

# Jane Sample

Style: Establisher D

## Growth Impact Report

Saturday, November 24, 2018

# Welcome

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Congratulations on learning more about the way you impact the world!

Whether in your professional or personal life, there are many different ways your impact shows up. In this report, we will provide you with a multi-dimensional view of yourself in each of these sections.

## Report Sections

[Introduction](#) – We will introduce the methodology used in this report - not all of the rigorous scientific data, but enough information for you to understand the framework of your Impact Report.

[The Ways You Influence](#) - Leadership expert John C. Maxwell says, “Leadership is Influence.” In this section, we provide you with a view into how you influence results, whether it is through direct influence, directing others, details, or other factors. Here you will see how you influence results, and the ways in which that influence can be displayed in your workplace.

[Your Communication Style](#) – Have you ever noticed that the way some people communicate can affect your desire to speak with them or even help them? In this section of the report, you will learn more about your communication style and how you can focus on having even better communication with others.

[Your Team Role Preference](#) – Are you an Analyzer who performs best when working in a practical way to refine methods, or a Strategist who thrives on solving problems and making plans for goals? There are five key role themes, and on the Teams Style section, you will see your role preference and how you can have an even greater impact on the work you do.

[Your Ideals at Work](#) – Each of us has ideals we hold tightly, and for good reason: they are important! The Values Style portion of the report will provide you with insight into some of your professional values, which help shape your decisions and drive actions.

[Your Next Step](#) – All of this new awareness is great, and how you apply what you have learned is the likely next step. I will provide you with some options on how we can work together so you can move into the fullness of your own potential.

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***

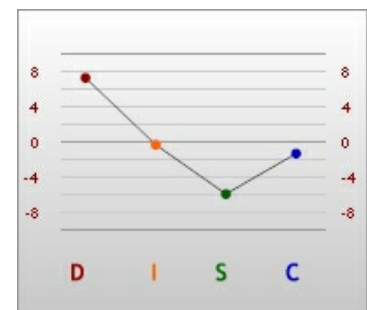
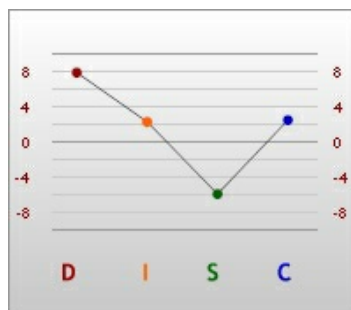
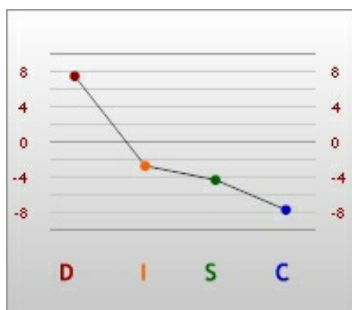


## The chart below helps put the four dimensions of behavior into perspective.

	<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

### Jane's style is identified by the keyword "Establisher".

As an Establisher style, Jane possesses high ego strength and is an individualist with very high standards. Establishers are quite competitive and like to approach issues alone instead of drawing others into the process. Because they possess a healthy ego, they don't like to be under another's control; they like to be "bossy" and maintain a high standard for themselves and others. Jane tends to avoid the mundane and instead, look for new challenges. An Establisher wants excitement and sometimes jumps impulsively into new adventures before thinking them through. Jane, when given the opportunity, will delegate tasks to others in order to maximize effectiveness to accomplish goals, desiring to win at any cost.

Jane tends to be an opportunity creator. Establishers possess a vision of the "big picture" and can move a project forward with great enthusiasm. Because of this enthusiasm, they are great at developing new projects, but they tend to ignore the emotional side of the people involved in these projects. Establishers can be very direct and uncommunicative under pressure and don't always collect the facts before making a decision. They should strive to achieve self-control and self-discipline while cultivating their emotional side in order to be friendlier and more sensitive towards others' feelings. When these qualities are present, Jane can use energy to make good things happen. Jane is risk taker; people see boldness, confidence, and courage in them. Routine is seen as dull and tedious.

Because of an Establisher's high ego strength, they are sometimes seen by people as opinionated. They may come across as hypercritical or domineering. Because they like clear and concise communication with people, they can become impatient when talking with people who do not take action or think as quickly as they do. By becoming a little more compliant, calm and passive when communicating, Establishers can be seen as more caring by others. As an Establisher, Jane is a great visionary who possesses the enthusiasm to make a new idea work without letting obstacles get in the way.

Often perceived as a very strong-willed individual, Jane is one who others may tend to view as overly direct, perhaps even demanding. This individual goes by the rule that "whatever works" to obtain goals is ok. When challenged, Jane tends to become extremely competitive and unrelenting in their quest for the win.

A thoughtful, caring person who likes to be around others, Jane is one who appreciates relationships and enjoys being involved in social functions, but does not usually care to be the center of attention. Jane seeks balance between personal and social time, and enjoys a quiet evening with a few close friends as a good mix of the two.

Appreciating change and challenges, Jane tends to become bored with routines; often searching for new acquaintances or a change in lifestyle. This person may have a hard time conforming to "the norm" because they simply prefer to do things in their own way. Although viewed as an individualist, Jane truly has the overall good of the group at heart.

Jane will usually test ideas against proven standards in an effort to be inventive. Jane can be very creative as he/she identifies new solutions to problems. An original and creative thinker, Jane acts in a rational way to make sure desired results are achieved in an orderly manner while not afraid to "break the mold" if that appears to be the key to a solution.

**Direct, decisive**  
**High ego strength**  
**Problem solver**  
**Risk taker, self starter**

#### *General Characteristics*

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

#### *Motivated By*

**Innovative focus on future**  
**Non-routine, challenging tasks and activities**  
**Projects that produce tangible results**  
**Freedom from controls, supervision, and details**

#### *My Ideal Environment*

# The Ways You Influence

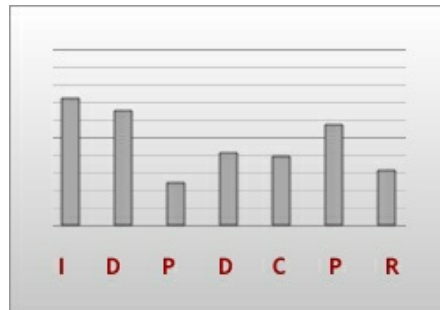
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Leadership expert John C. Maxwell says, "Leadership is Influence." In this section, we provide you with a view on how you influence results, whether it is through direct influence, directing others, details, or other factors. For each of us, there are usually only two or three key ways we influence results. Each of the items above the midline on the next page would be considered a strength.

In the section with your workplace characteristics, you will see the ways your strengths are displayed in the workplace. Using this information will serve as a foundation for how you can raise your results.

*"The challenge of leadership is to create change and facilitate growth."  
– John C. Maxwell*

## your strengths in leadership



### **INFLUENCING** - Highly Effective

You are perceived by most as a great leader, well-spoken and decisive. You naturally command the respect and attention of others. Others are willing to follow you because of your charisma and enthusiasm. While sometimes seeming a bit aggressive, your fairness and people skills soon have others remembering that you want the best for them also.

### **DIRECTING** - Highly Effective

You probably just met another deadline and the work you directed is of the highest quality. You take a lot of pride in your ability to make sure things get done. Take some personal time with someone who is important to you. Show the team a personal side of yourself that they may not often see. It will actually help you accomplish things more easily than if you do not take the time to build relationships.

### **PROCESSING** - Limited Use

You let someone else come up with the process, but will gladly critique it and make necessary changes. You prefer new challenges and adventures to routine tasks.

### **DETAILING** - Good

Others appreciate it when you take the time to make sure the little things get done. You may have a tendency to start at a quick pace but not complete the task. Remember the necessity of the paperwork and details so that you may add value to your other stronger traits.

### **CREATING** - Adequate

You stick to what you know will work and try not to overextend into new arenas. Try to be open to others ideas and help do the little things that will make others feel more comfortable working with you.

### **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** - Fair

You sometimes say the wrong thing or nothing at all, but you find the necessary tools to maintain good relationships. Try to understand more about others' styles and how they like to communicate. The DISC system should give you a better understanding in these areas.

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

# Workplace

## your professional style

The high "D" personality style in the workplace is determined, competitive, straightforward, task-oriented and goal-oriented. In many companies, high-D styles are placed in or are drawn to leadership roles. If they are not in a leadership role, they often become the de-facto authority figure, if allowed to be, by others.

One of the hallmarks of the high D style is that they are willing to accept risks, challenges and change. Since the world of business feeds on high stakes and rapid change, they become well-positioned to lead the cause into the unknown and accept the risk of failure or unbridled success. High D styles possess a fearlessness that is often admired by other styles in business. Where other styles hesitate or fluctuate upon decisions, the high D will make critical decisions without having all the information which can be either very good or very bad for the company. Because a D desires to challenge the status quo, they often find innovative approaches to give their company a leading edge in the fast-paced business world.

In business, D styles may appear as if they have special abilities. They have a special ability to see with "tunnel vision" focusing solely upon the goal until it is achieved. "Big Picture" thinking is another ability that helps them view the entire picture that is made up of smaller pieces. Since Ds are more visionary than detail oriented, they often rely on other co-workers to manage the pieces making up the big picture.

As managers, Ds are very goal-oriented and focused upon task completion. They may evaluate their organization according to their ability or willingness to complete the tasks important to the high D manager. Using a straightforward communication style, high D managers will lay down the rules and are not afraid to enforce their rules. They possess enough objectivity to impose employee compliance measures or downsize where appropriate to help the bottom line.

As team members, Ds who are naturally self-reliant, may take on a more independent role in a team project or they may serve as a team leader. A D style may help the team stay focused and on-task as well as provide innovative ideas, delegate tasks, and make critical decisions.

Of all DISC personality styles, D styles represent only about 6% of the workforce, yet their influence is often heavy in the business environment. High Ds that are not tempered by other ISC personality dimensions can become autocratic, controlling or argumentative. A high D may have a "my way or the highway" mentality that is very black or white; or a mindset that must win at any cost. Indeed, high Ds like to be in control and can become intense when challenged, but they run the risk of becoming too autocratic or so focused upon tasks or goals that they forget about relationships.

### **Determined Workplace Style Characteristics:**

1. Straightforward and direct communication style
2. Commanding and authoritative
3. Determined in conflict
4. Can become aggressive or appear antagonistic under stress
5. Can become impatient
6. Their bark can be worse than their bite
7. Can appear emotionally unattached or objective
8. Wants bottom-communication and answers
9. Can appear grumpy, curt, or abrupt if preoccupied with other demands
10. Can see the big picture, but wants others to handle the details
11. Can solve problems during stressful times
12. Can provide solid, strong, reliable leadership roles



# Workplace

## tips for your professional style

### Tips for High D Personality Styles in the Workplace

#### Tips for self-growth and to enhance communication in the workplace:

**Ds tend to say** Most other styles (especially C and S styles) really want to know why. **Offer rational, logical explanations** "Don't ask why, just do it".  
**"Don't ask why, just do it".**  
**do it".**

**Ds tend to see only in black and white and are quick to judge or decide without all the facts.**  
Black and white is best used in law enforcement or the military, but **often there are gray situations which need to be investigated or more facts collected before deciding.**

**Ds are unconcerned with details.**  
D's often know the "what" but not the "how". They rely on others to figure out, design, plan, carry out or test the "how". **Make sure you surround yourself with responsible "how" people. Remember, teams of complimentary and interdependent styles are most effective. Don't sacrifice quality for speed or quantity. Don't try to do everything yourself, know your strengths and your limits.**

**Ds have high egos.**  
In business hierarchies, egos often get in the way. High Ds generally have big egos. **Don't allow your ego or "sense of self" to be wrapped up solely in "what you do for a living" or the business world.**  
Augment your working life with other passionate and challenging activities (like sports, travel or hobbies) with which you can exercise your ego.

**Ds are competitive.**  
**You need to compete to be in business today, but don't let your competitiveness consume you and don't become a sore loser.** Step back, use your objectivity to determine if anyone (employees, team members, customers, public, or your family) suffers as a result of your competitiveness. What is the cost of your competitiveness? What do you have to give up to win?

**D's are risk takers.**  
**Be careful that the risks you take are not at the expense of others.** Try for consensus and ask for feedback or opinions on decisions you make, to gain perspectives. Remember, you may not have all necessary facts. Think of the risk itself and the consequences, also consider the human factor and the effect a decision has on others.

**Ds often overstep authority.**  
D's like to be in charge, to make the rules and to advance in business. When D's are in subordinate roles, it is often difficult for them to submit to authority, especially when the D thinks he/she has a better way. **In most cases, overstepping authority will get you fired; make sure you discuss your ideas with your superiors before you act.** Save bold moves for when you are the boss.

**Ds dislike routine and get bored with routines.**  
Since D's like constant change and new challenges, a steady daily routine can be a source of stress. **Ask your company for change and challenge, but if you are unable to change your routine, make sure you have varied activities and challenges (physical and mental) outside of your workplace. Also, consider viewing your routine as a task or a goal. D's are very task- and goal-oriented, so viewing your daily routine in this manner can help motivate you.**

**Ds like to be active and energetic.**  
D's have a tendency to attempt too much at once since they like to complete tasks, compete, and find new challenges. They end up leading fairly active lifestyles. **Be careful! Don't spread yourself too thin. It's difficult to be all things to all people or all tasks. Make priorities and concentrate on the areas you value most. Don't sacrifice your relationships for your goals, challenges or lifestyle.**

**Ds can become aggressive, challenging or argumentative.**  
**Be aware of the tendency toward anger and aggressiveness. Take 10 minutes to think before you act.** D's are most at risk of becoming aggressive when 1) Other strong personalities challenge them. 2) Any style tries to take advantage or "trick" them. 3) When they feel they have lost control. 4) When they are competing. 5) When their ego is harmed.

**Ds like to be in control.**  
**Be careful! Don't become a "control freak" or a "micro manager".** Give other workers a chance at autonomy allowing others to become responsible. Try to delegate tasks as often as possible to other dependable and trustworthy people.

**Ds can appear angry, grumpy or emotionally unattached.**

Be aware that it is sometimes not what you've said, but how you've said it. **Pay attention to your voice tone and body language. Other styles often interpret tones personally. Other styles are more sensitive to subtle tones and body language than the D style.** "I" styles may feel rejected and C and S styles may feel criticized by a curt tone or strong body language.

**Ds are fast paced and enjoy changes and challenges.**

**You have high standards for yourself, but don't hold your co-workers to your own standards.** Just remember, other styles may seem to move slower, be more passive, or be more afraid of change. **Give your co-workers extra time and more patience and understanding.**

# Your Communication Style

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As you discover more about your communication style, you will also learn how you can use your unique style of communication to connect and collaborate with others. When you take your best and use it to serve people and projects, you can enjoy a higher degree of performance and a lesser degree of difficulty in your interactions with others.

Based on your responses to the online assessment, this report shows your communication style and offers tips on how you can connect more effectively with others.

According to a recent magazine article, Warren Buffett said, “Without good communication skills, you won't be able to convince people to follow you, even though you see over the mountain, and they don't.”

*“If you're going to connect, people need to know that you understand them.” - John C. Maxwell*

# Communicating

## with the Establisher style

### Remember, an Establisher may want:

- Authority, varied activities, prestige, freedom, assignments promoting growth, "bottom line" approach, opportunity for advancement

### Greatest fear:

- Being taken advantage of

### When communicating with Jane, an Establisher, DO:

- Be brief, direct, and to the point
- Ask "what" not "how" questions
- Focus on business; remember they desire results
- Suggest ways for him/her to achieve results, be in charge, and solve problems
- Highlight logical benefits of featured ideas and approaches
- Agree with facts and ideas rather than the person when in agreement

### When communicating with Jane, an Establisher, DO NOT:

- Ramble or repeat yourself
- Focus on problems
- Be too sociable or conversational
- Make statements without support or vague generalizations

### While analyzing information, Jane, an Establisher may:

- Ignore potential risks
- Not weigh the pros and cons
- Not consider others' opinions
- Offer innovative and progressive systems and ideas

### Motivational Characteristics

- **Motivating Goals:** New challenges and opportunities, independence
- **Evaluates Others by:** Self-imposed standards
- **Influences Others by:** Forceful leadership through solutions and projected power
- **Value to Team:** Accepts responsibility, uses an innovative approach
- **Overuses:** Control, manipulation
- **Reaction to Pressure:** Belligerence, increases independence and focus on tasks
- **Greatest Fears:** Loss of control, lack of challenge
- **Areas for Improvement:** Patience, active listening, be sensitive and supportive



Knowledge comes, but  
wisdom lingers.

- Alfred Lord Tennyson

# Communicating

## with the Establisher style

### Value to the group:

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

### Establishers possess these positive characteristics in teams:

- Instinctive leaders
- Sets goals and gets projects off the ground
- Self reliant
- Innovative in getting results
- Maintain focus on goals
- Specific and direct
- Provide direction and leadership
- Push group toward decisions
- Willing to speak out
- Generally optimistic
- Accept risks, welcomes challenges, overcomes obstacles
- See the big picture
- Can handle multiple projects
- Function well with heavy workloads

### Personal growth areas for Establishers:

- Strive to be an "active" listener
- Be attentive to other team members' ideas until everyone reaches a consensus
- Develop a greater appreciation for the opinions, feelings and desires of others
- Put more energy into personal relationships
- Take time to explain the "whys" of your statements and proposals
- Be more approachable



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

- Lee Iacocca

# Your Team Role Preference

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Are you an Analyzer who performs best when working in a practical way to refine methods, or a Strategist who thrives on solving problems and making plans for goals?

In the next few pages, you will discover there are five key role themes. You will see your role preference and how you can have an even greater impact on the work you do.

*"The truth is that teamwork is at the heart of great achievement." - John C. Maxwell*

# 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.

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## 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.

### Jane's team role preferences

#### High 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.

## Continued

### Second Highest 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.



# Your Ideals at Work

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Do you ever wonder why you are inspired at times, but at other times, you have difficulty bringing your focus to a project? Each of us has ideals we hold tightly, and for good reason: they are important! The next section of your report will provide you with insight into some of your professional values, which help shape your decisions and drive actions.

An iceberg is a good analogy to describe Values Styles and how they influence Personality Style. Communication styles, strengths, workplace characteristics, 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.

*"A great leader's courage to fulfill his vision comes from passion, not position."  
- John C. Maxwell*

# 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 = Equality**
- **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

### *Equality*

- 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>Equality</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/inequality	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.

### ***Equality***

- The higher the Equality 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.



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# Values Style

## Internal Motivational Characteristics

### Jane's Hidden Motivators

#### High Style: Personal Freedom

The characteristics of individuals with a high Personal Freedom values style are:

- Challenging or questioning the existing systems, rules, standards, and procedures in order to increase the boundaries of personal freedom.
- Seeking self-preservation and satisfaction through the accomplishments of personal goals.
- Preventing the loss of personal well-being.
- Expressing energy through creative, untested and nonconventional ideas.
- **Focus:** Self-fulfillment
- **Outlook:** Seeks personal goals and aspirations
- **Goal:** Self-satisfaction
- **Fear:** Loss of personal well-being
- **Workstyle:** Self-expressed individuality

The more energy expended towards Personal Freedom, the greater the chance of win/lose situations developing.

A person with a Personal Freedom values style is likely to say:

- "I take action in order to be emotionally and psychologically secure."
- "I enjoy having enough control of situations to 'do it my way.'"
- "People may say I am a nonconformist."
- "I prefer to exhibit my own style rather than follow fads and trends."
- "I don't mind challenging things that conflict with my viewpoint."
- "I tend to focus on my pursuit of various life experiences."

A person with a Personal Freedom values style is likely to have a personal goal of self-preservation and personal comfort achieved by taking care of personal interests first. They sometimes get involved in win-lose or even lose-lose situations. With a high Personal Freedom values style, one can become more effective by developing TOLERANCE FOR OTHERS and COMMITMENT TO COMMON GOALS. They may achieve this by asking themselves these questions:

- "What can I suggest that will make things better for myself without making things worse for others?"
- "How do my goals fit into the mission or project?"



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# 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

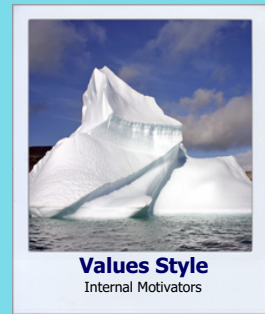
The more energy expended towards Loyalty, the greater the chance of becoming locked into a pattern of thinking.

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?"



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# Your Next Step...

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An in-depth view, such as this report, can provide an overwhelming amount of information; however, I can provide you with guidance and insight on how to best utilize this information.

Whether we work together in a coaching, mentoring, or training capacity, I can provide you a path forward to grow in influence and deepen the satisfaction you find in your relationships and work.

*“Success comes to those who have an entire mountain of gold that they continually mine, not those who find one nugget and try to live on it for fifty years.” - John C. Maxwell*