



*Singapore · Hong Kong · Thailand  
China · Indonesia · Malaysia  
Founded in 2005*

## Sample Report

Style: Practitioner CSI

**DTV Report**

Monday, December 12, 2022

# 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***

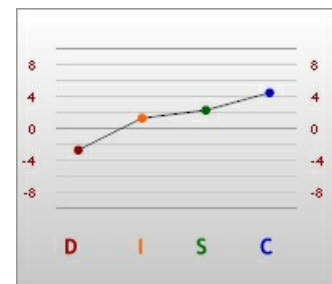
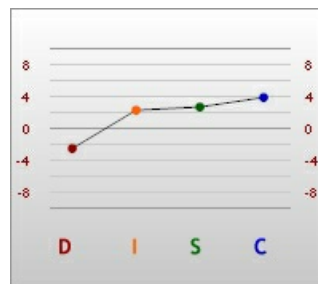
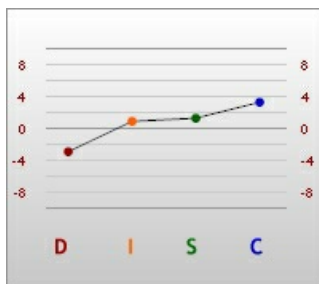


The chart below helps put the four dimensions of behavior into perspective.

	<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 "Practitioner".

Sample, as a Practitioner style, is people oriented and is able to combine correctness with loyalty. Practitioners tend to be sensitive and have high standards. They like stability and are goal oriented. They need social recognition and personal attention. Sample is friendly, enthusiastic, informal, talkative, and may worry too much about what other people think. Sample avoids aggression and instead seeks a harmonious environment. Practitioners tend to intellectualize on various subjects. Sample is an excellent fact finder and will make sound decisions after gathering the facts and supportive data.

As a Practitioner, Sample wants to be accepted as a member of the team and likes to know exactly what is expected before starting new projects. Practitioners are conscientious people who persuade others through logic and emotion. They may need to be careful not to be overly enthusiastic or too talkative; they may get sidetracked and not finish what they set out to do. A Practitioner is very conscious of the quality of their work and expects that they will receive social approval for a "job well done". Sample tends to be sensitive to the people around and will do the best job possible to make the environment pleasing for others. Sample has excellent communication skills and can influence people by knowledge of facts and ability to analyze people and situations.

Sample is equipped with the ability to act as a dominant leader if the parameters of authority are clearly defined. Under such a scenario, Sample can make sound decisions yet be in tune to others. Practitioners will not initiate confrontation, but have the ability when confronted, to win their case using logic. They have exceedingly high standards and may be their own worst enemy when it comes to evaluating work completed.

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.

Sample can easily find the silver lining in a difficult situation and typically enjoys the thrill of trying new things. This individual has a gift for influencing associates and is viewed as an instinctive communicator. Others find Sample easy to approach and enjoy their easy, open rapport.

A loyal friend, Sample is patient and caring when attending to the needs of others. This is usually an even-paced individual who thrives in a peaceful, harmonious environment. Sample tends to be quite predictable, sticking with proven, reliable methods of dealing with situations rather than taking chances with a new, unproven approach.

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.

**Practical and realistic**  
**Very people oriented**  
**"Do things right the first time"**  
**Creative, artistic**

#### *General Characteristics*

**Flattery, appreciation and acceptance**  
**A friendly environment**  
**Ability to have a balance between work and social time**  
**Ability to be expressive and creative**

#### *Motivated By*

**Knowing what is expected**  
**Clearly defined goals and parameters**  
**Ability to mix socially**  
**A forum to openly express ideas**

#### *My Ideal Environment*

# Communicating

## with the Practitioner style

### Remember, a Practitioner may want:

- Social esteem and acceptance, clear definition of what is expected, people to talk to, positive working conditions, recognition for abilities, clearly defined parameters in which to direct or work with others

### Greatest fear:

- Criticism, social rejection

### When communicating with Sample, a Practitioner, DO:

- Build a favorable, friendly, participative environment
- Give opportunity for them to verbalize about ideas, people and their intuition
- Give adequate information for informed decisions
- Share testimonials from others relating to proposed ideas
- Allow time for stimulating, social activities
- Create incentives for their quality work

### When communicating with Sample, a Practitioner, DO NOT:

- Eliminate social time
- Do all the talking
- Ignore their ideas or accomplishments
- Be overly critical

### While analyzing information, Sample, a Practitioner may:

- Balance outcome between task and relationships
- Need more details and information
- Want to know exactly what the expected goals and results are
- Be creative in problem solving

### Motivational Characteristics

- **Motivating Goals:** Accomplish tasks with a focus on accuracy and team, security
- **Evaluates Others by:** Precise standards based on what they do
- **Influences Others by:** Attention to detail and people skills
- **Value to Team:** Accurate, competent, steady, creative, able to influence
- **Overuses:** Dependence on procedures, slow to change
- **Reaction to Pressure:** May become defensive, adapts slowly, wants to talk things through
- **Greatest Fears:** Criticism, loss of security, loss of social approval
- **Areas for Improvement:** Don't be overly sensitive, develop openness to change, prioritize



Knowledge comes, but  
wisdom lingers.

- Alfred Lord Tennyson

# Communicating with the Practitioner style

## Value to the group:

- "Hands on" manager, relational and approachable
- Motivates others to achieve
- Creative problem solver
- Good leader if parameters are clearly defined

## Practitioners possess these positive characteristics in groups:

- Instinctive communicators, will offer opinions
- Participative managers who influence and inspire
- Good team player
- High quality of work
- Very relational
- Create an atmosphere of well-being
- Enthusiastic
- Provide stability and realistic approaches
- Express ideas well
- Work well with other people, accepting of others
- Capable "doer"
- Have a positive attitude
- Accomplish goals through people
- Good sense of humor

## Personal growth areas for Practitioners:

- Find a balance between work and social time
- Do not worry about what people think, be your own person
- Do not be afraid to take risks or competitive roles
- Do not take criticism personally
- Talk less; listen more
- Try not to get sidetracked, stay focused upon the goal



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

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:**

- **WEIGHS PROS & CONS** Consider both sides of an issue
- **UNOBTRUSIVE** Does not force oneself upon others without an invitation
- **CONSERVATIVE** Tending to preserve established traditions
- **PEACEFUL** Not quarrelsome; free from disorder; calm and quiet

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

- **SELF-PROMOTING** Ability to advance oneself in popularity
- **TRUSTING** Firm belief in honesty, integrity, faith
- **INFLUENTIAL** Having great influence; powerful; effective
- **AFFABLE** Easy to approach and talk to; pleasant and polite
- **SOCIABLE** Enjoying the company of others; friendly; agreeable; informal

**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:**

- **SERENE** Undisturbed; calm; tranquil; quiet
- **POSSESSIVE** Feeling of ownership; desire for possessions
- **INACTIVE** Not inclined to act; idle; dull; inert
- **RELAXED** Made looser, or less firm and tense

**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



The only way to change is by changing your understanding.

- Anthony De Mello

# Communication Tips

## how you communicate with others

### How You Communicate with Others

Please return to the "Communicating" section of this report and review the communicating "DO" and "DO NOT" sections for your specific style. Reviewing your own communication preferences can be an eye-opening experience or simply confirmation for what you already know to be true. Either way, you have your communication characteristics in writing. This information is powerful when shared between colleagues, friends, and family. Others may now realize that some approaches do not work for your style, while other ones are received well by you. Equally important is that you now see that THE WAY YOU SAY SOMETHING can be as important as WHAT IS SAID. Unfortunately, we all have a tendency to communicate in the manner that we like to hear something, instead of the method another person prefers.

**Your style is predominately a "C" style**, which means that you prefer receiving information that gives you enough details to make an informed decision. But, when transferring that same information to a client or co-worker, you may need to translate that into giving them just the end results, or even telling them in a manner that is more experiential and less detail oriented. More detail may not necessarily be better when communicating to some other personality styles.

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 "C" style as you may have the tendency to give many facts and details, while others are making decisions based more on their "gut" reaction, or on one or two of the most important details.

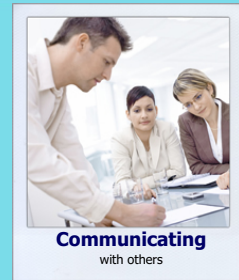
### The Compatibility of Your Behavioral Style

A "C" and a "D" must be careful not become too detail oriented or too demanding, respectively. However, a "C" provides the detail attention the "D" needs, but must remember to answer based on what the end result will be rather than talk about the process.

The "C" and the "I" work well together as their strengths tend to complement one another. In relationships there can sometimes be conflicts as the "C" is more detail oriented and has less of a need to be constantly involved in new or changing social environments.

The "C" and the "S" 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" have a tendency to multitask rather than focus on one area until completion.

Two "C"s work well together and also are compatible socially as both will want to make decisions and choices based on careful selection.



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 "C" Can Enhance Interaction with Each Style

#### C with D

C's tend to view high D's as argumentative, dictatorial, arrogant, pushy and impetuous. Your tendency will be to become defensive, and refer to an external authority to deflect the D's demands. If you are not careful, there will be tension in the relationship. You'll focus on details while the D sees only the "big picture".

Relationship Tip: Develop direct communication and learn to deal with issues in a straightforward manner. Negotiate commitments and goals on an equal basis. Use summary data in communication.

#### C with I

You will tend to view the high I as egotistical, superficial, overly optimistic, glib, overly self-assured and inattentive. You may view I's as overbearing, and appeal to external authority to deflect their demands, too. You'll tend to point out possible dangers and problems; and will insist on providing facts and details; but don't overwhelm the I with data.

Relationship Tip: Be friendly and complimentary, I's truly desire relationships and are not as superficial as you believe them to be. Listen to their ideas and applaud their accomplishments.

#### C with S

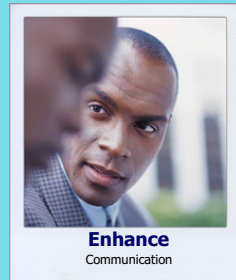
C's will tend to view S's as impassive, apathetic, too accepting, lenient, possessive, complacent and nonchalant. You will agree with S's on the importance of cooperation and the need for caution in the face of risk, especially when making decisions; but you'll likely feel that the S is not precise enough.

Relationship Tip: S's appreciate a relaxed, slowly developing relationship, but they will focus more on the personal aspects than you will. Allow yourself to appreciate personal details. Also, show appreciation for tasks that are well done by praising *them*, not the accomplishment.

#### C with C

You will most likely view other C's as perfectionists who are accurate, thorough, systematic and agreeable. Since you both favor attention to detail, you will work well together. When working with another C, you will each tend to cooperate and develop extensive control systems for projects. high C's often allow their concern for being correct override their concern for meeting deadlines; and two C's will frequently compete to see who is "more correct".

Relationship Tip: Be natural and go at a slow pace; talk about facts and details. Be certain to remove any apparent threats to your relationship. Plan carefully and be well prepared for meetings with one another. Accept and encourage one another's doubts and questions. Be certain that you give each other ample time to consider data before asking for decisions.



Communication works  
for those who work at  
it.

- John Powell

## 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?***

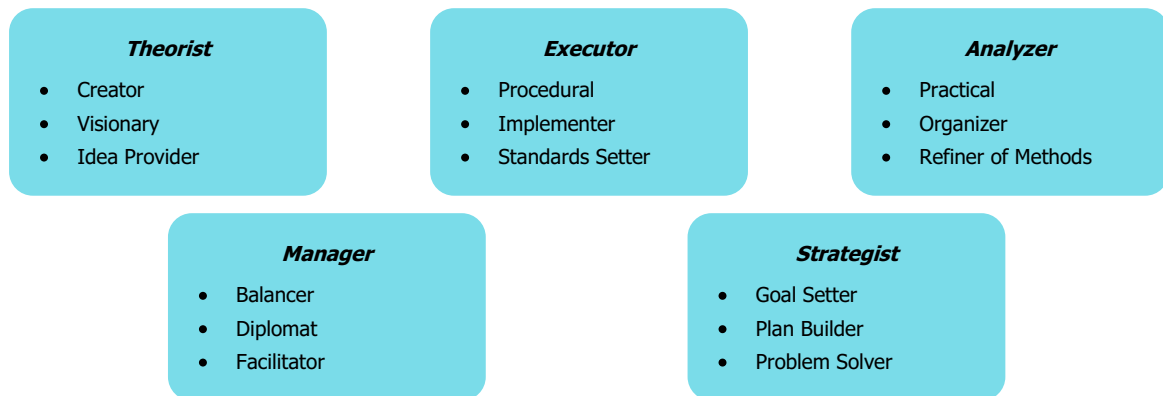
# Introduction to your TEAMS Style Report

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



## 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: Strategist

The Strategist is the member of the team who identifies new concepts and ideas in their early stages, and develops the strategy behind their implementation. Strategists have an intrinsic grasp of how to market concepts, how to appeal to a broad range of individuals, and how to strategically place a concept in its best light to achieve the greatest possible end result. They tend to be very task-oriented, but enjoy people as well. Strategists are often very good at recruiting; they tend to be friendly and outgoing, but also like to see tasks done properly. They influence others with excellent people skills and with the ability to reason and be logical. Strategists are not afraid to stand up and take charge if necessary. They are not bystanders, but are constantly involved in some aspect of the project. Strategists combine their previous experience with their knowledge of people to develop creative ways of getting the most benefit from a project or idea. The ability to simplify an idea or process is a key strength of a Strategist. They will interact exceptionally well with Theorists, Managers and Analyzers as they create their plans.

The Strategist is a highly-creative problem solver with an inherent ability to compare and contrast a large number of ideas to determine their long-term implications. Frequently powerful communicators, they tend to be excellent encouragers and strong leaders. Strategists motivate others to achieve, drawing out the best in other team members. Their ability to explain things clearly and concisely makes them convincing spokespersons. They are powerful negotiators, and are able to make very accurate assessments of situations.

Strategists are perceived by most members of the team as great leaders, well-spoken and decisive. They naturally command the respect and attention of others. People follow them because of their charisma and enthusiasm. While Strategists may sometimes seem a bit aggressive, their fairness and people skills keep communication flowing.

The Strategist may seem domineering and cool, sometimes losing sight of the people and focusing on the task. Strategists really want others involved in their projects, but may forget about what others want. They need to listen more and think about what others around them may need. Strategists sometimes appear inconsistent or flighty due to their tendency to move rapidly from one concept to another, but it is precisely this rapid movement that allows them to consider the strategic implications of a given scenario.



Well constructed teams produce results and have a flow of energy and ideas that are easy to see.

For a team to have life, and for tasks to be accomplished, proper positioning of team members is critical.

## Continued

### Second Highest Style: Theorist

The Theorist is the member of the team who generates ideas, models and hypotheses. They have the capability to exhibit a high task-orientation while remaining very sensitive to problems. Theorists have an innate ability to see problems and situations from different vantage points and thereby develop ideas and solutions that others may overlook. They are creative, determined and analytical in their approach to effective problem-solving, and are highly unwilling to accept a "quick fix." Theorists initiate changes and improvements. They tend to be determined individuals and are often very sociable. These are the people who excel at "thinking outside the box." When they also possess high levels of interpersonal communication skills, they can be very effective at recruiting people to help implement their ideas. Theorists are a source of fresh insights, innovative concepts, inventive and unique approaches, and ground-breaking proposals. Once the ideas have been generated, Theorists will interact well with Strategists and Analyzers to determine the best methods for implementing their ideas.

Theorists are valued for their ability to move the team in new directions, exploring and defining solutions. They are not afraid of the untried or the unique, and tend to move rapidly through a series of several different approaches to move any project or concept forward.

Theorists are creative problem-solvers. Their primary team strength is their excellent ability to see problems from a new angle. Theorists see solutions that others do not. Their conceptual developments often go beyond the obvious to the unique. They possess an uncanny ability to provide an accurate assessment of the present situation and the necessary steps to follow. They interact very well with Strategists. Theorists are not afraid of new ideas and will often take a thorough and methodical approach to problem-solving that examines several possible solutions. Many Theorists have strong, well-developed communication skills. They are able to negotiate conflicts by taking positive action and presenting several options that consider all possible avenues.

The Theorist loves new ideas, and may have a tendency to focus on generating new ideas rather than focusing on completion. They need deadlines and will benefit from high levels of interaction with other team members who have the ability to help them focus on follow-through. When appropriate, their creative energy needs to be directed towards the implementation of their ideas rather than the creation of new ones.



Well constructed teams produce results and have a flow of energy and ideas that are easy to see.

For a team to have life, and for tasks to be accomplished, proper positioning of team members is critical.



# 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

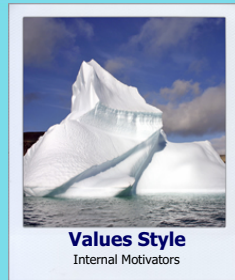
The more energy expended towards Justice, the greater the chance of overextending personal energies and personal resources.

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?"



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: Equivalence

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

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

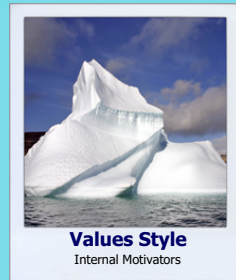
The more energy expended towards Equivalence, the greater the chance of losing track of day-to-day responsibilities.

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

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

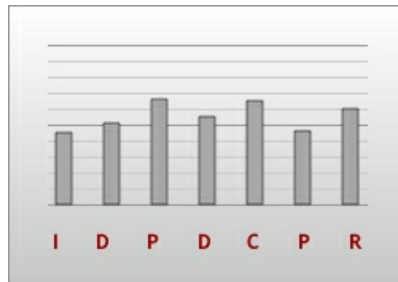
A person with an Equivalence values style is likely to have a personal goal of attaining increased happiness by being allowed to express their opinions and asserting their right to find fulfillment in life's ambitions. They sometimes may lose track of the day-to-day responsibilities that must be met.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

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



An iceberg is a good analogy to describe Values Styles and how they influence Personality Style. Personality and behavior are the areas of the iceberg we can observe, while values are hidden under the surface informing our decisions and driving our actions.

## your strengths in leadership

**INFLUENCING -**

**Good:** Leading and influencing others is something that comes easier for others, but you are willing and able to step up to that role when no one else volunteers. You have a balance between following and leading, and are comfortable in either arena.

**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 -**

**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 -**

**Well Developed:** You are very unique in that you have the combination of tremendous people skills and orientation to detail. You can articulate well in many different areas. You use your communication skills to make sure that each area of a project will get done in the proper order and manner. High-quality work is a standard you maintain in all you do.

**PERSISTING -**

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

**RELATING -**

**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

# 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?

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## 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

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## 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**

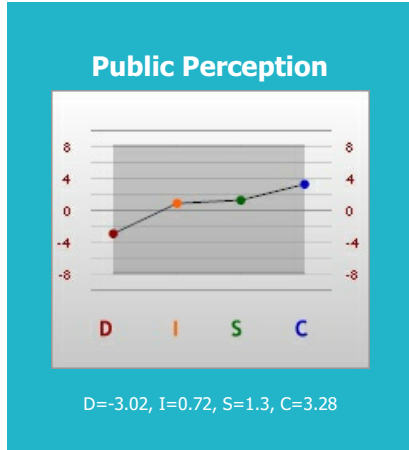
**Questions you may want to ask...**

See Above Questions

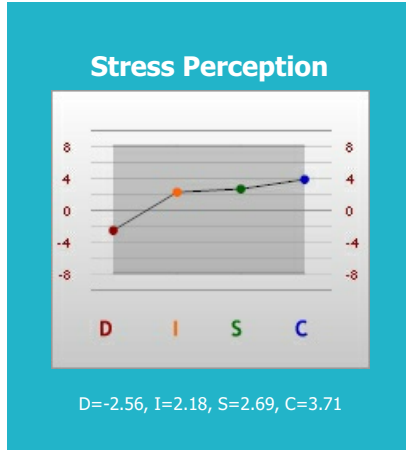
# Scoring Data

## graph page

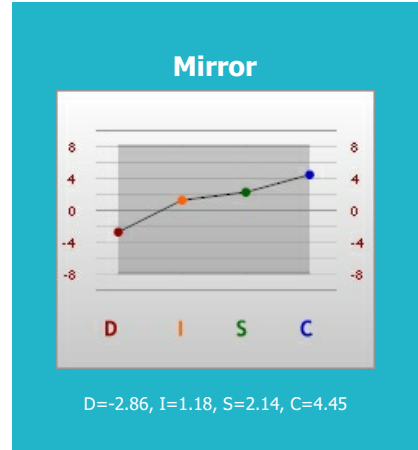
### Personality Style Graphs



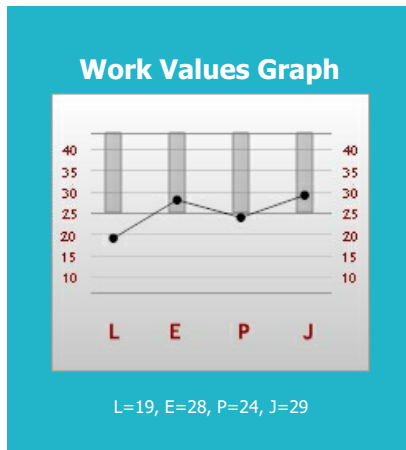
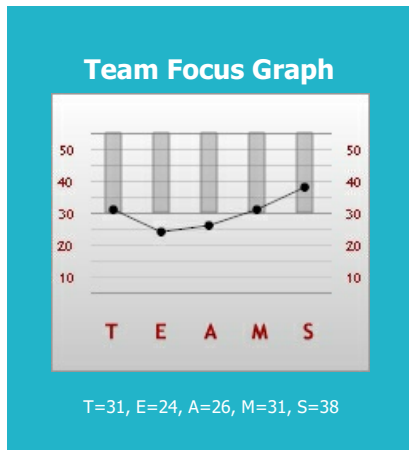
**Raw Scores** D=3, I=4, S=6, C=6



**Raw Scores** D=9, I=3, S=4, C=3



**Raw Scores** D=-6, I=1, S=2, C=3



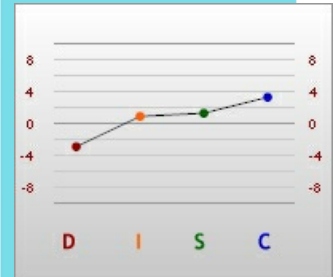
Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

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

## Graph 1 - Mask, Public Self

### *Behavior Expected By Others*

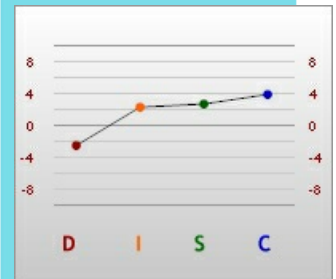
Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a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



## Graph 2 - Core, Private Self

### *Instinctive Response To Pressure*

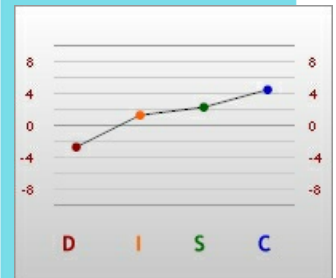
Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's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



## Graph 3 - Mirror, Perceived Self

### *Self Image, Self Identity*

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





## Continued

### Different Graphs Indicate Change or Transition

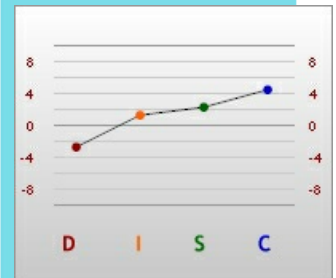
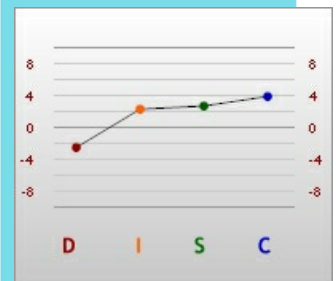
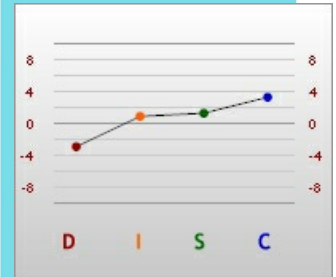
- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph 1 is different than Graph 2, but similar to Graph 3, the individual has been able to successfully alter his/her behavior to meet the demands of the environment without altering his/her core. This individual is probably fairly comfortable with the behavior shown in Graph 3 (Perceived Self), and is probably not experiencing stress.
- If Graph 1 is different than Graph 3, an individual may be in a period of growth (and some discomfort) while he/she attempts to alter behavior to meet the demands of a new environment. A person's behavior may fluctuate during this period of adjustment.

### Similar Graphs Indicate Few Demands For Change

***An individual who perceives the current demands of the environment (Graph 1) to be similar to his/her past (Graph 2) will have little need to change his/her self-perception (Graph 3). This may be due to any of the following factors:***

- The behavior demanded by the present environment is similar to demands in the past.
- This individual controls what others demand of him/her.
- The behavior demanded by the present environment is different than demands in the past. However, instead of altering behavior, this person has chosen to augment style. To accomplish augmentation, this individual has surrounded him/herself with people of complimentary styles, thus creating a team with combined strengths.

**Your keyword style of Practitioner CSI(CSI) and the contents of this report are derived from Graph 3.**



# Action Plan

## Improving Your Interpersonal Skills

### Sample's Action Plan

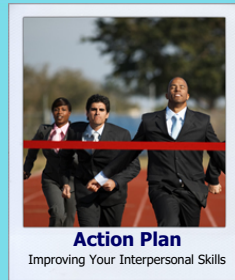
This worksheet is a tool to enable effective communication between you and others with whom you interact on a regular basis. The goal is to help you maximize your strengths and minimize the effects of potential limitations. It addresses work-related and general characteristics that are common to your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

Punctual and schedule aware	<input type="checkbox"/> <input type="checkbox"/>	High standards/perfectionist	<input type="checkbox"/> <input type="checkbox"/>
Persistent and thorough	<input type="checkbox"/> <input type="checkbox"/>	Hesitant to start projects	<input type="checkbox"/> <input type="checkbox"/>
Orderly and organized	<input type="checkbox"/> <input type="checkbox"/>	Needs excessive planning time	<input type="checkbox"/> <input type="checkbox"/>
Economical/efficient	<input type="checkbox"/> <input type="checkbox"/>	Prefers analysis to work	<input type="checkbox"/> <input type="checkbox"/>
Sees the problems/finds solutions	<input type="checkbox"/> <input type="checkbox"/>	Creative and resourceful	<input type="checkbox"/> <input type="checkbox"/>
Good administrative ability	<input type="checkbox"/> <input type="checkbox"/>	Difficulty starting tasks	<input type="checkbox"/> <input type="checkbox"/>
Sometimes careless or inefficient	<input type="checkbox"/> <input type="checkbox"/>	Good under pressure	<input type="checkbox"/> <input type="checkbox"/>
Discourages others ideas	<input type="checkbox"/> <input type="checkbox"/>	Creative and colorful	<input type="checkbox"/> <input type="checkbox"/>
Confidence often fades fast	<input type="checkbox"/> <input type="checkbox"/>	Has energy and enthusiasm	<input type="checkbox"/> <input type="checkbox"/>
Outgoing and personable	<input type="checkbox"/> <input type="checkbox"/>	Priorities often get out of order	<input type="checkbox"/> <input type="checkbox"/>



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



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

- Albert Camus