



persolog[®] Personality Factor Profile

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Quality and productivity through the human factor

- Identify your behavioral profile
- Capitalize on your behavioral strengths
- Increase your appreciation of different profiles

per|solog[®]

The persolog[®] Personality Factor Model invites you to:
discover | reflect | act

Select your responses

I am most...

- Select a focus (e.g., at home, at work, with peers, etc.).
- On page 3 are 24 groups of four phrases. From each group, select one phrase that is *most* descriptive of your behavior. Rub the box to the right with a coin. A letter will appear.
- Do this for all 24 groups.

Example

1	willing to share	
	easy to be with	N
	desire to win	
	laugh easily.....	

I feel least...

- Continue with the focus chosen for the *most* selections.
- On page 4 are 24 groups of four words. From each group, select one word that is *least* descriptive of your feelings. Rub the box to the right with a coin. A letter will appear.
- Do this for all 24 groups.

Example

1	fussy.....	C
	obedient	
	demanding	
	playful	

Tally the results

- On page 3 are perforations delineating the Tally Box. Fold then tear along the perforated lines.
- Count each N in the *Most* section on page 3.
- Enter the total in the N box, in the blue part of the Tally Area. See example.
- Do the same with D, I, S, and C.
- Check for accuracy. N, D, I, S, and C totals should equal 24.
- Use the same procedure to tally *Least* section responses from page 4.

Example

TALLY AREA			
MOST			
D	I	S	C
2	2	8	9
N			
3			
(Most count = 24)			
LEAST			
D	I	S	C
7	8	5	3
N			
1			
(Least count = 24)			
DIFFERENCE			
D	I	S	C
-5	-6	+3	+6

Find the difference

- Subtract scores in the LEAST boxes from those in the MOST boxes.
- Use positive (+) and negative (-) symbols in the DIFFERENCE boxes where appropriate. See example.
- Go to page 5.

Name _____ Date _____

Company _____

Focus: _____

MOST Rub the box next to the one phrase in each group that is *most* descriptive of you in general behavior.

1
 willing to share
 easy to be with
 desire to win
 laugh easily

11

21

2

12

22

3

13

23

4

14

24

5

15

6

16

7

17

8

18

9

19

10

20

Perforation +++ Perforation +++ Perforation +++

Please fold +++ Please fold +++ Please fold +++ Please fold +++ Please fold +++ Please fold +++ Please fold +++ Please fold +++ Please fold +++ Please fold +++

GRAPH I

ENTRY NO.

D %	I %	S %	C %
--------	--------	--------	--------

GRAPH II

ENTRY NO.

D %	I %	S %	C %
--------	--------	--------	--------

GRAPH III

ENTRY NO.

D %	I %	S %	C %
--------	--------	--------	--------

Focus: _____

LEAST Rub the box next to the one word in each group that is *least* descriptive of your feelings.

<p>1</p> <p>fussy <input type="checkbox"/></p> <p>obedient <input type="checkbox"/></p> <p>demanding <input type="checkbox"/></p> <p>playful <input type="checkbox"/></p>	<p>5</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<p>15</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>														
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<p>4</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<p>8</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<p>18</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>														
<p>Read the instructions on page 2. Carry over the results of MOST and LEAST in the Tally Area and determine the DIFFERENCE.</p>																
<div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center; font-weight: bold; letter-spacing: 0.5em;">T A L L Y A R E A</p> <div style="background-color: #0056b3; color: white; padding: 2px; text-align: center; font-weight: bold; letter-spacing: 0.5em;">M O S T</div> <p style="text-align: center; font-weight: bold; letter-spacing: 0.5em;">D I S C</p> <table style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;"><input style="width: 80%;" type="text"/></td> <td style="width: 25%;"><input style="width: 80%;" type="text"/></td> <td style="width: 25%;"><input style="width: 80%;" type="text"/></td> <td style="width: 25%;"><input style="width: 80%;" type="text"/></td> </tr> </table> <p style="text-align: center; font-weight: bold; letter-spacing: 0.5em;">N</p> <table style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;"><input style="width: 80%;" type="text"/></td> </tr> </table> <p style="text-align: center; font-size: small;">(Most count = 24)</p> <div style="background-color: #c0504d; color: white; padding: 2px; text-align: center; font-weight: bold; letter-spacing: 0.5em;">L E A S T</div> <p style="text-align: center; font-weight: bold; letter-spacing: 0.5em;">D I S C</p> <table style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;"><input style="width: 80%;" type="text"/></td> <td style="width: 25%;"><input style="width: 80%;" type="text"/></td> <td style="width: 25%;"><input style="width: 80%;" type="text"/></td> <td style="width: 25%;"><input style="width: 80%;" type="text"/></td> </tr> </table> <p style="text-align: center; font-weight: bold; letter-spacing: 0.5em;">N</p> <table style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;"><input style="width: 80%;" type="text"/></td> </tr> </table> <p style="text-align: center; font-size: small;">(Least count = 24)</p> <div style="background-color: #0056b3; color: white; padding: 2px; text-align: center; font-weight: bold; letter-spacing: 0.5em;">D I F F E R E N C E</div> <p style="text-align: center; font-weight: bold; letter-spacing: 0.5em;">D I S C</p> <table style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;"><input style="width: 80%;" type="text"/></td> <td style="width: 25%;"><input style="width: 80%;" type="text"/></td> <td style="width: 25%;"><input style="width: 80%;" type="text"/></td> <td style="width: 25%;"><input style="width: 80%;" type="text"/></td> </tr> </table> </div>			<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>
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GRAPH I Public Self-Concept				
%	D 1	I 2	S 3	C 4
100	21	17	19	15
	16	10	12	9
90	15	9	11	8
	14	8	10	
80	12	7		7
	11		9	6
	10		8	
70	9	6	7	5
	8			
60	7	5	6	4
	7	4	5	
50	6		4	3
		3	3	
40	5	3		2
	4		2	
	3	2		
30	2	1	1	1
			0	
20	1	0		
10	0			0

ENTRY NO.

GRAPH II Private Self-Concept				
%	D 1	I 2	S 3	C 4
100	0	0	0	0
			1	1
90	1	1	2	2
			3	3
80	2		4	4
		2		
70	3	3	5	5
60	4		6	6
	5	4		
50	6	5	7	7
	7		8	8
40	8	6	9	9
	9			
30	10	7	10	10
	11		11	11
	12	8		
20	13	9	12	12
	14		13	13
	15	10	14	14
10	16	11	15	15
	17	12	16	16
	18	13	17	17
	19	14	18	18
	20	15	19	19

ENTRY NO.

GRAPH III Composite Self-Concept				
%	D 1	I 2	S 3	C 4
100	+21	+17	+19	+15
	+16	+10	+11	+8
90	+15	+9	+10	+7
	+14	+8	+9	+6
	+13	+7	+8	+5
80	+12	+6	+7	+4
	+10	+5	+5	+3
	+9	+4	+4	+2
	+8	+3	+3	+1
70	+7	+2	+2	0
	+6	+1	+1	-1
	+5	0	0	-2
60	+4	-1	-1	-3
	+3	-2	-2	-4
	+1	-3	-3	-5
50	0	-4	-4	-6
	-1	-5	-5	-7
	-2	-6	-6	-8
40	-3	-7	-7	-9
	-4	-8	-8	
	-5	-9	-9	
30	-6	-10	-10	
	-7	-11	-11	
	-8	-12	-12	
20	-9	-13	-13	
	-10	-14	-14	
	-11	-15	-15	
10	-12	-16	-16	
	-13	-17	-17	
	-14	-18	-18	
	-15	-19	-19	
	-16	-20	-20	

ENTRY NO.

Plot your graphs.

- In Graph I are four columns: D, I, S, and C. Put an x over the number (i.e., plotting point) that corresponds to the D, I, S, and C tallies in the MOST box. Estimate if the exact number is not shown. See example.
- Repeat the procedure for Graphs II and III.
 - LEAST scores to Graph II.
 - DIFFERENCE scores to Graph III.
- Draw lines connecting the plotting points for each graph to develop the three profiles. See example.

GRAPH I Public Self-Concept				
%	D 1	I 2	S 3	C 4
100	21	17	19	15
	16	10	12	9
90	15	9	11	8
	14	8	10	7
80	12	7		7
	11		9	6
	10		8	
70	9	6	7	5
	8			
60	7	5	6	4
	7	4	5	
50	6		4	3
		3	3	
40	5	3		2
	4		2	
	3	2		
30	2	1	1	1
			0	
20	1	0		
10	0			0

ENTRY NO. **43**

Find your entry number.

- Above the columns in each graph is a number: 1, 2, 3, or 4. In Graph I, circle that column's number if your plotting point is above the bold, horizontal line (i.e., midline). See example.
- At the bottom of each graph is a white box. Write the circled column number(s) in this box, following these guidelines.

% if you have:

- circled three or more column numbers,
- circled two column numbers with the same plotting position on the graph,
- circled two column numbers, one of which has a higher plotting position than the other,
- circled one column number,

Do this:

- enter them, reading from left to right. The only possibilities are 123, 124, 134, and 234.
- enter them, reading from left to right.
- enter the column number with the highest plotting position first. See example.
- enter the single number.

- Follow the same procedure for Graphs II and III.

Note: If all plotting points are above or below the midline, respond again in a few days.

To obtain a temporary interpretation, use these entry numbers:

- All plotting points above midline: entry no. 123.
- All plotting points below midline: entry no. 4.

Examine the four facial expressions on the following two pages. Which best represents you? Pick one. Then, find and circle your Graph III entry number on the grid below. Compare the facial expression you chose with your position on the grid. Use the bold

word – Dominant, Influencing, Steady, or Cautious – in that area of the grid as a guide to the meaning of D, I, S, and C in your personality description. Read the other descriptions for comparison.

Four Dimensions of Personality

HOW DO I PERCEIVE MY ENVIRONMENT?

HOW DO I RESPOND TO MY ENVIRONMENT?

		STRESSFUL		NONSTRESSFUL	
A S S E R T I V E	1	12	21	2	
	Dominant (directive) 124		Influencing (interactive) 123		
	14	13	24	23	
N O N A S S E R T I V E	41	42	31	32	
	Cautious (corrective) 134		Steady (supportive) 234		
	4	43	34	3	

D DOMINANT (ACTIVE AND DECISIVE)



People with a Dominant pattern view the environment as challenging and stressful. They seek to win others over. Operating independently, they overcome obstacles through sheer determination. The D personality patterns are 1, 12, 13, 14, 124.

I Objective

To shape the environment; to overcome opposition in order to accomplish results.

I Basic Desire

To be self-reliant.

I Motivations

Opportunities to assert themselves; show what they can do; earn respect; get their way; be feared; fight for survival; be successful; avoid routine (lest they lose interest).

I Basic Fear

To be overcome.

I INFLUENCING (OPTIMISTIC AND SOCIABLE)

People with an Influencing pattern view their surroundings as nonstressful. Outgoing, friendly, and persuasive, they see the environment as composed primarily of people who need to be encouraged and inspired. The I personality patterns are 2, 21, 23, 24, 123.

I Objective

To shape the environment; to bring others into partnership to accomplish results.

I Basic Desire

To be accepted.

I Motivations

Opportunities to enjoy themselves; understand others' feelings; relate to people; repress anxiety by keeping in motion, not counting the time and effort.

I Basic Fear

To be deprived.



S STEADY (SINCERE AND FRIENDLY)

People with a Steady pattern view the environment as nonstressful when people work together to accomplish tasks. They are predictable, dependable, and cooperative. The S personality patterns are 3, 31, 32, 34, 234.

I Objective

To cooperate with others to achieve results.

I Basic Desire

To have security.

I Motivations

Opportunities to express their sincere feelings; reject that which conflicts with their ideas; to be considered essential by others; justify their demands of others.

I Basic Fear

To be alone.



C CAUTIOUS (DISCIPLINED AND SYSTEMATIC)

People with a Cautious pattern view the environment as stressful, perpetually on the verge of confusion. They avoid trouble while restoring a semblance of order. They tend to set an example for being careful and accurate. The C personality patterns are 4, 41, 42, 43, 134.

I Objective

To consider with others the consequences of action.

I Basic Desire

To be correct.

I Motivations

Opportunities to treat others fairly; improve the world; eliminate mistakes; justify their positions; interpret everything according to a unifying idea; isolate themselves from whatever seems to threaten them.

I Basic Fear

To be criticized.



Graph I: Public Self-Concept

Our public self-concept (Graph I) is the image we project to others. It is how we want them to see us. To a large degree, our public self-concept has developed in response to the expectations of others. It continues to evolve as we adapt to changes in our environment. Because different people and situations require different behavior, we may have several “public self-concepts”. The four plotting points on Graph I reflect how four basic factors vary in intensity according to the public self-concept.

Correlated with the four personality dimensions, these factors are:

- D – sense of forcefulness**
- I – sense of importance**
- S – sense of achievement**
- C – sense of right and wrong**

Our adaptive antennae tune into the expectations of others and may signal the need for change. For example, getting a job may require forcefulness (D); maintaining the job may require great attention to achievement (S).

Learning to “orchestrate” the intensity of the four factors enables us to be effective in meeting changing expectations. The formula for orchestration is

Intention + Emotion = Action.

Changing intentions is the first step. Intentions ignite emotions that fuel efforts to respond effectively in work and social situations. The interpretation for Graph I will identify your current intentions. See instructions on page 9.

Orchestrating Behavior

Rank	Pre-Rank	Intentions		2nd Rank
		Hope to create:	I intend to turn my discontent into constructive ideas – to use novelty.	
		Desire to please:	I intend to make others happy and satisfied – to gain acceptance.	
		Be free to act:	I intend to develop a variety of new interests – to do what I want.	
		Take a risk:	I intend to move beyond the limits that confine others – to take chances.	
		Acknowledge facts:	I intend to investigate – to get to the bottom of things.	
		Gain power:	I intend to exercise control and authority – to take charge.	
		Develop harmony:	I intend to share ideas and feelings with others – to find balance.	
		Have fun:	I intend to seek entertainment and pleasure – to relax and enjoy.	
		Proceed with caution:	I intend to avoid danger or harm – to watch my step.	
		Taste success:	I intend to be rewarded for my efforts – to keep my eye on the prize.	

Discovery II – Dealing with Change

Instructions

- Review each Intention listed in the chart on page 8. Using the Pre-Rank column, rank each Intention from 1 to 10, in order of personal importance to you, with 1 being the highest rating.
- Locate and circle your Graph I entry number at the top of the Intentions chart on page 9. Beneath each entry number is a column with the Intention rankings typical for that personality pattern.
- Circle those Intention rankings and write them in the “Rank” column in the table on page 8.
- Compare the Rank and Pre-Rank numbers.
- Now circle the numbers in the Rank column which differ from those in the Pre-Rank column by 5 or more. Reflect on why each of these Intentions differs in significance for you, as compared to other persons with your behavioral tendency.
- After reflecting on your Intentions, enter a new priority order in the 2nd Rank column. If you wish to emphasize a certain Intention more now than in the past, it is necessary to increase the behavioral dimensions associated with that Intention.
- Decide on concrete steps toward change. Create – and write down – a plan of action. Work out your plan.

Focus: _____

Intentions

GRAPH I ENTRY NO.	1	2	3	4	12	13	14	21	23	24	31	32	34	41	42	43	123	124	134	234
Hope to create	5	9	6	5	6	4	2	6	6	8	7	7	6	2	7	5	9	1	5	8
Desire to please	7	6	1	2	7	8	6	7	2	9	4	2	2	4	10	2	3	10	3	1
Be free to act	4	1	8	6	2	3	7	1	4	3	5	5	7	9	4	8	1	4	8	5
Take a risk	3	7	7	8	4	1	3	5	10	4	2	10	9	6	5	9	8	5	4	9
Acknowledge facts	6	8	2	3	8	5	1	8	5	5	1	3	3	1	2	3	7	3	1	4
Gain power	1	5	10	9	1	2	5	2	9	6	6	9	5	7	9	6	4	2	6	7
Develop harmony	10	3	3	4	9	6	9	9	1	2	3	1	4	5	1	4	2	9	7	3
Have fun	9	2	5	10	5	9	10	4	3	7	10	4	8	10	8	7	5	6	9	6
Proceed with caution	8	10	4	1	10	10	4	10	7	10	9	6	1	3	6	1	10	8	2	2
Taste success	2	4	9	7	3	7	8	3	8	1	8	8	10	8	3	10	6	7	10	10

Graph II: Private Self-Concept

Our private self-concept (Graph II) is something of a homing beacon. It enables us to keep track of core beliefs relating to personal identity and self-expectations. The beliefs that underlie the private self-concept were incorporated into feelings and emotions early in life, during the formative years when we are most flexible. Later in life, however, we find change is still possible. We continue to screen our beliefs, affirming, rejecting, and altering them according to wisdom and experience. This screening process results in our “make sense” system, which changes slowly in response to

life events. Beliefs are important because they guide our actions by providing reasons for those actions. The process of identifying and evaluating beliefs helps us to consciously determine our life direction. Each plotting point in Graph II represents the intensity of feeling and emotion associated with certain beliefs. The interpretation identifies the beliefs which determine our behavior in demanding situations – such as making decisions, dealing with people, handling tasks, and adhering to standards.

Instructions

- Refer to Graph II on page 5.
- Locate the section number (i.e., 10, 20, 30, etc. on left side of graph) for your D plotting point.
- Locate the same section number in the D column of the chart on page 11. See Example A.
- Circle the block of description in the D column directly across from the number.
- Repeat the procedure for the I, S, and C columns.
- Note the bold print summary of belief above each explanation. Evaluate the accuracy of the tendencies described.

Focus: _____

Example A

	D Personal Beliefs and Decision-Making	I Personal Beliefs and Dealing with People	S Personal Beliefs and Handling Tasks	C Personal Beliefs and Adhering to Standards
100	Take charge Want the final say; use facts and logical arguments to overpower others; willingly respond to competition; accept challenge; look out for number one.	Generate enthusiasm Stimulate others; stand out in some way – with energy, charm, popularity; use humor to sell themselves; motivate people by presenting ideas in a compelling fashion.	Support others Stress loyalty; appreciate team effort; do for others what they find difficult to do; pay attention to details; take complaints seriously.	Strive for precision Think things through before acting; meet forceful demands with clear answers; use hard facts to prove a point; avoid being in the wrong.
80–90	Get immediate results Take the initiative; make clear, concise decisions based on the needs of the situation; ward off opposition; make personal decisions without the influence of others.	Offer praise Encourage others when something good happens; soothe feelings to keep people together; seek out those with fervor and spark; rely upon friends in a tight situation.	Complete tasks Work steadily and patiently; dislike urgency and the pressure of deadlines; follow through on personal commitments; are dependable and responsive; create needs to fulfill.	Take a reasonable position Consider the feelings of others but use logic to determine how others' needs are best met; make up their own mind through fact and detail; follow high personal standards.
70	Give direction Act quickly and confidently in becoming more powerful and influential as an individual; state what needs to be done; challenge opposing comments.	Try things differently Change tactics when faced with difficulties; promote discussion; persuade others to view options; exert vigorous efforts; expect others to respond.	Find a comfort level Seek ways to fit into a team effort; keep things in order; stay calm; question efforts that require personal change; are practical and reliable.	Try harder Deliberately set high standards; exhibit intensity in satisfying others' expectations; focus on details in controlling quality; tend to make idlers feel uncomfortable.
60	Use available resources Search for workable solutions; assist others in developing decision-making skills; use power constructively; give in only to bold and respected leadership.	Involve others Listen for and seek out ideas; show willingness to assist others; allow people opportunities to express themselves; use conciliatory language.	Seek rewards/security Set a pace and stick to it when personal effort is recognized; insist that responsibilities be clearly defined; expect credit to be shared equally.	Act carefully Outwardly comply with requests from respected individuals; tune out uncontrollable events; seek situations free of antagonism but retaliate when pushed too hard.
50	Accept direction Maintain fairly strong convictions but yield a bit when others firmly state their opinions; improve chances by remaining close to decision-makers; tolerate differences of opinion.	Talk strongly Challenge those who limit freedom of speech; seek clear lines of communication; give others feedback and expect them to accept it; win support through sincerity.	Identify competent people Display “righteous” anger when others give up; insist that team members have equal skills; double-check opinions of others but compliment them when their conclusions are verified.	Monitor rules Test old and new ideas with experience and facts; use sound judgment in the interpretation of rules; help others see the error of their ways; encourage self-discipline.
30–40	Weigh pros and cons Test the waters before leaping; take calculated risks; work hard for special people; avoid being seen as ambitious; plan a deliberate course of action.	Think logically Express thoughts carefully with guarded words; turn off emotionally when others are too critical; set aside period for thought and reflection.	Respond quickly to change Search for new challenges; appear realistic about own abilities; show versatility; move into high gear; exercise choice; delegate tasks when possible.	State unpopular positions Conceal disquieting feelings but make demands when necessary; criticize those who stifle new ideas; justify actions as upholding truth and justice.
10–20	Exercise caution Ask for firm, timely decisions; come to terms with whatever happens; work within prepared guidelines; conceal real feelings unless trust is established.	Work alone Use silence to express displeasure; keep people at a distance; question those in authority; develop faith in own ideas as a form of security.	Keep many projects going Seek unstructured situations; view group functions as a waste of time; often act on the spur of the moment; show discontent; are restless and mobile.	Act independently Pinpoint the weakness or failure of a system to measure up; permit others to learn from their mistakes; function without close supervision.

Reference Guide to Personal Beliefs and Actions

	D	I	S	C
	Personal Beliefs and Decision-Making	Personal Beliefs and Dealing with People	Personal Beliefs and Handling Tasks	Personal Beliefs and Adhering to Standards
100	Take charge Want the final say; use facts and logical arguments to overpower others; willingly respond to competition; accept challenge; look out for number one.	Generate enthusiasm Stimulate others; stand out in some way – with energy, charm, popularity; use humor to sell themselves; motivate people by presenting ideas in a compelling fashion.	Support others Stress loyalty; appreciate team effort; do for others what they find difficult to do; pay attention to details; take complaints seriously.	Strive for precision Think things through before acting; meet forceful demands with clear answers; use hard facts to prove a point; avoid being in the wrong.
80–90	Get immediate results Take the initiative; make clear, concise decisions based on the needs of the situation; ward off opposition; make personal decisions without the influence of others.	Offer praise Encourage others when something good happens; soothe feelings to keep people together; seek out those with fervor and spark; rely upon friends in a tight situation.	Complete tasks Work steadily and patiently; dislike urgency and the pressure of deadlines; follow through on personal commitments; are dependable and responsive; create needs to fulfill.	Take a reasonable position Consider the feelings of others but use logic to determine how others' needs are best met; make up their own mind through fact and detail; follow high personal standards.
70	Give direction Act quickly and confidently in becoming more powerful and influential as an individual; state what needs to be done; challenge opposing comments.	Try things differently Change tactics when faced with difficulties; promote discussion; persuade others to view options; exert vigorous efforts; expect others to respond.	Find a comfort level Seek ways to fit into a team effort; keep things in order; stay calm; question efforts that require personal change; are practical and reliable.	Try harder Deliberately set high standards; exhibit intensity in satisfying others' expectations; focus on details in controlling quality; tend to make idlers feel uncomfortable.
60	Use available resources Search for workable solutions; assist others in developing decision-making skills; use power constructively; give in only to bold and respected leadership.	Involve others Listen for and seek out ideas; show willingness to assist others; allow people opportunities to express themselves; use conciliatory language.	Seek rewards/security Set a pace and stick to it when personal effort is recognized; insist that responsibilities be clearly defined; expect credit to be shared equally.	Act carefully Outwardly comply with requests from respected individuals; tune out uncontrollable events; seek situations free of antagonism but retaliate when pushed too hard.
50	Accept direction Maintain fairly strong convictions but yield a bit when others firmly state their opinions; improve chances by remaining close to decision-makers; tolerate differences of opinion.	Talk strongly Challenge those who limit freedom of speech; seek clear lines of communication; give others feedback and expect them to accept it; win support through sincerity.	Identify competent people Display "righteous" anger when others give up; insist that team members have equal skills; double-check opinions of others but compliment them when their conclusions are verified.	Monitor rules Test old and new ideas with experience and facts; use sound judgment in the interpretation of rules; help others see the error of their ways; encourage self-discipline.
30–40	Weigh pros and cons Test the waters before leaping; take calculated risks; work hard for special people; avoid being seen as ambitious; plan a deliberate course of action.	Think logically Express thoughts carefully with guarded words; turn off emotionally when others are too critical; set aside period for thought and reflection.	Respond quickly to change Search for new challenges; appear realistic about own abilities; show versatility; move into high gear; exercise choice; delegate tasks when possible.	State unpopular positions Conceal disquieting feelings but make demands when necessary; criticize those who stifle new ideas; justify actions as upholding truth and justice.
10–20	Exercise caution Ask for firm, timely decisions; come to terms with whatever happens; work within prepared guidelines; conceal real feelings unless trust is established.	Work alone Use silence to express displeasure; keep people at a distance; question those in authority; develop faith in own ideas as a form of security.	Keep many projects going Seek unstructured situations; view group functions as a waste of time; often act on the spur of the moment; show discontent; are restless and mobile.	Act independently Pinpoint the weakness or failure of a system to measure up; permit others to learn from their mistakes; function without close supervision.

Graph III: Composite Self-Concept

Recent theories of personality describe the composite self-concept as the meeting ground between the individual and society.

Graph III is the meeting ground between Graph I and Graph II, between others' expectations of us and our expectations of ourselves.

Instructions

- Circle your Graph III entry number below and turn to the corresponding page number.
- Rate each section of the interpretation by circling a number in the Response Section on this page.

Graph III Entry Number	1	2	3	4	12	13	14	21	23	24	31	32	34	41	42	43	123	124	134	234
Page Number	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32

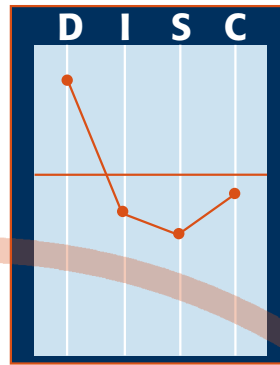
Focus: _____

Response Section

	Agree			Question			Disagree		
Behavior Tendencies	1	2	3	4	5	6	7	8	9
Potential Limitations	1	2	3	4	5	6	7	8	9
Task Accomplishment	1	2	3	4	5	6	7	8	9
Primary Focus	1	2	3	4	5	6	7	8	9
Motivated by	1	2	3	4	5	6	7	8	9
Personal Values	1	2	3	4	5	6	7	8	9
Persuades Others by	1	2	3	4	5	6	7	8	9
Handles Conflict by	1	2	3	4	5	6	7	8	9
Responds to Pressure by	1	2	3	4	5	6	7	8	9
As a Team Leader	1	2	3	4	5	6	7	8	9
As a Team Follower	1	2	3	4	5	6	7	8	9
Preferred Task Functions	1	2	3	4	5	6	7	8	9
Strategies for Effectiveness	1	2	3	4	5	6	7	8	9

Behavior Tendencies

Takes advantage of opportunities; relishes difficult situations; sets priorities; gives orders; holds people accountable for their actions – measures results; rewards, and punishes; resists the slower, more deliberate path of cooperation, preferring win-lose situations; demonstrates fast reaction time and ability to move decisively; best described as **jungle fighter**.



PATTERN 1/D

Potential Limitations

Uses information to control; causes trouble when out of the limelight; resists participation in a team; loses interest once the challenge is gone.

Task Accomplishment

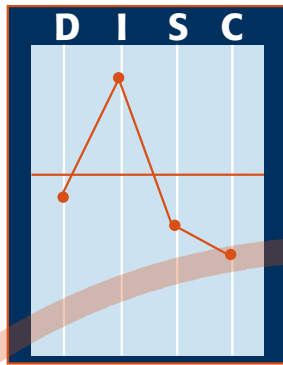
Gets things done quickly; projects strong views on what should be accomplished; reaches objectives by any and all means; identifies a symbol or enemy to be confronted and overcome; achieves high personal performance.

Primary Focus	To control events and personal destiny.
Motivated by	Opportunities to satisfy personal need for mastery, individuality, and assertiveness. Works well when in an ever-changing environment.
Personal Values	Advancement, challenge, competition, independence.
Persuades Others by	Speaking forcefully; employing rigorous logic and precise wording; using expert testimony and visual aids with authority; asking for a firm commitment. Has high success in selling tangibles, medium success in selling intangibles.
Handles Conflict by	Confronting; reacting with urgent, hectic intensity; caring little about acceptance or being liked; convincing others to give up their goals.
Responds to Pressure by	Becoming more productive; viewing stress as a tool to initiate action.
As a Team Leader	Emerges as autocratic, giving the team needed direction in highly competitive situations; rewards faithful followers; establishes a chain of command.
As a Team Follower	Accepts changes that make sense; often plays the role of devil's advocate; expects to be told what to do; resists a weak leader.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Imagining, as in devising new ways to do things. ■ Distinguishing the important from the unimportant, as with the evaluation of proposals. ■ Showing foresight, as in planning ahead and predicting consequences.

Strategies for Increased Effectiveness

Use empathy and understanding; listen without interrupting; use others' objections as opportunities; rethink the idea of persuasion as always a "battlefield"; involve others as willing rather than compliant participants; form alliances with individuals who have complementary skills in team cooperation (e.g., patterns 23, 32, 234).

PATTERN 2/I



Behavior Tendencies

Views for attention, seeking center stage; shares advice, materials, and success with others; establishes immediate rapport with people through emotional appeal and persuasiveness; encourages others to speak out; finds it difficult to discipline others; avoids the “eye for an eye” approach; depends on the goodwill of others for assistance; best described as **crowd pleaser**.

Potential Limitations

Gives little attention to routine matters; simplifies answers; misjudges others’ abilities; tends to manage time poorly.

Task Accomplishment

Uses whatever resources are available; believes that new situations demand new methods; gravitates toward tasks requiring interpersonal skills and an upbeat attitude; believes in maintaining a happy, friendly atmosphere; lets efficiency take care of itself.

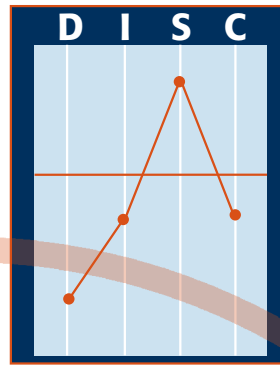
Primary Focus	To engage in a variety of activities.
Motivated by	Opportunities to satisfy personal need for acceptance, belonging, and contentment. Works well when free of control and detail.
Personal Values	Public contact, recognition, status/prestige, variety.
Persuades Others by	Putting them at ease; showing interest; exuding charm and self-confidence; talking, joking, making many promises; dismissing objections as unimportant. Has low success in selling tangibles, medium success in selling intangibles.
Handles Conflict by	Avoiding, believing that conflict hurts people; promoting harmony, desiring to be accepted and liked by all.
Responds to Pressure by	Renewing influential contacts; using wit and charm to fend off criticism.
As a Team Leader	Emerges as a tension-reducer, meeting the team’s needs for pleasure, activity, and social creativity; willingly shares leadership.
As a Team Follower	Builds bridges between people, reducing tension; relies on a strong leader to keep all team members on a productive and disciplined course.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Promoting, as in making inspirational speeches; counseling and supporting others. ■ Acting on gut reactions, as in exploring a hunch; deciding on the basis of interpretation. ■ Drawing people out, as with eliciting unspoken fears.

Strategies for Increased Effectiveness

Concentrate on the task; meet time obligations; speak assertively and directly; be objective in decision making; meet objections head on; form alliances with individuals who have complementary skills in developing an organized approach (e.g., patterns 4, 43, 134).

Behavior Tendencies

Sets a consistent pace and sticks to it; demonstrates patience; fulfills commitments; expects and shows loyalty; gives attention to important details; states and defends personal convictions and values; shows enthusiasm for nature and beautiful surroundings; best described as **stabilizer**.



**PATTERN
3/S**

Potential Limitations

Understates and underestimates personal capabilities; conceals personal hopes and ambitions; waits for rather than causes things to happen.

Task Accomplishment

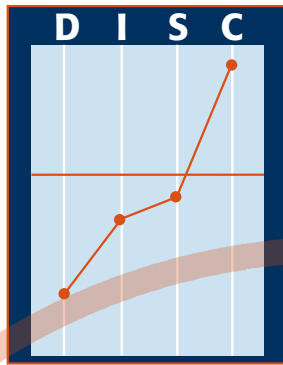
Acquires expertise in a specialty area; uses common sense to solve problems; follows a step-by-step approach to become familiar with new methods; finds it difficult to refuse excessive responsibility.

Primary Focus	To achieve success through specialization.
Motivated by	Opportunities to satisfy personal need for cooperation, contentment, and nonassertiveness. Works well when has time to use orderly methods.
Personal Values	Friendships, security, service, appreciation.
Persuades Others by	Involving committed people similarly modest, quiet, and sincere; readily asking for help in getting across the benefits of an idea/product. Has medium success in selling tangibles, low success in selling intangibles.
Handles Conflict by	Compromising; seeking a solution from which both sides profit; finding the middle ground between extreme positions.
Responds to Pressure by	Taking responsibility willingly; seeking the best route to long-term security.
As a Team Leader	Emerges as accommodating, allowing the team to resolve struggles among assertive contenders; excels in redirecting uncooperative people.
As a Team Follower	Identifies with individuals who respond to firm leadership; works effectively in a specialized niche; develops expertise in setting priorities.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Following through, as in sending out materials on time. ■ Taking orders, as in accepting and following instructions without delay. ■ Operating machinery or equipment such as recording devices and computers.

Strategies for Increased Effectiveness

Stay in control, even when pressured by others; immediately admonish irresponsibility in others; set guidelines for accomplishing tasks; become proactive, taking the initiative rather than reacting to people or events; form alliances with individuals who have complementary skills in building variety into tasks (e.g., patterns 12, 24, 124).

PATTERN 4/C



Behavior Tendencies

Tends to compete with things rather than with people; aims to please others; directs efforts toward winning cooperation rather than demanding it, compromising when necessary; complies with respected authority; believes that hard work and fairness will pay off; seeks responsibilities that require solitude and concentration; best described as **straight arrow**.

Potential Limitations

Appears over-sensitive to criticism; hovers over people, becoming over-protective; tends to lack the spontaneity needed to change plans quickly.

Task Accomplishment

Displays a serious, quiet, but determined approach to reach objectives; develops standards; becomes an expert in at least one aspect of the task; prefers assignments requiring analytical and critical skills in problem solving.

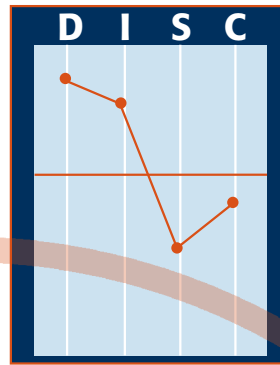
Primary Focus	To create order out of chaos.
Motivated by	Opportunities to satisfy personal need for expertise, conscientiousness, and self-discipline. Works well when developing plans along structured lines.
Personal Values	Ethical/moral code, knowledge, precision, recognition.
Persuades Others by	Reasoning things through; building confidence in the message by projecting a thoughtful, precise, and reserved image; down playing emotion. Has high success in selling tangibles, medium success in selling intangibles.
Handles Conflict by	Avoiding; staying away from volatile issues, believing it might be useless even to attempt a solution.
Responds to Pressure by	Becoming more conscientious and careful; eventually complying with reasonable requests.
As a Team Leader	Emerges as technically proficient, helping the team deal with specialized problem areas; provides dignity and ritual; uses a formal style.
As a Team Follower	Treats decisions as complex; fills roles in critical thinking and information gathering; uses extensive analysis; concentrates more on tasks than team relationships.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Keeping financial or numerical records, such as a check book or statistical chart. ■ Assembling, as with kits. ■ Organizing, classifying and categorizing objects.

Strategies for Increased Effectiveness

Make new connections with people; develop a tolerance for conflict; speed up decision making; recognize that not all issues are complicated; practice making snap decisions in unimportant areas; form alliances with individuals who have complementary skills in personal relationships (e.g., patterns 2, 24, 123).

Behavior Tendencies

Seeks to stand out from the group rather than to be one of many; achieves success as an agent of change and a powerful influence; elicits the efforts of others; develops freely and independently; sets a fast pace; performs without being instructed to do so; best described as **front runner**.



PATTERN 12/DI

Potential Limitations

Assigns unpopular tasks to others; shows impatience with slow, deliberate associates; often fails to delegate; imposes personal vision on others.

Task Accomplishment

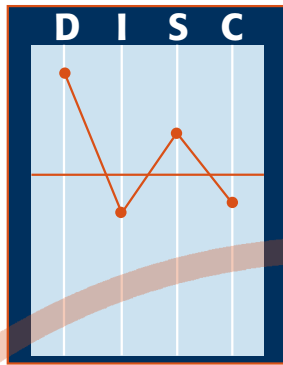
Concentrates on what is useful and beneficial to self and others; thrives on competitive situations, unique assignments; plans ahead, integrating activities; leaves details to others; follows through when deadlines require it.

Primary Focus	To make a creative idea serve a useful purpose.
Motivated by	Opportunities to satisfy personal need for assertiveness, individuality, and task accomplishment. Works well when gaining prestige and authority.
Personal Values	Challenge, competition, power/leadership, prestige.
Persuades Others by	Arousing their curiosity; promising excitement; questioning others; identifying their needs. Rates very high in selling both tangibles and intangibles.
Handles Conflict by	Collaborating, hoping to defuse the issue; helping others sort through the gains and losses related to difficult behavior.
Responds to Pressure by	Letting others assist where possible; taking chances that may unsettle other people.
As a Team Leader	Emerges as a conductor, meeting the team's need for unity; assigns tasks without hesitation; rallies members to a cause.
As a Team Follower	Seeks a role as lieutenant, supporting the leader; attempts to influence decisions; alternates between task and people orientation.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Motivating, as in getting people to act. ■ Imagining, as in helping people to view things differently. ■ Making quick decisions, as in immediately revising a procedure.

Strategies for Increased Effectiveness

Pay more attention to deadlines; avoid striking out when under pressure; learn to give in to those who may be technically correct; refrain from manipulating others; form alliances with individuals who have complementary skills in researching facts and developing a predictable environment (e.g., patterns 14, 34, 134).

PATTERN 13/DS



Behavior Tendencies

Turns frustration into a means of correcting problems; develops a unique combination of assertiveness and careful follow-through; states opinions with deep conviction; forces a course of action; tackles opposition and exposes shallow thinking; best described as **pacesetter**.

Potential Limitations

Neglects small rituals that put others at ease; tends to be blunt and tactless when faced with time pressures; finds it difficult to delegate tasks.

Task Accomplishment

Develops a systematic plan, including contingencies for the unknown; succeeds by proceeding rapidly without close supervision; becomes decisive and aggressive; contributes to quality efforts.

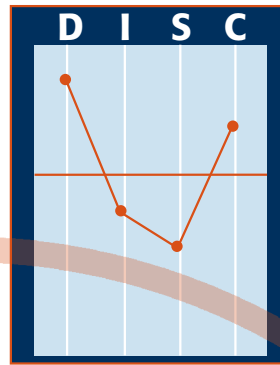
Primary Focus	To calculate, discriminate, select worthwhile activity.
Motivated by	Opportunities to satisfy personal need for self-sufficiency, courage, and practicality. Works well when following assignments through from conception to completion.
Personal Values	Adventure, completion, knowledge, physical challenge.
Persuades Others by	Arguing forcefully for a course of action; responding quickly to objections; handling questions with ease, using hard data and documentation; being serious and direct. Has medium success in selling both tangibles and intangibles.
Handles Conflict by	Confronting; causing problems for those who provoke discord; refusing to surrender personal goals; keeping people on edge; creating tension in others.
Responds to Pressure by	Becoming stubborn; tending to pick bad times for showdowns.
As a Team Leader	Emerges as task-oriented, promoting the team's need to work hard; is autocratic during times of disunity.
As a Team Follower	Uses firsthand experience more than textbook formulas; accepts tasks others find difficult; works best away from a critical team leader/supervisor.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Teaching, as in walking people through a logical sequence of steps. ■ Reviewing and evaluating, as in the assessment of employee performance. ■ Moving the work ahead, as in getting people to act.

Strategies for Increased Effectiveness

Clear actions with others; set a time limit for resolving conflict and reaching agreement; become open to other interpretations; nourish new ideas by acknowledging others' contributions; be willing to change pace or approach to accommodate others; form alliances with individuals who have complementary skills of flexibility and tact (e.g., patterns 21, 23, 32).

Behavior Tendencies

Takes a practical approach; asks questions instead of forcing analysis; finds answers through logic and experience; makes extensive preparations; focuses on initiating and developing; keeps all but close associates at a distance; thrives on solo projects; avoids being restricted by others; best described as **originator**.



PATTERN 14/DC

Potential Limitations

Concentrates on a single task – often at the expense of other areas; tends to worry, sometimes needlessly; becomes over-cautious, needing help to complete projects.

Task Accomplishment

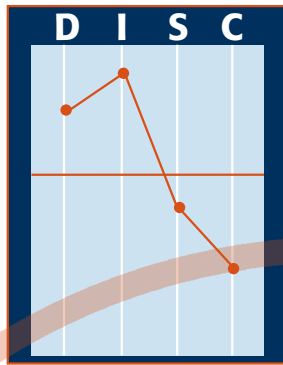
Solves task problems more often than people problems; gains insight into the complexities of how things operate; works long hours; sets a pace that may exhaust others.

Primary Focus	To create and implement new ideas.
Motivated by	Opportunities to satisfy personal need for achievement, individuality, and solitude. Works well when has ample time to ensure correctness.
Personal Values	Intellectual and physical challenge, creativity, recognition.
Persuades Others by	Using facts; displaying confidence when the idea or product matches own high personal standards; securing acceptance through a well-organized and direct approach. Has above-average success in selling tangibles, medium success in selling intangibles.
Handles Conflict by	Collaborating, having initially placed others on the defensive; hiding feelings of insecurity; eventually getting all concerns and issues out in the open.
Responds to Pressure by	Being exceedingly well prepared for any eventuality; committing to work harder.
As a Team Leader	Emerges as innovative, helping the team to develop new theories; adopts a formal manner; sets an example; takes on too much responsibility.
As a Team Follower	Questions procedures and methods; becomes a problem solver; seeks authority to re-examine and retest conclusions; assumes research tasks.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Creating, as in building a better mousetrap. ■ Systematizing, putting things in order, as in laying out tools in the order they are to be used. ■ Diagnosing, as in tracing problems to their source.

Strategies for Increased Effectiveness

Find relief from tension of work effort; be both objective and caring; make quicker decisions; consider others' feelings before criticizing their performance; give recognition to others for their efforts; form alliances with individuals who have complementary social and anxiety management skills (e.g., patterns 12, 21, 23).

PATTERN 21/ID



Behavior Tendencies

Taps into the motivations of others; captures their attention with an upbeat attitude and well-chosen words; receives follow-up support from others; seeks to replicate past successes; grows irritable when pinned down by routine; wants to look and feel good; rejects situations that lack visibility or satisfaction; best described as **spellbinder**.

Potential Limitations

Dislikes routine; avoids humdrum detail; fails to finish ill-chosen projects; tends to over-sell and be too enthusiastic.

Task Accomplishment

Welcomes opportunities that showcase personal talent; articulates plans; raises aspirations with emotionally charged words; backs enthusiasm with practicality; leaves details to others; maintains momentum on successful projects.

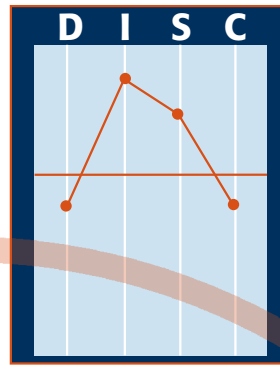
Primary Focus	To visualize successful outcomes.
Motivated by	Opportunities to satisfy personal need for assertiveness, belonging, and unique accomplishment. Works well when contacting a variety of people.
Personal Values	Challenge, competition, public contact, recognition.
Persuades Others by	Revitalizing; emphasizing possibilities; adapting to the listener's personality; being friendly and comfortable with people; working physically close to others; eliminating physical barriers such as desks or podiums. Has very high success in selling both tangibles and intangibles.
Handles Conflict by	Collaborating; deflecting criticism with wit and humor; being willing to satisfy wishes on all sides.
Responds to Pressure by	Being patient; verbalizing more; planning moves of any kind to start momentum.
As a Team Leader	Emerges as democratic; meets the team's need to view activities as dynamic and exciting ventures; treats others fairly; builds links between opposing factions.
As a Team Follower	Welcomes difficult tasks; initiates action; expresses strong opinions about issues others tend to avoid or deny; speaks for non-assertive team members.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Using insight, as in being persuasive. ■ Developing rapport, as in warmly establishing a basis for communication with clients. ■ Leading, directing others, as in helping the team to visualize what can be accomplished.

Strategies for Increased Effectiveness

Pace efforts; avoid exhaustion; be sincere when praising others; allow time for others to express doubts, apprehensions, and objections; avoid overselling; know when to stop persuading; form alliances with individuals who have complementary skills in organization and systematized planning (e.g., patterns 13, 14, 34).

Behavior Tendencies

Connects with people to develop a unique and friendly environment; builds bridges between individuals and work teams; arouses affection in others; runs the risk of being too understanding, of not holding people accountable for their actions; shares ownership, involving others in decision making; best described as **harmonizer**.



**PATTERN
23/IS**

Potential Limitations

Tends to dodge troublesome issues; gives up too much when negotiating; finds it difficult to confront friends or associates; tends to take criticism of work as a personal attack.

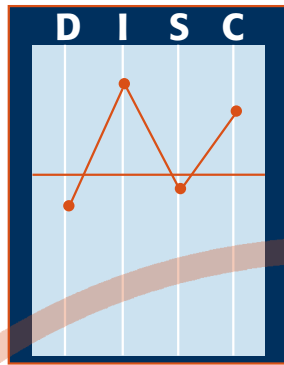
Task Accomplishment

Maintains friendships and promotes harmony; learns the purpose and requirements of an assignment; completes tasks but likes to sandwich independent work between periods of work with others.

Primary Focus	To assist and enable others to help themselves.
Motivated by	Opportunities to satisfy personal need for acceptance, loyalty, and trust. Works well when engaging in friendly, informal involvement with others.
Personal Values	Friendship, independence, security, service.
Persuades Others by	Searching for mutual interests and acquaintances; using eye contact, a pleasant facial expression, and a relaxed attitude; establishing personal relationships. Has medium success in selling tangibles, high success in selling intangibles.
Handles Conflict by	Compromising, while at the same time retaining personal goals; avoiding direct attacks.
Responds to Pressure by	Forcing himself to follow through on details; seeking support from others.
As a Team Leader	Emerges as people-oriented, meeting members' needs for assurance and rewarding them for individual contributions; gives indirect orders.
As a Team Follower	Assumes roles that include facilitating, linking team members; develops harmonious relations as a prelude to beginning a task.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Compromising, as in striking a balance between task solution and people's needs. ■ Guiding, as in coaching and counseling. ■ Using what has already been developed, such as a questionnaire to assess workplace morale.

Strategies for Increased Effectiveness

Complete tasks in an orderly and timely manner; follow through on key details; be firm and direct when working through interpersonal conflicts; become more assertive; form alliances with individuals who have complementary skills in the development of fact-based opinions (e.g., patterns 14, 34, 41).



PATTERN 24/IC

Behavior Tendencies

Fulfills others' needs; anticipates and prepares for difficulties; is resourceful; improvises and makes things happen; provides compelling reasons for changes in direction; critically appraises events and people; is open to new or intriguing ideas; best described as **strategic planner**.

Potential Limitations

Sometimes turns everything into a test of will, refusing to back down; neglects routine assignments; employs delaying tactics when lacking information; is sometimes sharp-tongued.

Task Accomplishment

Uses observation, appraisal, and planning skills; restrains impatience to get going; instead listens attentively to how others think; shares both credit and blame with others.

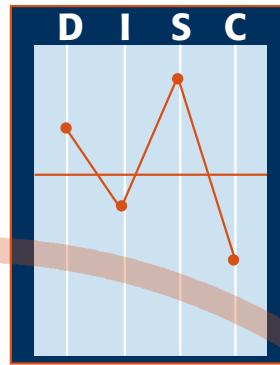
Primary Focus	To plan for contingencies.
Motivated by	Opportunities to satisfy personal need for assertiveness, individuality, and unusual attainments. Works well when showcasing own talent and skills.
Personal Values	Competition, creativity, recognition, power/leadership.
Persuades Others by	Promoting the usefulness of an idea/product; encouraging others through inspirational words but more often by defining successful action; demonstrating openness, trust, and personal concern for others. Has high success in selling both tangibles and intangibles.
Handles Conflict by	Collaborating; anticipating the moves of agitators; keeping calm; making do with available resources; searching for areas of common agreement.
Responds to Pressure by	Becoming competitive; exercising mental agility and shrewdness; adopting new methods; increasing efficiency.
As a Team Leader	Emerges as versatile, helping the team deal with both creative and procedural issues; makes reasonable choices in the selection of key people.
As a Team Follower	Gets close to the center of power; becomes useful as an advisor to the leader and also to team members.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Designing and developing, as in drawing up plans and procedures. ■ Diagnosing, as in tracing problems to their source. ■ Selling, promoting, negotiating, persuading, as in influencing others about a product or idea.

Strategies for Increased Effectiveness

Keep promises; fulfill obligations; show sensitivity in dealing with others; avoid delaying tactics; accept realistic controls; pleasantly accept even unfavorable judgments; form alliances with individuals who have complementary skills in attending to specifics (e.g., patterns 3, 13, 234).

Behavior Tendencies

Listens critically; probes for weaknesses in opposing positions; tends to be intense, diligent, and watchful; combines facts to develop new methods of operation; earns respect through action, not talk; asks penetrating questions; is excited by possessing knowledge, and often develops expertise in a field; best described as **specialist**.



**PATTERN
31/SD**

Potential Limitations

Finds it difficult to trust emotional people; is aloof; appears self-conscious at times; balks at learning new skills without appropriate rewards.

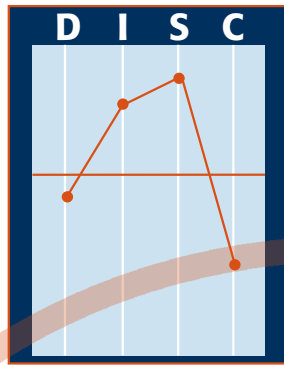
Task Accomplishment

Plans and completes tasks; communicates directly and concisely; solves problems independently; frequently operates simplistically, as in rewarding or penalizing according to productivity.

Primary Focus	To press for results that can be evaluated.
Motivated by	Opportunities to satisfy personal need for completion, expertise, and high-level achievement. Works well when gaining respect from peers with common objectives.
Personal Values	Appreciation, enlightenment, service, supervision.
Persuades Others by	Reasoning rather than emoting; stressing a few solid and unarguable facts, thereby requiring others to justify a refusal. Has medium success in selling both tangibles and intangibles.
Handles Conflict by	Collaborating; sensing the misdirection of efforts that impede progress; seeking others' help in working out a solution.
Responds to Pressure by	Becoming self-controlled; building on familiar patterns; attending to minute details.
As a Team Leader	Emerges as pragmatic, helping members work as a team, not merely a collection of individuals; admits dependence upon others to complete social tasks.
As a Team Follower	Checks the accuracy of opinions expressed by others; serves as guardian, ensuring that purpose and direction remain clear.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Concentrating on specific tasks, such as establishing priorities. ■ Researching, information gathering, as in locating best sources of supply. ■ Fixing or assembling, as with equipment or component parts.

Strategies for Increased Effectiveness

Show flexibility and willingness to rethink strategy; use illustrations to clarify ideas; avoid harboring deep, sometimes misplaced, grudges; accept others regardless of their intellectual skills; form alliances with individuals who have complementary skills in tactful and persuasive communication (e.g., patterns 21, 123, 124).



PATTERN 32/SI

Behavior Tendencies

Establishes atmosphere of goodwill; listens attentively to others; gives people what they really need even if it means additional effort; remains open to new ideas and procedures; takes the opinions of others seriously; emulates successful associates; organizes; checks important details; is sincere, warmhearted, and appreciative; best described as **accommodator**.

Potential Limitations

Avoids important confrontations; works for others to the point of exhaustion; tends to follow strongly opinionated people; becomes indecisive and evasive under pressure.

Task Accomplishment

Uses procedures successful in the past; shows interest in both technical and people-oriented projects; gains results through patience; adapts to others different in personality and work style.

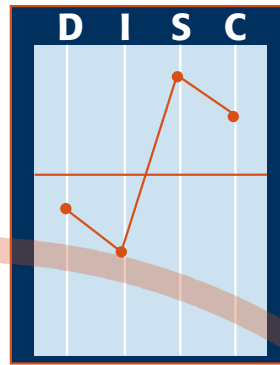
Primary Focus	To ensure equality of opportunity and basic fairness.
Motivated by	Opportunities to satisfy personal need for belonging, loyalty, and self-sacrifice. Works well when assigned clearly defined tasks.
Personal Values	Friendship, service, stability, recognition.
Persuades Others by	Gaining their confidence and trust; creating a climate of clear communication and common sense; complimenting others' good sense; avoiding a hard sell. Has high success in selling tangibles, medium success in selling intangibles.
Handles Conflict by	Accommodating; responding to pointed questions with full explanations; seeking to soothe others' feelings and preserve relationships.
Responds to Pressure by	Becoming increasingly responsible; looking to authoritative experts to make major final decisions.
As a Team Leader	Emerges as facilitative, assisting the team with both people-oriented and technical tasks; gives direction when asked.
As a Team Follower	Accepts assignments others may reject; reveals independence when it is required; tends to startle others with openness and honesty.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Offering support, as in reducing stress in others. ■ Attending to specific procedures, as in maintaining orderly records. ■ Sharing credit and showing appreciation, as in recognizing contributions by team members.

Strategies for Increased Effectiveness

Seek new ventures; increase flexibility in work routines; try novel task roles; ask others for help with details; use firmness and immediate follow-up; form alliances with individuals who have complementary skills in taking risks and developing creative ideas (e.g., patterns 1, 12, 13).

Behavior Tendencies

Earns respect; achieves success through diligence; gathers data to support conclusions; seeks security through certainty about ideas; questions, compromises, and arrives at consensus; prefers to share responsibility but have others make final decisions; plans before promising; best described as **standard bearer**.



**PATTERN
34/SC**

Potential Limitations

Is occasionally pessimistic; tends to prejudge others on their appearance; creates some discomfort for those with dissenting opinions.

Task Accomplishment

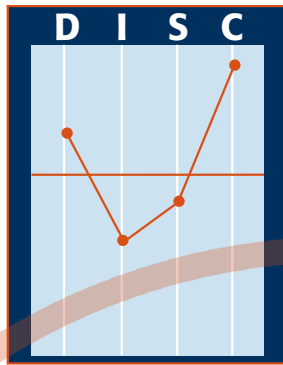
Seeks technical knowledge; develops a routine and maintains a consistent pace; assumes unpleasant responsibilities without complaint; tends to rely heavily on people, products, or ideas successful in the past.

Primary Focus	To set a calculated and consistent pace.
Motivated by	Opportunities to satisfy personal need for belonging, completion, and predictability. Works well when following a detailed job description.
Personal Values	Appreciation, knowledge, security, stability.
Persuades Others by	Being steadfast and reliable, emphasizing the credibility of past performance; placing high priority on benefits and service; using a highly structured presentation, often speaking from script. Has moderately high success in selling tangibles, medium success in selling intangibles.
Handles Conflict by	Compromising, using a reasoned approach; drawing upon past experience and lessons learned; finding a position acceptable to all.
Responds to Pressure by	Relying upon own judgment, even becoming secretive; withholding intentions until an appropriate time.
As a Team Leader	Emerges as investigative, helping the team to explore opinions and facts; demonstrates unwavering loyalty to close associates.
As a Team Follower	Is fair in sharing tasks; uses common sense, practicality, and cost-effective methods; is interested in overall results.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Thinking a problem through, as in considering the consequences of various solutions. ■ Following through on plans or orders, as in meeting deadlines. ■ Operating equipment, such as computers and calculators.

Strategies for Increased Effectiveness

Express concerns openly and directly; accepts criticism without oversensitivity; show greater receptivity to change; confront those who are difficult; encourage disagreement; avoid secrecy in planning; form alliances with individuals who have complementary skills in expressing opinions easily (e.g., patterns 12, 21, 32).

PATTERN 41/CD



Behavior Tendencies

Weighs all sides of an issue; struggles to make the right decision; makes choices based upon repeated testing and practice; clarifies issues and simplifies processes; sets a deliberate pace; uses careful phrasing, and detailed explanations; reserves caring behavior – e.g., listening, empathizing – for close friends; best described as **experimenter**.

Potential Limitations

Is overserious and restrained; takes undue time to make major decisions; provides more information than is necessary.

Task Accomplishment

Places priority on obtaining up-to-date information; evaluates every idea according to its usefulness; checks and rechecks original judgment; gains confidence by extensive planning; makes few false starts; rarely delays or wastes energy.

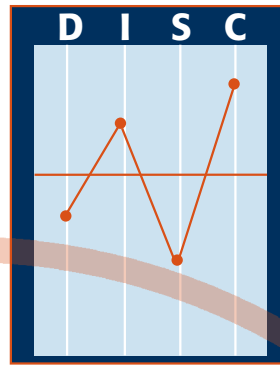
Primary Focus	To develop practical ideas and methods.
Motivated by	Opportunities to satisfy personal need for notable achievement, solitude, and discipline. Works well when testing the usefulness of an idea.
Personal Values	Creativity, precision, recognition, stability.
Persuades Others by	Reducing uncertainty and fulfilling promises; using documentation to refute doubt; remaining cool when handling objections. Has medium success in selling both tangibles and intangibles.
Handles Conflict by	Collaborating, being analytical, dissecting things intellectually; avoiding impulsive behavior; giving up some points in exchange for others.
Responds to Pressure by	Preparing thoroughly; devising solutions that may prevent additional problems.
As a Team Leader	Emerges as inventive, helping the team take a new perspective; encourages the team to test new resources.
As a Team Follower	Pursues all possible avenues for answers; strives for quality even at the risk of offending others; encourages others to make evaluations.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Using and building on the developments of others. ■ Constructing, as with models or end products. ■ Inventing, as with words, figures, processes, products.

Strategies for Increased Effectiveness

Allow your own emotions to show, particularly optimism; smile; learn to deal with rejection; develop at least one trusted source to use as a sounding board; encourage others to question, give feedback; keep an open mind; give people a second chance; work out disagreements instead of withdrawing; form alliances with individuals who have complementary skills in congeniality (e.g., patterns 3, 23, 234).

Behavior Tendencies

Is friendly, tactful, and agreeable, using accepted and expected behavior; tends to deal in “shoulds” and “should nots”, more for self than for others; develops analytical and systematic approaches; expects rewards, such as increased salary and benefits, for doing the “right” things; predicts the outcome of a chain of events; best described as **assessor**.



**PATTERN
42/CI**

Potential Limitations

Is sometimes harsh when criticizing; becomes impatient with others in latter stages of planning; gets anxious when decisions must be made.

Task Accomplishment

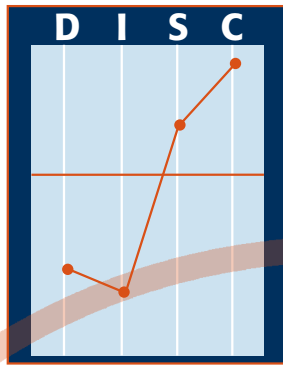
Weighs the importance of assignments; determines priorities; sets very high goals; makes the right connections; sees things as they are; increases his own interest by establishing flexibility, juggling several projects at a time.

Primary Focus	To test ideas.
Motivated by	Opportunities to satisfy need for unique accomplishments, correctness, and knowledge. Works well when creating something of value.
Personal Values	Competition, enlightenment, acceptance, ethical/moral code.
Persuades Others by	Employing straightforward communication; using illustrations based on facts and spiced with humor; soliciting and discussing comments. Has high success in selling tangibles, moderate success in selling intangibles.
Handles Conflict by	Compromising; encouraging everyone to be constructive; exhibiting “correct” behavior; looking for common ground.
Responds to Pressure by	Becoming competitive; protecting own interests; becoming stubborn and unfriendly.
As a Team Leader	Emerges as protective, reaffirming the team’s ideas of how things should be accomplished; insists that guidelines be closely followed.
As a Team Follower	Volunteers for assignments that deal with perfecting an idea/product; gains respect and admiration for being calm under stress; honors commitments to others.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Problem solving, as with removing obstacles that inhibit productivity. ■ Comparing, noting differences and similarities, as with proposals, products.

Strategies for Increased Effectiveness

Be less harsh in appraising others; accept people as they are; allow them to make their own decisions; listen to the wisdom of others; follow through on details that complete an assignment; set realistic deadlines; be decisive about minor aspects of a problem; take objections in stride; avoid blaming; form alliances with individuals who have complementary skills in patience and follow-through (e.g., patterns 3, 4, 43).

PATTERN 43/CS



Behavior Tendencies

Strives to prevent problems; uses defensive strategies to avoid trouble; listens to all sides of an issue; is rational and reasonable; projects a strong sense of right and wrong; works to get people to compromise; chooses words carefully; attends to detail; takes calculated risks after assembling the facts; best described as **critical thinker**.

Potential Limitations

Tends to be overcautious; is more interested in data than in people; is dependent on established procedures or those in authority.

Task Accomplishment

Confirms lines of communication and available resources; determines whether existing procedures are adequate; pursues quality efforts; develops high standards; insists on penalties for substandard performers.

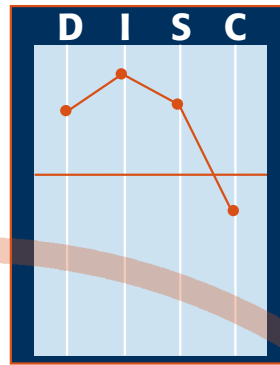
Primary Focus	To manage tasks with practical skill.
Motivated by	Opportunities to satisfy personal need for expertise, knowledge, and orderliness. Works well when in a well-defined, hostility-free environment.
Personal Values	Knowledge, precision, stability, recognition.
Persuades Others by	Being friendly and responsible; giving the pros and cons of an idea/product; striking the right note for those not well informed. Has medium success in selling both tangibles and intangibles.
Handles Conflict by	Avoiding and brooding; permitting bitterness to mushroom and cloud the issues; attempting to minimize tension.
Responds to Pressure by	Letting others lead the way; preferring to get on with routine.
As a Team Leader	Emerges as traditional, meeting the team's needs for continuity.
As a Team Follower	Completes assignments; checks with experts when in doubt; is committed to stability rather than to unlimited progress.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Giving painstaking attention to detail, as in following assignments to the letter. ■ Calculating and computing, as in drawing up a budget. ■ Substantiating or documenting, as in providing evidence for action.

Strategies for Increased Effectiveness

Show warmth and understanding to others; verbalize and clarify positions and tasks; develop tolerance for conflict; use tactful, diplomatic communication even when challenged; ask questions to encourage others' participation; form alliances with individuals who have complementary skills in bringing people together (e.g., patterns 2, 42, 234).

Behavior Tendencies

Communicates well with a wide variety of people; shows a willingness to listen, question, negotiate, and compromise; is stimulated by fresh ideas, high spirits, and friendly rivalry; is self-reliant; uses both emotion and facts to support personal convictions; best described as **administrator**.



PATTERN 123/DIS

Potential Limitations

Hesitates to make major decisions where disagreement appears likely; tends to be overly self-critical when attempting new projects; pursues inspiration with inconsistent energy.

Task Accomplishment

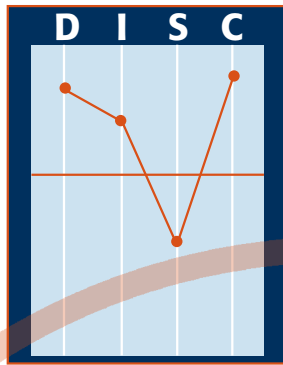
Seeks to keep ahead of others in effort and technical performance; consults with experts; formulates carefully designed routines and schedules; develops exceptional team productivity; meets realistic deadlines.

Primary Focus	To excel at developing new options.
Motivated by	Opportunities to satisfy personal need for achievement, assertiveness, and belonging. Works well when struggling against the odds, gaining the advantage.
Personal Values	People/leadership, variety, knowledge, competition.
Persuades Others by	Relating well in face-to-face situations; being sociable, charming, and concerned at appropriate times; researching questions; giving quick responses. Has high success in selling both tangibles and intangibles.
Handles Conflict by	Collaborating, responding effectively, questioning the motives of dissenters who appear well-intentioned; achieving consensus by working through differences of opinion.
Responds to Pressure by	Remaining steadfast in beliefs; becoming stubborn and resistant.
As a Team Leader	Emerges as participative; reduces dissatisfaction by motivating the team to maximize the skills and talents of each member.
As a Team Follower	Meets realistic deadlines; is strongly independent; seeks assignments that require a broad view of the task and knowledge of the overall operation.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Quickly sizing up persons or situations, as in appraisal based on a few key details. ■ Leading others, as in projecting a vision. ■ Sharing credit or appreciation, as in dividing rewards.

Strategies for Increased Effectiveness

Initiate discussion to resolve ambiguity; learn to accept those who are traditional and conventional in practice; respond undefensively to questions regarding performance; identify how efforts will be evaluated; form alliances with individuals who have complementary skills in checking for accuracy (e.g., patterns 14, 31, 41).

PATTERN 124/DIC



Behavior Tendencies

Turns losing situations into winning ones; is fascinated by new techniques and methods; tests and selects the best ideas, weaving them into the current system to boost results; is imaginative, opinionated, and conscientious; provides practical, measurable means for evaluating work effort; best described as **negotiator**.

Potential Limitations

Dislikes mundane chores and routines; delays schedule when others fail to handle details; makes long explanations, some of which are viewed as arrogant and insensitive.

Task Accomplishment

Views tasks from a fresh perspective; seeks improvement through innovative methods; willingly discards inadequate systems and policies to begin anew; seeks new tasks; ensures success through practice.

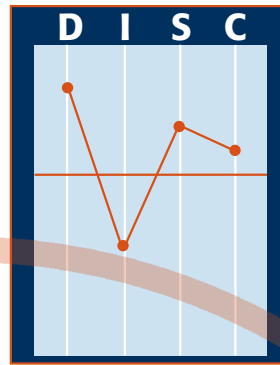
Primary Focus	To achieve direct results.
Motivated by	Opportunities to satisfy personal need for accomplishment, individualism, and belonging. Works well when developing a variety of means to accomplish goals.
Personal Values	Challenge, creativity, decision making, variety.
Persuades Others by	Demonstrating the direct and effective use of assembled information; preparing the listener for a logical and beneficial decision; using humor and clever stories to impart color and flavor to the facts. Has high success in selling both tangibles and intangibles.
Handles Conflict by	Compromising; meeting others halfway; sacrificing some personal goals for a larger purpose and persuading others to do the same.
Responds to Pressure by	Projecting poise and self-confidence; stimulating others to assist in attentiveness to detail.
As a Team Leader	Emerges as connective, helping the team bridge differences of opinion; considers diverse ways of looking at things.
As a Team Follower	Learns new skills; assumes a variety of roles within the team; helps reshape the outmoded.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Creatively developing symbols or images, as in devising a new slogan, theme, newsletter. ■ Applying insights into people, as in creating a motivational environment. ■ Inventing, as with words, figures, products.

Strategies for Increased Effectiveness

Be fair when dealing with those who neglect responsibility; manage time to ensure efficient handling of details; respect experienced specialists; bring diverse people together; form alliances with individuals who have complementary skills in follow-through (e.g., patterns 31, 34, 41).

Behavior Tendencies

Brings credibility to disorderly situations; achieves success by solving complex problems; builds a database and goes on to develop procedural systems; adheres to rules and regulations; performs difficult or unpleasant tasks for others; shows little affinity for small talk and often works alone; best described as **designer**.



**PATTERN
134/DSC**

Potential Limitations

Tends to view his own time as more valuable than that of others; uses the silent treatment with those who fail to meet his expectations.

Task Accomplishment

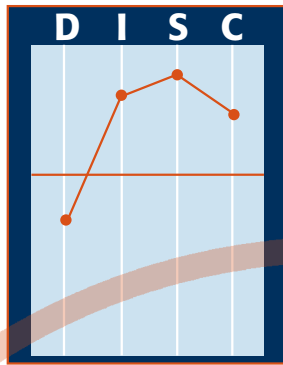
Seeks assignments that generate own enthusiasm, e.g., designing human systems; translates theory into practical, working entities; thinks in terms of specifics, not generalities; moves quickly into start-up operations.

Primary Focus	To combine both analysis and intuition.
Motivated by	Opportunities to satisfy personal need for individuality, completion, and knowledge. Works well when rewarded for unusual effort.
Personal Values	Challenge, ethical/moral code, creativity, precision work.
Persuades Others by	Using specialized knowledge; projecting an unswerving purpose; anticipating and answering questions before they are asked; deflecting objections. Has high success in selling tangibles, low success in selling intangibles.
Handles Conflict by	Confronting; seeking to overcome opposition, not to dominate but to demonstrate the superiority of his own endeavors.
Responds to Pressure by	Resorting first to contemplation and study before taking direct action; willingly taking on complicated problems.
As a Team Leader	Emerges as fact-oriented, providing the team with solid information and a rational basis for action.
As a Team Follower	Reveals an interest in how things work and fit together; discovers the substance behind appearances; clears up ambiguity; organizes data.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Analyzing, classifying, as with fitting parts together. ■ Testing, screening, as with determining the best methods. ■ Applying, researching, as with informing and training others in new knowledge and techniques.

Strategies for Increased Effectiveness

Communicate tactfully; be patient with routine details once a project is underway; listen; consider others' thoughts and experience; recognize others for their efforts; soften your projection of self-superiority; form alliances with individuals who have complementary skills in short-cut methods and communication (e.g., patterns 13, 24, 42).

PATTERN 234/ISC



Behavior Tendencies

Develops harmonious relationships; views traditions and rituals as helpful in solidifying human relationships; assists people in planning and organizing; is knowledgeable and friendly; analyzes problems and detects inconsistencies; uses judgmental language when disappointed or disgruntled with events or people; places high value on proficiency in specialized areas; best described as **special advisor**.

Potential Limitations

Is reluctant to stand up to forceful individuals; hesitates to delegate important tasks to others; tends to protect close friends.

Task Accomplishment

Takes on responsibilities others find stressful; enjoys being singled out for depth of knowledge and skill; systematizes work with orderly procedures; completes tasks on schedule.

Primary Focus	To create a climate of cooperation.
Motivated by	Opportunities to satisfy personal need for completion, belonging, and trust. Works well when treated with sincerity and affection.
Personal Values	Knowledge, stability, appreciation, service.
Persuades Others by	Creating a climate of goodwill; working to develop ongoing relationships; identifying listeners' interests and preparing conversational lead-ins; using flattery in a spontaneous way. Has moderate success in selling both tangibles and intangibles.
Handles Conflict by	Compromising; encouraging parties to express all feelings constructively, whether agreeable or disagreeable; working to build trust; proposing a middle ground.
Responds to Pressure by	Becoming over-concerned about the future; being open to alternatives.
As a Team Leader	Emerges as "player coach", setting an example to the team of commitment to purpose and quality effort; develops areas of expertise.
As a Team Follower	Develops a comfortable but productive routine for self and others; avoids mishaps and costly mistakes by taking a moderate approach.
Preferred Task Functions	<ul style="list-style-type: none"> ■ Organizing, as in scheduling activities. ■ Representing others' wishes accurately, as in identifying needed office equipment. ■ Teaching, training, instructing small groups.

Strategies for Increased Effectiveness

Confront others directly when necessary; acknowledge reliance on those who provide technical and specific detail; seek contacts outside a familiar group of friends; share negative feelings with others; form alliances with individuals who have complementary skills in openly expressing dissatisfaction (e.g., patterns 1, 12, 124).

Discovery V – Dealing with Potential Stress

One definition of stress is, simply, “change”. The important thing is distinguishing between positive and negative forms of stress. Negative stress is associated with overload and perceived powerlessness; it exacts a mental and physical toll. Positive stress is experienced as creative tension and occurs when we work at something we enjoy.

It often occurs with conflict among one’s beliefs, values, and intentions.

After determining your stress level, look for potential conflict among the three factors: beliefs, values, and intentions.

Focus: _____



Instructions

- Refer to the blue column at the left of Graph I (p. 5). Ten sections vary by values of 10, to a total of 100.
- Identify the section number where your D plotting point is located (e.g., 10, 20, 30, etc.).
- Record your D section number below, in the row for Graph I.
- Repeat the procedure for I, S, and C.
- Complete the row for Graph II in the same manner.
- Determine the difference between the D numbers (no plus or minus).
- Continue with I, S, and C.
- Total the Difference numbers.
- Circle your score in the Stress Scale.
- Complete the comparative analysis on page 34.

	D	I	S	C
Graph I				
Graph II				
Difference				

=

STRESS SCALE	
Score	Intensity
0–40	Minimum
41–60	Moderate
61–80	High
81+	Very High

In a survey of Fortune 1000 companies, fifty percent of the managers reported that their departments were becoming self-directed teams. In this spirited environment, individuals are freed from rigid roles and the “that’s not in my job description” mindset. Employees can augment their skill set and level of job satisfaction, while improving

productivity! An essential first step is to identify present abilities as a base on which to build.

Discovery Step 7 will help you clarify how your work patterns relate to both traditional and self-directed work teams.

EXERCISE I

1. Refer to the Approach to Tasks table below.
2. Note the entry number assigned to each function for Traditional Teams and Self-Directed Teams. Find your entry number. Do you agree with the assignment? Consider functions that apply to you.
3. Experiment by writing other entry numbers in the spaces provided. For ideas, use the information given in the Self-Directed Work Team Composition grid (p. 37). Or, refer to the comprehensive Graph III interpretations (pp. 13–32).
4. Try to identify people with these behavior tendencies in your workplace. How do they contribute?

Approach to Tasks

Other	Entry Number	Traditional Teams...	Other	Entry Number	Self-Directed Work Teams...
_____	4	Make a single effort	_____	134	Cross-train
_____	32	Take direction	_____	12	Take initiative
_____	13	Seek individual rewards	_____	23	Concentrate on team's contribution
_____	43	Focus on blame	_____	14	Focus on solutions
_____	1	Compete	_____	234	Cooperate
_____	3	Stop at preset goals	_____	34	Continuously improve
_____	31	Demand more resources	_____	123	Work with what they have
_____	24	React to emergencies	_____	41	Prevent emergencies
_____	21	Spend money to improve quality	_____	124	Save money by improving quality
_____	2	Promote self-interest	_____	42	Require everyone's input

EXERCISE II

1. When each team project begins, determine the predominant team objective (see the first row in the table below). Decide whether it is original, promotional, relational, or procedural.
2. Note the overall personality pattern for the team objective determined (see table header). Is it Dominant, Influencing, Steady, or Cautious?
3. Refer to the Individual Behavior column. Study the Individual Behavior and the descriptive word or roles in the column under the predominant team objective. Does the team have members in the listed entry numbers? If not, which roles can be assumed by current team members?
4. Locate your personal entry number in the grid for the Self-Directed Work Team Composition. Does your entry number fall in the column under the predominant team objective selected at the beginning of this project?
5. Analyze your own entry number description.
 - ▮ Underline one of the descriptive terms that gives you the most satisfaction in contributing to this project.
 - ▮ Review the entry numbers in the column that your team selected as the predominant team objective.
 - ▮ If your entry number does not appear in that column, select a descriptive word or role from the Team Objective column that you can readily assume to assist the team in completing the project.

Personality Patterns: Self-Directed Work Team Composition

	D Dominant	I Influencing	S Steady	C Cautious
Team Objective ▶	Original: Create novel solutions	Promotional: Secure acceptance	Relational: Provide support	Procedural: Evaluate methods
Individual Behavior ▼				
Take Initiative to Improve Performance	1 directive combative innovative	21 persuasive optimistic unpredictable	31 technical systematic curious	41 particular deliberative factual
Demonstrate Pride in Team Performance	12 results-oriented decisive manipulative	2 promoting verbal enthusiastic	32 caring generous supportive	42 likeable practical critical
Make Cooperative Decisions	13 investigative diligent realistic	23 harmonious sociable independent	3 receptive reassuring loyal	43 perfectionistic dependable sensitive
Contribute as a Technical Specialist	14 creative intuitive insightful	24 opportunistic competent appraising	34 specialized analytical organizing	4 conscientious sensitive strict
Show Versatility in Shifting Roles	124 imaginative improvising expansive	123 productive articulate resourceful	234 traditional participative predictable	134 principled orderly logical



John G. Geier, Ph.D.



Dorothy Downey, M.S.

About the Authors

John G. Geier, Ph.D., was the creative source for “instrumented training”, which bridged the gap between theory and real-life situations. Through his research as Director of Behavior Sciences at the University of Minnesota, Dr. Geier endowed assessment tools with a new authority. In collaboration with Dr. Lawrence Meskin (who later became Chancellor of the University of Colorado), he subjected his Personality Factor Profile based on the D, I, S and C behaviors to the rigors of university research. In the process, Dr. Geier brought D-I-S-C contemporaries W. V. Clarke and John Cleaver into the mainstream of social science research.

As a prolific developer of assessment inventories, Dr. Geier invented the self-responding, self-scoring and self-interpreting features now standard in all training assessment tools. Geier’s instruments lent credibility to a little known work from 1928 entitled *Emotions of Normal People* by William Moulton Marston, and also to Marston’s theory of dominance, inducement, submission, and compliance. To further promote the study of individual differences, Dr. Geier updated and republished Marston’s book complete with a new introduction by John Geier.

Dr. Geier’s instruments and research stimulated many to imitate his model, none of which expanded its theoretical base.

By the 1980’s, John Geier became dissatisfied with the limitations of existing instruments based on D, I, S, and C. He began to collaborate with Dorothy Downey, a long-time associate at the University of Minnesota. The two developed a comprehensive theory that incorporated interpersonal, intrapersonal, and social intelligences. Published in the 1989 book, *Energetics of Personality*, the theory stimulated Geier and Downey to develop a series of new assessment instruments that included the “Personality Factor Profile”.



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