-Finder; Precise
High Standards; Systematic

Value to Team

Perspective: "The anchor of reality"
Conscientious and even tempered
Thorough in all activities
Defines situations; gathers, criticizes and tests information

Possible Weaknesses

Needs clear-cut boundaries for actions/ relationships
Bound by procedures and methods
Gets bogged down in details
Prefers not to verbalize feelings
Will give in rather than argue

Greatest Fear

Criticism



Stable • Steady

General Characteristics

Good Listener; Team Player
Possessive
Steady; Predictable
Understanding; Friendly

Value to Team

Reliable and dependable
Loyal team worker
Compliant towards authority
Good listener; patient and empathetic
Good at reconciling conflicts

Possible Weaknesses

Resists change
Takes a long time to adjust to change
Holds a grudge; sensitive to criticism
Difficulty establishing priorities

Greatest Fear

Loss of security

Behavioral Tendencies of the High 'D'

Take time to read over the following lists. Circle all of the phrases that apply to you personally.

STRENGTHS	LIMITATIONS
<p>General Characteristics:</p> <hr/> <ul style="list-style-type: none"> •Strong Willed •Productive •Decisive •Practical •Visionary •Optimistic •Courageous •Born leader •Compulsive need for change •Must correct wrongs •Not easily discouraged •Independent and self sufficient •Resolute 	<ul style="list-style-type: none"> •Unsympathetic and cold •Insensitive and inconsiderate •Cruel and sarcastic •Unforgiving •Self sufficient and domineering •Argumentative and impatient •Opinionated and prejudiced •Proud •Crafty •Can't relax •Won't give up when losing •Not complimentary or emotional •Impetuous
<p>Relational Characteristics:</p> <hr/> <ul style="list-style-type: none"> •Exerts sound leadership •Establishes goals •Motivates family to action •Knows the right answer •Organizes household •Has little need for friends •Will work for group activity •Excels in emergencies 	<ul style="list-style-type: none"> •Tends to over-dominate •Too busy for family •Impatient with poor performance •Won't let children relax •Tends to use people •Too independent •Can't say, "I'm sorry." •May be right, but unpopular •Possessive
<p>Occupational Characteristics:</p> <hr/> <ul style="list-style-type: none"> •Goal oriented •Sees the whole picture •Organizes well •Seeks practical solutions •Moves quickly to action •Delegates work •Insists on production •Stimulates activity •Thrives on opposition 	<ul style="list-style-type: none"> •Low tolerance for error •Doesn't analyze details •Bored by trivia •Rash decision-maker •Rude or tactless •Manipulative and demanding •End justifies the means •Work may become his/her god •Demands loyalty in the ranks

Thought: Any strength overused becomes a weakness.

Behavioral Tendencies of the High 'I'

Take time to read over the following lists. Circle all of the phrases that apply to you personally.

STRENGTHS	LIMITATIONS
<p>General Characteristics:</p> <ul style="list-style-type: none"> •Outgoing and charismatic •Warm and friendly •Talkative, life of the party •Compassionate and demonstrative •Generous and sincere at heart •Good sense of humor •Memory for stories •Enthusiastic and expressive •Good on stage •Wide-eyed and innocent •Lives in the present •Changeable disposition 	<ul style="list-style-type: none"> •Undisciplined and weak-willed •Restless and naive •Disorganized and unproductive •Undependable •Egocentric •Exaggerates and compulsive talker •Fearful and insecure •Dwells on trivia •Egotistical and obnoxious •Controlled by circumstances •Gets angry easily •Seems phony to some
<p>Relational Characteristics:</p> <ul style="list-style-type: none"> •Is liked by children's friends •Turns disaster into humor •Is the circus-master •Makes friends easily •Thrives on compliments •Envyed by others •Apologizes quickly •Likes spontaneous activities 	<ul style="list-style-type: none"> •Keeps home in a frenzy •Disorganized and forgetful •Doesn't listen to the whole story •Needs to be center stage •Dominates conversations •Answers for others •Fickle •Makes excuses
<p>Occupational Characteristics:</p> <ul style="list-style-type: none"> •Volunteers for jobs •Thinks up new activities •Looks great on the surface •Creative and colorful •Has energy and enthusiasm •Starts in a flashy way •Inspires others to join •Charms others to work 	<ul style="list-style-type: none"> •Would rather talk than work •Forgets obligations •Doesn't follow through •Confidence fades fast •Undisciplined •Priorities out of order •Decides by feelings •Easily distracted •Wastes time talking

Thought: Any strength overused becomes a weakness.

Behavioral Tendencies of the High 'S'

Take time to read over the following lists. Circle all of the phrases that apply to you personally.

STRENGTHS	LIMITATIONS
<p>General Characteristics:</p> <ul style="list-style-type: none"> •Likable and diplomatic •Efficient and organized •Dependable •Conservative and practical •Reluctant leader •Low-key personality •Easygoing and relaxed •Patient and well balanced •Quiet, but witty •Sympathetic and kind •Keeps emotions hidden •Happily reconciled to life 	<ul style="list-style-type: none"> •Unmotivated and blase •Spectator •Selfish and stubborn •Stingy •Self-protective •Indecisive and fearful •Unenthusiastic •Reticent •Avoids responsibility •Quiet; will of iron •Too compromising •Self-righteous
<p>Relational Characteristics:</p> <ul style="list-style-type: none"> •Makes a good parent •Is not in a hurry •Can take the good with the bad •Doesn't get upset easily •Pleasant and enjoyable •Good listener •Dry sense of humor •Has several close friends 	<ul style="list-style-type: none"> •Undisciplined and unchangeable •Doesn't organize the home •Takes life too easy •Dampens enthusiasm •Stays uninvolved •Indifferent to plans •Judges others •Sarcastic and teasing
<p>Occupational Characteristics:</p> <ul style="list-style-type: none"> •Competent and steady •Peaceful and agreeable •Has administrative ability •Mediates problems •Avoids conflicts •Good under pressure •Finds the easy way 	<ul style="list-style-type: none"> •Not goal oriented •Lacks self-motivation •Hard to get moving •Resents being pushed •Lethargic and careless •Discourages others •Observer

Thought: Any strength overused becomes a weakness.

Behavioral Tendencies of the High 'C'

Take time to read over the following lists. Circle all of the phrases that apply to you personally.

STRENGTHS	LIMITATIONS
<p>General Characteristics:</p> <ul style="list-style-type: none"> •Analytical and idealistic •Perfectionist and conscientious •Loyal •Sensitive •Self-sacrificing •Self-disciplined •Serious and purposeful •Genius prone •Talented and creative •Artistic or musically gifted •Philosophical and poetic •Appreciative of beauty 	<ul style="list-style-type: none"> •Moody and negative •Critical •Rigid and legalistic •Self-centered and touchy •Revengeful •Persecution prone •Unsociable •Theoretical and impractical •Has false humility •Has selective hearing •Introspective and low self-esteem •Tends to hypochondria
<p>Relational Characteristics:</p> <ul style="list-style-type: none"> •Sets high standards •Wants everything done right •Picks up after children •Sacrifices his/her own will •Encourages scholarship and talent •Makes friends cautiously •Content to stay in background •Avoids causing attentions 	<ul style="list-style-type: none"> •Unrealistic goals •Too meticulous •Becomes a martyr and sulks •Lives through others •Socially insecure •Critical and unforgiving •Holds back affection •Antagonistic and vengeful
<p>Occupational Characteristics:</p> <ul style="list-style-type: none"> •Schedule oriented •Perfectionist, high standards •Detail oriented •Persistent and thorough •Orderly and organized •Economical •Sees the problem •Finds creative solutions •Needs to finish what he/she starts •Likes charts, graphs, figures 	<ul style="list-style-type: none"> •Not people oriented •Depressed over imperfections •Chooses difficult work •Hesitant to start projects •Spends too much time planning •Prefers analysis to work •Self-deprecating •Hard to please •Sets unrealistic goals •Deep need for approval

Thought: *Any strength overused becomes a weakness.*

4 Behavioral Tools For Applying the Personality System



1. Modify

Modification is a long term change in behavior. Attention is given to areas where growth is needed. Habits take 21-28 days to make, and constant reinforcement is needed to maintain the new behavior.

Three things are needed for change:

1. **Choice:** We must choose to change.
2. **Repetition:** Line upon line, precept upon precept.
3. **Follow through (Closure):** At this stage, we reach a completion of task. We satisfy the goal and reap the benefits.

2. Capitalize

Every behavior style has several strengths. Capitalization is to identify a behavioral strength and use it repeatedly, accentuating the positive. The process of emphasizing strengths is used in career planning.

3. Augment

This technique is used in team building. One person's strength is used to offset another person's weakness. Example: A high "D" with secondary "I" will make decisions and communicate them. Pair this with a high "C," secondary "S" to get the facts and be relational; and the combined effect will be very efficient. (The concept of augmenting is to enhance overall productivity by utilizing strengths from every behavioral style.)

4. Blend

Blending is a short term change in behavior, which is designed to meet the needs of another person, or to accommodate that person's needs. Blending is often used in sales.