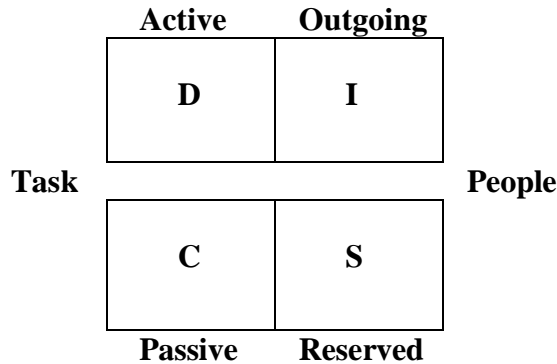


Interpretation of your Personality

You have a predictable pattern of behavior because you have a specific personality. There are four basic personality types. These personality types, also known as temperaments, blend together to determine your unique personality. To help you understand why you often feel, think, and act the way you do, the following graph summarizes the Four Temperament Models of Human Behavior.



“D” Type

(Active / Task-oriented) AKA “Choleric”

Descriptions: Dominant, Direct, Demanding, Decisive, Driving, Determined, Doing

Basic Motivation: Challenge and Control

Desires: Freedom from control - authority - Varied Activities - Difficult Assignments - Opportunities for Advancement - Choices, rather than ultimatums

Responds Best to Leaders Who: Provide direct answers - sticks to task - Gets to the point - Provides pressure - Allows freedom for personal accomplishments

Needs to Learn: They need people - Relaxation is not a crime - Some controls are needed - Everyone has a boss - Self control is most important - to focus on finishing well is important - Sensitivity to people's feelings is wise

“I” Type

(Active / People-oriented) AKA “Sanguine”

Descriptions: Inspiring, Influencing, Impressing, Inducing, Interactive, Interested in people

Basic Motivation: Recognition and Approval

Desires: Prestige - Friendly relationships - Freedom from details - Opportunities to help others - Opportunities to motivate others - Chance to verbalize ideas

Responds Best to Leader Who: Is fair and also a friend - Provides social involvement - Provides recognition of abilities - Offers rewards for risk taking

Needs to Learn: Time must be managed - Deadlines are important - Too much optimism can be dangerous - Being responsible is more important than being popular - Listening better will improve one's influence.

“S” Type

(Passive / People-oriented) AKA “Phlegmatic”

Descriptions: Submissive, Steady, Stable, Security-Oriented, Shy Servant, Specialist

Basic Motivation: Stability and Support

Desires: An area of specialization - identification with a group - Established work patterns - Security of situation - Consistent familiar environment

Responds Best to Leader Who: Is relaxed and friendly - Allows time to adjust to changes - Allows to work at own pace - Gives personal support

Needs to Learn: Change provides opportunity - Friendship isn't everything - Discipline is good - Boldness and taking risks are sometimes necessary.

“C” Type

(Passive / Task-oriented) AKA “Melancholy”

Descriptions: Competent, Compliant, Cautious, Calculating, Careful, and Contemplative

Basic Motivation: Quality and Correctness

Desires: Clearly defined tasks - Details - Limited risks - Assignments that require precision and planning - Time to think

Responds Best to Leader Who: Provides reassurance - Spells out detailed operating procedures - Provides resources to do tasks correctly - Listens to suggestions

Needs to Learn: Total support is not always possible - Thorough explanation is not everything - Deadlines must be met - More optimism will lead to greater success.

Discovering Your Behavioral Blend

There are four basic personality types known as D, I, S, and C behaviors. Everyone is a blend or combination of these four temperaments. No type is better than the other. No one has a bad personality. The most important factor is what you do with your personality, and that you understand the value of everyone else's unique personality.

To help you discover more about your specific behavioral style, there are around 20+ Behavioral Blends. One, two, or sometimes three Behavioral Blends will best describe you. Few people are pure D, I, S, or C types. Most everyone is a combination of the four types. Remember, it doesn't matter what personality you have, as much as what you do with it.

Observe the many different Behavioral Blends. The highest number of "Most" in your test will be your high reading and the second highest is your blend. (There are times when one will have equal responses to the blend, i.e. D=I). Read the brief paragraph descriptions of the ones that are most like you. You will probably be a combination of two specific profiles. You can also have some characteristics of other types, but will normally fit into one or two Behavioral Blends.

Every personality has strengths and weaknesses. One person's weakness may be another person's strength. That is why "uniqueness" may be a better word than "weakness." In order to become more successful and improve your relationships you must learn how to control your strengths and avoid your weakness or "uniquenesses." Always remember that under pressure you lean towards your strengths. The over use of a strength becomes an abuse, and the best thing about you becomes the worst. The characteristic that people once liked most about you can become what they later despise.

D: Determined Doers – "Pure D"s are dominant and demanding. They win at all costs. They do not care as much about what people think as they care about getting the job done. Their insensitivity to feelings makes them too strong. They are great at developing things, but they need to improve their ability to do things correctly. Their strong will should be disciplined to prepare and think more accurately about what they are doing. They are motivated by serious challenges to accomplish tasks.

D/I: Driving Influencers – "D = I"s are bottom line people. They are much like Dynamic Influencers. They are a little more determined and less inspirational, but they are strong doers and are able to induce others to follow. They need to be more cautious and careful as well as more steady and stable. They get involved in a lot of projects at the same time. They need to focus on one thing at a time and slow down. They are motivated to accomplish great tasks through a lot of people.

D/I: Dynamic Influencers – "High D/I"s are impressive, demanding types. They get excited about accomplishing tasks and looking good. Determined and driven, they influence large crowds best. They can be too strong and concerned about what others think. They

have good communications skills and are interested in people. They need to be more sensitive and patient with the feelings of others. Learning to slow down and think through projects is crucial for them. They are motivated by opportunities to control and impress.

D/I/C: Dominating Inspiring Cautious – “D/I/C”s are demanding, impressing, and competent people. They tend to be more task-oriented, but can be people-oriented before crowds. They need to increase their sensitivity and softness. They don’t mind change. Active and outgoing, they are also compliant and cautious. They like to do things correctly, while driving and influencing others to follow. Their verbal skills combined with their determination and competence to achieve large tasks make them great leaders. Security is not as important as accomplishment and looking good.

D/C: Driving Competent Types – “D/C” Types are determined students or defiant critics. They want to be in charge, while collecting information to accomplish tasks. They care more about getting a job done and doing it right than about what others think or feel. They drive themselves and others. They are dominant and caustic. Improving their people skills is important. They need to be more sensitive and understanding. They are motivated by choices and challenges to do well.

D/S or S/D: Steady Doers or Attainers – Refer to S/D below. These are usually high on S and D and low on I and C.

I: Inspirational Influencers – “I”s are impressive people. They are extremely active and excited individuals. Approval is important to them. They can have many friends if they do not overdo their need for attention. They can be sensitive and emotional. They need to be more interested in others and willing to listen. They do not like research unless it makes them look good. They often do things to please the crowd. They are entertainers. They need to control their feelings and think more logically. They often outshine others and are motivated by recognition.

I/D: Inspirational Doers – “I/D”s are super salespeople. They are known as the “one who influences.” They love large groups. They are impressive and can easily influence people to do things. They need a lot of recognition. They exaggerate and often talk too much. They jump into things without thinking them through. They need to be more studious and still. They should also be more careful and cautious. They are motivated by exciting opportunities to do difficult things. They prefer freedom to routine, and they want authority as well as prestige. If not careful, they will do things to please the crowd and get themselves into trouble in the process. They make inspiring leaders and determined individuals.

I/S: Inspirational Specialists – “I/S”s are influential and stable. They love people and people love them. They like to please and serve others. They do not like time controls or difficult tasks. They want to look good and encourage others, but often lack organizational skills. They follow directions and do what they are told. They should be more concerned about what to do, than with whom to do it. They are motivated by interactive and sincere opportunities to help others. Regardless of being up front or behind the scenes, they influence and support others. They make good friends and obedient workers.

I/C: Inspirational Competent – “I/C” Types are inspiring, yet cautious. They size up situations and comply with the rules in order to look good. They are good at figuring out ways to do things better through a lot of people. They can be too persuasive and too concerned about winning. They are often impatient and critical. They need to be more sensitive to individual feelings. They are often concerned about what others think. They do not like breaking the rules; nor do they enjoy taking risks. They need to try new things and sometimes go against the crowd. They are careful communicators who think things through.

I/D/S: Inspiring Driving Submissive – “I/D/S”s are impressing, demanding and stabilizing at the same time. They are not as cautious or calculating as those with more “C” tendencies. They are more active than passive, but they also have sensitivity and steadiness. They may seem to be more people-oriented, but can be dominant and decisive in their task-orientation. Therefore, they present excellent abilities to deal with people. They strive to find the way to accomplish tasks quickly and efficiently. They care about the people around them and will consider their feelings when making decisions. They need to be more contemplative and conservative. Details don’t seem as important as taking charge and working with people.

S: Steady Specialists – “S”s are stable and shy types. They do not like changes. They enjoy pleasing people and can consistently do the same job. Secure, non-threatening surroundings are important to them. They make the best friends because they are so forgiving. Others sometimes take advantage of them. They need to be stronger and learn how to say no to a friend who wants them to do wrong. Talking in front of large crowds is difficult for them. They are motivated by sweet and sincere opportunities to help others.

S/I: Steady Influencers – “S/I”s are sensitive and inspirational. They accept and represent others well. They have many friends because they are tolerant and forgiving. They do not hurt people’s feelings and can be very influential. They need to be more task-oriented. They must learn to finish their work and do it well. They like to talk but should pay more attention to instructions. They would be more influential if they were more aggressive and careful. They are kind and considerate. Motivated by opportunities to share and shine, they induce others to follow.

C: Cautious Competent Types – “C”s are logical and analytical. Their predominant drive is careful, calculating, compliant and correct behavior. When frustrated, they can over do it or be the exact opposite. They need answers and opportunities to reach their potential. They tend not to care about the feelings of others. They can be critical and crabby. They prefer quality and reject phoniness in others. They are motivated by explanations and projects that stimulate their thinking.

C/S: Competent Specialists – “C/S”s tend to always be right. They like to do one thing at a time and do it right the first time. Their steady and stable approach to things makes them sensitive. They tend to be reserved and cautious. They are consistent and careful, but seldom take risks or try new things. They do not like speaking in front of large crowds, but will work hard behind the scenes to help groups stay on track. They are motivated by opportunities to serve others and to do things correctly.

S/D: Steady Doers – “S/D”s get the job done. They prefer stable surroundings and are determined to accomplish tasks. As quiet leaders they relate best to small groups. They do not like to talk in front of large crowds but want to control them. They enjoy secure relationships, but often dominate them. They can be soft and hard at the same time. They are motivated by sincere challenges that allow them to systematically do great things. They are motivated internally, not externally. They prefer sure things rather than shallow recognition. They make good friends, while driving to succeed. They have to be cautious to remember to strive for relationships and not just the task in their lives.

S/C: Steady Competent Types – “S/C” Types are stable and contemplative types. They like to search and discover the facts. They like to weigh the evidence and proceed slowly to a logical conclusion. They enjoy small groups of people. They do not like speaking in front of large crowds. They are systematic and sensitive to the needs of others, but can be critical and caustic. They are loyal friends, but can be too fault finding. They need to improve their enthusiasm and optimism. They are motivated by kind and conscientious opportunities to slowly and correctly do things.

C/I/S: Competent Influencing Specialists – “C/I/S”s like to do things right, impress others and stabilize situations. They are not aggressive or pushy people. They enjoy large and small crowds. They are good with people and prefer quality. They are sensitive to what others think about them and their work. They need to be more determined and dominant. They can do things well, but are poor at quick decision-making. They are capable of doing great things through people, but need to be more self-motivated and assertive. They are stimulated by sincere, enthusiastic approval and logical explanations.

C/S/D: Competent Steady Doers – “C/S/D”s are a combination of cautious, stable and determined types. They are more task-oriented, but care about people on an individual basis. They don’t like to speak in front of crowds. They prefer to get the job done and do it right through small groups, as opposed to large groups. They tend to be more serious. They are often misunderstood by others as being insensitive. “C/S/D” types really care for people, they just don’t show it openly. They need to be more positive and enthusiastic. As natural achievers, they need to be more friendly and less critical.

Straight Mid-Line – A Straight Mid-Line Blend occurs when all four types are close together in numerical value. This may indicate that the person is trying to please everyone. Striving to be “all things to all men” may indicate mature response to pressure or it may confirm frustration over the intensity differences under pressure. The person may be saying, “I really don’t know what my D, I, S, or C behavior should be or really is.” The person may want to do another profile after a while to see if there is any change, or make sure they are telling who they are and not who they want to be.