

# Pat Sample

Style: Establisher D

## Career Impact Report

Friday, July 24, 2020

# Welcome

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Welcome!

Congratulations on exploring new career options.

According to the U.S. Bureau of Labor Statistics, the average person changes jobs 12.3 times between the ages of 18 and 52. Approximately half of those job changes occur before the age of 25. Source: <https://www.bls.gov/news.release/pdf/nlsoy.pdf>  
It is not uncommon for a person to experience three to five career changes in their lifetime as well.

Change can be good. For example, it can result in upward mobility. It can also be disconcerting if it is not a personal choice, but, rather, a decision by an employer or a result of economic shifts.

Change can also come as a point of transition. Consider Buzz Aldrin. He excelled as a student at West Point, became a military pilot and decorated war veteran, came home to earn his Ph.D. in Astronautics, and then walked on the moon and into history books. But what do you do after you reach such a pinnacle?

Two years after walking on the moon, Buzz walked away from his career at NASA. What followed was a time of depression, alcoholism, and divorce. In time, he found his way into creative engineering endeavors and writing. He founded a nonprofit organization dedicated to space education and exploration. In doing so, he charted his path back to his passion.

There is a direct connection between finding your passion and reaching your potential. TV journalist, Maria Bartiromo, says, "Every successful person I've met has a strong sense of his or her unique abilities and aspirations. They're leaders in their own lives, and they dare to pursue their dreams on their own terms."

Have you found and harnessed your passion? Do you know what you would like to do? Tapping into your passion can make all the difference.

In his book, *The 15 Invaluable Laws of Growth*, John C. Maxwell says that, when you tap into your passion, it gives you the "E&E Factor": Energy and Excellence.

- You will never fulfill your destiny doing work you despise.
- Passion gives you an advantage over others, because one person with passion is greater than ninety-nine who have only an interest!
- Passion gives you energy.

If you find yourself at a point of change or with a desire to change, congratulations! As you have seen, you are certainly not alone. This is an opportunity for you to tap into your passion.

This report will help you learn what that passion is, why it is so innately a part of who you are, and how you can use it to build a fulfilling career and life ahead.

# 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***

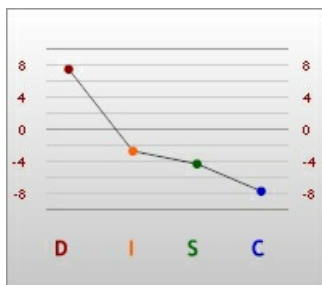


**The chart below helps put the four dimensions of behavior into perspective.**

	<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

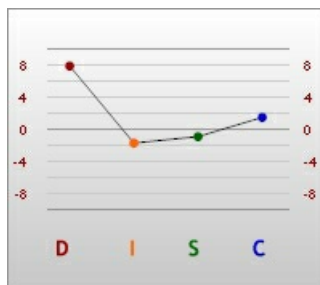
Because human personality is comprised of varying intensities of the four behavioral styles, the DISC graph helps make the personality style more visual. The DISC graph plots the intensity of each of the four styles. All points above the midline are stronger intensities, while points below the midline 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.**



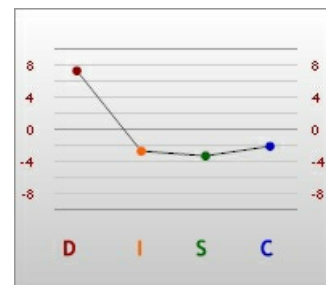
**DISC graph 1 represents your "public self" (the mask)**

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

### Pat's style is identified by the keyword "Establisher".

As an Establisher style, Pat possesses high ego strength and is an individualist with very high standards. Establishers are quite competitive and like to approach issues alone instead of drawing others into the process. Because they possess a healthy ego, they don't like to be under another's control; they like to be "bossy" and maintain a high standard for themselves and others. Pat tends to avoid the mundane and instead, look for new challenges. An Establisher wants excitement and sometimes jumps impulsively into new adventures before thinking them through. Pat, when given the opportunity, will delegate tasks to others in order to maximize effectiveness to accomplish goals, desiring to win at any cost.

Pat tends to be an opportunity creator. Establishers possess a vision of the "big picture" and can move a project forward with great enthusiasm. Because of this enthusiasm, they are great at developing new projects, but they tend to ignore the emotional side of the people involved in these projects. Establishers can be very direct and uncommunicative under pressure and don't always collect the facts before making a decision. They should strive to achieve self-control and self-discipline while cultivating their emotional side in order to be friendlier and more sensitive towards others' feelings. When these qualities are present, Pat can use energy to make good things happen. Pat is risk taker; people see boldness, confidence, and courage in them. Routine is seen as dull and tedious.

Because of an Establisher's high ego strength, they are sometimes seen by people as opinionated. They may come across as hypercritical or domineering. Because they like clear and concise communication with people, they can become impatient when talking with people who do not take action or think as quickly as they do. By becoming a little more compliant, calm and passive when communicating, Establishers can be seen as more caring by others. As an Establisher, Pat is a great visionary who possesses the enthusiasm to make a new idea work without letting obstacles get in the way.

Often perceived as a very strong-willed individual, Pat is one who others may tend to view as overly direct, perhaps even demanding. This individual goes by the rule that "whatever works" to obtain goals is ok. When challenged, Pat tends to become extremely competitive and unrelenting in their quest for the win.

Pat prefers a rational and moderate approach when first entering new situations and tries to avoid extremes. Pat likes the company of others, but is equally comfortable spending a quiet evening alone. A realist who will always weigh options before making a decision to move ahead, Pat thinks through alternatives and choices carefully.

Others see Pat as a versatile person whom they rely upon to break up monotonous or routine situations. Sometimes preferring to do things outside of the team, this person tends to be individualistic. Pat may even be perceived as "restless" and tends to move quickly from one thing to the next.

Not afraid to take a bold approach, Pat is willing to challenge the status quo. Original and creative, this individual acts with confidence when implementing new solutions. Pat will tend to use a balance of intuition and facts when making decisions. Once they have made a decision, they will not be afraid to act upon it.

**Direct, decisive**  
**High ego strength**  
**Problem solver**  
**Risk taker, self starter**

#### *General Characteristics*

**New challenges**  
**Power and authority to take risks and make decisions**  
**Freedom from routine and mundane tasks**  
**Changing environments in which to work and play**

#### *Motivated By*

**Innovative focus on future**  
**Non-routine, challenging tasks and activities**  
**Projects that produce tangible results**  
**Freedom from controls, supervision, and details**

#### *My Ideal Environment*

# 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, 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 ways in which it is best to communicate with you.

Being able to recognize someone else's communication style is also helpful. The graphic on the next page provides some insight into recognizing a person's likely communication style so you can use the right approach. Your John Maxwell Executive Director can provide you with greater insight into how to use this information. They can also serve as a valuable mentor to help you maximize the important concepts of communicating and connecting.

Effective communication requires that you use the method that works best for the other individual, not yourself.

In his book, *Everyone Communicates, Few Connect*, author and leadership expert, John C. Maxwell, says there are five practices you can follow to connect with others.

1. Connectors connect on common ground. This requires moving away from what is different about you and the other person, to focusing 100% of your attention on the common ground between you and the person with whom you are trying to connect.
2. Connectors do the difficult work of keeping it simple.
3. Connectors make it an experience everyone enjoys.
4. Connectors inspire people.
5. Connectors live what they communicate.

By participating in one of our upcoming Communication programs, you will learn even more as we dig into deeper ways you can connect.

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

# Communicating

## with the Establisher style

### Remember, an Establisher may want:

- Authority, varied activities, prestige, freedom, assignments promoting growth, "bottom line" approach, opportunity for advancement

### Greatest fear:

- Being taken advantage of

### When communicating with Pat, an Establisher, DO:

- Be brief, direct, and to the point
- Ask "what" not "how" questions
- Focus on business; remember they desire results
- Suggest ways for him/her to achieve results, be in charge, and solve problems
- Highlight logical benefits of featured ideas and approaches
- Agree with facts and ideas rather than the person when in agreement

### When communicating with Pat, an Establisher, DO NOT:

- Ramble or repeat yourself
- Focus on problems
- Be too sociable or conversational
- Make statements without support or vague generalizations

### While analyzing information, Pat, an Establisher may:

- Ignore potential risks
- Not weigh the pros and cons
- Not consider others' opinions
- Offer innovative and progressive systems and ideas

### Motivational Characteristics

- **Motivating Goals:** New challenges and opportunities, independence
- **Evaluates Others by:** Self-imposed standards
- **Influences Others by:** Forceful leadership through solutions and projected power
- **Value to Team:** Accepts responsibility, uses an innovative approach
- **Overuses:** Control, manipulation
- **Reaction to Pressure:** Belligerence, increases independence and focus on tasks
- **Greatest Fears:** Loss of control, lack of challenge
- **Areas for Improvement:** Patience, active listening, be sensitive and supportive



Knowledge comes, but  
wisdom lingers.

- Alfred Lord Tennyson

# Communicating

## with the Establisher style

### Value to the group:

- Bottom-line organizer
- Places high value on time
- Challenges the status quo
- Innovative

### Establishers possess these positive characteristics in teams:

- Instinctive leaders
- Sets goals and gets projects off the ground
- Self reliant
- Innovative in getting results
- Maintain focus on goals
- Specific and direct
- Provide direction and leadership
- Push group toward decisions
- Willing to speak out
- Generally optimistic
- Accept risks, welcomes challenges, overcomes obstacles
- See the big picture
- Can handle multiple projects
- Function well with heavy workloads

### Personal growth areas for Establishers:

- Strive to be an "active" listener
- Be attentive to other team members' ideas until everyone reaches a consensus
- Develop a greater appreciation for the opinions, feelings and desires of others
- Put more energy into personal relationships
- Take time to explain the "whys" of your statements and proposals
- Be more approachable



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

- Lee Iacocca



# Communicating with Others

*The* MAXWELL METHOD

## DISC STYLES OF COMMUNICATION

If you are communicating with someone who demonstrates these <b>CHARACTERISTICS</b>	<b>THEY MAY BE A</b>	Consider using this <b>COMMUNICATION APPROACH</b>
<ul style="list-style-type: none"> <li>» Confident</li> <li>» Assertive or aggressive</li> <li>» Challenges the status quo</li> <li>» Seems to like control</li> <li>» Dislikes routine</li> </ul>	<b>D</b>	<ul style="list-style-type: none"> <li>• Be direct and brief.</li> <li>• Stay in the big picture.</li> <li>• Don't try and share all of the details.</li> <li>• For a decision, provide them with options.</li> <li>• Maintain your focus on results, not process.</li> </ul>
<ul style="list-style-type: none"> <li>» Talkative</li> <li>» Optimistic</li> <li>» Encourages others</li> <li>» Fun to be around</li> <li>» Very social</li> </ul>	<b>I</b>	<ul style="list-style-type: none"> <li>• Allow them the opportunity to share their ideas.</li> <li>• Keep the conversation fun.</li> <li>• Don't overwhelm them with too much data.</li> <li>• Expect to follow up with them.</li> <li>• Provide short, concise information in a friendly way.</li> </ul>
<ul style="list-style-type: none"> <li>» Loyal</li> <li>» Reliable</li> <li>» Good listener</li> <li>» Avoids confrontation</li> <li>» Mediator</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>• Keep the conversational tone pleasant and friendly.</li> <li>• Steer clear of confrontational words or attitude.</li> <li>• Express your appreciation for their dedication and loyalty.</li> <li>• Focus on maintaining a supportive tone.</li> <li>• Provide them with time to adjust to changes.</li> </ul>
<ul style="list-style-type: none"> <li>» Analytical</li> <li>» Organized and structured</li> <li>» Works well with a schedule</li> <li>» Prefers to work alone</li> <li>» Quiet and reserved</li> </ul>	<b>C</b>	<ul style="list-style-type: none"> <li>• Focus on facts.</li> <li>• Keep the tone professional.</li> <li>• Give them all of the details.</li> <li>• Provide them with time to analyze options for decisions.</li> <li>• Remember they may ask many questions because they process by gathering more facts.</li> </ul>

*The* JOHN MAXWELL **Team**

# Strengths and Your Career

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In this next section, you will see your PowerDISC (TM).

This graph and information indicate your level of intensity in seven areas to influence results. Any of the seven areas at or above the mid-line are considered areas of strength for you. It is important to note that no one is expected to be great at all seven. Focusing on your particular areas of strength will help you improve results.

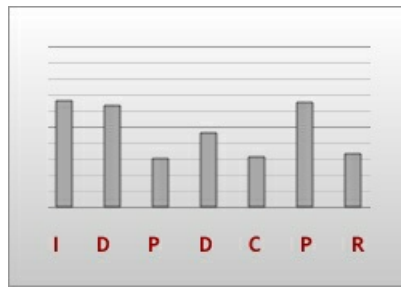
Consider the method of neutralizing the other areas by working collaboratively with people who have the strengths you do not possess to a high level.

This collaborative approach in work groups, sports teams, families, and organizations is a successful method for sustaining great performance over the long term.

In this section, you will also find Career Match information. It may not include a certain career you are considering, but it will give you enough information to know if you are on the right path. These are just some of the career paths that, based on your report, would best utilize your key strengths. As you take into consideration your interests, skills, and experience, you will be able to hone in on several that will fit you best.

Once you find your strengths, these ideas will help you to know where you can apply them. In fact, it would be beneficial for you and I to connect on ways you can work through some of these recommendations.

As you discover areas where you are naturally gifted,  
look for parallel skills that go with them. - John C. Maxwell



**INFLUENCING** - Highly Effective

You are perceived by most as a great leader, well-spoken and decisive. You naturally command the respect and attention of others. Others are willing to follow you because of your charisma and enthusiasm. While sometimes seeming a bit aggressive, your fairness and people skills soon have others remembering that you want the best for them also.

**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** - Fair

You are comfortable setting up and working through the process, but really prefer to be more goal and results oriented. Routines become monotonous to you and sometimes you desire to be more spontaneous or outgoing.

**DETAILING** - Good

Others appreciate it when you take the time to make sure the little things get done. You may have a tendency to start at a quick pace but not complete the task. Remember the necessity of the paperwork and details so that you may add value to your other stronger traits.

**CREATING** - Fair

You feel comfortable with what you know will work and try not to overextend into new arenas. Others may see this as you being stubborn, so explain your concerns openly. Try to do the little things that will make others feel more comfortable working with you.

**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** - Fair

You sometimes say the wrong thing or nothing at all, but you find the necessary tools to maintain good relationships. Try to understand more about others' styles and how they like to communicate. The DISC system should give you a better understanding in these areas.

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

- Gilbert Amelio

# Career Match

## Best Match

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

### D Style

Occupation/Career

**Occupations enjoyed by your style** - For more information on job codes please go to [onetonline.org](http://onetonline.org).

Administrator: school, hospital, government 11-9039.00	Hotel and restaurant management, hospitality
Advertising account executive 41-3011.00	Investment banking 11-3031.00
Athlete 27-2021.00	Journalist
Announcer 27-3011.00	Judge, magistrate 23-1023.00
Art director 27-1011.00	Industrial psychologist 19-3032.00
Behavioral scientist 19-3099.00	Inspector, compliance officer 11-9199.02
Business management, agent 13-1011.00	Investigator, detective 33-3021.00
Business owner, self-employed worker 13-1199.00	IT manager 15-1199.09
Buyer 13-1023.00	Lawyer, trial attorney 23-1011.00
Coach, instructor, teacher 27-2022.00	Management consultant 13-1111.00
Collection supervisor 43-3011.00	Manager, top executive 11-1021.00
Consultant	Military leader 55-1019.00
Contractor, builder 11-9021.00	Music producer 27-2041.00
Corporate finance 11-3031.02	News anchor 27-3022.00
Corrections officer 33-3012.00	Nurse anesthetist 29-1151.00
Criminal justice agent 33-3021.03	Nurse case manager 29-1141.00
Database developer 15-1132.00	Personnel recruiter
Developer for real estate and construction 11-9021.00	Physical therapist 29-1123.00
Director 27-2012.00	Physician 29-1069.00
Education administrator 11-9033.00	Pilot 53-2012.00
Educator, professor, trainer 25-1081.00	Planner 13-1121.00
Entrepreneur, franchiser	Police, probations, parole officer 21-1092.00
Executive chef 35-1011.00	Private sector executive
Executive, president, CEO, vice-president 11-1011.00	Real estate sales, property manager 41-9022.00
Facility, resort, special event manager 13-1121.00	Religious leader, minister, priest, pastor 21-2011.00
Fashion designer 27-1022.00	Sales agent: securities and commodities, financial services 41-3031.02
Federal agent: CIA/FBI/DEA agents 33-3021.03	Sales representative 41-3099.00
Financial manager, bank and brokerage branch or department 11-3031.02	Sous chef 35-1011.00
Firefighter 33-2011.00	Supervisor - various environments 41-1012.00
First-line manager/supervisor 33-1099.00	Software engineer 15-1133.00
Government service executive	Webmaster 15-1134.00
Healthcare technologist	Wellness, nutritionist consultant 29-1031.00

# Interviewing

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A key part of the hiring process is the interview. This encounter helps confirm whether you are the best fit for the position, and it also helps you to confirm if the position is right for you. With the results of this report, you will be able to determine if the position and the environment will allow you to perform at your best.

The key to any interview is to be your best self and connect with your interviewer.

Here are some tips for how you can accomplish this.

1. First impressions matter.

Dress appropriately for the interview, even if it is being done by video. Learn how to set up your computer and video camera to provide the best lighting and angle for your interview and be sure your background is attractive and clutter-free.

2. Be confident in knowing who you are.

Confidence can be perceived immediately, and your potential employer is looking for someone who is confident in what they can offer. It is natural to be nervous before an interview; but remember, you are there to interview them as much as they are there to interview you. The common goal is to determine if you are the best fit for the position and if it is the right fit for you. It is simply a conversation.

3. Do your homework.

Know yourself (via the results of this report) and know your potential employer. Study the company beforehand and learn all you can. This will indicate that you are interested and proactive, and employers value such traits in an employee.

4. Think through the questions you may be asked.

You can find many common interview questions online. Prior to your interview, think through those questions and how you would honestly and naturally respond to them. For example, almost every interview asks questions about your strengths and weaknesses. With this report, you are well equipped to answer those questions.

5. Ask intelligent questions.

When asked if you have any questions for them, be sure you have at least one or two in mind. These questions should be the kind that indicate you are genuinely interested in the company and how you can invest in its success. Review the Communications section of this report to learn how to best communicate with the interviewer.

Remember it is your Abilities + your Attitude which leads to greater results!

As a John Maxwell Team Executive Director, I have had the benefit of being mentored by John Maxwell and his team and I am trained to help you in this area, especially as you prepare for an upcoming interview.

"Be better tomorrow than you are today." - John C. Maxwell

# 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 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, college and career characteristics, and behavior are the areas of the iceberg that are visible. Values, however, are hidden under the surface, informing decisions, and driving actions.

Values are deeply rooted to your core being. You will know your values are being tested if you are in a situation that causes unease or anger. These are powerful indicators. For this reason, it is essential that you find a company culture that is a good value match for you. Otherwise, you will experience stress, and you will not perform at your best. When your values are aligned, focus and inspiration are a natural side effect.

"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 = Equality**
- **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

### *Equality*

- 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>Equality</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/inequality	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.

***Equality***

- The higher the Equality 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

### Pat's Hidden Motivators

#### High Style: Loyalty

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

- Focusing on people working together for the greater good.
- Protecting from challenging situations by responsible living and pulling together.
- Avoiding the loss of social respect from others.
- Following the proper and correct way of doing things in accordance with established rules and authority.
- Conforming to traditional patterns through personal commitments and promises.
- **Focus:** On traditions
- **Outlook:** Recognizes established authority
- **Goal:** Responsible living
- **Fear:** Loss of social respect/disloyalty
- **Workstyle:** Meaningful involvement

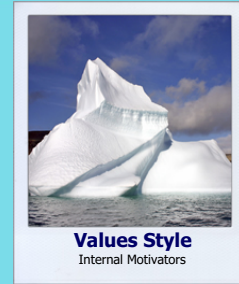
The more energy expended towards Loyalty, the greater the chance of becoming locked into a pattern of thinking.

A person with a Loyalty values style is likely to say:

- "I attempt to correct situations in which others have failed to follow through on their commitments."
- "I expect others to share my work ethic and loyalty."
- "I am concerned about what others think of me."
- "I prefer to work within a cooperative group."
- "I do not strive for or seek immediate rewards or gratification."
- "I am very protective of my established 'way of life.'"
- "I am loyal to a mission or a belief system."

A person with a Loyalty values style is likely to have a personal goal of living in a responsible manner. This goal sometimes causes them to become more rigid and narrow-minded with others whose point of view differs from theirs. They like to align themselves with other loyal people who believe as they do. With a high Loyalty values style, one can become more effective by developing FLEXIBILITY and TEAMWORK. They can do this by asking themselves these questions:

- "What can I suggest that will help everyone, and develop a sense of teamwork and commitment?"
- "Is there common ground or a common denominator upon which we can all agree?"



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.

# Values Style

## Continued

### Second Highest 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

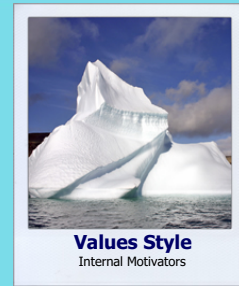
The more energy expended towards Personal Freedom, the greater the chance of win/lose situations developing.

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?"



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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Your Next Step...

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, as a Executive Director with the John Maxwell Team, I can provide you a path forward to grow in influence and deepen the satisfaction in your next career!

"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