

You and Your Wiring

Using our wired strengths is the key to sustained success. Its true in our relationships with our families and in our businesses. In *You and Your Wiring*, we will provide you with a thorough review of:

- Your Wiring your strength
- Your Wiring and You as Entrepreneur / Leader
- Your Wiring & your spouse
- Your wiring & your kids
- Your Wiring & You as Mentor / Coach

The History of DISC

Depending on your experience and age, when you hear the word 'disc', you may think of anything from a compact disc to a slipped disc.

The DISC we're referring to is the four quadrant behavior model based on the work of William Moulton Marston, Ph.D. (1893 – 1947) which he developed to examine the behavior of individuals in their environment or within a specific situation. DISC looks at individuals' behavior styles and preferences. This is not to label people or to box them in, but rather to build a bridge to understanding how they are wired. Their strengths, weaknesses, needs, motivations and this ultimately paves the way to effectiveness and improved relationships.

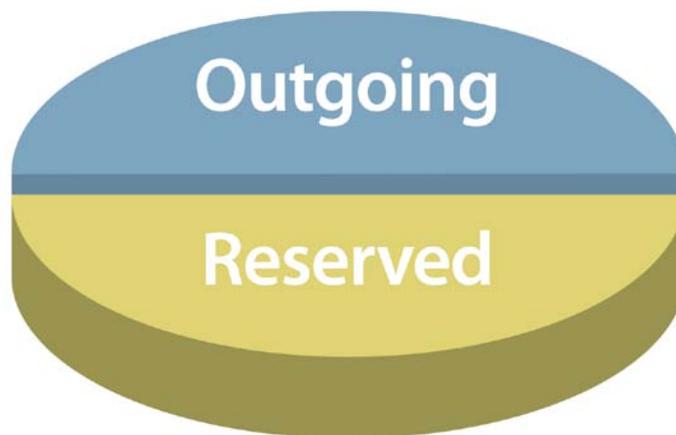
Marston completed his studies at Harvard University in the (then) newly developing field of psychology. In the early 1920's Marston first studied the concepts of 'will' and 'power' and their effects on personality and human behavior. These findings contributed to subsequent work in the field of psychology.

Dr. Marston published *Emotions of Normal People* in 1928. In this book he presented his findings, though he had first written about DISC four years earlier. Marston published a second book on DISC called *Integrative Psychology* in 1931, which came out of the work he was trying to do to develop a way to measure mental energy.

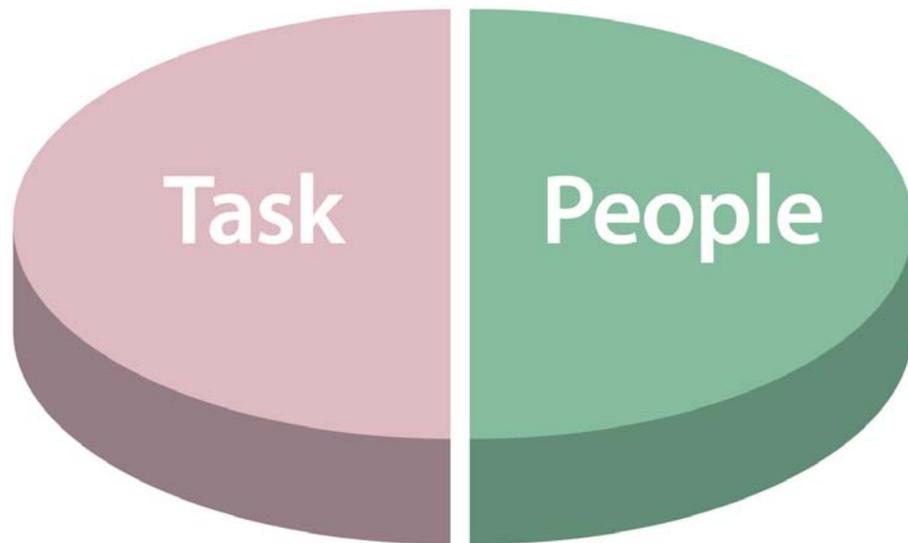
Today we use DISC assessment to identify predictable patterns of behavior and specific personality wiring. By learning how we are wired, and the people around us, we understand with greater clarity how to tap into our strengths and the strengths of those around us. We learn the best communication approach to use with a potential client and with our children, with our spouse and with our neighbor.

Basics

So lets talk about basic wiring. Are you outgoing or reserved? When you enter an elevator do you look at other individuals in the elevator and smile and nod or are you looking at your shoes or your watch?

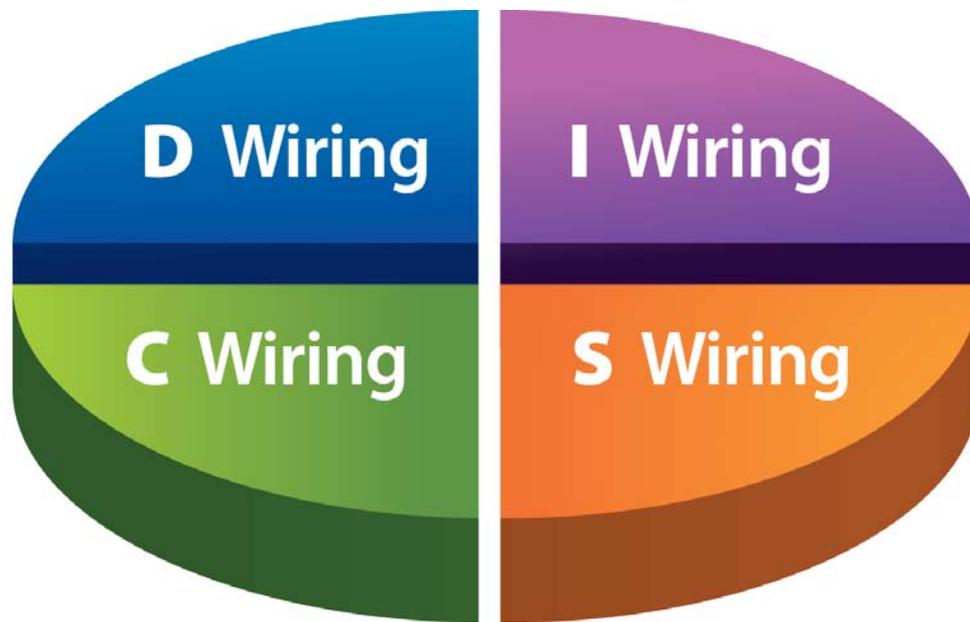


What about Task or People oriented? If you're planning a trip are you thinking about the people you want to see or the things you have to pack?



I know basic stuff right? But those alone can get us into trouble from time to time with our spouse, children or people at work. If I'm a people oriented person and I'm busy planning our social engagements for an upcoming vacation, and my spouse is a task oriented person focused on what we need to bring on the trip, either one of us can get resentful about the other's focus.

It's about expectations. Sometimes what we expect is what we need. But, looking at our connections through the lens of DISC turns the focus to their wiring, their natural preferences and we can adjust both our expectation and our approach for better results.



D is your dominant, chief types.

I is your inspiring entertaining types

S is your supportive nurturing type

C is your Conscientious and perfect type

If you have not already done so, please complete a personality profile. Using the on line profile you will immediately receive your results and will have a thorough profile for use during our workshop.

The Disc On Line Profile also provides additional insights in major characteristics of styles. Here is a summary:

[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 neighborly, 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.



Advocate

Advocates are steady, sociable individuals who strive for positive relationships at work and at home. They can be very detail oriented, and they tend toward individualism and independence. It is difficult to change this person's mind once it is made up. They like people and tend to support the underdog. They may take opposing sides of a disagreement and feel frustrated if things do not go their way. Advocates need to be accepted as part of the team, and they want people to like them. Decisions are difficult for them to make unless their parameters of authority are clearly defined. They tend to be moderate, thorough and dependable. Advocates do not like conflict and rather than create conflict in a group, they will let others do what they want. They are not ones to confront people unless necessary. They are inspiring and also have attention to tasks that need completed. They have respect for leaders and are quality and service minded. Advocates are people oriented, but can be detail and task oriented as well. They are motivated through joint collaboration and like to work in groups. Advocates do not tend to be argumentative, but will hold a grudge if the situation is left unresolved. This tends to happen due to their fear of confrontation. Advocates make decisions based on facts as opposed to feelings. Advocates are usually seen as humble and thoughtful people.

Assessor

Assessors are outgoing people with an analytical, cautious disposition. They are very at home with strangers. They develop friends easily and control themselves to the extent that they rarely antagonize others intentionally. They show caring and friendliness, while still being able to take care of tasks at hand. They are perfectionist in nature, and will isolate themselves if necessary to get the job done. Assessors like to be in predictable situations - no surprises, please. They are very quality oriented and will work very hard to get the job done right. They want people to approve of the "job well done" that they complete.

Assessors may feel guilty when they spend time enjoying life because they think of what they "should" be doing. On the flip side, while working, they wish they were playing; they have difficulty planning and controlling their time. Assessors tend to be their own worst enemy by being over critical of the work they would have done had they utilized their time better. Their enthusiasm and optimism influence others. They have excellent interaction skills and can use their knowledge of facts and ability to analyze to influence people.

Because they want to be well liked, Assessors may have a hard time being in roles where they must discipline or punish others. They want to be the "good guy" and look at the good in people and in situations. They may be hypersensitive when people scrutinize their work because they desire social approval for their hard work. They can be counted on to do a good job and pay attention to detail while being aware of the needs of the people around them. When they utilize their traits to their ability, Assessors can be very powerful people. Combining intuitive logical and analytical skills with strong people skills can be very effective.

Attainer

Attainers are objective, analytical people. They like to be in charge of situations, but they also like to offer help and support. Motivated internally by personal goals, Attainers are task oriented but also enjoy people. Because of their dogged determination, they are successful at many things; their calm steady and perseverant character contributes to their success. Tenacious after starting a project, they fight hard for their objectives. Independent and questioning in approach, they are thorough and possess follow-through.

Attainers are practical people who evaluate themselves and others by results. Under pressure for these results, they may be blunt and appear non-demonstrative. They like to finish what they start and do it thoroughly. They prefer to work independently or with just a few people. Attainers do not like to be rushed or pressured; they operate best when they work at their own pace. Relying on their own hard work, they do not look to their emotions when evaluating situations. They are strong-willed and do not withdraw easily from conflict.

Firm and unyielding after making decisions, Attainers may come across as inflexible. They use facts and figures as opposed to feelings to make these decisions. They are team players, but may express desires for freedom from restrictions. Attainers like to be with small groups and make strong ties with a few close people. They are dependable and will always help out friends and family.

Challenger

Challengers are people who are sensitive to problems, and creativity characterizes them. They can complete significant tasks in very little time due to their strong resolve. They are determined and can possibly have high intelligence combined with quick reactions. They pursue all possible avenues when searching for a solution to a problem. They display a lot of foresightedness in focusing on projects. Their drive for tangible results is counterbalanced by equal striving for correctness. They are perfectionists and can vacillate in decision making.

Challengers may lack social poise and be cool and blunt. They prefer working alone and resent restrictions. They tend to be quiet and do not trust easily. They do not have compassion for those who do not follow what they believe to be as the right way. Easily bored with routine responsibilities, they need to work on new projects. Challengers tend to ignore the emotional side to people; they need to develop warmth in their

social relationships. They need to learn cooperation with team members and to be patient with others' opinions and work styles.

Task oriented and driven by results, Challengers do not get emotionally involved when discussing issues with people. They are creative and think ahead to what they will do next and how decisions may effect what happens next. They are inquisitive and like to have details and facts about the unfamiliar.

Chancellor

Chancellors desire to look good while doing an accurate job. They are outgoing and optimistic. They have excellent verbal skills and do a great job at convincing others. They use the facts to back up their case while using their charm and determined style to get the reactions they want. Chancellors want to get the job done in a timely fashion as well as correctly. They tend to be competitive and are optimistic about doing their best. The quality of their work is consistently excellent.

Chancellors are able to handle many activities at once. They are accomplished in the technical areas in which they are involved. They enjoy details, but do not want to slow projects up for them. They are extremely efficient and are action oriented. Don't just talk - do it! Chancellors tend to get fed up when the pace is slow and there is too much talk. They need to be more sensitive to the reassurance needs of the people around them, as security is not a necessity for them.

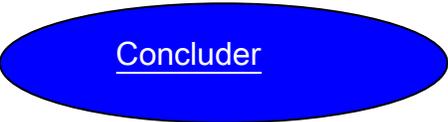
Under pressure, the competitive side of the Chancellor comes out. They like to communicate with the influence being placed on facts and information while still using their excellent verbal skills to impress people. Problem solving for them involves finding a systematic way to determine nature of the dilemma and ways to resolve it. They are analytical and use facts, not emotions, to direct them in all situations. They follow the rules that have been placed and are bothered when others do not. They want organization and completeness.

Communicator

Communicators are enthusiastic and optimistic, accomplishing goals through people. They love being around people - they create a party wherever they are! Communicators do not like working alone, they want to be with people when working on projects. Their focus and attention span are very small - they like high energy. They are articulate in their communication skills. When pressure is applied, Communicators can become careless and disorganized, but will look good when they desire to please. They aim for social recognition and fear the loss of that acceptance. They make friends easily and seek favorable environments in which to function. Communicators may need time frames and prefer a participative management style.

Communicators need to have approval from other people and will not be left out or ignored. They must have social approval - in turn they trust others highly. This leads to sometimes their overestimating people and their abilities. They can appear inconsistent and flighty due to their inability to concentrate and focus for long periods. Communicators need to learn to really listen to people around them instead of always thinking of what they are going to say!

Inspiring and flattering, Communicators use their enthusiasm to generate an environment that is friendly and team oriented. They are emotional and may be inconsistent in their beliefs and decisions. Communicators have the ability to use their positive people skills to bring unity to groups and between people. They are inspiring and look for the collective good instead of the common obstacles.



Concluder

Forceful and direct, Concluders tend to be strong individualists. They are forward-looking, progressive and compete to attain goals. They are curious and have a wide range of interests. They are logical, incisive and critical in their problem solving. Many times they will come up with the imaginative and unusual. They have good leadership abilities. They may appear to be cold or blunt because their task-orientation tends to overtake their people-orientation. They place high standards on themselves and can appear to be critical when these standards are not met. Concluders also place high standards on the people that surround them, and expect perfection. They seek authority and challenging assignments.

Concluders can have a very strong impact on people and can motivate others to achieve goals. Because of these characteristics, they need to be sensitive to the people around them. Their high-risk, adventurous spirits

move them through life at a fast pace while making things happen in the lives of the people around them! Others may see them as opinionated, and they will challenge others' opinions.

Concluders tend to be short-tempered, especially when they feel someone is taking advantage of them. They thrive on activity and a consistently forward moving environment. Patience does not come easily to Concluders. They may put themselves in the position of being affected by other people's actions because they want to be involved in everything going on around them. They may want to take charge of problems that are out of their area of responsibility, and be irritated when others do not share their sense of urgency. They are constantly thinking about what to move on to next that is new and exciting.

Contemplator

Contemplators are detail oriented and have high standards for themselves. They are analytical and logical. They are driven to do the best - and they think there is always room for betterment. They are competitive and want to have the best quality job done. They are sensitive to people, but their logical, task oriented side can take over quite easily. Contemplators love being appreciated for the job well done that they always do. They are able to move tasks ahead and achieve their goals. They are very centered on the task at hand, and are steady and dependable.

Contemplators like small gatherings to work with, rather than in front of large groups. They are good at working through problem situations and will aggressively and carefully work with people to resolve conflicts. They take their time and don't jump into situations where they open up to people. Contemplators are careful and analytical in relationships, thinking processes, and work situations. They take time in making decisions and want the facts and figures to study before coming to a decision. Accuracy is extremely important to them; they take offense to criticism of their work because they strive for completeness and preciseness.

Because of their aggressiveness, Contemplators are able to move ahead projects, but they will not allow quality to be compromised. When they are involved in a situation, they want it done correctly. They are sensitive to the people around them and strive to do their best for them. They care about others, but may seem unemotional. Contemplators are centered on "the facts", and while they have good intentions and care

for people close to them, they may lose sight of what is best for people while focusing on what the facts show is best.

Designer

Designers are extremely task-oriented people who are sensitive to problems. They care more about the task at hand than the people that are around them, and how they feel about it. They are very determined and have an approach to thinking that allows for effective problem solving. Because of their driven nature and desire for tangible results, Designers often come across as unfeeling and cool. They make decisions based on facts, not on emotions. They tend to be quiet and do not trust easily.

Designers often have high intelligence and are very analytical. They expect techniques used to be fact-based and reject "quick fixes". They adhere to commitments, and expect the same of others. They are competitive by nature and will use facts to help them win. Quality is extremely important, and they feel that if a job is not done right, it should not be done at all. Accuracy and precision are imperative in their work, and high standards are maintained in the Developer's personal life as well.

Because they feel that they are the only one that can do a job right, Designers will sometimes get bogged down and not allow others to help. They want all the facts and will work hard to get them. Reserved by nature, they need to be sensitive to the needs of those around them. While they feel that they are the only ones to do a job correctly, others may see them as not being able to make decisions. This is because they take extensive time and efforts to make sure they do it right.

Director

The Director type focuses on completion of tasks while demonstrating high regard for people. They have the ability to move people and tasks in a forward direction because of their forward-thinking and people skills. Not much for details, they tend to focus on overall goals while letting the details go that they see as "bogging down" processes. Energetic and social, Directors are able to motivate others while still completing their goals. They display self-confidence and are able to persuade others. Once their minds are made up, they persist and persevere to the end.

An area of improvement for Directors is attention to detail. They have a tendency to push ahead without making sure the necessary details have been covered. They need freedom to do things they way they believe things should be done. Very forward and assertive; Directors are not afraid of conflict or controversy. They need to be able to work at their own pace so that they may move ahead when they are ready without having to wait for others.

Directors may lack patience and admire that patience that others possess to accumulate facts and figures. They lack analytical skills and want people around them that can make up for this. They may be bored with people who do not communicate efficiently and effectively. They are driven and may make decisions that people view as risky. However, they will work to make sure the outcome is what they want it to be. Creative and goal-oriented, Directors work hard for winning results and desire to be around others that are loyal and help them achieve their goals.



Establisher

Establishers possess high ego strengths and are individualists with very high standards. They 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 other's control; they like to be the "boss" and maintain high standards for themselves and others. They fear the mundane and look for new challenges. Establishers want excitement and sometimes jump into new adventures before thinking them through. They can make designs upon people and situations in order to accomplish their goals; they like to win at any cost. Establishers are opportunity creators; they 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 they involve

in these projects. They can be very direct and uncommunicative under pressure and don't always collect the facts before making a decision.

Establishers 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, establishers can use their energy to make good things happen. They are risk takers; people see them as bold, confident, and courageous. Routine is dull and tedious to Establishers.

Because of their high ego strength, Establishers 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 become impatient when talking with people who are slower to the point. Establisher will be seen as more caring by others if they become a little more compliant, calm and passive when communicating. Establishers are great visionaries who possess the enthusiasm to make a new idea work without letting obstacles get in the way!



Governor

Governors are people-oriented individuals who are verbally fluent and loyal. They tend to be sensitive and have high standards. Decisions are made after the gathering of facts and supportive data. Governors can be restless; they need to be more direct and less subjective. They need social recognition and personal attention; they get attached to people easily and immediately. They are friendly, enthusiastic, informal, talkative, and may worry too much about what other people think. They tend to intellectualize on various subjects.

Governors want to be accepted as members of the team and like to know exactly what is expected before they start new projects.

Governors do not like confrontation, but will handle it. They are very loyal, dependable friends. Their fault may be that they trust too much. They are conscientious persons who persuade others through logic and emotion. Governors are equipped with the ability to act as a dominant leader if their parameters of authority are clearly defined. Under such a scenario, they can make sound decisions yet be people oriented.

Governors 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. They are very conscious about the quality of their work and expect that they will receive social approval for their "job well done". Governors are sensitive to the people around them and will do their best to make the environment pleasing for others. They have excellent communication skills and can influence people by their knowledge of facts and ability to analyze people and situations. Governors will work through situations in their home and work life with a steady pace, always striving for a positive outcome that will be the best for everyone. They are very concerned about those who are around them and will work for "win-win" results and resolutions.



Influencer

Influencers are aggressive people who can take a creative idea and make it serve a practical purpose. They are like people and also are motivated by completing tasks. Activity and energy excite them. New and big opportunities motivate them. Their needs include variety and change. They use direct methods, but are considerate of others; they can convince them through persuasiveness when necessary. Influencers are confident, goal minded, and they harness people to help them obtain their goals because they are very active and outgoing. They generally plan well in advance and integrate their activity to aid in getting results. Influencers may be impatient and have little time for details; consequently, interest in a project may be lost once their challenge is gone. They want prestige, authority and position, and are very fast paced.

Influencers are good communicators and have a true interest in people. They are good problem solvers, but they need to relax and pace themselves. They would do well to remember that they do not always have to take the lead position - they can be supporters and helpers also. They need to relax and learn to try not to control everything and everyone. Influencers want the people around them to communicate efficiently and effectively. They tend to make decisions quickly and are comfortable making high risk determinations.

Influencers are often viewed by others as overconfident or conceited. They may be aggressive, especially when communicating with people who like to pay attention to all the fine points. They want people to back up their opinions with facts. Influencers are not afraid of a good debate; they enjoy conversing with people who communicate clearly and concisely.

Inquirer

Inquirers are patient, controlled, and they enjoy digging for clues and facts. They are easy going and amiable. They plan their work carefully, but aggressively, asking questions and collecting data. Then they work consistently in directed channels. Being a considerate, modest individual, they relate well to most people. They are consistent, accommodating individuals. Their reserved people skills dominate while their task oriented traits are close behind. They enjoy people, but are not pushy nor get in the way.

Inquirers are slow to take initiative and do not adapt quickly to change. They welcome the status quo and may have trouble meeting deadlines. Close relationships are very important to them, but they are selective in choosing their friends. They desire predictable work environments and need inspirations, some challenge and sincere appreciation. They are service oriented and very dependable.

Because of their dogged determination, Inquirers are successful at many things; their calm steady and perseverant character contributes to their success. Tenacious after starting a project, they fight hard for their objectives. Independent and questioning in approach, they are thorough and possess follow-through. They use logic and analysis to make decisions, and are firm almost to the point of stubbornness after making these decisions. Inquirers may be open to other peoples beliefs and opinions, but have very strong convictions. If these convictions are challenged, they will respond to the challenge and be convincing in their justification by utilizing facts. Inquirers do not normally initiate conflict, but will rise to the occasion and not back down when they are brought into a conflict and have strong feelings about the outcome.

Leader

Leaders are very task oriented people who enjoy people as well. They may be very good at signing up people for teams or organizations. They are friendly but like to see the tasks done right. They may seem domineering

and cool sometimes - they lose sight of the people and are focusing on the task. They really want others involved in their projects, they may forget about what others want. Leaders need to listen more and think about what the others around them may need, especially in times of trial. They must have social approval - in turn they trust others highly. This leads to sometimes their overestimating people and their abilities. They can appear inconsistent and flighty due to their inability to concentrate and focus for long periods. Leaders need to learn to really listen to people around them instead of always thinking of what they are going to say! They have strong logical abilities when they utilize them.

Because of their excellent verbal communication skills, Leaders are able to put strangers at ease and make them comfortable. They influence people by their people skills and their ability to reason and be logical - when they want to. They seek a positive, favorable environment, but are not afraid to stand up and take charge if necessary. Leaders are not bystanders, and are constantly involved. They desire the excitement that comes with new adventures and meeting new people. They may appear opinionated, but their main goal is trying to establish harmony and unity between people. So when they are talking and giving their opinions and information, it is usually with good intentions.

Leaders will speak their mind and let others know how they feel. They need to work on patience to help get their goals accomplished; under pressure they may become domineering and aggressive to get their point across. Directness works, but patience helps the others around them much more!



Logical Thinker

Logical Thinkers are very practical, proper and discrete. They are self evaluating and critical of themselves and others. They enjoy details and logic; they are very analytical in nature. Because they internalize information, Logical Thinkers analyze issues over and over again. They tend to be shy and inhibited. They make decisions slowly based on logic, not emotion, asking "how and why" questions. They perform in a precise and systematic way. They desire neatness and organization because they feel that messiness equates poor quality, likewise, neatness equates high quality. Logical Thinkers are very precise the tasks on which they work and how they spend their time. They plan and organize every area of their life. Tardiness

annoys them and disruptions are not tolerated.

Logical Thinkers are sensitive in their feelings and perceptions and can be hurt easily. They require guidelines and slow, deliberate change. They have extremely high standards; they are perfectionist and exact. Logical Thinkers are frustrated by change and by those who change the rules often and on a whim. They need a stable environment. Because of their task orientation, they need to be more sensitive to the people around them and try to be more flexible.

The analytical way that Logical Thinkers approach issues proves to obtain the goals they set. They may appear cool and blunt due to their constant analyzing of people and facts. The only way to convince a Logical Thinker is through facts; opinions and emotions will not influence them at all. They are highly skilled at fact-finding and making decisions based on facts. By becoming a little more sensitive and adaptable, Logical Thinkers can be seen as more perceptive to the feelings of others.



Mediator

Mediators are people-oriented individuals are able to combine correctness with loyalty. They tend to be sensitive and have high standards. Mediators like stability and are goal oriented. They need social recognition and personal attention. They are friendly, enthusiastic, informal, talkative, and may worry too much about what other people think. They reject aggression; they desire a harmonious environment. They tend to intellectualize on various subjects. They are excellent fact-finders and will make sound decisions after the gathering of facts and supportive data.

Mediators want to be accepted as members of the team and like to know exactly what is expected before they start new projects. They are conscientious persons who persuade others through logic and emotion. They 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. They are very conscious about the quality of their work and expect that they will receive social approval for their "job well done". Mediators are sensitive to the people around them and will do their best to make the environment pleasing for others. They have excellent communication skills and can influence people by their knowledge of facts and ability to analyze people and situations.

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

Motivator

Motivators are people oriented, but slightly inhibited in nature. They do best when serving as a helper, but are capable of being a leader or being in charge. Motivators care about the people around them and listen very carefully to what they have to say about what they are doing. Other people's feelings are important and guide their decisions. They are inclined to have a quiet demeanor and mild mannered temperament. Under stress, they are rational and take action when necessary. They are consistent in their rational perspective in difficult situations.

Motivators are dependable and possess follow through in situations. This personality style is more rare than others, but exhibits excellent abilities to deal with people and finding ways to do things effectively. They possess excellent problem solving skills. They achieve their goals through diligence and steadfastness. They have the ability to communicate well both on the speaking end and the listening end. Motivators will become stubborn if they are confronted about their personal convictions. While they are sensitive to the feelings of others, they also are logical and will use logic when making decisions.

Motivators will work hard for positive outcomes to situations. They are determined and stable. While they are patient and open to others' ideas, they harbor deep personal beliefs. They enjoy a slow, steady pace and possess an optimistic attitude. Cheery and light-hearted, they work through personal and work situations wanting the best for all involved.

Peacemaker

Peacemakers are kind in nature and are very detail oriented. They are caring about the people around them and possess the qualities that make them very meticulous at task completion. Peacemakers like to look around carefully before making any decisions and weigh how it will affect people; at times they are overly cautious. If they feel someone is taking advantage of a situation, they will slow down processes so that they can watch what is going on around them.

Peacemakers are loyal to the leaders they support, and are excellent people to have on the team. They will carefully and consistently work through situations. They tend to show anxiety when put in a situation where they feel deserted to make decisions that will affect others. Peacemakers want stability and exhibit stability in relationships; they need a protected and secure environment. They like people, but prefer a few close friends to many who aren't as close. They like small groups rather than crowds. They are overly sensitive and don't handle critique well. They need to develop confidence and be more independent. They are very concerned about what people think of them and they avoid conflict.

Exactness is imperative in everything Peacemakers do. They can be counted on to carry out any tasks correctly. They want exact facts and figures before they will make a decision; they feel uneasy when forced to make a quick decision. Peacemakers often keep feelings to themselves. Others may not be aware of their strong beliefs. They do not blow up easily, but if after a point their feelings will be known to everyone. They want a steady environment which promotes security. This is true for home and work environments, as the more stable the environment, the happier they are.



Persuader

Persuaders are integrative leaders who work with and through people. They have an outgoing spirit, high interest in people and the ability to gain respect and admiration from varied types of individuals. They do business in a friendly way, while striving to win others to their objectives and sell their point of view. They can be inattentive to the "little things". Persuaders may act impulsively, may be overly enthusiastic and may oversell. They may overestimate their ability to motivate people or change the behavior of others. They seek freedom from routine, and they want authority as well as prestige. They need a variety of activities and work more efficiently when analytical data is provided by others. They need assignments requiring mobility and

challenge.

Persuaders may have a hard time resting. They may seem as if they are nervous or fidgety; they are always in the middle of some activity. They are very optimistic and motivating; they know how to get results! Persuaders are good communicators and have a true interest in people. They are good problem solvers, but they need to relax and pace themselves. They would do well to remember that they do not always have to take the lead position - they can be supporters and helpers also. They need to relax and learn to try not to control everything and everyone. Persuaders want the people around them to communicate efficiently and effectively. They tend to make decisions quickly and are comfortable making high risk determinations.

Often viewed by others as overconfident or conceited, Persuaders may be aggressive, especially when communicating with people who like to pay attention to all the fine points. They are optimistic and tend to overestimate the abilities of others because of their trust and confidence.



Practitioner

A Practitioner is a sensitive person who is a systematic thinker who tends to follow procedures in both personal and business life. Proceeding in an orderly, predetermined manner, they are precise and attentive to detail. They act in a highly caring, sensitive fashion and rarely antagonize their associates consciously. Extremely conscientious, they painstakingly require accuracy in work and maintain high standards. They may get bogged down in details, particularly when decisions must be made. Practitioners want standard operating procedures and no sudden changes.

Practitioners like a protected and secure environment governed by rules and regulations. They like people, but prefer a few close friends to many who aren't as close. They like small groups rather than crowd. Practitioners try to be precise and correct in their work. They are sensitive and don't always handle critique well. They need to develop confidence and be more independent. They are very concerned about what people think of them and they avoid conflict.

Practitioners can be counted by others on to carry out any tasks correctly. They want exact facts and figures

before they will make a decision; they feel uneasy when forced to make a quick decision. Practitioners often keep feelings to themselves. Others may not be aware of their strong beliefs. They do not blow up easily, but if after a point their feelings will be known to everyone. They want a steady environment which promotes security. This is true for home and work environments, as the more stable the environment, the happier they are.

Precisionist

A Precisionist is a systematic thinker who tends to follow procedures in both personal and business life. Proceeding in an orderly, predetermined manner, they are precise and attentive to detail. They act in a highly tactful, diplomatic fashion and rarely antagonize their associates consciously. Extremely conscientious, they painstakingly require accuracy in work and maintain high standards. They tend to get bogged down in details, particularly when decisions must be made. Precisionists want standard operating procedures and no sudden changes.

Precisionists like a protected and secure environment governed by rules and regulations. They like people, but prefer a few close friends to many who aren't as close. They like small groups rather than crowd. Precisionists are correct most of the time due to how precise they are. They are overly sensitive and don't handle critique well. They need to develop confidence and be more independent. They are very concerned about what people think of them and they avoid conflict.

Exactness is imperative in everything Precisionists do. They can be counted on to carry out any tasks correctly. They want exact facts and figures before they will make a decision; they feel uneasy when forced to make a quick decision. Precisionists often keep feelings to themselves. Others may not be aware of their strong beliefs. They do not blow up easily, but if after a point their feelings will be known to everyone. They want a steady environment which promotes security. This is true for home and work environments, as the more stable the environment, the happier they are.

Reformer

The Reformer is sociable and friendly; they also like to drive situations and be a leader. They accomplish tasks through their social skills; they are caring and accepting of others. They concentrate on the task at hand until it is completed, and ask others to help them with completing it. They know their limitations and ask for assistance when needed. Reformers are likable and people "want" to help them. They are happy to share the credit with the team; they are team players but also team leaders. They desire popularity and recognition.

Reformers may have difficulty organizing their time. They must have social approval - in turn they trust others highly. This leads to sometimes their overestimating people and their abilities. They are involved constantly and are in the forefront. Reformers are sensitive to others' feelings and will work toward a favorable environment for everyone. They have excellent social skills and possess sincere empathy for people. This makes them good motivators for people. They use their directness to solve conflicts. They are passionate people who love to express their thoughts and opinions to others who are truly concerned.

Reformers like being the forefront of projects and situations and are good delegators. They are optimistic and positive; they always choose the "bright side" when evaluating people or circumstances. They would be helped by thinking through processes more before acting, as they possess good intentions but often cannot follow through.

Technician

Technicians are consistent individuals who work to maintain an unchanging environment. They work well with many of the other personality styles because of their controlled and modest behavior. They are patient, loyal and helpful to friends. Friendships are developed slowly and selectively. Technicians are not bored by routine and work best with guidelines and rules which are clearly spelled out. They may require help and supervision in the initial stages of new projects. Technicians need time to adjust to changes and are reluctant to let go of the "old way of doing things". They will avoid confrontation at almost any cost and will internalize their feelings.

Technicians tend to not be open with information about themselves unless they completely trust an individual. They may be possessive with people or objects; their greatest fear is loss of security. They are very empathetic and sympathetic to people. Technicians are helpful, dedicated people that like to be in supportive

roles rather than in the forefront. They achieve their goals through diligence and steadfastness. They are committed and can be counted on to be there until the end.

When pushed, Technicians become passively resistant. They use logic rather than emotion to make decisions. Once they have made a decision, they will stick to it, even stubbornly, because much time has gone into the decision making process. Technicians desire security and a calm, steady environment. They have a hard time saying "no" to anyone because they long for "peace at any cost". They will be around even in tough times and will stay true through it all.