



# MAXWELL LEADERSHIP®

**John Sample**

Style: Contemplator CDS

**Growth Impact Report**

Tuesday, November 7, 2017

# Welcome

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

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

## Report Sections

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

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

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

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

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

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

# Introduction

Your report uses the DISC Personality System. The DISC Personality System is the universal language of behavior. Research has shown that behavioral characteristics can be grouped together in four major groups. People with similar styles tend to exhibit specific behavioral characteristics common to that style. All people share these four styles in varying degrees of intensity. The acronym DISC stands for the four personality styles represented by the letters :

- D = Dominant, Driver
- I = Influencing, Inspiring
- S = Steady, Stable
- C = Correct, Compliant

Knowledge of the DISC System empowers you to understand yourself, family members, co-workers, and friends, in a profound way. Understanding behavioral styles helps you become a better communicator, minimize or prevent conflicts, appreciate the differences in others and positively influence those around you.

In the course of daily life, you can observe behavioral styles in action because you interact with each style, to varying degrees, everyday. As you think about your family members, friends and co-workers, you will discover different personalities unfold before your eyes.

- Do you know someone who is assertive, to the point, and wants the bottom line?

Some people are forceful, direct, and strong-willed.

***This is the D Style***

- Do you have any friends who are great communicators and friendly to everyone they meet?

Some people are optimistic, friendly, and talkative.

***This is the I Style***

- Do you have any family members who are good listeners and great team players?

Some people are steady, patient, loyal, and practical.

***This is the S Style***

- Have you ever worked with someone who enjoys gathering facts and details and is thorough in all activities?

Some people are precise, sensitive, and analytical.

***This is the C Style***

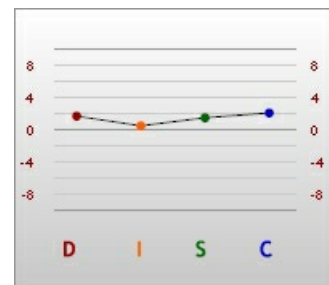
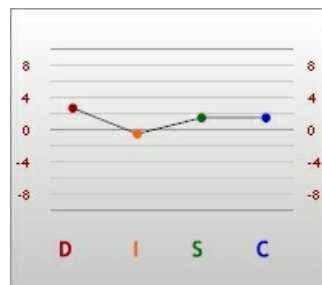
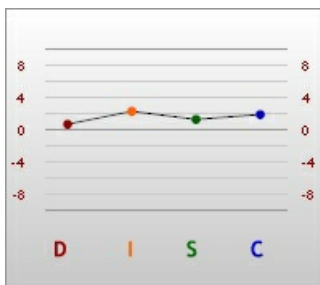


The chart below helps put the four dimensions of behavior into perspective.

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

Because human personality is comprised of varying intensities of the four behavioral styles, the DISC graph helps make the personality style more visual. The DISC graph plots the intensity of each of the four styles. All points above the midline are stronger intensities, while points below the midline are lesser intensities of DISC characteristics. It is possible to look at a DISC graph and instantly know the personality and behavioral characteristics of an individual.

Below are your three DISC graphs, and a brief explanation of the differences between the graphs.



### DISC graph 1 represents your "public self" (the mask)

This graph displays the "you" others see. It reflects how you perceive the demands of your environment, and your perception of how you believe others expect you to behave.

### DISC graph 2 represents your "private self" (the core)

This graph displays your instinctive response to pressure, and identifies how you are most likely to respond when stress or tension are present. This would be your instinctive reaction.

### DISC graph 3 represents your "perceived self" (the mirror)

This graph displays the manner in which you perceive your typical behavior. It could be referred to as your self perception. Although at times you may be unaware of the behavior you use with other people, this graph shows your typical approach.

# Description

## understanding your style

### John's style is identified by the keyword "Contemplator".

As a Contemplator style, John is detail oriented and has high standards. Contemplators are analytical and logical people. They are driven to do the best, and they think there is always room for improvement. Contemplators tend to be competitive and want to have the best quality job done. John is sensitive to people, but the logical, task-oriented side can take over quite easily. John loves being appreciated for the quality work produced. Contemplators are able to move tasks ahead and achieve their goals. John is very centered on the task at hand, and is steady and dependable.

John likes working in small, rather than large groups. A Contemplator is good at working through problem situations and will aggressively and carefully work with people to resolve conflicts. They take their time and don't jump into situations where they open up to people. They may be careful and analytical in their relationships, thought processes, and work situations. Contemplators take time in making decisions and want facts and figures to study before coming to a decision. Accuracy is extremely important to them. Contemplators may take offense to criticism of their work because precision is their main objective.

Because of aggression, Contemplators are able to drive projects, however, they will not allow quality to be compromised. When they are involved in a situation, they want it done correctly. John is sensitive to others and strives to do the best for them. Contemplators care about others, but may seem unemotional. Contemplators are centered on "the facts" and while they have good intentions, they may lose sight of what is best for people while focusing on protocol, facts and details.

A very creative person, John is often willing to seek out new solutions to problems, is self motivated and often works at a fast pace to accomplish goals. John likes new challenges and is usually able to make decisions easily, even under pressure.

John can easily find the silver lining in a difficult situation and typically enjoys the thrill of trying new things. This individual has a gift for influencing associates and is viewed as an instinctive communicator. Others find John easy to approach and enjoy their easy, open rapport.

Recognizing the value of a good relationship, John is very patient and caring when relating to others. This is an individual who usually remains calm, relaxed and even paced, even in situations that may ruffle others. John likes the role of a peacemaker, and when working through problems, they try to rely on successful strategies that have proven results.

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

**Analytical, methodical**  
**High ego strength, goal setter**  
**Problem solver, competitive**  
**Quiet, task oriented, strong willed**

#### *General Characteristics*

**Work and project completion**  
**Power and authority to take design and implement solutions**  
**Others willing to help them achieve goals**  
**Being provided the necessary tools to achieve success**

#### *Motivated By*

**Being able to design and follow through with ideas**  
**Challenging tasks and activities that can be completed**  
**Recognition for high quality of their work**  
**Having time to work and think alone**

#### *My Ideal Environment*

# The Ways You Influence

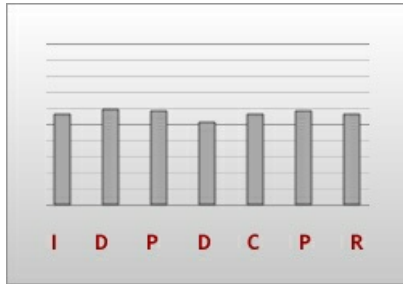
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Leadership expert John C. Maxwell says, "Leadership is Influence." In this section, we provide you with a view on how you influence results, whether it is through direct influence, directing others, details, or other factors. For each of us, there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

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

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

## your strengths in leadership



### INFLUENCING -

**Above Average:** You are always considered when a leader is needed. You have great strengths, and know that you possess wonderful insight into systems and people. Others are willing to follow you because of your charisma and enthusiasm. While sometimes seeming a bit assertive, your optimism and warmth soon have others remembering how important you are to the team.

### DIRECTING -

**Well Developed:** You were probably just selected to oversee yet another project, especially one that has a tight deadline. Your team values your work ethic. You may appear a bit distant at times, but your attention to detail and your inner drive causes others to respect you and to see the great value you add to the team. Learn to take time to get to know other team members; time invested in relationships is not time wasted.

### PROCESSING -

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

### DETAILING -

**Above Average:** You have an ability to logically look at a situation and rearrange things for a more efficient operation. You pay attention to even the smallest details and put the finishing touches on projects. Your surroundings are neat and efficient and you appreciate when others follow suit.

### CREATING -

**Above Average:** You like to use your creativity to perfect basic concepts that other team members develop. You can oversee and help keep accountability in areas that others may compromise.

### PERSISTING -

**Well Developed:** You are one that can work through problems that would sidetrack others. You have developed a focused approach that will not be diverted. You are wonderful at staying on task and are self motivated. You are able to stick to the mission. You have perseverance that others wish they had. Take time to say the little things that will make others know you care about them.

### RELATING -

**Above Average:** You value relationships and know what it takes to nurture them. You go out of your way to make new team members feel welcome and want to be included.

Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter.

- Gilbert Amelio

# Workplace

## your professional style

You will see C style people hard at work in the workplace. They work diligently because work is task-oriented and C styles are the most task-oriented of all the DISC styles. In the workplace, C styles are reserved, quiet, conscientious individuals who take their work seriously and often become experts in their professions because of their self discipline and high standards.

High C styles may be modest, but they are also extremely complex, extraordinary individuals whose minds are always busy. They will be found creating, developing, solving, researching, analyzing, and synthesizing. Their patient nature gives them the perseverance for trial and error investigation and meticulous attention to detail. Level-headed, logical and conscientious, C style workers gravitate towards the following field subjects: technical, engineering, statistical, research, aesthetic, creative and conceptual. Organizations rely upon their ability for quality control, number crunching and understanding organizational data. Many C style individuals develop specialized skills that co-workers appreciate and admire.

Since C styles don't have a high need for relationship building in the workplace, they are able to work independently and can be very self-sufficient. Their independence comes from an emphasis on their internal logical strength - drawing upon the resources they have cultivated within. Whatever the task, the C style will be exacting and following through with quality. They would rather not undertake a task at all than leave a task unfinished or done poorly.

C style managers maintain high standards for themselves and others. They measure the performance of others by their ability to complete tasks and responsibilities important to the C manager. Whatever they put their signature on must reflect excellence. Because they want to avoid criticism, they will do what is necessary to handle the details.

As team members, Cs are valuable in quality control and testing functions. Before a project is completed, it must meet a C's exacting standards. Cs also contribute in conceptual, planning, organizing, and record-keeping capacities.

Often other more-relational workplace styles view C styles as unemotional, detached or withdrawn. This may not always be the case once you get to know them. To others, C styles appear to have a quiet self confidence due to their self reliance. Quick decision making is not a strength of the C style. They require extensive time to collect information before deciding. Their need to be correct and minimize their risk often shades their choices. The greatest limitation of the C style in the workplace is their critical, picky, often perfectionistic nature. In the right profession, this limitation could also be a strength.

### Compliant Workplace Style Characteristics:

1. Has a task-oriented communication style with associates
2. Self-disciplined in their work pursuits
3. Over analyzes the solutions to their work-related problems
4. Tends to avoid risks taking the conservative approach
5. Expects others to do things "the right way"
6. Desires to be hands-on and consistently involved in work-related processes
7. Researches and gathers the facts in all work areas
8. Reserved around associates and team members; may not appear "warm" or approachable
9. Afraid to take bold leadership roles and would prefer someone else to take the risk
10. Highly intuitive thinkers
11. Maintains high standards for themselves and others
12. Very dependable and loyal team member
13. Independent, self-reliant worker



# Workplace

## tips for your professional style

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

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

C's maintain high standards for themselves and others.	Many times a critical or perfectionist nature is a blind spot. <b>Practice flexibility and understand that your co-workers' styles may not be well-disciplined, conscientious and thorough. Try appreciating their strengths and accepting their differences. Their mistakes will make them better in the long run.</b>
C's are reserved and conservative.	Reserved and conservative associates work well with other reserved and conservative associates, but more aggressive styles can cause trauma for the C style. <b>Don't be too timid or passive when the situation calls for bold decisions or conviction. Establish that you are confident with more aggressive personalities, they will respect this in you.</b>
C's are slow to make decisions while they analyze and gather facts.	Many times the workplace calls for quick, on the spot decisions without knowing all of the facts. Some C styles have "analysis paralysis". They take too much time deciding upon the "right" thing or making the "correct" move and then it's too late. <b>Rely on your intuition and go with your first thoughts when time is limited.</b>
C's are very task oriented.	Since C's are very task oriented and highly skilled at tasks, communication is often facilitated through research, analysis, or solving complex problems for others. Other more-relational styles may not realize this is how you communicate. <b>Remember to show warmth, positive body language and openness when communicating with high I and S styles.</b>
C's don't like to make mistakes, are self-critical, and desire to follow the letter of the law.	C styles can be very self-critical. Often, they take policies, procedures or rules as literal "absolutes". In other words, they "major" on the "minors" in life. <b>Try to be more forgiving of policy adherence and more concerned about the big picture. Be more flexible and not so hard on yourself. Remember that mistakes are good and help build essential skills as well as character.</b>
C's prefer to work independently and are very self-reliant.	Because C styles are so self sufficient, they have difficulty collaborating and partnering with others of different styles. Cs may also find it difficult to delegate tasks to others because they don't want to put the quality control in other hands. <b>Remember to collaborate and delegate more.</b>
C's are very objective thinkers.	High C style individuals should practice empathy by trying to see things from other individuals' perspectives. It is often difficult for C styles to see the gray areas since they are often assessing situations based upon the extent of it either being good or bad, right or wrong. Many times subtle relational issues are lost in this type of objectivity.

# Your Communication Style

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

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

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

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

# Communicating

## with the Contemplator style

John Sample

### Remember, a Contemplator may want:

- Authority, assignments promoting growth, "bottom line" approach, being able to achieve goals, ability to direct and lead

### Greatest fear:

- Security being threatened by rejection or criticism

### When communicating with John, a Contemplator, DO:

- Provide information to back up statements
- Offer sincere appreciation for their efforts
- Focus on business; remember they desire results
- Be loyal
- Give them all the information they need
- Give them ample time to respond
- Recognize their high quality work

### When communicating with John, a Contemplator, DO NOT:

- Do all the talking
- Focus on problems
- Criticize or challenge them directly
- Make generalizations or statements without support

### While analyzing information, John, a Contemplator may:

- Work alone or with one or two close colleagues
- Neglect the human factor and base decisions on facts
- Not be forthcoming of the information they have
- Offer innovative and progressive systems and ideas

### Motivational Characteristics

- **Motivating Goals:** Pioneering new processes, achieving desired results
- **Evaluates Others by:** Accurate communication, task completion correctly and accurately
- **Influences Others by:** Quality completion of tasks
- **Value to Team:** Excellent problem solving skills, analytical, assertive in completing tasks
- **Overuses:** Bluntness, criticism
- **Reaction to Pressure:** Too analytical, cold, insensitive
- **Greatest Fears:** Ridicule, criticism
- **Areas for Improvement:** Be more sensitive, be less defensive, be friendlier



Knowledge comes, but  
wisdom lingers.

- Alfred Lord Tennyson

# Communicating

## with the Contemplator style

John Sample

### Value to the group:

- Values team working together to achieve results
- Steady; not overly impulsive
- Promotes high quality work and results
- Good follow through and completion

### Contemplators possess these positive characteristics in groups:

- Strong leadership
- Good listeners
- Self reliant
- Innovative in getting results
- Maintain focus on goals
- Excellent follow through on tasks
- Well poised, good orators
- Overcome obstacles
- Provide direction and leadership
- Will test their concepts before proceeding
- Balance and poise
- Production of high quality of work
- Welcome challenges without fear
- Hands-on manager

### Personal growth areas for Contemplators:

- Strive to be an encourager to others
- Be more expressive of feelings
- Be less controlling and directive
- Develop a greater appreciation for the opinions, feelings and desires of others
- Let others feel more a part of the team
- Share information with others



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

- Lee Iacocca

# Your Team Role Preference

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

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

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

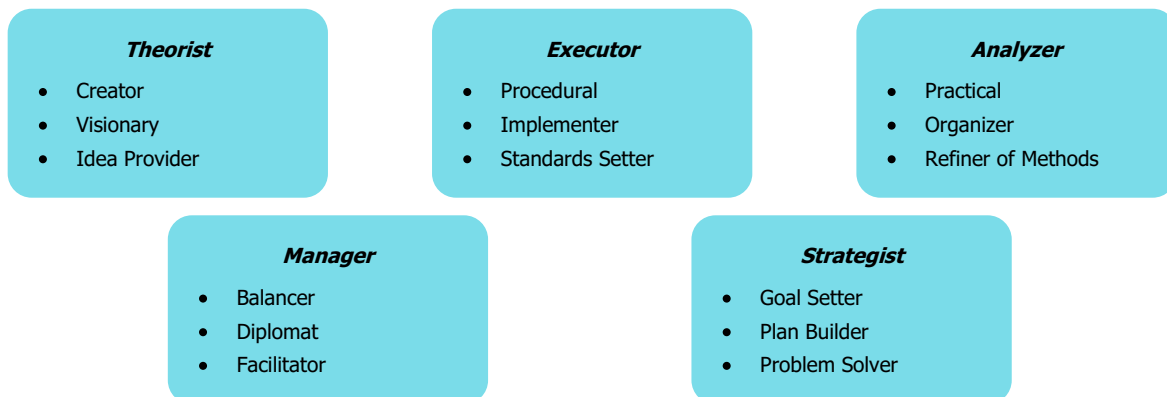
# Introduction to your TEAMS Style Report

Your TEAMS Style is a measure of your thinking and task preferences. The TEAMS Profile looks at the way people think and function best in a group or team environment. The TEAMS Profile breaks down the core functions of a group into five key roles preformed by the group to carry out tasks and accomplish goals. The titles of the roles are:

- **T = Theorist**
- **E = Executor**
- **A = Analyzer**
- **M = Manager**
- **S = Strategist**

The TEAMS Profile does not measure ability, but rather preferences for the roles and key activities performed. When people are placed in their area of preference, productivity and job satisfaction increases and stress is reduced. The slogan "Together Everyone Achieves More" is not only catchy, it is the premise for team development. A strong team is formed of complementary roles, not conflicting roles. Utilizing all five roles has proven to work best to get the job done.

## TEAMS Style Overview



## Characteristics of each TEAMS Style

### ***Theorist***

- Creative problem solvers
- Their ability to think outside the box to create goals, processes, and timelines
- The team member that generates ideas, models, and hypothesis

### ***Executor***

- Doing things according to plan and doing them well
- Valued for being action-oriented, organized, and dependable
- The team member that implements the ideas, programs, and solutions developed by the team

### ***Analyzer***

- Accuracy, quality control, analytical
- They set high standards and weigh the risk vs. potential reward
- The team member that is always thinking of quality and refinement of the process or program

### ***Manager***

- Diplomatic, balanced approach to problem solving
- The ability to see a project from all the different team members' viewpoints
- The team member that facilitates and balances the needs of individuals

### ***Strategist***

- Simplify concepts, market ideas, provide solutions
- Finding ways to push ideas and overcome obstacles
- The team member that identifies and simplifies ideas to form a strategy and market concepts

## Potential Limitations of each TEAMS Style

### ***Theorist***

- The higher the Theorist Style, the greater the chance for generating new ideas rather than focusing on completion of tasks.

### ***Executor***

- The higher the Executor Style, the greater the need for clearly defined processes and goals in order to be effective.

### ***Analyzer***

- The higher the Analyzer Style, the greater the chance of becoming bogged down in the details of the project and losing sight of the goal.

### ***Manager***

- The higher the Manager Style, the greater the chance for not balancing needs equally and losing sight of priorities needed to meet goals.

### ***Strategist***

- The higher the Strategist Style, the greater the chance of putting too high of expectancy on others or overinflating benefits/solutions.



# TEAMS Style

## Working within a team

John Sample

### John's team role preferences

#### High Style: Strategist

The Strategist is the member of the team who identifies new concepts and ideas in their early stages, and develops the strategy behind their implementation. Strategists have an intrinsic grasp of how to market concepts, how to appeal to a broad range of individuals, and how to strategically place a concept in its best light to achieve the greatest possible end result. They tend to be very task-oriented, but enjoy people as well. Strategists are often very good at recruiting; they tend to be friendly and outgoing, but also like to see tasks done properly. They influence others with excellent people skills and with the ability to reason and be logical. Strategists are not afraid to stand up and take charge if necessary. They are not bystanders, but are constantly involved in some aspect of the project. Strategists combine their previous experience with their knowledge of people to develop creative ways of getting the most benefit from a project or idea. The ability to simplify an idea or process is a key strength of a Strategist. They will interact exceptionally well with Theorists, Managers and Analyzers as they create their plans.

The Strategist is a highly-creative problem solver with an inherent ability to compare and contrast a large number of ideas to determine their long-term implications. Frequently powerful communicators, they tend to be excellent encouragers and strong leaders. Strategists motivate others to achieve, drawing out the best in other team members. Their ability to explain things clearly and concisely makes them convincing spokespersons. They are powerful negotiators, and are able to make very accurate assessments of situations.

Strategists are perceived by most members of the team as great leaders, well-spoken and decisive. They naturally command the respect and attention of others. People follow them because of their charisma and enthusiasm. While Strategists may sometimes seem a bit aggressive, their fairness and people skills keep communication flowing.

The Strategist may seem domineering and cool, sometimes losing sight of the people and focusing on the task. Strategists really want others involved in their projects, but may forget about what others want. They need to listen more and think about what others around them may need. Strategists sometimes appear inconsistent or flighty due to their tendency to move rapidly from one concept to another, but it is precisely this rapid movement that allows them to consider the strategic implications of a given scenario.



**TEAMS Style**  
Working within a team

Well constructed teams produce results and have a flow of energy and ideas that are easy to see.

For a team to have life, and for tasks to be accomplished, proper positioning of team members is critical.

## Continued

### Second Highest Style: Manager

The Manager is the member of the team who facilitates interaction between other team members and who oversees the implementation of various aspects of the plan. They tend to be sensitive and have high standards. Decisions are made after the gathering of facts and supportive data. Managers enjoy monitoring processes, interacting with team members, supervising production and otherwise ensuring that the project is moving to a successful close in a timely manner. Managers want to be accepted as members of the team and like to know exactly what is expected before they start new projects. As the ideas and tasks move back and forth between various team members, it is the Manager who will make sure that no one "drops the ball." Managers will have high levels of interaction with all members of the team. They are sensitive to the people around them and will do their best to make the environment pleasing for others. They do not like confrontation but will handle it. They are conscientious and persuade others through a combination of logic and emotion. Managers are equipped with the ability to act as a dominant leader if their parameters of authority require them to do so.

The Manager has the ability to clarify where and when ideas and concepts under development need to be moved from one member of the team to another. Their skill set allows them to move into the role of Theorist, Analyzer or Strategist when necessary, and they can function in that role for a period of time. Their real strength is the ability to see things from the perspective of one of the team members and help another member of the team to understand the concept from their own perspective, acting as a sort of "conceptual translator" for the team.

Managers are always considered when a leader is needed to move a project forward. They are able to communicate well with a large number of individuals, and also have the ability to delegate. Their attention to detail and inner drive causes others to respect them, and value their input into situations. Their keen ability to relate to others acts as a cohesive bond within the team, developing a strength and resiliency that adds depth.

The Manager may appear distant at times, especially when focused on solving a problem. While sometimes seeming a bit aggressive, their fairness and people skills soon have others remembering that they really want the best for all involved.



**TEAMS Style**  
Working within a team

Well constructed teams produce results and have a flow of energy and ideas that are easy to see.

For a team to have life, and for tasks to be accomplished, proper positioning of team members is critical.



# Your Ideals at Work

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

An iceberg is a good analogy to describe Values Styles and how they influence Personality Style. Communication styles, strengths, workplace characteristics, and behavior are the areas of the iceberg we can observe; while values are hidden under the surface, informing our decisions and driving our actions.

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

# Introduction to your Values Style Report

Your Values Style is a measure of your ideals and hidden motivators. The Values Profile looks at the underlying and hidden motivators that affect behavior. Whereas Personality Style (DISC) is observable and personality issues can be resolved with some effort, Values Styles are not as observable or easily resolved. Values are hidden and ingrained deep in our subconscious. The Values Profile assesses an individual's need to have four core values met in his/her life. All people share the following four Values Styles in varying degrees of intensity.

- **L = Loyalty**
- **E = Equivalence**
- **P = Personal Freedom**
- **J = Justice**

Knowledge of Values Styles can help people become more tolerant of individual differences to reduce conflict and increase understanding. In the workplace, long-term retention issues can be influenced when specific job values requirements correlate with an applicant's personal values. Hiring managers have found knowledge of a prospect's Values Styles critical to hiring decisions.

## Values Style Overview

### ***Loyalty***

- Traditions
- Relationships
- Serving Others
- Responsible Living

### ***Equivalence***

- Respect
- Tolerance
- Individuality
- Fairness to All

### ***Personal Freedom***

- Opportunity
- Self-Fulfillment
- Challenge Norms
- Personal Creativity

### ***Justice***

- Honesty
- Sense of Right
- Common Goals
- Win-Win Situations



**This chart below helps put the four Values Styles into perspective.**

	<b>Loyalty</b>	<b>Equivalence</b>	<b>Personal Freedom</b>	<b>Justice</b>
<b>Focus</b>	Traditions	Self-expression	Self-Fulfillment	Inner honesty
<b>Outlook</b>	Recognizes authority	Friendly relationships	Personal goals & aspirations	Common good
<b>Goal</b>	Responsible Living	Self assertion & happiness	Self-satisfaction	Acceptance into group
<b>Fear</b>	Disloyalty to beliefs/people	Inner conflict/inequivalence	Loss of personal well being	Lack of personal harmony
<b>Work Style</b>	Meaningful involvement	Socially acceptable	Self-expressed individuality	Personal involvement

## Potential Limitations of Each Style

### ***Loyalty***

- The higher the Loyalty Value, the greater the chance of being locked into a certain pattern of thinking.

### ***Equivalence***

- The higher the Equivalence Value, the greater the chance of losing track of day-to-day responsibilities.

### ***Personal Freedom***

- The higher the Personal Freedom Value, the greater the chance of win-lose situations developing.

### ***Justice***

- The higher the Justice Value, the greater the chance of overestimating personal energies and resources.



An iceberg is a good analogy to describe Values Styles and how they influence Personality Style.

Personality and behavior are the areas of the iceberg we can observe, while values are hidden under the surface informing our decisions and driving our actions.

## Internal Motivational Characteristics

### John's Hidden Motivators

#### High Style: Personal Freedom

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

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

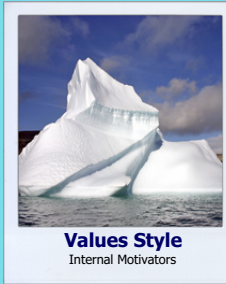
The more energy expended towards Personal Freedom, the greater the chance of win/lose situations developing.

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

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

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

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



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# Values Style

## Continued

John Sample

### Second Highest Style: Equivalence

The characteristics of individuals with a high Equivalence values style are:

- Focusing on respecting the individuality of others as well as self.
- Respecting individual beliefs.
- Searching for personal fulfillment and making opportunities for meaningful communication with others.
- Avoiding inner conflicts.
- Stretching the rules and expectations within safe boundaries in search of personal satisfaction.
- **Focus:** Self-expression
- **Outlook:** Seeks friendly relationships with the freedom to be themselves
- **Goal:** Self-assertion and happiness
- **Fear:** Inner conflict; inequivalence
- **Workstyle:** Socially-acceptable individuality

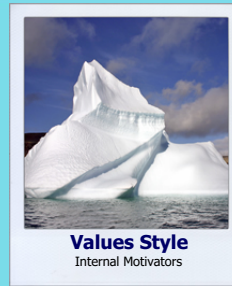
The more energy expended towards Equivalence, the greater the chance of losing track of day-to-day responsibilities.

A person with an Equivalence values style is likely to say:

- "I am prepared to overcome obstacles in order to obtain personal satisfaction and fulfillment."
- "It is very important to me to respect the feelings and viewpoints of others."
- "I dislike rules and regulations that conflict with my personal feelings or that appear to be unfair."
- "I seek out positive role models."
- "I am open to new challenges and methods, as long as they do not restrict me."
- "I seek a balance between conformity and freedom."

A person with an Equivalence values style is likely to have a personal goal of attaining increased happiness by being allowed to express their opinions and asserting their right to find fulfillment in life's ambitions. They sometimes may lose track of the day-to-day responsibilities that must be met. Others may perceive them as non-committed or compromising under stress. With a high Equivalence value style, one can become more effective by developing OBJECTIVITY and REALISTIC GOAL SETTING. They can do this by asking themselves these questions:

- "What ideas can I suggest?" "What will others think?"
- "In what way can I be involved that will make things even better for everyone?"



An iceberg is a good analogy to describe Values Styles and how they influence Personality Style. Personality and behavior are the areas of the iceberg we can observe, while values are hidden under the surface informing our decisions and driving our actions.

# Your Next Step...

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

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

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