



## Personalized Description and Success Strategies

- General Characteristics

Paul VanZant

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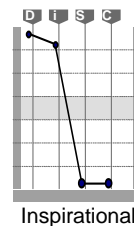
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## Behavioral Highlights

This section lists the potential strengths of Paul's behavioral profile. Personalize the information using these steps: <1> Put a check mark next to the statements that you think accurately describe Paul's behavioral style. <2> Put an X next to the statements that you feel do not describe Paul's behavioral style very well. <3> Write in comments to modify the statements to make them more descriptive.

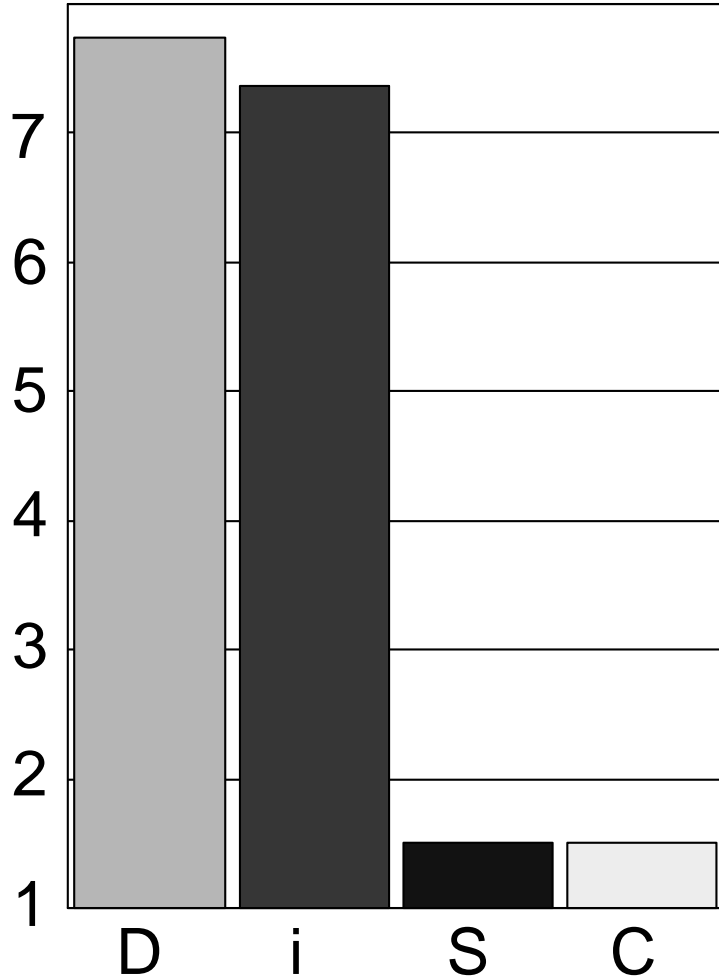


### **Some of Paul's behavioral strengths may be**

- Likes a fast pace, new activities, change, and variety
- Quick to act and creates a sense of urgency in others
- Enjoys challenges and competition
- Can move forcefully to get results
- Uses direct, action-oriented approach to solving problems
- Likes to interact with many different types of people
- Likes to express thoughts and feelings to others
- Animated and enthusiastic in expression
- Quick to adapt to new ideas and changes
- Seeks to find ways to interact positively in difficult situations



# Personal Profile System® Graph



The DiSC® Dimensions of Behavior model describes behavioral patterns in terms of four tendencies. They are briefly defined below:

**D Dominance:** People with a high "D" behavioral tendency seek to shape their environment by overcoming opposition to accomplish results

**i Influence:** People with a high "i" behavioral tendency seek to shape their environment by influencing or persuading others.

**S Steadiness:** People with high "S" behavioral tendency seek to cooperate with others to carry out their tasks.

**C Conscientiousness:** People with high "C" behavioral tendency seek to work within existing circumstances to ensure quality and accuracy.

All people have all four behavioral tendencies but in differing intensities. The relationship of the four tendencies to each other creates a profile pattern which provides information about a person's potential behavioral responses.

Name: Paul VanZant

Date: 8/8/2008

Classical Pattern: Inspirational

Completed by: Self

Environmental Focus: Work

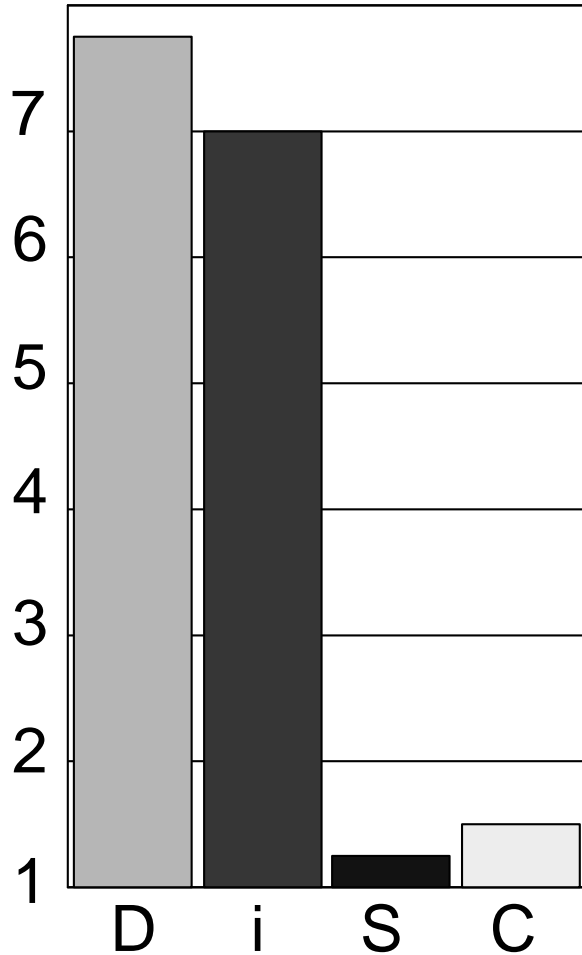
The above graph displays the relationship of the four behavioral tendencies in Paul's profile pattern. The information on the following pages is based upon this profile pattern.

Remember, the *DiSC PPSS* is not a test. There is no such thing as a "good" or "bad" pattern. Research indicates that the most successful people are those who know themselves and develop strategies to meet the needs of specific situations. The following information is most helpful when reviewed, discussed, and put to use in developing specific action plans for increasing personal effectiveness.

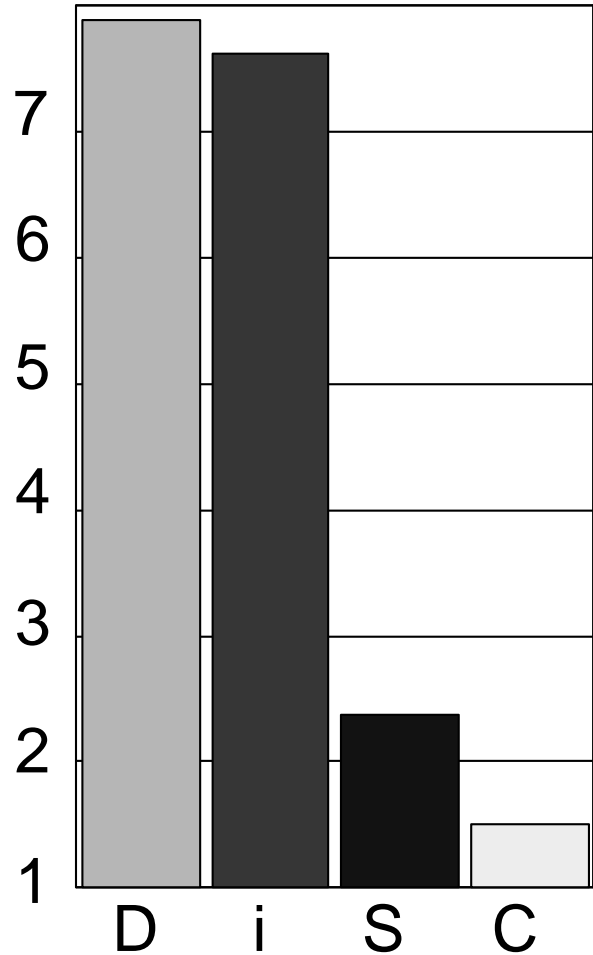


# Personal Profile System<sup>®</sup> Graph

## Graph I



## Graph II



Name: Paul VanZant

Date: 8/8/2008

Classical Pattern: Inspirational

Completed by: Self

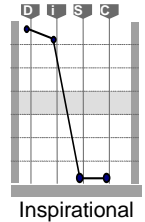
Environmental Focus: Work

Some people find additional understanding of themselves by looking at any differences between their responses to their MOST and LEAST choices. Because you have responded to the same question "How do I see myself?" for both choices, it is likely the information will be the same. If there is a significant difference in the Profiles, you may want to ask yourself some questions about the factors that influenced your choices as you responded. The composite graph (Graph 3) reflects the combination of your most and least choices and is typically the most comprehensive description of your overall Profile. This composite Profile is used for all the information contained in your reports.



## Behavioral Overview

*The following narrative, based upon the profile responses, provides a general overview of Paul's natural behavioral style in the environment. This section is designed to provide a broad overview of his natural, most comfortable behavior. Paul's actual observed behavior may be somewhat different due to modifications based on the demands of the situation, the expectations of others, and his personal values. Review and discuss the information, deleting the portions that do not seem applicable and highlighting the portions which may be most relevant and useful.*



Paul tends to be very direct, daring, forceful and enthusiastic. He may also be very charming and sociable. Tending to be quick in thought and action, he may enjoy matching his wits and skills against others.

In seeking to control his environment, Paul may make a conscious effort to modify the thoughts and actions of others. He may be astute in identifying the motives and desires of others. He may then use this information to direct their behavior toward his predetermined goal. He may use charm and persuasion to sway others to his point of view. However, if necessary, he may also use demands, intimidation, and the control of rewards to get what he wants. He tends to be clear about his desired results. However, he may not verbalize them to others immediately. He may introduce his desired results only when he has created an attitude of readiness in the other person.

Though generally charming in his contacts with others, he may occasionally cause them to experience a conflicting feeling of being drawn to him and yet somehow being distanced at the same time. He may be very persuasive in achieving his desired results and in obtaining assistance with the repetitive and time-consuming details of the activity at hand.

While he sometimes may inspire fear in others and may override their decisions, Paul tends to be generally well liked by co-workers. This may be true because he tends to use his considerable verbal skills to persuade others rather than demand from them whenever possible. He clearly may prefer to work through others to accomplish his goals rather than ride over them.

Paul naturally may be comfortable with interpersonal aggression. In fact, he may enjoy competitive and antagonistic situations. He may welcome the challenge of a win/lose situation. His objective may be to win, sometimes at a cost to relationships. Appearing to reject affection, he tends to not allow feelings of love or friendship to interfere with the pursuit of his goals. He may not always give the other person a chance to express feelings or show concern for such matters as cooperation or emotional attachment. In fact, he may be concerned that to do so would appear to be too soft toward others.

A self-starter, Paul may get up early to get a head start on the day's activities. He may start activities without any prodding or direction from others. His energy may continue to be high throughout the day. He may also get other people moving. He may set high standards for performance and expect them to be met. He is likely to be critical of others who fail to meet his expectations. Although he tends to express his displeasure directly, usually face-to-face, people generally accept it with little resentment due to his persuasive abilities.

When things are not going well, Paul may become quarrelsome or even belligerent if he does not get his way on something that may be important to him. Typically, in a pressure situation in which his goals are



## Behavioral Overview

being blocked, he may suddenly discontinue his charm and persuasion and become unusually quiet. Just as suddenly, he may then reassert himself in a demanding, aggressive manner.

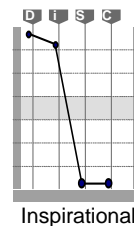
Paul may tend to evaluate others based upon their ability to project strength and power. He may appreciate those who are able to master and control their environments. He may have little patience for those who are primarily concerned with "little things" such as details, accuracy and correctness. He also may have little use for "red tape" or procedures which seem to interfere with the accomplishment of his goals.

When approaching a new problem or decision, Paul tends to move quickly and directly. He may solicit opinions from others; however, he may not pay much attention to the input from anyone whom he does not respect, unless it presents a clear opportunity for a successful outcome. He may quickly size up the information and reach a tentative conclusion upon which he can take action. He may take risks and try new, challenging ideas. He may watch the results to make sure that his desired results are achieved, quickly making changes as indicated.



# Motivating Factors

*People have different sources of motivation and different goals based on their most preferred behavioral tendencies. This section lists those factors usually found to be most motivating to someone with Paul's behavioral tendencies. Some of these factors may not apply to Paul because he may have modified his behavior due to his life experiences and values system. Some of the factors may appear to be contradictory because of the differences in the tendencies that comprise Paul's behavior. Review and revise as necessary.*



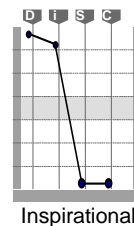
## **Paul may be motivated by:**

- Having control over his work environment
- Being able to direct other people's activities
- Being offered new opportunities and new challenges
- Situations where he is held accountable solely for results rather than for how the results are achieved
- Opportunities for advancement
- Rewards for achieving goals
- Situations providing positive interactions with others
- Opportunities to verbalize his thoughts and feelings
- Environments where two-way dialogue is encouraged
- Enthusiastic verbal recognition: "Great!" "Fantastic!"
- Immediate verbal feedback
- Having his feelings acknowledged



## Preferred Environment

*People have different preferences in the environment in which they most prefer to work or live. What one person finds delightful may be intolerable to someone else. This section provides information on what environment Paul might find most desirable based on his behavioral tendencies. Some of these factors may not apply to Paul or may appear contradictory because of the differences between the tendencies that describe Paul's behavior. Review and revise as necessary.*



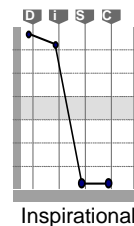
### **Paul wants an environment which provides:**

- Maximum freedom to determine how things are done
- Fast-paced, results-oriented
- Performance measurements and rewards based upon achieving agreed-upon results
- The opportunity to control events
- A fast-moving pace which involves relating to others with enthusiasm
- Recognition and positive feedback
- Opportunities for creative, imaginative "brainstorming"



## Tends to Avoid

*All people have different situations or activities that they naturally tend to avoid based on a dislike or fear of what is involved in the task or interaction. By knowing what our most likely avoidance behaviors are, we can choose strategies for coping with them and reduce possible negative outcomes such as procrastination. This section lists the activities and situations Paul is most likely to avoid based on his behavioral tendencies. Some of the factors may not apply to Paul. Review and revise as necessary.*



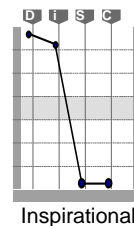
### **Based on dislike, discomfort, or fear, Paul tends to avoid:**

- Situations where he has no control over the environment
- Appearing soft or weak
- Situations requiring routine, predictable behaviors day after day
- Being closely managed by others
- Having to check in frequently and report what he is doing
- Having to report step by step how he is going to do a task or activity
- Situations where others may react to him with hostility
- Actions that might lead to loss of approval from others
- Having to choose between being liked or being respected
- Follow-through on extensive detail
- Routine, repetitive task work
- Environments that provide little or no contact with people
- Environments with rigid time constraints



## Strategies for Increased Effectiveness

*This section describes possible actions that Paul might take to modify certain naturally occurring behavioral tendencies to achieve greater effectiveness. Some of these strategies may be already in use, others may represent areas for potential skill development. It may be useful to prioritize the strategies based on the needs of the current environment. Review and revise as necessary.*



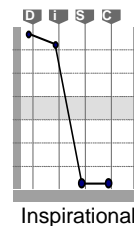
### **Paul would increase his effectiveness by:**

- Taking more time to think through possible consequences before taking action
- Listening and considering the thoughts, feelings and experiences of others
- Learning to negotiate outcomes on a win/win basis
- Explaining his reasoning process rather than just announcing conclusions
- Learning to participate in a group without being in charge
- Developing tact and diplomacy in communications and interactions with others
- Giving recognition to others for their efforts
- Developing a more realistic assessment of people and situations that includes negative and positive information
- Structuring a process for completing tasks in an orderly and timely manner
- Developing the ability to be firm and direct when dealing with interpersonal conflict
- Willingness to hear and consider negative thoughts and feelings of others
- Following through on key details on a more consistent basis
- Better management of time requirements
- Evaluating the amount of time spent in meetings and verbal communications with others



## Demotivating Factors

*People have different factors that affect their motivation both positively and negatively. By understanding what these factors are, we can increase the amount of time we are experiencing those conditions that enhance our positive motivation and reduce the impact of those factors which will reduce self motivation. The following list can be used to create an environment more supportive to positive motivation by managing or eliminating demotivating factors specific to Paul's behavioral style.*



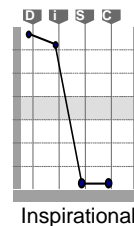
### **Paul may become demotivated when:**

- His authority is countermanded
- His responsibility is diminished
- His resources are restricted
- Required to do routine activities with little or no variety
- Closely supervised
- Required to report frequently on activities rather than results
- He has no opportunity for advancement
- Working in environments with reserved or unfriendly co-workers
- Required to meet fixed schedules and rigid time constraints
- Working in negative, pessimistic, hostile environments
- Required to focus on thinking to the exclusion of feeling
- Required to perform routine tasks with attention to detail



## Behavior in Conflict Situations

Most people use behavior in conflict situations that can be described as either a "fight" or "flight" response based on their natural behavioral tendencies. Some people use a combination of both responses, depending on the intensity or degree of risk involved in the situation. The following describes a range of responses that Paul might use in a conflict situation. These behaviors may have been modified due to Paul's values system and/or life experience. This information will be more helpful if reviewed with Paul, ranking the behaviors from most-likely to be used to least-likely.



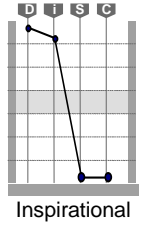
### **In a conflict situation Paul:**

- Tends to take a direct, aggressive approach
- May escalate levels of aggression
- May create win/lose outcomes
- May overpower others who then retaliate with covert aggression
- Tends to become defensive
- May become autocratic, using rank and authority to end the conflict
- Tends to avoid open, direct conflict
- Tends to become emotionally expressive
- May become personally attacking
- Tends to minimize negative information
- May attempt to placate angry people without addressing the issue
- May give in to avoid looking bad or losing approval
- May become impulsive



# Behavioral Tendency Continuum

This continuum displays Paul's potential range of intensity for each of the behaviors listed. This continuum represents potential behavior based on Paul's profile pattern rather than actual, observed behavior. This information is most helpful when discussed and evaluated based on experience with Paul.



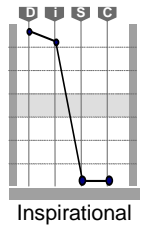
Name: **Paul VanZant**  
 Date: 8/8/2008  
 Classical Pattern: Inspirational  
 Environmental Focus: Work

	L	ML	M	MH	H
ACCEPTS - open, receives willingly				◆	
ADHERES - sticks to the rules		◆			
ADVOCATES - promotes, urges action					◆
AGITATES - stirs up, rocks the boat				◆	
AMPLIFIES - explains, expands the point				◆	
ASSIGNS - delegates to others				◆	
ASSUMES - takes for granted				◆	
BOASTS - brags about abilities				◆	
CAPTIVATES - charms others				◆	
COMMANDS - directs others				◆	
DIGESTS - absorbs, thinks it through		◆			
ESTABLISHES - stabilizes, builds to last	◆				
IMITATES - follows the leader's example				◆	
INVENTS - creates new solutions, ideas				◆	
INVESTIGATES - examines, checks it out		◆			
JUSTIFIES - defends, gives reasons for		◆			



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Name: **Paul VanZant**  
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 Environmental Focus: Work

	L	ML	M	MH	H
MAINTAINS - continues, preserves		◆			
MANEUVERS - plans skillfully					◆
MODIFIES - adapts, adjusts, revises	◆				
NURTURES - shows care for others		◆			
OBJECTS - protests, argues, disputes			◆		
OBSERVES - watches attentively		◆			
PLANS - prepares, maps out task	◆				
PRAISES - compliments, shows approval					◆
PROHIBITS - cautions, prevents risk		◆			
PROTECTS - guards tradition, stability	◆				
RECONCILES - appeases, settles differences		◆			
REVIEWS - examines in detail		◆			
SPECULATES - gambles on the future					◆
TESTS - examines, tries it out		◆			
TRUSTS - believes in others				◆	
VERBALIZES - talks things out					◆