



*Singapore · Hong Kong · Thailand*

*China · Indonesia · Malaysia*

*Founded in 2005*

## Sample Report

Style: Peacemaker SC

**DTV Report**

Tuesday, July 4, 2023

# Introduction

Your report uses the DISC Personality System. The DISC Personality System is the universal language of behavior. Research has shown that behavioral characteristics can be grouped together in four major groups. People with similar styles tend to exhibit specific behavioral characteristics common to that style. All people share these four styles in varying degrees of intensity. The acronym DISC stands for the four personality styles represented by the letters :

- D = Dominant, Driver
- I = Influencing, Inspiring
- S = Steady, Stable
- C = Correct, Compliant

Knowledge of the DISC System empowers you to understand yourself, family members, co-workers, and friends, in a profound way. Understanding behavioral styles helps you become a better communicator, minimize or prevent conflicts, appreciate the differences in others and positively influence those around you.

In the course of daily life, you can observe behavioral styles in action because you interact with each style, to varying degrees, everyday. As you think about your family members, friends and co-workers, you will discover different personalities unfold before your eyes.

- Do you know someone who is assertive, to the point, and wants the bottom line?

Some people are forceful, direct, and strong-willed.

***This is the D Style***

- Do you have any friends who are great communicators and friendly to everyone they meet?

Some people are optimistic, friendly, and talkative.

***This is the I Style***

- Do you have any family members who are good listeners and great team players?

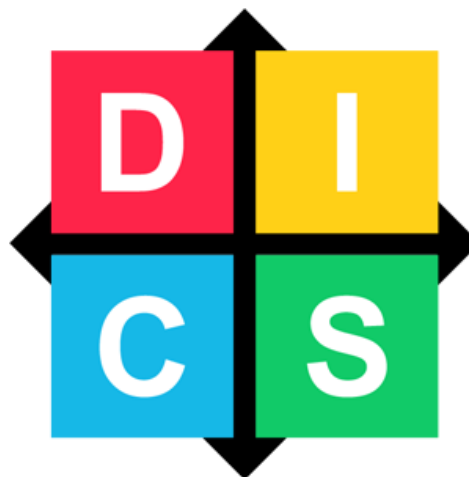
Some people are steady, patient, loyal, and practical.

***This is the S Style***

- Have you ever worked with someone who enjoys gathering facts and details and is thorough in all activities?

Some people are precise, sensitive, and analytical.

***This is the C Style***

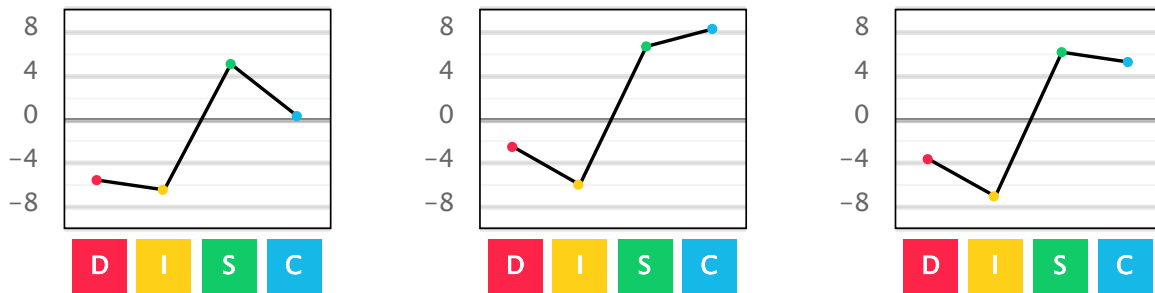


The chart below helps put the four dimensions of behavior into perspective.

	<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

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

Sample, 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. Sample 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.

Sample 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. Sample 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. Sample is very concerned about what people think and avoids conflict.

Precision is imperative in everything Sample 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. Sample 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, Sample may feel uncomfortable making decisions that strongly affect others. An encourager to others, Sample promotes involvement in the decision-making process and prefers to work in a team role. Others tend to see them as agreeable and humble.

A private person who avoids the limelight, Sample may have a tendency to use silence as a safe strategy when dealing with conflicts. This individual prefers to associate with people who share like beliefs and will tend to be cautious when forming close relationships. Sample will be prone to question optimistic views of situations or future possibilities.

A team player, Sample 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. Sample values security and usually avoids sudden changes in their environment or situation.

Sample is a fact finder and does things "by the book". This person can be sensitive if others are being critical of their work, especially if they have not carefully reviewed all the data. Sample clarifies expectations before undertaking new projects and works hard to meet standards. Sample will typically maintain a neat and orderly work environment.

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*

# Communicating

## with the Peacemaker style

### 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 Sample, 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 Sample, a Peacemaker, DO NOT:

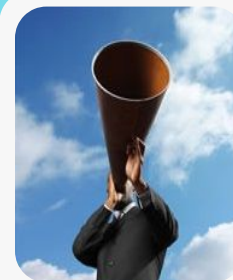
- Be pushy, overly aggressive, or demanding
- Expect them to make decisions without all the information
- Ask them to discipline others or put them in competitive environments
- Be too confrontational or critical of their actions

### While analyzing information, Sample, 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

### Value to the group:

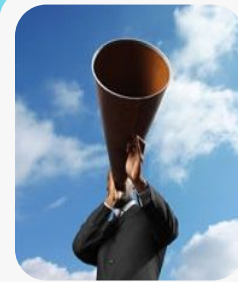
- Reliable, steady and loyal team member
- Compliant towards authority
- Good listener, patient and empathetic
- Will follow a task through from start to finish

### 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

### 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.



**Communicating**  
with others

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 "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 wanting 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.



**Enhance**  
Communication

Communication works  
for those who work at  
it.

- John Powell

# Communication

## worksheet

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### Communication Tips Worksheet

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

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

#### D Changes:

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

#### I Changes:

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

#### S Changes:

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

#### C Changes:

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

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

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

# Introduction to your TEAMS Style Report

Your TEAMS Style is a measure of your thinking and task preferences. The TEAMS Profile looks at the way people think and function best in a group or team environment. The TEAMS Profile breaks down the core functions of a group into five key roles performed 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.

# TEAMS Style

## Working within a team

### Sample's team role preferences

#### High 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.

# TEAMS Style

## Continued

### Second Highest Style: Executor

The Executor is the member of the team who implements the ideas, programs, solutions and initiatives developed by the team. They concern themselves with the process of carrying out and completing the tasks that need to be done. Executors will clarify all expectations and procedures before undertaking new projects, and will appreciate the procedures being in place before they begin to work on them. Once they understand the process, and have taken the opportunity to observe the results and compare them with previous projects, Executors are invaluable sources of information for making beneficial changes to the process. This is because Executors often have an extremely clear understanding of the elements that make up the process, and are excellent sources of information on bottlenecks, breakdowns, stoppages, etc. In sharing process information, Executors may provide some ideas regarding process improvement, but they do not typically see themselves as the source for new ideas in the group. However, the Executor will frequently feel uncomfortable volunteering information leading to procedural change, so one of the other team members will need to inquire, preferably in a nonthreatening manner. The Executor will be concerned about performing assigned tasks correctly and may take criticism personally. Also, Executors do not characteristically see themselves as "leaders," and prefer not to hold leadership roles.

Executors are valued for their precision and accuracy, and others know they can count on them. Their motto is, "Do things according to plan." They set personal standards for excellence that often exceed others' standards, but have the ability to carry those standards into the production process. When faced with procedural issues, they are able to solve them logically and methodically. They are naturals at putting the "finishing touches" on a project.

Their systematic, detail-oriented approach to operations is the core strength of the Executor. This approach often allows them to see impending problems before others might, and provide information to better accomplish the task.

The Executor tends to adopt a "wait and see" attitude, rather than taking charge of a situation. Seeking their input at regular intervals is important. Also, Executors need clearly-defined processes and goals in order to be effective.



**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 = Equivalence**
- **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

### *Equivalence*

- 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.**

	<b>Loyalty</b>	<b>Equivalence</b>	<b>Personal Freedom</b>	<b>Justice</b>
<b>Focus</b>	Traditions	Self-expression	Self-Fulfillment	Inner honesty
<b>Outlook</b>	Recognizes authority	Friendly relationships	Personal goals & aspirations	Common good
<b>Goal</b>	Responsible Living	Self assertion & happiness	Self-satisfaction	Acceptance into group
<b>Fear</b>	Disloyalty to beliefs/people	Inner conflict/inequivalence	Loss of personal well being	Lack of personal harmony
<b>Work Style</b>	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.

**Equivalence**

- The higher the Equivalence 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.

# Values Style

## 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

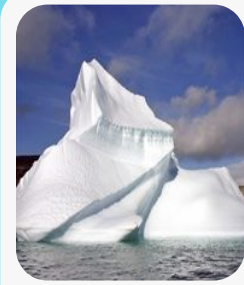
The more energy expended towards Justice, the greater the chance of overextending personal energies and personal resources.

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?"



**Values Style**  
Internal Motivators

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.

# Values Style

## Continued

### Second Highest Style: Loyalty

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

- Focusing on people working together for the greater good.
- Protecting from challenging situations by responsible living and pulling together.
- Avoiding the loss of social respect from others.
- Following the proper and correct way of doing things in accordance with established rules and authority.
- Conforming to traditional patterns through personal commitments and promises.
- **Focus:** On traditions
- **Outlook:** Recognizes established authority
- **Goal:** Responsible living
- **Fear:** Loss of social respect/disloyalty
- **Workstyle:** Meaningful involvement

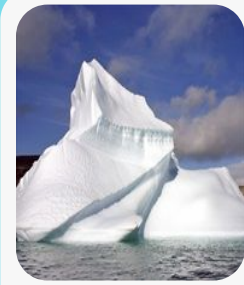
The more energy expended towards Loyalty, the greater the chance of becoming locked into a pattern of thinking.

A person with a Loyalty values style is likely to say:

- "I attempt to correct situations in which others have failed to follow through on their commitments."
- "I expect others to share my work ethic and loyalty."
- "I am concerned about what others think of me."
- "I prefer to work within a cooperative group."
- "I do not strive for or seek immediate rewards or gratification."
- "I am very protective of my established 'way of life.'"
- "I am loyal to a mission or a belief system."

A person with a Loyalty values style is likely to have a personal goal of living in a responsible manner. This goal sometimes causes them to become more rigid and narrow-minded with others whose point of view differs from theirs. They like to align themselves with other loyal people who believe as they do. With a high Loyalty values style, one can become more effective by developing FLEXIBILITY and TEAMWORK. They can do this by asking themselves these questions:

- "What can I suggest that will help everyone, and develop a sense of teamwork and commitment?"
- "Is there common ground or a common denominator upon which we can all agree?"

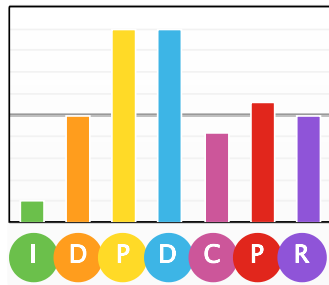


**Values Style**  
Internal Motivators

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.

# PowerDISC™

your strengths in leadership



## INFLUENCING -

**Minimal Use:** You probably do your best when staying behind the scenes. Public speaking is one of your worst nightmares. You will work to support and make others look good because personal satisfaction of a job well done is reward enough for you. You desire to have things in order and stick to a proven routine that you know will work.

## DIRECTING -

**Above Average:** Quality work and meeting tight deadlines are only two of your strengths others see. You may appear a bit task-oriented at times, but your attention to detail and your inner drive allow others to respect you and see the great value you add to the team. Take time to let others get to know you. They like you for a person as well as what you do for them.

## PROCESSING -

**Extreme Focus:** You tend to forget that a great process with no results is not effective. Occasionally shift to the goal rather than the steps that may have you bogged down. Make a spontaneous decision and carry through with it. You tend to always be operating under the "Ready, Aim, Ready, Aim" method but you have a tough time pulling the trigger. Fire! Do not be so afraid of change!

## DETAILING -

**Extreme Focus:** You need to live life and be more spontaneous in things you do. You tend to over analyze details to the point of not doing anything at all about the situation. You tend to always be operating under the "Ready, Ready, Ready" approach. Try "Ready, Aim, Fire!" Decide to do something fun and spontaneous, make a new friend or go somewhere new and exciting.

## 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 -

**Good:** You tend to be task oriented, but know that people and relationships cannot be ignored. You may get caught up in getting things done, but you make up for that by taking time to nurture close relationships.

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

# Interview Questions

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## Standard Questions

What would you call a situation that requires long work hours?  
How would you handle a stressful situation at work?  
Briefly describe to me your last manager or employer?

---

## Public: Dominance In Range

### Questions you may want to ask...

- What parts of your current job are repetitive? How do you motivate yourself to do those?
- How do you adapt to situations where you no longer feel challenged by your assignments or job requirements?
- Bottom-line results are important but so are the methods you use. Which is more important to you, what you achieve or how you achieve it?

## Public: Influence In Range

### Questions you may want to ask...

- How do you handle difficult people?
- How do you prioritize and keep on track towards your objectives?
- How do you manage procrastination and talkative co-workers?

## Public: Security In Range

### Questions you may want to ask...

- Would you describe yourself as more outgoing or shy and reserved? How does this impact your work?
- How effective are you at resolving conflict? Can you provide an example of a situation where you were able to create a win-win situation between two adversarial parties?

## Public: Compliance In Range

### Questions you may want to ask...

- There will be times where you must take constructive criticism from someone to whom you report. Can you describe a past work experience where you learned, grew, or used a piece of constructive criticism to your advantage?
- Generally you'll be asked to satisfy objectives that someone has set for you. But at times, you may be asked to take a leadership role. Can you describe a situation where you had to take on a more authoritative role within a team or an organization?

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**Private: Dominance In Range**

**Questions you may want to ask...**

See Above Questions

**Private: Influence In Range**

**Questions you may want to ask...**

See Above Questions

**Private: Security In Range**

**Questions you may want to ask...**

See Above Questions

**Private: Compliance In Range**

**Questions you may want to ask...**

See Above Questions

**Mirror: Dominance In Range**

**Questions you may want to ask...**

See Above Questions

**Mirror: Influence In Range**

**Questions you may want to ask...**

See Above Questions

**Mirror: Security In Range**

**Questions you may want to ask...**

See Above Questions

**Mirror: Compliance In Range**

**Questions you may want to ask...**

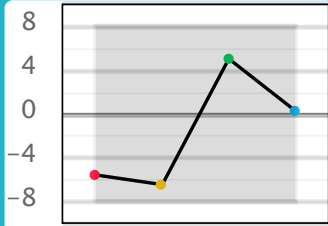
See Above Questions

# Scoring Data

graph page

## Personality Style Graphs

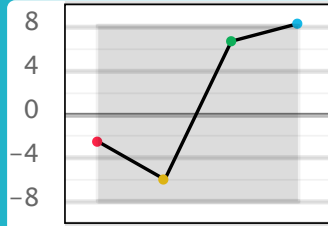
**Public Perception**



D=-5.6, I=-6.49, S=5.02, C=0.26

**Raw Scores** D=1, I=0, S=10, C=4

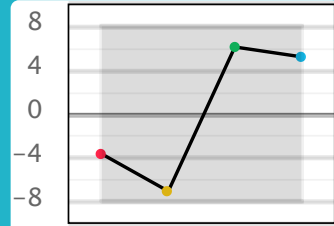
**Stress Perception**



D=-2.56, I=-6.02, S=6.62, C=8

**Raw Scores** D=9, I=10, S=1, C=0

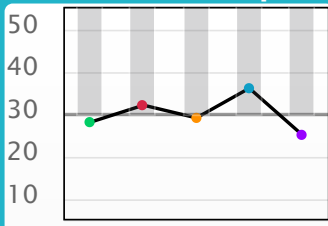
**Mirror**



D=-3.68, I=-7.09, S=6.1, C=5.2

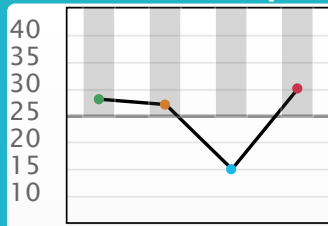
**Raw Scores** D=8, I=10, S=9, C=4

**Team Focus Graph**



T=28, E=32, A=29, M=36, S=25

**Work Values Graph**



L=28, E=27, P=15, J=30



# Graphs Explanation Page

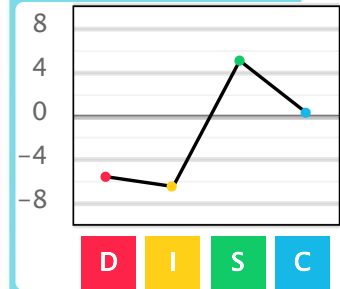
Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

**These three graphs or snapshots are defined in detail below.**

**Graph 1 -  
Mask, Public Self**

***Behavior Expected By Others***

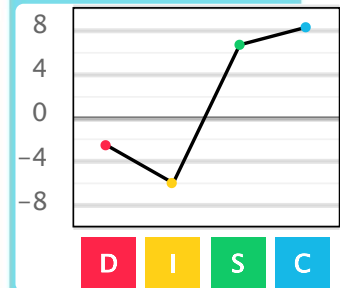
Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a mask. Graph 1 is generated by the "Most" choices on The Personality System, and has the greatest potential for change.



**Graph 2 -  
Core, Private Self**

***Instinctive Response To Pressure***

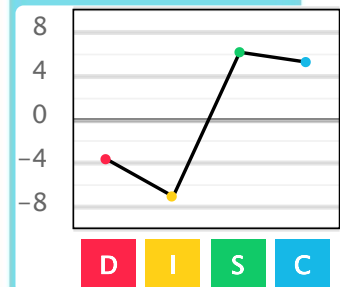
Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's behavior under pressure may be drastically different than his/her behavior in Graphs 1 and 3. Graph 2 is generated by the "Least" choices on The Personality System, and has the lowest potential for change.



**Graph 3 -  
Mirror, Perceived Self**

***Self Image, Self Identity***

Everyone envisions him/her self in a particular way. Graph 3 displays the mental picture that one has of him/her self, the self image or self identity. Graph 3 combines the learned responses from one's past with the current expected behavior from the environment. Change in one's perception can occur, but it is usually gradual and based on the changing demands of one's environment. Graph 3 is generated by the difference between Graph 1 and Graph 2.



# Graphs Explanation Page

Continued

## Different Graphs Indicate Change or Transition

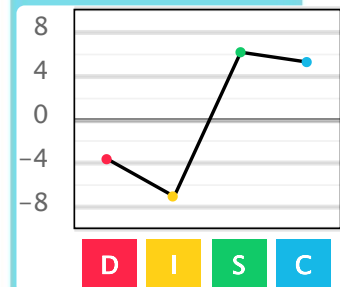
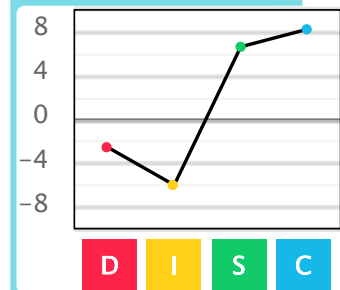
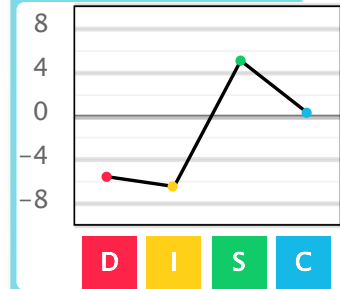
- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph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



# Action Plan

## 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.

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

**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