



Melissa Stauffer

Style: Governor

48 Days Profile

Monday, April 05, 2010



Note from Dan Miller

It's a pleasure to welcome you to the computerized **48 Days Profile**. Before you can move toward "work you love" or "relationships you love" or a "life you love" you need to understand yourself. I tell people that 85% of the process of moving forward in the right direction comes from looking inward first. 15% is then the application. We tend to look at circumstances or opportunities first and then try to make our lives work around those. That's a recipe for frustration if not disaster. Our culture teaches us to plan your life around your work -- I encourage you to **plan your work around the life you want**.

Finding the life you love and the work you love is a very individualized process – there is no one test, inventory or coaching process that will narrow down to one, and only one, right job fit for you. But we can use some critically important tools that will help you avoid the wrong ones.

This computerized profile is one of those important tools. Many people base a career direction simply on the fact that they have the **ability** to do something well. Unfortunately, I have found in years of personal coaching that many of those people do something well and yet are miserable while doing that very thing. I've seen lots of attorneys, physicians, pastors and dentists who have proven their **ability** to do their work – but at the same time they hate doing it every day.

This **48 Days Profile** is going to help you look at your behavioral characteristics – how you relate to other people, what kind of environments you are most comfortable in – how you manage, persuade and lead. We find that **behavior** is a better predictor of where you will function with success than raw **ability**. This is a foundational report that I require from every personal coaching client that I work with.

Your friend in the process,

Dan Miller

48 Days

*Our mission at **48 Days** is to foster the process of imagining, dreaming and introspection to help people find their calling and true path, and to translate that into meaningful, purposeful and profitable daily work.*

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.

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.

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.

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.

is the C Style

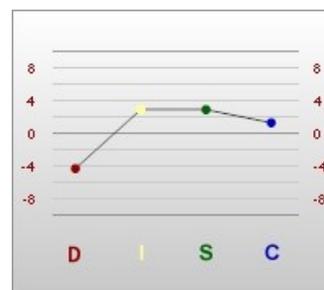
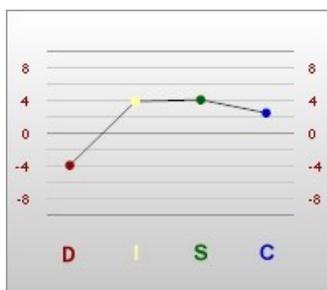
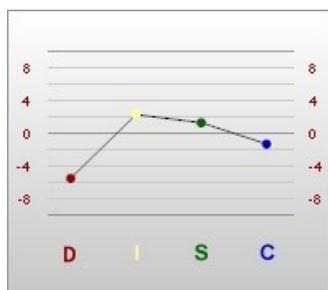


The chart below helps put the four dimensions of behavior into perspective.

	D = Dominant	I = Influencing	S = Steady	C = Compliant
Seeks	Control	Recognition	Acceptance	Accuracy
Strengths	Administration Leadership Determination	Persuading Enthusiasm Entertaining	Listening Teamwork Follow-Through	Planning Systems Orchestration
Challenges	Impatient Insensitive Poor Listener	Lack of Detail Short Attention Low Follow-Through	Oversensitive Slow to Begin Dislikes Change	Perfectionist Critical Unresponsive
Dislikes	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
Decisions	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.

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

These three graphs or snapshots are defined in detail below.

Graph 1 - **Mask, Public Self**

Behavior Expected By Others

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

Graph 2 - **Core, Private Self**

Instinctive Response To Pressure

Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's behavior under pressure may be drastically different than his/her behavior in Graphs 1 and 3.

Graph 3 - **Mirror, Perceived Self**

Self Image, Self Identity

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

Different Graphs Indicate Change or Transition

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

Similar Graphs Indicate Few Demands For Change

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

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

Description

understanding your style

Melissa's style is identified by the keyword "Governor".

Melissa, as a Governor style, is a people-oriented individual who is verbally fluent and loyal. Governors 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. Governors are friendly, enthusiastic, informal, talkative, and may worry too much about what other people think. Governors tend to intellectualize on various subjects. Melissa wants to be accepted as a member of the team and likes to know exactly what is expected before starting new projects.

Melissa does not like confrontation but will handle it. Governors make very loyal and dependable friends. They are also inclined to trust others to a fault. They are conscientious people who persuade others through logic and emotion. Melissa has the ability to act as an influential leader if the parameters of authority are clearly defined. Under such a scenario, Melissa can make sound decisions based upon facts while also considering the needs of people.

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 a "job well done". Melissa is sensitive to the people around and will do the best job possible to make the environment pleasing for others. Governors have excellent communication skills and can influence people by their knowledge of facts and ability to analyze people and situations. Melissa will work through situations in home and work life with a steady pace, always striving for a positive outcome that will be the best for everyone. Melissa is very concerned about others and will work for "win-win" results and resolutions.

Melissa would prefer things stay the same rather than to risk a new venture (unless it is proven and true). This person is typically peaceful and low key and is usually seen by associates as a good friend and listener. Melissa tends to adopt a "wait and see" attitude rather than taking charge of a situation, usually preferring to let others take the lead.

Melissa is an optimistic individual. They are the type of person who loves exploring new places or things and a wide variety of experiences. A natural charisma is displayed that draws and charms others. Melissa is a very encouraging person; others find them inspirational and lively.

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

Neat and orderly, others usually see Melissa as practical. This individual needs adequate information to make decisions, and will consider the pros and cons. Melissa may be sensitive to criticism and will tend to internalize emotions. Melissa likes to clarify expectations before undertaking new projects and will follow a logical process to gain successful results.

People oriented, reliable, loyal

Relational, team and family oriented

Able to lead or follow with equal enthusiasm

Enthusiastic, optimistic, practical

General Characteristics

Sincere appreciation and acceptance

A friendly environment, clear communication

Ability to have a balance between work and play

Clear definition of role and expectations

Motivated By

Knowing what is expected

Clearly defined goals and parameters

Ability to work in teams and groups

A forum to express ideas

My Ideal Environment

historical character matches

Historical Characters

Hans Christian Andersen

1805-1875

Danish Author

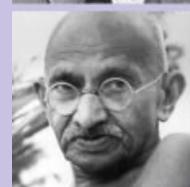
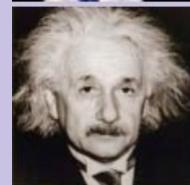
One of the worlds great story-tellers, Andersen typifies the excellent communication skills and caring, sensitive nature of the Governor. His stories reveal struggles with rejection, criticism and loss of security, major fears of those who possess this style. But his characters, in an enthusiastic and optimistic manner that is also characteristic of the Governor, find a way to push through their problems and find acceptance and approval. His touching stories of a kidnapped boy who melts his captors icy heart with kindness and a bird who hates himself displays the incredible communication skills this style possesses. Being born in a duck yard does not matter, if only you are hatched from a swans egg.

Susan B. Anthony

1820-1906

U.S. Womens Rights Leader

Anthony was a powerful voice for the causes in which she believed, a mark of the deliberate and outspoken style of the Governor. Initially speaking and campaigning for general public reforms, her attention was drawn to the abuse of alcohol and its effect on the people who drank it. Anthony began to research alcohol addiction, a task which took her to the plantations of the south in search of data. While there, the caring and sensitive nature of the Governor was astounded by the conditions of the slaves and she took up the cause of abolition of slavery along with her father. In this she also showed the propensity of the Governor to desire the companionship and approval of a team. The cause for which she is most well known, that of womens rights, was adopted by her in the early 1850s after she became friends with womens rights activist Elizabeth Cady Stanton. It was not until 1860 that she and Stanton gained their first real success with the passage of New York States Married Womens Property Act. For an additional other fifty years, Anthony fought for womens rights and equality. The older I get, the greater power I seem to have to help the world; I am like a snowball -- the further I am rolled the more I gain.



Communicating with the Governor

Remember, a Governor may want:

- Social acceptance in a friendly and non-critical environment, clear definition of what is expected, people to talk to, positive working conditions, recognition for abilities, clearly defined parameters in which to lead or direct others

Greatest fear:

- Rejection in relationships, criticism

When communicating with Melissa, a Governor, DO:

- Build a favorable, friendly environment
- Give opportunity for them to verbalize about ideas, people and their intuition
- Give adequate information for informed decisions
- Allow time sociable activities and friendships
- Develop a team atmosphere and a participative relationship
- Convince by giving personal testimonials

When communicating with Melissa, a Governor, DO NOT:

- Be overly aggressive
- Make them harshly discipline peers
- Threaten their sense of security
- Be overly critical

While analyzing information, Melissa, a Governor may:

- Take extra time making sure they make the right choice
- Need more details and information
- Want to know exactly what the expected goals and results are
- Be creative in developing a process

Motivational Characteristics

- **Motivating Goals:** Accomplish results through teamwork
- **Evaluates Others by:** Ability to communicate and think logically
- **Influences Others by:** Friendliness
- **Value to Team:** Personable, careful, confidence builder, team player
- **Overuses:** Compliance, wariness
- **Reaction to Pressure:** Becomes restless, impatient and overly sensitive
- **Greatest Fears:** Rejection, loss of security, criticism
- **Areas for Improvement:** Follow through; lower expectations and increase directness



Knowledge comes, but
wisdom lingers.

- Alfred Lord Tennyson

Communicating with the Governor

Melissa Stauffer

Value to the group:

- Steady, hard worker, very capable
- Motivates others to achieve by aiding and assisting
- Good leader if parameters are clearly defined
- Very relational and approachable

Governors possess these positive characteristics in groups:

- Strong commitment to cause
- Participative managers who influence and inspire
- Good team player, accepting of others
- High quality of work
- Very relational, accepting of others who are different
- Create an atmosphere of well being
- Enthusiastic, inspiring
- Provide direction and leadership
- Express ideas well
- Work well with other people
- Good at developing an efficient process
- Can take charge when necessary
- Accomplish goals through people
- Good sense of humor

Personal growth areas for Governors:

- Be open and participative
- Believe in yourself and your leadership abilities
- Delegate more
- Don't feel guilty for rewarding yourself with social time
- Do not take criticism personally
- Stand up to those with more dominant personalities when necessary
- May be overly protective of relationships



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

- Lee Iacocca

Communication Tips

relating to others

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

This next section uses adjectives to describe where your DISC styles are approximately plotted on your graph. These descriptive words correlate as a rough approximation to the values of your graph.

D -- Measures how decisive, authoritative and direct you typically are. Words that may describe the intensity of your "D" are:

- **MILD** Gentle or kind in disposition; not severe or harsh
- **QUIET** Not easily excited or disturbed; quiet disposition
- **DEPENDENT** Influenced, controlled by others
- **MODEST** Not forward, but shy and reserved

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

- **ENTHUSIASTIC** Inspiration; visionary; intense
- **GREGARIOUS** Fond of the company of others; sociable
- **PERSUASIVE** Having the power to persuade; influencing
- **EMOTIONAL** Easily aroused to emotion; quick to weep or show anger

S -- Measures your desire for security, peace and your ability to be a team player. Words that may describe the intensity of your "S" are:

- **PASSIVE** Submissive; influenced without response
- **PATIENT** Enduring pain, trouble; refusing to be provoked
- **LOYAL** Faithful to persons and ideals
- **PREDICTABLE** Behavior, actions, and reactions can be easily foretold
- **TEAM-PERSON** Enjoys being part of a group working toward a common goal

C -- Measures your desire for structure, organization and details. Words that may describe the intensity of your "C" are:

- **ANALYTICAL** Dissecting a whole into its parts to discover their nature
- **SENSITIVE** Easily hurt; highly intellectually and emotionally responsive
- **MATURE** Developed



Communication Tips
relating to others

The only way to change is by changing your understanding.

- Anthony De Mello

Communication Tips

how you communicate with others

How You Communicate with Others

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

Your style is predominately an "I" style, which means that you prefer receiving information that stresses the EXPERIENCE. But, when transferring that same information to a client or co-worker, you may need to translate that into giving them precise facts, or just the end result, or how they are a part of the solution and "we need to work as a team."

This next section of the report deals with how your style communicates with the other three dominant styles. Certain styles have a natural tendency to communicate well, while certain other styles seem to be speaking different languages all together. Since you are already adept at speaking your "native" language, we will examine how to best communicate and relate to the other three dominant languages people will be using.

This next section is particularly useful for a dominant "I" style as you may have the tendency be more vocal but less focused on results or details as others around you.

The Compatibility of Your Behavioral Style

The "I" and the "D" styles normally get along pretty well in relationships since the "I" is a great encourager to the "D". In work tasks, the "I" may feel the "D" is too demanding and too task oriented at times.

Two "I" styles get along extremely well in personal relationships. They are very social and like to try new experiences. Two "I"s working together may have a tendency to miss deadlines and not complete tasks with attention to detail.

The "I" and the "S" style get along well in the work environment since the "S" will serve as support for the "I" in making sure tasks stay on track. In relationships the "I" may want to be more socially oriented while the "S" would prefer to spend more quality time with less people and outside activities.

The "I" and the "C" work well together as their strengths tend to complement one another. In relationships there can sometimes be conflicts as the "I" is much more socially motivated and impulsive than the "C".



Communicating
with others

Speech is the mirror
of the soul; as a man
speaks, so is he.

- Publilius Syros

Communication Tips

compatibility of your behavioral style

How the "I" Can Enhance Interaction with Each Style

I with D

I's tend to view D's as argumentative, dictatorial, arrogant, domineering, nervous and hasty. As an I, you are likely to resent the D telling you what to do. It will frustrate you when they don't notice your ideas. Since you are used to being able to talk your way into or out of confrontations; you will likely be surprised when you find out that your charm does not bring a favorable response from the High D.

Relationship Tip:

To make this relationship work, you must have direct communication. Deal with issues in a straightforward manner. Work at negotiating commitments and goals on an equal basis. Focus on tasks and issues, not people and personalities. Point out specific accomplishments.

I with I

I's enjoy relationships with other I's ... thoroughly. You will see each other as stimulating, charismatic, outgoing and optimistic; relating well to each other and developing relationships quickly. You will both tend to mix business and pleasure, and strive to impress one another; possibly even competing for recognition.

Relationship Tip:

Maximizing relationships between I's is not difficult; it's controlling them that will require effort. Be friendly, complimentary; acknowledge each other's accomplishments. Listen sincerely instead of planning what you want to say next.

I with S

You will see High S's as passive, nonchalant, apathetic, possessive and non-demonstrative. But you'll also find them accepting, and willing to enter into relationships if you can slow down the pace; even though you'll tend to become frustrated when the S doesn't express their thoughts and feelings like you want them to. You can be a motivator and encourager to S's.

Relationship Tip:

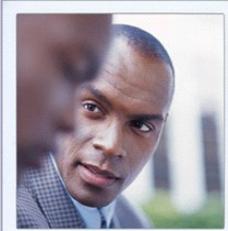
Slow down; be more easygoing. Show them sincere appreciation and you'll find friendships with S's very rewarding; they'll stick with you. Above all, don't be pushy.

I with C

I's view C's as overly dependent, evasive, defensive, too focused on details, too cautious and worrisome. The natural interaction between you will strain the relationship and require work. You'll focus on people; they'll see the facts. You'll be optimistic; they'll seem pessimistic. You'll look at the big picture; they'll see only details. You'll want to make a decision; they'll frequently want to gather a little more data first.

Relationship Tip:

Present your facts clearly, and don't exaggerate details and numbers. Prepare well for a discussion with a C. Expect them to express doubts and need time to evaluate data before making a decision. Remove any potential threats, making their decisions easier. Write notes often.



Enhance
Communication

Communication works
for those who work at
it.

- John Powell

Communication Tips Worksheet

Changes in your graphs indicate your coping methods. The human personality is profoundly influenced by changes in our environment. Typically, people change significantly from graph one to graph two as a result of stressors or environmental changes. Recognizing the differences or changes between these two graphs helps us understand our instinctive coping mechanism, and indicates how to better adapt in the future.

Instructions: Each of your graphs illuminates different aspects of your personality. A closer look at those changes reveals valuable insights. Please refer to both graphs (if necessary, reference data throughout your profile). Compare the D, I, S, and C points on graphs one and two. Finally, read the analysis of your answers, and consider how your environment affects your decisions, motivations, actions and verbal messages.

D Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "D" higher or lower than the "D" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more control in stressful situations. If the D goes up considerably, you can become very controlling when you become stressed. A lower value indicates someone who desires less control in stressful situations. If the D goes down considerably, you may want someone else to lead you and you will follow..

I Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "I" higher or lower than the "I" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more social influence in stressful situations. If the I goes up considerably, you may try to use your communication skills to smooth things out. A lower value indicates someone who desires less social influence in stressful situations. If the I goes down considerably, you rely less on verbal means to come to a resolution.

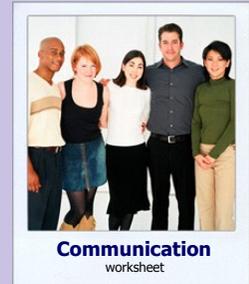
S Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "S" higher or lower than the "S" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires a more secure environment in stressful situations. If the S goes up considerably, you may tend to avoid any conflict and wait until a more favorable environment is available before making any changes. A lower value indicates someone who desires a less secure environment in stressful situations. If the S goes down considerably, you become more impulsive in your decision-making.

C Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "C" higher or lower than the "C" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more information before making a decision in stressful situations. If the C goes up considerably, you will probably not want to make a decision until you have significantly more information. A lower value indicates someone who desires less information before making decisions in stressful situations. If the C goes down considerably, you may make decisions based more on gut feelings.

Which one of your points makes the most dramatic move up or down? What does that tell you about how you react to pressure?



The basic building block of good communication is the feeling that every human being is unique and of value.

- Unknown

your career style

In the workplace, the high "I" personality style is enthusiastic, influential, expressive, accepting and sociable. Many high I personality styles find success in sales positions because the field of sales demands all of the characteristics that exemplify an "I" style. Yet, I styles can flourish in other business areas as long as the role allows for much human interaction, communication and relationship building.

I styles often serve as the "face" of the business world. Since I styles are clever communicators, polished, outgoing, energetic and influential, they are often business spokespersons. They serve as driving forces behind public relations, advertising, journalism, and political affairs. They also help in the arts, non-profit organizations, and image-building campaigns. In the business world, influencing personalities are called upon to set trends, shape opinions and to promote ideas, companies and products. High I styles like the spotlight and are savvy at inspiring, persuading and moving others to action.

In business, I styles are liked by co-workers and customers alike. They are generally agreeable, trusting, optimistic and witty. Co-workers will see they have a good attitude making others feel comfortable, accepted and warm. I styles have a knack for "lightening" heavy situations with humor or cleverness which can help when weighty business matters loom. Like D styles, I styles respond well to change and would rather not have a predictable routine. Instead, I styles like spontaneity, respond well to the unexpected, and would welcome or create changes inherent in the business world.

As managers, "I"s are considered to be "participative". They don't hand down orders and expect compliance. Their leadership is open, facilitated through face-to-face communication where ideas, solutions and decisions are shared. Their desire to be well liked by their staff drives them to create a positive and peaceful work environment.

I styles are excellent team members who are able to motivate the team toward a goal. In a team atmosphere, an I style will be outspoken and opinionated. He/she will be skilled at "thinking outside the box" with clever solutions. They create a fun atmosphere, negotiate conflicts between members, and present the team's ideas to others.

There is so much to like about the I style in the workplace, you may think, "what's not to like?" High I styles in the workplace are so busy building relationships that critical details like paper work, record keeping, and routine tasks are often avoided or done in poor quality. I styles are excellent communicators, but sometimes not the best listeners. Also, their style is so concerned with popularity and avoiding rejection that it may interfere with their work.

Interactive Work Style Characteristics:

1. Desires to have fun and be spontaneous in the workplace
2. Can become extremely busy managing all the relationships they have developed
3. Optimistic or even idealistic
4. Desires to be "friends" with co-workers
5. Is not afraid to show emotion, or be expressive with feelings and opinions
6. Attempts to keep the peace between team members and associates
7. Can be too permissive when the situation calls for stern or strict actions
8. Would rather not be involved in a workplace confrontation
9. Can be indecisive or appear wishy-washy on issues
1. Has difficulty saying "no" in an attempt to please associates
1. Values maintaining a good relationship with others in the workplace
1. Clever use of humor, wit and creativity to keep spirits light in the workplace
1. Can be inventive and resourceful. Someone who is known for original ideas

Tips for High I Styles in the Workplace

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

High I Workplace Characteristics

Tips for self growth and to help you be better understood by co-workers of different styles

Is will try to avoid confrontation at all costs because it puts their popularity at risk. In a business

I's don't like confrontation. leadership role, actions and behaviors often need to be confronted to help the bottom line. **Just remember, when it's business, it's nothing personal.**

I's tend to always be talking. **I styles also have to remember to listen as well. Listening is especially important in sales positions.** How can you find solutions to your customer's problems if you haven't first listened to their needs? Sometimes great communicators are thinking of what they want to say while another person is talking. **Remember to concentrate on what others are saying and ask more questions.**

I's like to move and speak at a fast pace. **Remember to slow down, especially for C and S styles or more passive co-workers.** Sometimes I styles have so much they want to do and say, they can be exhausting for other styles to keep up with or watch. **Be aware of your pace and modify it for others.**

I's have a hard time saying "no" and can become busy, hectic, stressed, or burned-out. **Be aware of the reasons I styles often find themselves overloaded and stressed out.** An I style's busy life may be attributed to three things. 1) They desire to please so they have difficulty saying no. 2) They enjoy being active and involved with others in projects. 3) Their social time cuts into their task time. **Prioritize and practice saying "no" more often.**

I's don't like to manage the details and are not particularly self-disciplined. **Don't procrastinate or let detailed tasks go undone or done hurriedly. If you are not willing or able to do detailed tasks, make sure you have someone around who can. Know your limits and tell others with whom you work so they can arrange for someone to help you manage the details.**

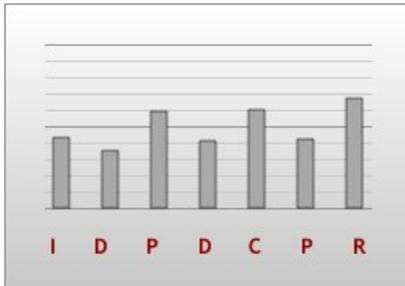
I's are not naturally concerned with time and like to be spontaneous. I's have a tendency to translate timeframes "loosely" and live more impulsively than planned. Know that other styles are more structured and concerned with time frames. **Arriving late, missing deadlines and forgetting appointments can be detrimental or annoying to others. Set your watch 10 minutes early, practice saying "no", make "to do" lists, and keep a scheduler or PDA.**

I's need plenty of encouragement, incentives and recognition. Encouragement, recognition, rewards, and feedback are all great motivators for the high I style. Yet, many jobs don't offer such an ideal environment. **Since your employer may not know your desire for being recognized for your accomplishments, you should suggest more performance feedback between you and your employer. Also, allow for your own personal rewards system which may be travel, shopping, or entertainment. All are great motivators for the I style.**

I's need to interact with others, socialize and build relationships. **Do not, under any circumstance, cut yourself off from others during your work life. Don't choose working environments that are heavily task oriented cutting off human communication.** Regardless of your technical skill set, you need to interact with others for personal fulfillment and contentment.

I's have difficulty finishing what they started. **I's like to jump from one project to another without necessarily finishing the first.** They operate in a more random, rather than sequential, order. I's have great enthusiasm at first when beginning a project, but often lose their passion and want to begin something new. **Practice following through. Don't begin things you know you can't finish. Be more realistic with what you know you can accomplish. Be aware that others may feel disappointed or let down.**

I's fear rejection. Fear of rejection is the biggest barrier to the success of the high I style. The fear reveals itself in different ways, it may prevent a high I from leadership roles, it may keep an I from reaching sales objectives, or stifle creative ideas from being proposed. **In any case, I styles have to develop a thicker skin and realize that they can not and should not try to please everyone.**



INFLUENCING

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

DIRECTING

You understand that directing others and doing what needs to be done to hit deadlines is important. You find ways to make sure this is part of your routine, although you do not consider it your primary strength.

PROCESSING

You like to be "hands on" and are great at following through and finishing strong. Others rely on you to make a system really work the way it was intended. You may have a hard time delegating at times, but you are willing to delegate when a project is larger than you can handle. Others see you as loyal and caring and a real team player.

DETAILING

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

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

PERSISTING

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

RELATING

You are a great encourager, but you also are willing to take the hand of a teammate and stand beside that friend. Your optimism and loyalty in personal relationships makes you loved by many. You strive to maintain a friendly and secure environment for yourself and those around you.



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



Career Match Explanation

Note from Dan

This may be the page you've been looking for – where you find the perfect career match. But I'd like to encourage you to see this short list as a starting point for the thousands of possibilities. In today's changing workplace we are seeing some positions that fit you well are simply disappearing. You may have been a good fit in an auto manufacturing plant but those jobs are now gone. Perhaps you have the skills to be a blacksmith, but we know the market for that has changed forever.

Work models are changing dramatically. Only 50% of Americans are now "employees." The rest are finding (or creating) meaningful work under terms like contingency worker, independent contractor, consultant, temp, entrepreneur, or electronic immigrant. You'll want to explore the full range of possibilities that fit you. Yes, even things like guaranteed paychecks and medical benefits are more difficult to find.

Also, we want to change some common misconceptions about being self-employed. You may think that to be in business for yourself you have to be a driven and aggressive person – a high "D." It may have been true at some point in past history that being a Donald Trump or a Martha Stewart was necessary to succeed in running a business. But with all the new work and business models today that is no longer true. You can be a high "S" or "C" and prefer solitude rather than interaction and ideas rather than people. You can decide to work for yourself and be amazingly successful – as long as you still structure your work around those behavioral traits that describe you best.

So use this list of career matches to start your thinking. You'll see how these suggested careers require the kind of personal skills you have. But you should then be able to go on from there to see that you could be a wood sculptor, cake decorator, reader of audio books, dog walker, or author of the next best-selling book – even if you don't find those descriptions on this short list.

Best Match

Based upon the scores of your DISC assessment, the following careers/occupations would most likely be of significant interest to you. Naturally, you would have to consider education and training, and possibly, licensing requirements for each position. This is a guide to help you think about the possibilities of careers which you may find fulfilling. Remember, any style **can do** any occupation, however, some styles seem to **naturally enjoy** a particular job more.

I

Occupation/Career

Occupations enjoyed by your style

Actor	Interpreter, translator
Administrator	IT recruiter
Advertising agent	Journalist
Arbitrator	Legal arbitrator, mediator, conciliator
Artist	Marketing manager
Attorney, lawyer	Medical and health services manager
Auctioneer	Model
Broadcaster	Nurse
Coach	Paralegal
Comedian	Peace corps worker, volunteer
Court reporter	Pediatric nurse, school nurse
Computer consultant	Pharmaceutical sales
Cosmetologist	Professor, postsecondary education
Disk jockey	Public relations specialist
Entertainer	Public speaker
Entrepreneur	Real estate sales
Fashion designer	Reporter
Flight attendant	Sales engineer
Government lobbyist, legislator	Sales person
Guide for tours and resorts	Software applications developer
Help desk, technical support analyst	Teacher: primary, secondary
Host, hostess	Telephone marketing and sales
Hotel, restaurant manager	Training and development
Human resources specialist	Travel agent
Instructor, trainer in education or business	Webmaster, web developer
Insurance agent	Wedding consultant
Interior decorator	Writer, editor

Close Match

Based upon the scores of your DISC assessment, the following careers/occupations would most likely be of significant interest to you. Naturally, you would have to consider education and training, and possibly, licensing requirements for each position. This is a guide to help you think about the possibilities of careers which you may find fulfilling. Remember, any style **can do** any occupation, however, some styles seem to **naturally enjoy** a particular job more.

S

Occupation/Career

Occupations enjoyed by your style

Administration	Job analyst
Advertising account executive	Lab technician
Art director	Librarian
Art gallery curator	Loan counselor
Audio engineer	Manager
Audiologist	Medical service fields
Business operations manager	Mental health counselor
Buyer, purchaser	Music producer
Chef, culinary artist	Network administrator
Child care specialist	Nurse
Clergy	Nurse anesthetist
Coach	Nurse midwife
Consulting for hospitality industries	Nurse practitioner
Counselor	Pharmacist
Customer service representative	Occupational therapist
Craftsman	Pediatrician
Criminal justice agent	Physical therapist
Database administrator	Physicians assistant
Data processing specialist	Physician, doctor
Dental hygienist	Pilot
Dentist	Police officer
Desktop publisher	Psychologist
Dietitian	Psychiatrist
Diplomat	Preschool teacher
Driver	Private investigator, detective
Educational, vocational and school counselors	Professor
Education administrators	Public relations specialist
Electrician	Radiologist
Entrepreneur	Real estate agent
Event planner	Researcher
Fashion designer	Restaurant, resort, hotel management
Financial planner	School administration
Flight attendant	School principal
Fund raising	School teacher
Funeral director	Secretary, executive assistant
Government agency specialist	Social worker
Healthcare administration	Special events planner
Health service manager	Speech pathologist
Homemaker	Sommelier
Home care aide	Teacher, primary, secondary, special ed
Human resource director	Technical writer
Information systems manager	Veterinarian, vet tech
Instructors in variety of areas	Wellness, nutritionist consultant
Insurance broker	Writer, editor
Interior decorator	

Why Is Understanding Personality Important?

We are each uniquely created as body, soul and spirit. Our body (five senses) provides an awareness of the world around us, our spirit offers an awareness of Heavenly things above, and our soul gives us an awareness of who we are! It is in our very soul that lies the traits that make up our intellect, emotions, and temperament. Understanding personality helps to unlock the potential of our future by allowing us to understand how our own passion and purpose come together for the glory of God and the good of those around us.

Understanding personality styles helps you...

- ***become a better communicator.***

It's difficult to communicate effectively with people you don't understand. And it's easy to misinterpret those whose personalities are the 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.

- ***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 start. For example, your spouse begins the day with you by discussing all of the things that need be done. They ask you how you plan on getting your share of the tasks done. You would rather your spouse begin the day discussing more "fun" topics, like your family, friends, etc. When you realize your spouse is a Dominant Style (to the point) and you are an Influencing Style (people person), you can adjust your expectations accordingly.

- ***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. A co-worker may be analytical and want all the facts about a project, but you just want them to care about you and your idea. If you understand that the person is very task-oriented, and you are very people-oriented, you really can't hold him/her to your expectations. Knowing this, you can appreciate their unique style, and then give them all the facts you can muster.

- ***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 behavior has caused him to lose credibility with you. Likewise, a person whom 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.

In the course of daily life, you can observe personality styles in action because you interface 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 following chart helps put the four dimensions of the personality into perspective:

	D = Dominant	I = Influencing	S = Steady	C = Compliant
Seeks :	Control	Recognition	Acceptance	Accuracy
Strengths :	Administration Leadership Determination	Persuading Enthusiasm Entertaining	Listening Teamwork Follow-through	Planning Systems Orchestration
Decisions :	Decisive	Spontaneous	Conferring	Methodical
Biblical Figures :	Apostle Paul Joshua Deborah Martha	Peter Barnabus Abigail Miriam	John the Beloved Mary, mother of Jesus Simeon Mary, sister of Martha	Luke Silas Ruth Esther
Animal :	Lion	Peacock	Dog	Owl

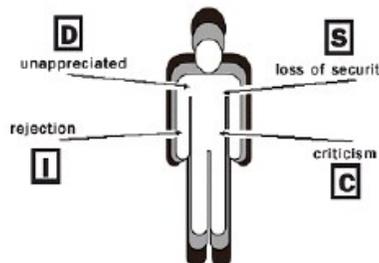
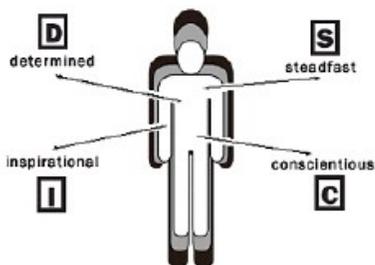
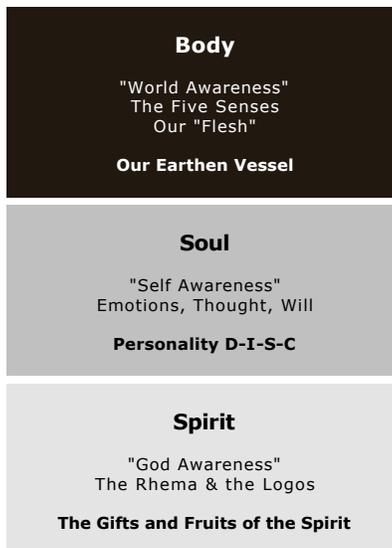
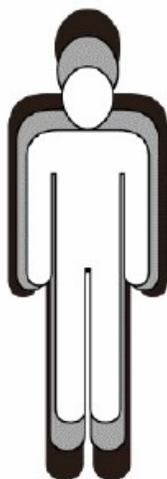
Personality and the Christian

Our personality is a part of our soul, and we consciously make decisions every day in how we react to others and even the Spirit's calling. As we understand others and ourselves, we begin to differentiate between our own will and the perfect will of God for our lives. "The mind controlled by the Spirit is life and peace." *Romans 8:6*

We are a Triune (3-part) Being - Body, Soul and Spirit

1 Thessalonians 5:23

Hebrews 4:12



Spirit Led Emotions

When we operate in the Spirit we produce fruits and operate in the gifts. Understanding yourself and others helps us use our personality **STRENGTHS** as we flow in the Spirit.

Flesh Led Emotions

A poor understanding of others and one's self allows our emotions to be negatively impacted through our greatest **FEARS**. This flesh wars with our spirit and hinders our growth.

Understanding others and ourselves allows us to appreciate individual differences and establish effective communication to build and maintain positive relationships. We are all part of the body of Christ and must work together just as the members of our own body must work in harmony together. Jesus himself chose twelve disciples with very different personality styles but taught them to serve one and wait in unity together for the Spirit to empower them for ministry.

"And when the day of Pentecost was fully come, they were all with one accord in one place." Acts 2:1

"Do two walk together unless they have agreed to do so?" Amos 3:3

Action Item – Review Your DISC scores with your spouse, family, friends, or coworkers. Talk about where possible miscommunication might occur and suggest ways you might be more sensitive to the needs of others and to the team.

Inspirational & Intuitive: As an "I" style, your personality is similar to Biblical heroes like the Apostle Peter, Barnabas, Abigail and Miriam. All of these people had charisma; and with their ability to encourage and inspire others, they were popular people to be around. Peter was the natural spokesperson for the twelve apostles, Abigail went and spoke to David on behalf of her foolish husband Nabal and inspired David to take the high road in a bad situation.

Personal growth areas for the high "I" style include gaining a sense of balance in all they do since they tend to always see the positive side of things and sometimes underestimate the difficulties that lie ahead. Peter, who proclaimed he would never deny Christ, had no idea of the events that would cause him to lose his confidence, deny knowing Christ, and then feel rejected. Yet Peter regained his passion and purpose and fifty days later stood in front of thousands and boldly told of all the things that had happened. Peter quickly was regarded as one of the early church leaders, and was a great evangelist and gospel writer.

David: True to the Governor pattern, we see great creativity in David; we find that he was a talented musician in 1 Sam 16:18. He was also a strong speaker. He obeyed his superiors and did all that he was commanded while never failing to maintain his social status, as any Governor would do. Using his people skills, David learned of Goliath by discussing current events with some nearby soldiers. This shepherd/warrior successfully calculated the exact strike that would bring Goliath down. David was a man who got things done right - the first time. David was asked to enter Saul's court, and he soon won the favor of all around him. Even as Saul sought to have David killed, his many friends kept him safe and alive. He was very precise, following directions to the letter. As a result of his faithfulness, the Lord placed him as king over Israel.

Gideon: This mighty commander of Israel's army is first seen as hesitant and slow to accept change. His cautious nature was evident as he asks God for definite signs so that he might be reassured, without a doubt in his mind, that he would succeed in overtaking Israel's oppressors. His desire to maintain stability and security was challenged as God called him very far out of his comfort zone into battle after removing the majority of his "team". However, once he was sure of his position, Gideon rose to lead the Israelites to an overwhelming victory over Midian with the leadership, communication and encouragement so typical of this style.

Naomi: Naomi was never a woman to hide her feelings. In all that she said and did, her emotions were evident - from her desire to change her name to her excitement in sharing her plan about Boaz with Ruth. Primarily a "people person," Naomi won favor with all. Her desire for stability and roots is seen as she decided to return to Bethlehem, her hometown, where she knew everyone and felt safe there. Her attention to detail and her logic emerge as Naomi instructed Ruth concerning Boaz. This was a woman who truly accomplished the Governor's desire for "win-win" results.

Jesus as the Governor: Jesus was always people-oriented and performed many of His miracles out of compassion. Jesus, while always listening to what the Father would have Him do, was comfortable taking charge of any situation because He already knew what His Father had planned for Him. "Then they took away the stone from the place where the dead was laid. And Jesus lifted up His eyes, and said, 'Father, I thank thee that thou hast heard me. And I knew that thou hearest me always: but because of the people which stand by I said it, that they may believe that thou hast sent me.' And when he thus had spoken, he cried with a loud voice, 'Lazarus, come forth.' And he that was dead came forth, bound hand and foot with graveclothes: and his face was bound about with a napkin. Jesus saith unto them, 'Loose him, and let him go.'" John 11:41-44

Detailed Keyword Analysis: Your Personal Image

When completing your profile, you answered the questions according to a particular setting, for example 'Home' or 'Work'. This is because people tend to display different aspects of their personality in different settings. You are typically not the same at work as you are at home or in a social setting. A significant benefit of this report is its ability to measure how others will tend to perceive you and your behavior in various settings.

In the setting for which you answered the questions, others will tend to perceive you as having certain characteristics. Their perception of these characteristics will change depending on the amount of pressure you experience in any given situation. This is an area where each individual tends to have significant "blind spots". We often don't realize how we're perceived by others when we are under pressure.

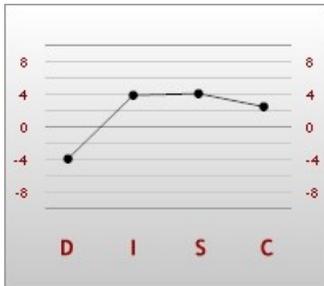
The following keywords describe specific values of your DISC scores for two of the three graphs. An analysis has been generated for Graph 2 (personality under stress) and graph 3 (personality in general). The following keywords represent characteristics typically displayed by similar graphs.

The DISC descriptive keywords generated from an analysis of each graph have been divided into two lists. The first list, generated from Graph 2, is under the heading "How Others Tend to See Me". It shows your typical response to pressure. The second list, generated from Graph 3, is under the heading "How I See Myself". Unless your two graphs are completely different, you should expect to see some repetition of items in each list. However, you should be aware that the dominant traits are listed first; therefore the placement of each keyword demonstrates its significance. You should particularly note keywords that are repeated in both lists. Notice whether repeated keywords moved higher or lower from list to list.

Keyword Exercise Part 1

HOW OTHERS TEND TO SEE ME

The following descriptive keywords were generated from an analysis of Graph 2. These keywords describe the specific value of your DISC scores providing a representation of the characteristics you tend to display when you are responding to pressure.



CONSCIENTIOUS Governed by one's conscience; scrupulous; painstaking effort to achieve correctness COURTEOUS Polite and gracious
HIGH STANDARDS Holds to a strong values system

REALISTIC Tending to face facts; practical rather than visionary UNOBTRUSIVE Doesn't force oneself upon others without invitation
WEIGHS PROS & CONS Consider both sides of an issue

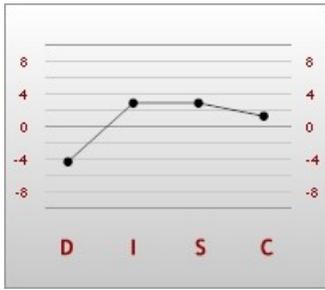
AFFABLE Easy to approach and talk to; pleasant & polite SOCIABLE Enjoying the company of others; friendly; agreeable; informal
TRUSTING Firm belief in honesty, integrity, faith

COMPLACENT Self-satisfied; not desiring significant change POSSESSIVE Feeling of ownership; desire for possessions RELAXED Made
looser, or less firm and tense

Keyword Exercise Part 2

HOW I TEND TO SEE MYSELF

The following descriptive keywords were generated from an analysis of Graph 3. These keywords describe the specific value of your DISC scores providing a representation of the characteristics you tend to see yourself displaying (your self-image).



CONSCIENTIOUS Governed by one's conscience; scrupulous; painstaking effort to achieve correctness COURTEOUS Polite and gracious
 HIGH STANDARDS Holds to a strong values system

MILD Gentle or kind in disposition; not severe or harsh PEACEFUL Not quarrelsome; free from disturbance or disorder; calm, quiet
 QUIET Not easily excited or disturbed; quiet disposition

CONFIDENT Sure of oneself; feeling certain; bold GENEROUS Willing to give or share; unselfish; bountiful POISED Balanced; stable;
 having ease and dignity of manner

COMPLACENT Self-satisfied; not desiring significant change POSSESSIVE Feeling of ownership; desire for possessions RELAXED Made
 looser, or less firm and tense

Improving Your Interpersonal Skills

Action Plan : Improving Your Interpersonal Skills

Melissa's Action Plan

This worksheet is a tool to enable effective communication between you and others with whom you interact on a regular basis. The goal is to help you maximize your strengths and minimize the effects of potential limitations. It addresses work-related and general characteristics that are common to your style as a whole, and is not derived directly from your graphs.

This section gives you an opportunity to sit down with a co-worker, employer, friend, spouse, etc., and assess your personality style, getting feedback from someone who knows you well. Although doing so is beneficial, it is not required to have anyone else present while completing this section. If you choose to get feedback from another, you may print the report and do so that way.

Instructions:

Step 1: The items listed below are areas to reflect upon between you and your closest contacts. After printing out this report, give this page to another person who knows you well (associate, team member, teacher, family member, friend) and ask them to read each item. They should consider whether or not they perceive the item to describe your traits. Then, check either Yes or No beside each item. Open dialogue is encouraged and any blind spots (areas of your personality that you are blind to) should be discussed. Since communication is a two way street, it is recommended that two people complete one another's worksheets.

Confidence often fades fast	<input type="checkbox"/> Y <input type="checkbox"/> N	Volunteers for jobs/shows initiative	<input type="checkbox"/> Y <input type="checkbox"/> N
Would rather talk than work	<input type="checkbox"/> Y <input type="checkbox"/> N	Thinks up new activities	<input type="checkbox"/> Y <input type="checkbox"/> N
Often forgets obligations	<input type="checkbox"/> Y <input type="checkbox"/> N	Frequently lacks follow through	<input type="checkbox"/> Y <input type="checkbox"/> N
Creative and colorful	<input type="checkbox"/> Y <input type="checkbox"/> N	Has energy and enthusiasm	<input type="checkbox"/> Y <input type="checkbox"/> N
Outgoing and personable	<input type="checkbox"/> Y <input type="checkbox"/> N	Priorities often get out of order	<input type="checkbox"/> Y <input type="checkbox"/> N
Overly dependant upon feelings	<input type="checkbox"/> Y <input type="checkbox"/> N	Easily distracted	<input type="checkbox"/> Y <input type="checkbox"/> N
Persistent and thorough	<input type="checkbox"/> Y <input type="checkbox"/> N	Hesitant to start projects	<input type="checkbox"/> Y <input type="checkbox"/> N
Orderly and organized	<input type="checkbox"/> Y <input type="checkbox"/> N	Excessive planning time	<input type="checkbox"/> Y <input type="checkbox"/> N
Avoids conflicts/confrontation	<input type="checkbox"/> Y <input type="checkbox"/> N	Sometimes careless or inefficient	<input type="checkbox"/> Y <input type="checkbox"/> N
Good under pressure	<input type="checkbox"/> Y <input type="checkbox"/> N	Discourages other' ideas	<input type="checkbox"/> Y <input type="checkbox"/> N



Action Plan
Improving Your Interpersonal Skills

A man is but a product of his thoughts. What he thinks, he becomes.

- Mahatma Gandhi

Improving Your Interpersonal Skills

Step 2: Now, select the three items that would benefit the most from focused attention. Discuss and determine specific outcomes and a reasonable time frame for their achievement. Write the details in the spaces provided, along with notes helpful to achieving specific outcomes. Set a date 60-90 days from now for a discussion with your contact to review your progress. The person who works with you on this is important to your growth and should help you stay accountable to your plan.

1. The first item upon which I will focus:

- Review Date:

- Specific actions I will take on this item in the next 60 to 90 days:

- Specifics to address

2. The second item upon which I will focus:

- Review Date:

- Specific actions I will take on this item in the next 60 to 90 days:

- Specifics to address

3. The third item upon which I will focus:

- Review Date:

- Specific actions I will take on this item in the next 60 to 90 days:

- Specifics to address



Action Plan
Improving Your Interpersonal Skills

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

- Albert Camus