



Personality Style Sample Report



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Welcome to the Personality Style Profile

The Personality Style Profile will empower you to understand yourself, as well as friends, peers, roommates, family members and co-workers in a profound way. You will be taught the principles of behavioural analysis - the study of personality characteristics. You will learn how people are motivated differently and how to communicate more effectively with others of a different behavioural style. Before you begin this process, please review what you will learn in each section of this profile.

WHAT ARE PERSONALITY STYLES

By identifying personality styles, you will learn the following:

- your unique personality style
- why personality styles are important
- how personality affects yourself and others
- to appreciate the differences in others

UNDERSTANDING THE PERSONALITY STYLE OVERVIEW

By identifying personality styles, you will learn the following:

- the characteristics of your individual style
- the value of each style
- the strengths and limitations of each style
- detailed descriptions of each style

HOW DO I COMMUNICATE WITH OTHERS

By identifying how to communicate with each personality style, you will learn the following:

- how to blend your style with others
- task methods of each team member
- how to interact with others
- communication tips for team members
- functions of each team member
- building effective relationships

As you respond to the following profile, we ask that you remain completely honest and open-minded. This request is made for your own benefit. Implemented and used correctly, the Personality Style profile will enhance your ability to communicate and effectively interact with those in your personal and professional life.

WHAT ARE PERSONALITY STYLES?

Personality styles are the language of observable behaviour. If you took a moment (or a few hours) to "people watch," observing how people behave in a given situation, you would see personality styles in action.

Your DAILY ROUTINE presents a variety of personality styles....

In the course of your daily experiences, you will see a variety of personality styles that will have an impact on how you act and make decisions. As you begin to observe your friends, family members, fellow workers or peers, you will see different personalities unfold right before your eyes.

Can you picture in your mind the person who is assertive, to the point and who wants the bottom-line? Some people are forceful, direct, strong-willed, and impatient. We call these people **THE D STYLE**.

Can you see the individual who is a great communicator and is friendly with everyone? Some people are optimistic, friendly, talkative, and charismatic. We call these people **THE I STYLE**.

Are you observing the person who is a good listener and a great team-player? Some people are steady, patient, loyal, and practical. **We call these people THE S STYLE.**

Do you see the individual who has the ability to gather facts and details and is thorough in all activities? Some people are precise, sensitive, analytical, and idealistic. We call these people **THE C STYLE**.

D = DRIVE – CHALLENGES

How you respond to problems and challenges

I = INFLUENCING – RELATIONSHIPS

How you influence others to your point of view

S = STEADINESS – CONSISTENCY

How you respond to the pace of the environment

C = COMPLIANCE – CONSTRAINTS

How you respond to rules and procedures set by others

WHY ARE PERSONALITY STYLES IMPORTANT?

UNDERSTANDING PERSONALITY STYLES...

HELPS YOU BECOME A BETTER COMMUNICATOR

It is terribly difficult to get along well and communicate well with people you don't understand. You will often misinterpret another person's actions or words. You will sometimes get frustrated with those whose personalities are opposite of yours. Once you understand how to determine another's personality style, you find the key to unlock better communication. It's simple: if you want to get along with the person who is forceful and direct, be forceful and direct with him/her. If you want to communicate better with the person who is friendly and optimistic, be friendly and optimistic with him/her. If you seek to be understood by the person who is patient and practical, be patient and practical with him/her. If you want to reduce conflicts with the person who is precise and analytical, be precise and analytical with him/her. Remember--you must allow your personality style to be flexible. Before you can modify your behaviour to another person's personality style, you should spend time **OBSERVING** that person, looking for certain characteristics such as people interactions, verbal cues, body language, and living/work-space qualities.

HELPS YOU RESOLVE OR PREVENT CONFLICTS

When you understand why someone did or said something, you will be less likely to react negatively. An awareness of another's underlying motivations can allow you to diffuse problems before they even start. For example, when you are out dining with a few friends and one individual constantly makes all the decisions for the group, do you get offended? You would rather have the group discuss the options rather than have one person making all the decisions. In fact, you really don't care where you eat, you just want to enjoy the company of your friends. When you realise the person making the decisions is a high D and you are a high I, you can adjust your expectations of them accordingly--after all he/she is interacting with you just as you would expect a high D to do.

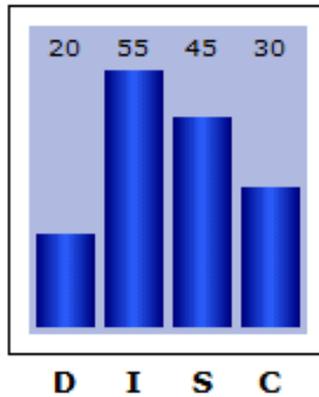
HELPS YOU APPRECIATE THE DIFFERENCES IN OTHERS

You know that all people are unique, but sometimes you get frustrated with those who don't quite fit your communication style. Maybe your friend is analytical and wants all the facts, while you just want her to care about you and your idea. If you understand that she

is a high CD, and you are a high SI, you really can't expect much more from her. Knowing this, you can appreciate her style and then give her all the facts you can muster.

HELPS YOU GAIN CREDIBILITY AND POSITIVELY INFLUENCE OTHERS

Every interaction you have with others either increases or decreases your credibility and influence. Have you ever met a person who won't stop talking about himself? When you see him coming, do you dread the interaction? If so, that's because his behaviour has caused him to lose credibility with you. Conversely, a person who you can't wait to see has gained credibility with you, and deserves your time. By knowing another's personality style, you can immediately gain credibility and influence by adapting to his/her style.



Advisor

Advisors impress most people with their warmth, sympathy and understanding. They possess a casual kind of poise in most social situations. Many people will come to them because Advisors are seen as good listeners. They are very demonstrative and their emotions are clear to those around them. They will not attempt to force their ideas on others; in fact, they may be too indirect in expressing feelings or issuing orders. They tend to take criticism of their work as a personal affront. They can be overly tolerant and patient with those who are non-producers in the workplace.

Advisors prefer to deal with people on a personal, intimate basis in a low pressure situation. They will take advantage of every moment they are given up until the end to get jobs done. They need personal attention and compliments for assignments well done. They love to talk to and about people; they want social intimacy with everyone they meet. While Advisors are very stable, they are also flexible and can fit into almost any environment. They are seen as neighbourly, as they seem to be accepting of others, even if they inside are judging others with the strong convictions that they hold.

Once a bond is formed, Advisors have no problem talking about personal subjects and extending trust. It may take a while to obtain that point of trust. Advisors are family oriented - they work toward stability in these relationships. They are persistent in working to accomplish goals they have set.

Emotions:

Empathetic, personable

Motivating Goals:

To maintain trusting friendships; security

Evaluates Others By:

Positive acceptance; looks for the good in people

Influences Others By:

Personal relationship insights; performing services

Value to the Team:

Stable, dependable, good listener, patient, broad friendships

Reaction to Pressure:

Becomes overly flexible; may hold grudges

Greatest Fears:

Social rejection; being accused of causing harm

Areas for Improvement:

Take initiative, develop a sense of urgency, set realistic deadlines, establish priorities

May Overuse:

Indirect approach; tolerance

What D.I.S.C. Measures...

D - Measures How a Person Solves Problems and Responds To Challenges

Intensity

The higher the D value, the more active and intense an individual will be in trying to overcome problems and obstacles. The lower the D value, the greater the tendency to gather data prior to making a decision.

When In an Antagonistic Environment

The high D responds aggressively and directly.

Emotion

The D factor measures the emotion of anger. Extremely high Ds are quick to anger. Extremely low Ds are slow to anger.

I - Measures How a Person Attempts To Influence or Persuade Others

Intensity

The higher the I value, the more verbal and persuasive the person will be in trying to influence others to his/her way of thinking. The lower the I value, the more the person will use data and facts.

When In an Antagonistic Environment

The high I responds actively and may try to negotiate an agreement or apologise quickly.

Emotion

The I factor measures the emotion of optimism. Extremely high I's are joyful and optimistic. Low I's tend to be more pessimistic.

S - Measures the Pace at which a Person Responds to Change

Intensity

The higher the S value, the more the person prefers to start and complete one project at a time. Also, the higher the S, the more resistant to change. The lower the S value, the faster the pace and greater is the desire for change.

When In an Antagonistic Environment

The high S will respond passively and usually without emotion.

Emotion

The S factor measures lack of emotion. The higher the S value, the less emotional and more difficult it is to read that individual. The lower the S value, the more the person is emotional and expressive.

C - Measures How a Person Responds to the Rules and Regulations set by Others

Intensity

The higher the C value, the more the person will comply with rules set by others. The lower the C value, the more the individual will seek independence.

When In an Antagonistic Environment

The high C will respond passively and will usually withdraw.

Emotion

The C factor measures fear. The higher the intensity of the C, the more the individual is motivated out of fear. The lower the C value, the more fearless the individual.

Personality Styles at a Glance

D Style:
DOMINANT, DETERMINED, DRIVER

LIKES TO TAKE ON ACTIVE ROLES AND IS TASK ORIENTED

Main Features:
Good problem solver; risk taker; strong ego; self-starter; goal-oriented
Value To Team:
Good motivator; good at organising events; values time; results-oriented
Danger Zones:
Argumentative; does not like routine; oversteps authority at times; can be pushy
Greatest Fear:
Being taken advantage of

I Style:
INFLUENCING, INSPIRING, IMPULSIVE

LIKES TO TAKE ON ACTIVE ROLES AND IS PEOPLE-ORIENTED

Main Features:
Outgoing; talkative; enthusiastic; persuasive; optimistic; trusting; emotional
Value To Team:
Good encourager; good sense of humour; peacemaker; creative problem solver
Danger Zones:
Inattentive to detail; prefers popularity to tangible results; "convenient" listener; may be disorganised
Greatest Fear:
Rejection; loss of social approval

S Style:
STEADY, SUPPORTIVE, STABLE

LIKES TO TAKE ON PASSIVE ROLES AND IS PEOPLE ORIENTED

Main Features:
Warm; friendly; understanding; patient; easygoing; good follow-through
Value To Team:
Good listener; team player; loyal; reliable; dependable; patient & empathetic
Danger Zones:
Resistant to change; "holds it" inside; difficulty prioritising; overly sensitive
Greatest Fear:
Loss of security and stability

C Style:
COMPLIANT, CAUTIOUS, CORRECT

LIKES TO TAKE ON PASSIVE ROLES AND IS TASK-ORIENTED

Main Features:
Thinks things through, accurate; high standards; careful; systematic; precise
Value To Team:
Good organiser; follows directions; even-tempered; clarifies situation well
Danger Zones:
Finds fault easily; focused on details and may miss the big picture; too critical at times
Greatest Fear:
Criticism of work and efforts

Personality System Overview

D DOMINANT DRIVER

GENERAL CHARACTERISTICS...

- Demanding
- Determined
- Driving
- Ambitious
- Pioneering
- Strong-willed
- Competitive
- Decisive
- Responsible
- Sceptical
- Logical
- Independent

STRENGTHS...

- Bottom-line organiser
- Places high value on time
- Challenges the status quo
- Innovative
- Problem-solver
- Risk-taker
- Self-starter

POTENTIAL LIMITATIONS...

- Oversteps Authority
- Argumentative
- Dislikes the "Routine"
- Self-Absorbed
- Hard to admit he/she is wrong

GREATEST FEAR...

- Being taken advantage of

MOTIVATED BY...

- New Challenges and problems to solve
- Power and authority to take risks
- Freedom from routine and mundane tasks
- Changing environments in which to work and play

IDEAL ENVIRONMENT...

- Innovative focus on the future
- Non-Routine, challenging tasks and activities
- Projects that produce tangible results
- Freedom from controls, supervision and details
- Personal evaluation based on results, not methods

I INFLUENCING INSPIRING

GENERAL CHARACTERISTICS...

- Sociable
- Optimistic
- Talkative
- Polished
- Enthusiastic
- Persuasive
- Warm
- Poised
- Trusting
- Popular
- Verbal
- Independent

STRENGTHS...

- Creative problem-solver
- Great Encourager
- Motivates others to achieve
- Positive sense of humour
- Negotiates conflicts; peacemaker
- "People Person"
- Good sales person

POTENTIAL LIMITATIONS...

- More concerned with popularity than tangible results
- Inattentive to detail
- Short attention span
- Overuses gestures and facial expressions

GREATEST FEAR...

- Rejection

MOTIVATED BY...

- Flattery, praise, popularity, acceptance, and approval
- A friendly environment
- Freedom from many rules and regulations
- Other people available to handle the details

IDEAL ENVIRONMENT...

- Practical Procedures
- Few conflicts and arguments
- Freedom from controls and details
- A forum to express ideas
- Group activities in professional or social environments

S STEADY STABLE

GENERAL CHARACTERISTICS...

- Loyal
- Cooperative
- Predictable
- Deliberate
- Reflective
- Patient
- Possessive
- Systematic
- Resistant to change
- Steady

STRENGTHS...

- Reliable and Dependable
- Loyal team worker
- Compliant toward authority
- Good listener; patient and empathetic
- Good at recognising conflicts
- Understanding; Friendly
- Team player

POTENTIAL LIMITATIONS...

- Resistant to change
- Takes a long time to adjust
- Sensitive to criticism and confrontation
- Difficulty establishing priorities
- Difficulty making quick decisions

GREATEST FEAR...

- Loss of security

MOTIVATED BY...

- Recognition for loyalty
- A secure environment with little conflict
- No sudden changes in procedure or lifestyle
- Activates one can start and finish

IDEAL ENVIRONMENT...

- A team atmosphere
- Practical procedures and systems
- Stability and predictability
- Tasks that can be completed one at a time
- Few conflicts and arguments

C COMPLIANT CONSCIENTIOUS

GENERAL CHARACTERISTICS...

- Conservative
- Calculating
- Low Keyed
- Stable
- Dependent
- Cautious
- Traditional
- Neat
- Systematic
- Accurate
- Tactful
- Diplomatic

STRENGTHS...

- Perspective: "The anchor of reality"
- Conscientious and even tempered
- Thorough in all activities
- Defines situations; gathers, analyses, and tests information
- Creative thinker
- Ability to organise data

POTENTIAL LIMITATIONS...

- Needs to have clear-cut boundaries for actions/relationships
- Bound by procedures and methods
- Gets bogged down in details
- Prefers not to verbalise feelings
- Will give in rather than argue

GREATEST FEAR...

- Criticism

MOTIVATED BY...

- High-quality standards
- Limited social interaction
- Detailed tasks
- Logical organisation of information

IDEAL ENVIRONMENT...

- Tasks and projects that can be followed through to completion
- Specialised or technical tasks
- Practical work procedures and routines
- Few conflicts and arguments
- Instructions and reassurance that one is doing what is expected

Characteristics of the

HIGH D

What Others May Admire

What Others Could Find Difficult

IN GENERAL

- Strong Willed
 - Won't give up when losing
 - Productive
 - Decisive
 - Practical
 - Visionary
 - Optimistic
 - Born Leader
 - Strong Need for Change
 - Must Correct Wrongs
 - Not Easily Discouraged
 - Independent
 - Self Sufficient
- Unsympathetic
 - Insensitive and inconsiderate
 - Sarcastic
 - Unforgiving
 - Domineering
 - Argumentative
 - Opinionated
 - Proud
 - Impatient
 - Has difficulty relaxing
 - Not complimentary to others
 - Unemotional

IN RELATIONSHIPS

- Exerts sound leadership
 - Establishes goals of others
 - Motivates others to action
 - Knows the right answer
 - Organises others
 - Has little need for friends
 - Will work for group activity
 - Excels in emergencies
- Tends to dominate others
 - Too busy for family and friends
 - Holds others to high standards
 - Tends to "use" people
 - Doesn't need other's approval
 - Can't say, "I'm sorry"
 - Feels he/she is always right
 - Possessive

AT WORK/SCHOOL

- Goal-oriented
 - Sees the complete picture
 - Organises well
 - Seeks practical solutions
 - Moves quickly to action
 - Delegates work
 - Insists on productivity
 - Stimulates activity
 - Thrives on opposition
- Low tolerance of error
 - Expects others to manage details
 - Bored by emotional stories
 - Rash decision maker
 - Rude or tactless
 - Manipulative and demanding
 - Ends justify means
 - Work may become his/her god
 - Demanding of others

Characteristics of the

HIGH I

What Others May Admire

What Others Could Find Difficult

IN GENERAL

- Outgoing and Charismatic
- Warm and friendly
- Talkative, life of party
- Compassionate and demonstrative
- Generous and sincere at heart
- Good sense of humour
- Memory for stories
- Enthusiastic and expressive
- Good on stage
- Wide-eyed and innocent
- Lives in the present
- Changeable disposition
- Undisciplined
- Restless
- Disorganised and unproductive
- Naive
- Egocentric
- Exaggerates
- Insecure
- Dwells on trivia
- Egotistical and obnoxious
- Controlled by circumstances
- Weak-willed
- Forgetful

IN RELATIONSHIPS

- Is liked by others
- Turns disaster into humour
- Is the circus master
- Makes friends easily
- Thrives on accomplishments
- Admired by others
- Apologises quickly
- Likes spontaneous activities
- Undependable
- Seems phony at times
- Selective listening
- Needs to be on centre stage
- Dominates conversation
- Answers for others
- Fickle
- Makes excuses

AT WORK/SCHOOL

- Volunteers for jobs
- Thinks up new activities
- Looks great on the surface
- Creative and colourful
- Has energy and enthusiasm
- Entertainer
- Does things in a flashy way
- Inspires others to join
- Charms others to work
- Would rather talk than work
- Forgets obligations
- Doesn't follow through
- Confidence fades fast
- Undisciplined
- Priorities out of order
- Decides by feelings
- Easily distracted
- Wastes time talking

Characteristics of the

HIGH S

What Others May Admire

What Others Could Find Difficult

IN GENERAL

- Likeable and diplomatic
- Efficient and organised
- Dependable
- Conservative
- Reluctant leader
- Loyal
- Easy going and relaxed
- Patient and well balanced
- Quiet, but witty
- Sympathetic and kind
- Keeps emotions hidden
- Practical
- Unmotivated
- Spectator
- Selfish
- Stingy
- Self-protective
- Indecisive
- Unenthusiastic
- Stubborn
- Avoids responsibility
- Fearful
- Too compromising

IN RELATIONSHIPS

- Makes a good friend
- Is not in a hurry
- Can take good with the bad
- Doesn't get upset easily
- Good listener
- Dry sense of humour
- Has several close friends
- Compassionate
- Unchangeable
- Doesn't organise well
- Takes life too easily
- Dampens enthusiasm
- Stays uninvolved
- Indifferent to plans
- Judges others
- Sarcastic and teasing

AT WORK/SCHOOL

- Competent and steady
- Peaceful and agreeable
- Has administrative ability
- Mediates problems
- Avoids conflicts
- Good under pressure
- Finds the easy way
- Not goal-oriented
- Lacks self-motivation
- Hard to get moving
- Resents being pushed
- Discourages others
- Observer
- Lethargic

Characteristics of the

HIGH C

What Others May Admire

What Others Could Find Difficult

IN GENERAL

- Analytical and idealistic
- Contentious thinker
- Loyal
- Sensitive
- Self-sacrificing
- Self-disciplined
- Serious and purposeful
- Eccentric
- Talented and creative
- Artistic or musically gifted
- Philosophical and poetic
- Appreciative of beauty
- Moody and negative
- Critical
- Rigid and legalistic
- Self centred and touchy
- Revengeful
- Persecution prone
- Unsociable
- Theoretical and impractical
- Has false humility
- Has selective hearing
- Introspective and low-self esteem
- Tends to be a hypochondriac

IN RELATIONSHIPS

- Sets high standards
- Wants everything done right
- Picks up after everyone else
- Sacrifices for others
- Encourages scholarship
- Makes friends cautiously
- Content to stay in background
- Avoids receiving attention
- Unrealistic goals
- Too meticulous
- Becomes a martyr and sulks
- Lives through others
- Socially insecure
- Critical and unforgiving
- Holds back affection
- Hard to forget hurts

AT WORK/SCHOOL

- Schedule oriented
- Perfectionist
- Depressed over imperfections
- High standards
- Detail oriented
- Economical
- Finds creative solutions
- Wants to finish a project
- Likes charts, graphs, and figures
- Not people-oriented
- Sees the problem
- Choose the difficult work
- Compulsive complainer
- Prefers analysis to work
- Self-deprecating
- Hard to please
- Sets unrealistic standards
- Deep need for approval

Communication Tips

D - "I want to do things the quick way."

"What is this material all about?" "Let me help teach and speak."
"Just summarise the main points." "Let me be in charge of the meeting."
"Teach me new things that challenge me."

The High D Loves It When You

Are brief, direct, and to the point when explaining yourself
Ask "what" not "how" questions
Focus on the results (remember they desire results)
Give them the "bottom line" when describing a situation
Suggest ways to help them solve problems
Highlight the benefits when telling them about your ideas
Agree with facts rather than emotions when agreeing with them
Discuss a problem in light of how it will slow results

But Has Difficulty Understanding When You

Ramble or repeat yourself
Focus on problems not solutions
Make generalisations
Make statements without support

I - "I want to do things the fun way."

"Let's learn by sharing our personal experiences."
"I enjoy being expressive and having exercises that allow me to tell others how I feel."
"I will understand better if I can see it."

The High I Loves It When You

Give them an opportunity to talk about their ideas, other people, and their emotions
Assist them in developing ways to transfer talk into action
Share your ideas and experiences with them
Recognise them for their accomplishments
Give them the opportunity to motivate and influence others
Show them that you accept them
Explain the details, but don't dwell on them
Communicate with them in a friendly and light manner

But Has Difficulty Understanding When You

Do all the talking
Eliminate their social time
Ignore their ideas and accomplishments
Tell them what to do
Give them the "detail" work

S - "I want to do things the easy way."

"Slow down a little bit so that I can process these changes."

"Go over it one more time." "Help me understand this."

"I don't want to make waves. I want to learn in the manner that is best for the group."

S - The High S Loves It When You

Express a genuine interest in them as a person

Give them answers to "how" questions

Clearly define your goals, a procedure, or their role in the overall plan

Are patient with them

Give them your sincere appreciation

Give them time to adjust to changes

Present ideas or changes in a non-threatening manner

Provide them with feedback

But Has Difficulty Understanding When You

Are pushy or overly aggressive

Are demanding

Are confrontational

C - "I want to do things the correct way."

"Answer my questions with quality information." "Give me facts and figures."

"Let me keep the group records and take notes."

"Explain your expectations of me up front."

"Give me a job to do, then leave me alone to do it."

C - The High C Loves It When You

Support your ideas with accurate information

Are specific when explaining yourself

Are patient, persistent, and diplomatic while providing explanations

Agree with facts rather than emotions when agreeing with them

Allow them their space and independence

Tell them upfront your expectations of them

Give them the pros and cons of an argument

But Has Difficulty Understanding When You

Refuse to explain the details, Don't keep to your word

Answer questions vaguely or casually

Surprise them with new information

Building Effective Relationships

The tables below are provided so that you may polish your communication skills with people who you interact with on a regular basis. Please be sure to list family, friends, peers, co-workers, professors, or roommates. List his/her personality style characteristics and try to determine if he/she is a high D, I, S, or C. Then describe ways in which you can communicate more effectively, reduce tension or conflict, build a favourable environment for them, and gain credibility.

Please be sure to print these tables out for your convenience.

I want to enhance my relationship with:	His/Her personality style characteristics:	Possible personality style:	My personality style characteristics:

My personality style (D I S C) :	What can I do to reduce misunderstanding and conflict?	What I can do to enhance the relationship?