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# Simon Tam

Style: Peacemaker

**DISC Sample**

Wednesday, January 19, 2011

# Introduction

Simon Tam

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**

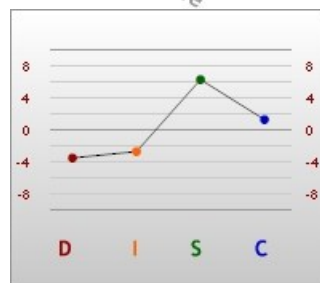
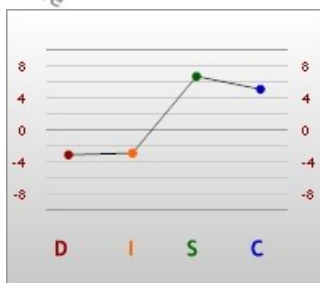
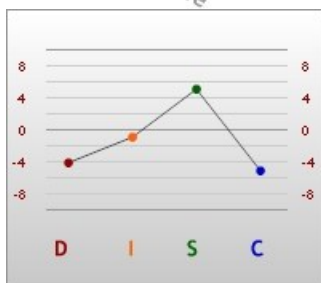


**The chart below helps put the four dimensions of behavior into perspective.**

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

Simon Tam

### Simon's style is identified by the keyword "Peacemaker".

Simon, as a Peacemaker style, is kind in nature and is very detail oriented. Peacemakers are caring about the people around them and possess the qualities that make them very meticulous at task completion. Simon likes to look around carefully before making any decisions and weigh how it will affect people, at times being overly cautious. If Peacemakers feel someone is taking advantage of a situation, they will slow down processes so that they can watch what is going on around them.

Simon is loyal to supported leaders, and is an excellent person to have on the team. Peacemakers carefully and consistently work through situations. They tend to show anxiety when put in a situation where they feel obligated to make decisions that may negatively affect others. Simon wants stability and exhibits stability in relationships, needing a protected and secure environment. Peacemakers enjoy people, but prefer a few close friends to many acquaintances. They like small groups rather than crowds. They are overly sensitive and don't handle criticism well. They need to develop confidence and be more independent. Simon is very concerned about what people think and avoids conflict.

Precision is imperative in everything Simon does. Peacemakers can be counted on to carry out any tasks correctly. They want exact facts and figures before they will make a decision; they feel uneasy when forced to make a quick decision. They often keep feelings to themselves. Others may not be aware of their strong beliefs. Peacemakers do not blow up easily, but after a point they will make their feelings known to everyone. Simon wants a stable home and work environments that promote security. The more stable and non confrontational the environment, the happier a Peacemaker will be.

Because this individual cares about how others feel, Simon may feel uncomfortable making decisions that strongly affect others. An encourager to others, Simon promotes involvement in the decision-making process and prefers to work in a team role. Others tend to see them as agreeable and humble.

Simon prefers a rational and moderate approach when first entering new situations and tries to avoid extremes. Simon likes the company of others, but is equally comfortable spending a quiet evening alone. A realist who will always weigh options before making a decision to move ahead, Simon thinks through alternatives and choices carefully.

A team player, Simon readily relinquishes personal interests and goals to accommodate others. Loyal to a fault, others may sometimes question their unwavering dedication to current relationships and methods. Simon values security and usually avoids sudden changes in their environment or situation.

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

Careful, thinking things through

Possessive, sensitive

Slow to make changes, predictable

Non confrontational, internalizes feelings

#### General Characteristics

Recognition for loyalty and dependability

Appreciation of their high quality work

No sudden changes in procedure or lifestyle

Activities to start and follow through to the finish

#### Motivated By

Practical procedures and systems

Stability and predictability

Tasks that can be completed at one time

A friendly, team atmosphere

#### My Ideal Environment

# Historical Characters

## Famous people who share your personality

### Billy Graham

1918-present

U.S. Protestant Evangelist

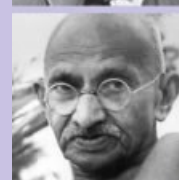
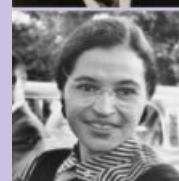
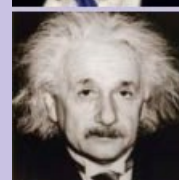
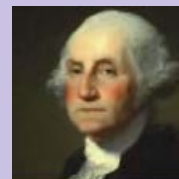
Born the son of a North Carolina farmer, Graham was converted to Christianity at the age of sixteen. Six years later, he was ordained a Baptist minister. His kind nature and the manner in which he cared for people, combined with the evangelistic focus of the Baptist church, drew his attention to the vast need of the unconverted people of the world. He determined to give up his pastorate and pursue full time evangelistic crusades. In his first high-profile crusade, in Los Angeles in 1949, he preached to 350,000 people. His preaching, broadcasting, films and books have been used as a means of converting millions of people to Christianity. From President Eisenhower on, it has become almost obligatory for the U.S. president to be seen at least once in the company of Graham. Christians should never fail to sense the operation of an angelic glory. It forever eclipses the world of demonic powers, as the sun does a candle's light.

### Mother Teresa of Calcutta

1910-1997

Yugoslavian Missionary

A Catholic missionary to India, Mother Teresa exhibited the kind and caring nature of the Peacemaker with her concern for people and their needs, especially those who could not care for themselves. She received medical training in France and immediately returned to Calcutta to begin caring for the destitute children. Mother Teresa founded her order of sisters in 1950, and opened her House for the Dying in 1952, displaying this styles desire to providing a secure environment to those at a time of great insecurity. Her consistent and selfless efforts on behalf of the Indian people won Mother Teresa the Nobel Peace Prize in 1979. Let no one ever come to you without leaving better and happier. Be the living expression of Gods kindness: kindness in your face, kindness in your eyes, kindness in your smile. We cannot do great things. We can only do little things with great love.



# Communicating with the Peacemaker style

Simon Tam

## Remember, a Peacemaker may want:

- Security in situations, sincere appreciation, repeated work patterns, time to adjust to change, limited territory of responsibility, identification with group, areas of specialization, clear definitions of their roles

## Greatest fear:

- Loss of security, being criticized

## When communicating with Simon, a Peacemaker, DO:

- Create a favorable environment that is personal and agreeable
- Express a genuine interest in them as a person
- Provide them with clarification for tasks and answers to "how" questions
- Be patient and give them follow-up support
- Present ideas or departures from current practices in a non-threatening manner; give them time to adjust
- Clearly define goals, procedures and their role in the overall plan

## When communicating with Simon, a Peacemaker, DO NOT:

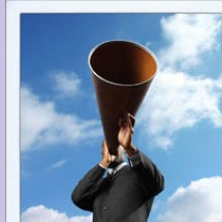
- Be pushy, overly aggressive, or demanding
- Expect them to make decisions without all the information
- Ask them to discipline others or put them in competitive environments
- Be too confrontational or critical of their actions

## While analyzing information, Simon, a Peacemaker may:

- Be openly agreeable but inwardly unyielding
- Internalize their concerns and doubts
- Hesitate to share feedback during presentations
- Require additional information and supporting materials

## Motivational Characteristics

- **Motivating Goals:** Security, correct procedures
- **Evaluates Others by:** Precise standards (based on what they do), stability
- **Influences Others by:** Attention to detail, dependability
- **Value to Team:** Quality and correctness oriented, dependable, consistent
- **Overuses:** Caution, dependency
- **Reaction to Pressure:** Stubborn, fearful, holds grudges
- **Greatest Fears:** Abandonment, antagonism
- **Areas for Improvement:** Develop confidence and independence, be more flexible, don't fear confrontation



**Communicating**  
with the Peacemaker style

Knowledge comes, but  
wisdom lingers.

- Alfred Lord Tennyson

# Communicating with the Peacemaker style

Simon Tam

## Value to the group:

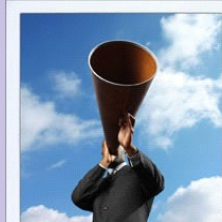
- Reliable, steady and loyal team member
- Compliant towards authority
- Good listener, patient and empathetic
- Will follow a task through from start to finish

## Peacemakers possess these positive characteristics in groups:

- Instinctive relaters
- Participative managers who accomplish goals through personal relationships
- Make others feel like they belong
- Show sincerity and loyalty
- Provide specialized skills
- Can see a process for doing things
- Intuitive about people and relationships
- Full of common sense, realistic and practical
- Buy into team goals
- Dependable and unvarying
- Identify strongly with the team
- Strive to build relationships
- Consider elements of a total project
- Even-tempered, stable and patient with others

## Personal growth areas for Peacemakers:

- Be more open to change, develop more flexibility
- Be more direct in your interactions
- Focus on overall goals of the team rather than specific procedures
- Deal with confrontation constructively
- Increase pace to accomplish goals
- Show more initiative



**Communicating**  
with the Peacemaker style

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

- Lee Iacocca

# Communication Tips

## relating to others

Your **S** and **C** plotted above the midline, your style is identified by the keyword "Peacemaker".

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** Potential for being influenced or 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:**

- **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:**

- **PASSIVE** Submissive; influenced without response
- **PATIENT** Enduring pain, trouble; refusing to be provoked
- **LOYAL** Faithful to persons and ideals
- **PREDICTABLE** Behavior, actions, and reactions can be easily foretold
- **TEAM-PERSON** Enjoys being part of a group working toward a common goal

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

- **PERFECTIONIST** One who strives for completeness and flawless accuracy
- **ACCURATE** Careful and exact; free from errors
- **FACT-FINDER** A searcher for truth, reality
- **DIPLOMATIC** Tactful
- **SYSTEMATIC** According to a system; orderly



**Communication Tips**  
relating to others

The only way to change is by changing your understanding.

- Anthony De Mello

# Communication Tips

## how you communicate with others

Simon Tam

### 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 "S" style**, which means that you prefer receiving information that allows you to feel part of a team. 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.

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 "S" style as you may have the tendency to not voice your opinions as much as others around you, while at the same time others will value the input you have.

### The Compatibility of Your Behavioral Style

The "S" and the "D" will work well together as the "S" will provide support the "D" needs and will help to keep the environment at a level they both can freely work together. The "S" may wish the "D" style would slow down the pace and be more people oriented when it comes to personal relationships.

The "S" and the "I" 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.

Two "S" styles work well together and also get along well in personal relationships as they both strive to work together as a team and provide a very sincere and meaningful relationship.

The "S" and the "C" complement each other and work well together, as each style prefers to work at a pace that provides for accuracy. Also, both styles like to work on something together until completion, while the "I" and the "D" has a tendency to multitask rather than focus on one area until completion.



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

- Publilius Syros

# Communication Tips

## compatibility of your behavioral style

Simon Tam

### How the "S" Can Enhance Interaction with Each Style

#### S with D

You will tend to view a High D as argumentative, dictatorial, arrogant, domineering, nervous and hasty. You will likely resent them giving you orders and be intimidated by their dictatorial approach. Although you will not get angry, you will be sorely tempted to get even. When confronted by the D, you will tend to withdraw and slow down the action.

#### Relationship Tip:

It is imperative that you establish direct communication, and learn to deal with issues in a straightforward manner. Develop the ability to negotiate goals and commitments with them on an equal basis. The D will respect your desire to be direct, and it will enhance communication.

#### S with I

You will tend to view a High I as egotistical, superficial, overly optimistic, glib, too self-assured and inattentive. On the surface, the relationship will look good, but internally you'll find yourself attempting to slow down the I's pace; even though you'll avoid confronting them.

#### Relationship Tip:

Be friendly, they are more sincere than they seem be. Be complimentary and listen to their ideas. They will appreciate it if you recognize and discuss their accomplishments.

#### S with S

You will view another S as dependable, self-controlled, patient, kind, accommodating and attentive. You will enjoy supporting each other, but little will be accomplished in the process. Each of you will avoid confrontation; and if you disagree, you won't do so openly. To accomplish results, you'll likely need some external means of setting goals.

#### Relationship Tip:

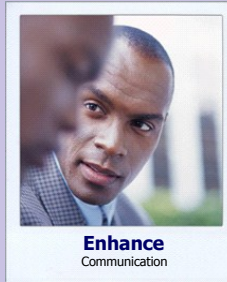
Move towards goals at a steady pace. Express sincere appreciation for one another. You will enjoy the long lasting friendships you establish with another S and find them rewarding.

#### S with C

S's tend to view High C's as overly dependent, evasive, defensive, too focused on the details, too cautious and overly compliant. You'll be similar in that neither of you will want to hurry, nor will you desire to take charge and make a decision. However you may translate the C's coolness as rejection. Your tendency will be want to build a relationship too soon for them.

#### Relationship Tip:

Move at a slower pace than you think you should; use the patience that epitomizes your personality. When presenting facts in a discussion, do so in a clear and organized manner. Be prepared for discussion, but expect the C to express doubts and put off a decision until they have considered the matter fully; so provide time for them to give full consideration to the ideas you present.



Communication works  
for those who work at  
it.

- John Powell

### Communication Tips Worksheet

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

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

#### D Changes:

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

#### I Changes:

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

#### S Changes:

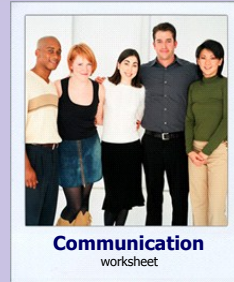
Compare graphs 1 and 2. When you look at graph 2, is your "S" higher or lower than the "S" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires a more secure environment in stressful situations. If the S goes up considerably, you may tend to avoid any conflict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

#### C Changes:

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

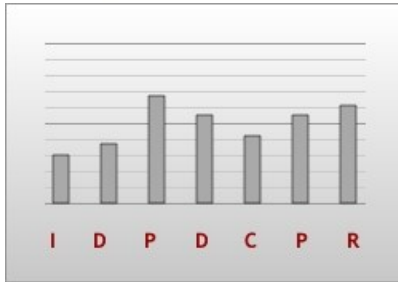
**Which one of your points makes the most dramatic move up or down? What does that tell you about how you react to pressure?**

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



The basic building block of good communication is the feeling that every human being is unique and of value.

- Unknown



**INFLUENCING** - Fair

Influencing and delegating to others is not exactly the role you desire most, but if it is an occasional part of what you need to do, you accept it. You prefer to be recognized as a part of a group rather than receiving individual recognition.

**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** - Highly Effective

You are invaluable in your ability to take an idea and make a workable model around the concept. You like to be hands on, and you are great at following through and finishing strong the tasks you undertake. You are a loyal team player who shares recognition with other members of the team.

**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** - Well Developed

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

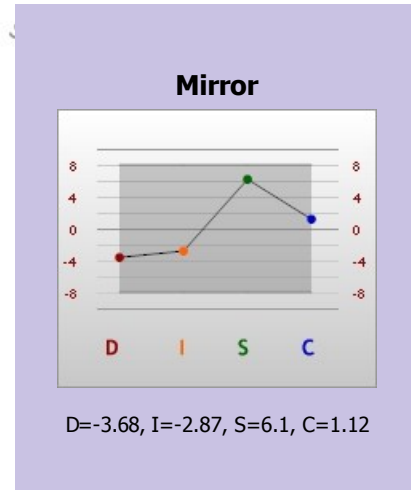
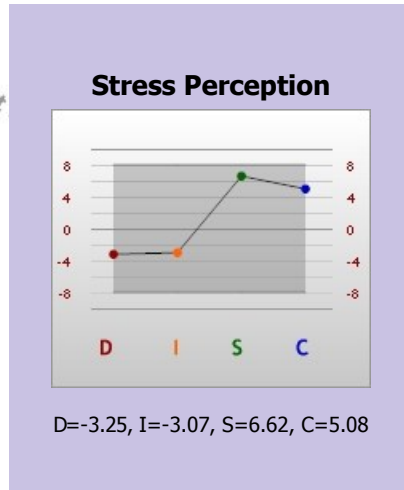
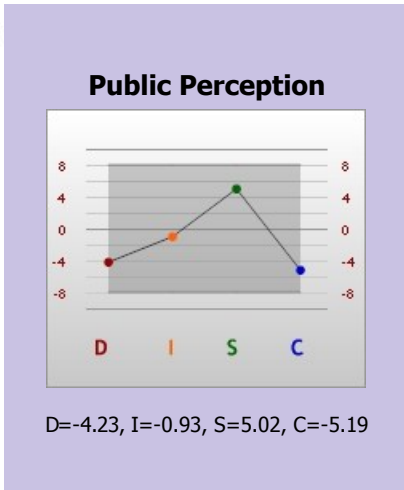


Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message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

- Gilbert Amelio



### Temperament Style Graphs



SAMPLE

SAMPLE

SAMPLE

SAMPLE

SAMPLE

## Improving Your Interpersonal Skills

### Simon'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.

Competent and steady	<input type="checkbox"/> Y <input type="checkbox"/> N	Peaceful and diplomatic	<input type="checkbox"/> Y <input type="checkbox"/> N
Needs additional self motivation	<input type="checkbox"/> Y <input type="checkbox"/> N	Good administrative ability	<input type="checkbox"/> Y <input type="checkbox"/> N
Difficulty starting tasks	<input type="checkbox"/> Y <input type="checkbox"/> N	Avoids conflicts/confrontation	<input type="checkbox"/> Y <input type="checkbox"/> N
Sometimes careless or inefficient	<input type="checkbox"/> Y <input type="checkbox"/> N	Good under pressure	<input type="checkbox"/> Y <input type="checkbox"/> N
Discourages others ideas	<input type="checkbox"/> Y <input type="checkbox"/> N	Finds the easy way	<input type="checkbox"/> Y <input type="checkbox"/> N
Punctual/schedule aware	<input type="checkbox"/> Y <input type="checkbox"/> N	Overlooks others' feelings	<input type="checkbox"/> Y <input type="checkbox"/> N
Preoccupied with imperfections in self/others	<input type="checkbox"/> Y <input type="checkbox"/> N	Persistent and thorough	<input type="checkbox"/> Y <input type="checkbox"/> N
		Hesitant to start projects	<input type="checkbox"/> Y <input type="checkbox"/> N
Orderly and organized	<input type="checkbox"/> Y <input type="checkbox"/> N	Excessive planning time	<input type="checkbox"/> Y <input type="checkbox"/> N
Prefers analysis to work	<input type="checkbox"/> Y <input type="checkbox"/> N	Sees the problems/finds solutions	<input type="checkbox"/> Y <input type="checkbox"/> N
Creative and resourceful	<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

# Action Plan

## Continued

Simon Tam

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

1. The first item upon which I will focus:

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

○ Specifics to address

2. The second item upon which I will focus:

Review Date:

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

○ Specifics to address

3. The third item upon which I will focus:

○ Review Date:

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

○ Specifics to address



**Action Plan**  
Improving Your Interpersonal Skills

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

- Albert Camus