

**Honest**

**Loyal**

**Kind**

EDDIE MARTINIE

LEWISBURG, TN

January 2011

*Eddie Martinie*

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WORKING WITH EDDIE

**Eddie is a Challenger**

Determined and driven to excellence in all he does, Eddie tends to be very competitive. He is not afraid to "go for" what he desires or wants, and is willing to put forth the effort for success. Eddie is not afraid to challenge others in his quest to achieve his end goals, but he also respects position and authority and is not unnecessarily confrontational.

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

Eddie prefers a rational and moderate approach when first entering new situations and tries to avoid extremes. He likes the company of others, but is equally comfortable spending a quiet evening alone. He is a realist who will always weigh his options before he makes a decision to move ahead.

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



Personality Traits:

## **Your keys to Motivation:**

### **Eddie's Keys to Motivation:**

*The traits listed on this page are based upon a statistical analysis of personality traits displayed by individuals with similar styles. Over the years, thousands of individuals have responded to DISC surveys, and the characteristics of their personalities have been tabulated and recorded. The keywords that are listed below are the traits that are most often observed in people whose style is similar to Eddie's, although Eddie may or may not exhibit these specific traits.*

*This page is designed to provide a single page, simple summary of the key elements of Eddie's style. This information will be quite valuable to individuals with whom Eddie must communicate on a regular basis, for example managers, employees, teachers, family members, or members of social groups. Eddie does suggest using this page as a discussion guide regarding how to maximize communication in Eddie's relationships.*



Personality Traits:

## **Your keys to Motivation:**

### **Brief Description of Eddie's Style:**

Challengers are people who are sensitive to problems, and creativity characterizes them. They can complete significant tasks in very little time due to their strong resolve. They are determined and can possibly have high intelligence combined with quick reactions. They pursue all possible avenues when searching for a solution to a problem. They display a lot of foresightedness in focusing on projects. Their drive for tangible results is counterbalanced by equal striving for correctness. They are perfectionistic and can vacillate in decision making. Challengers may lack social poise and be cool and blunt. They prefer working alone and resent restrictions. **They tend to be quiet and do not trust easily.** They do not have compassion for those who do not follow what they believe to be as the right way. Easily bored with routine responsibilities, they need to work on new projects. Challengers tend to ignore the emotional side to people; they need to develop warmth in their social relationships. They need to learn cooperation with team members and to be patient with others' opinions and work styles. Task oriented and driven by results, Challengers do not get emotionally involved when discussing issues with people. They are creative and think ahead to what they will do next and how decisions may effect what happens next. They are inquisitive and like to have details and facts about the unfamiliar.

**MOTIVATING GOALS: Dominance, discovering unique solutions.**

**EVALUATES OTHERS BY: Self-imposed standards, expression or progressive ideas.**

**INFLUENCES OTHERS BY: Competition; setting a place in developing systems.**

**VALUE TO TEAM: Initiates change and improvements, challenges complacency.**

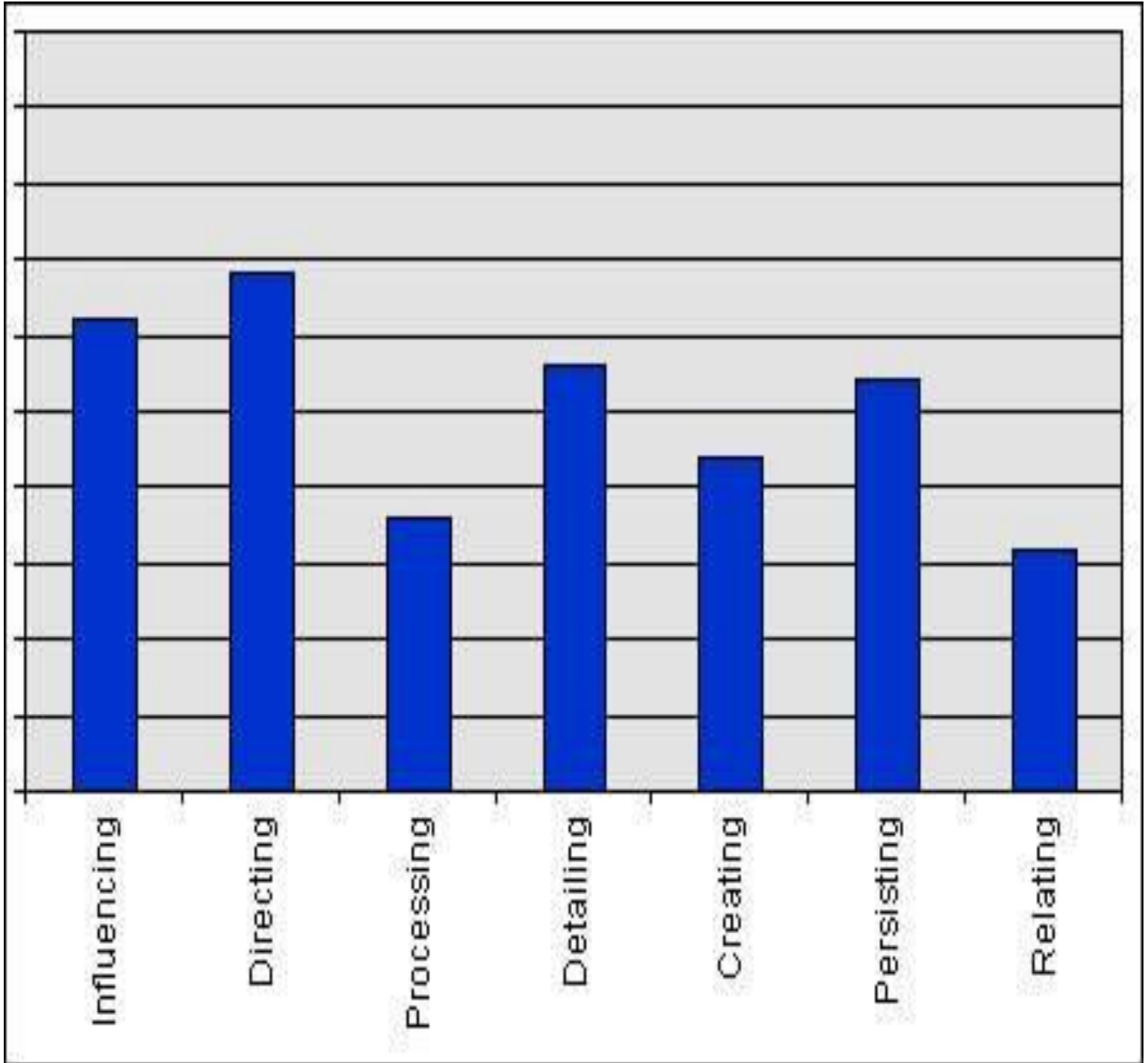
**REACTION TO PRESSURE: Sulks; becomes bored with routine; dictatorial; compassionless.**

**GREATEST FEARS: Not being influential; being criticized.**

**AREAS FOR IMPROVEMENT: Show warmth; become more verbal and team oriented; use the "sell not tell" approach; laugh more!**



# Power DISC™ Your Strengths



## **Eddie's Strengths in Leadership:**

### **INFLUENCING**

Eddie is the "go to" person when a leader is needed. Others see Eddie's strengths and know that Eddie possesses wonderful managerial insight. Many people are willing to follow Eddie because of his charisma and enthusiasm. While sometimes seeming a bit aggressive, Eddie's fairness and people skills soon have others remembering Eddie wants the best for all involved.

### **DIRECTING**

He was probably just selected to oversee yet another project, especially one that has a tight deadline. Eddie's team values his work ethic. Eddie may appear a bit distant at times, but his attention to detail and inner drive causes others to respect Eddie and to see the great value add to the team. Learn to take time to get to know other team members; time invested in relationships is not time wasted. Eddie will struggle to focus energy in this area.

### **PROCESSING**

He can visualize the process necessary to make something work, but prefers to hand this off to someone else. Eddie often times help in the work, but normally Eddie prefers to move on to the next project once he as given you what you need.

### **DETAILING**

Eddie has an ability to logically look at a situation and rearrange things for a more efficient operation. Eddie pays attention to even the smallest details and puts the finishing touches on projects. His surroundings are neat and efficient, and it's appreciated when others follow suit.

### **CREATING**

Eddie is more comfortable moving ahead in areas in which he has had experience and proven results. Sometimes Eddie prefers to have the pace slowed down a bit so that one project can be completed before another venture is begun.

### **PERSISTING**

Others like working together with Eddie because he will typically do more than his share of whatever is required, and this makes the entire team look good. Eddie will maintain a hands-on approach and let others visibly see that Eddie is a team player.

### **RELATING**

Sometimes it seems like work to make meaningful conversation that seems to interest him, and Eddie tends to not let others get to know a lot of personal things about himself. Most conversation tends to be "small talk," which he doesn't enjoy, but Eddie will allow a few close people into Eddie's world.

Eddie is sensitive to problems, and displays a significant amount of creativity in his ability to solve them. He can complete significant tasks in very little time due to his strong resolve. Eddie is determined and probably has high intelligence combined with quick reactions. He will examine and pursue all possible avenues when searching for a solution to a problem. Eddie displays a lot of foresightedness in focusing on projects. Equal striving for correctness, counterbalances his drive for tangible results. Eddie tends to be a perfectionist and can vacillate in decision making while trying to determine the "best" choice.

Eddie may sometimes appear to lack social poise, and possibly even be perceived as cool and overly forthright. He prefers working alone and thrives in an environment where he can call the shots. He tends to be quiet and reserved when becoming involved in personal relationships and does not trust easily. He typically will have little patience for those who do not follow what he believes to be the right way, since he is so strongly motivated by a drive to excel. Eddie tends to become easily bored with routine responsibilities, he needs the opportunity to work on new projects. Eddie tends to ignore the emotional side of people in favor of focusing on the task at hand; he would benefit by considering the development of warmth in his social relationships as an important task. He would also be well-advised to give additional consideration to the value of developing a team and the increased productivity that can be derived from being a strong leader of a solid team. He should work to build stronger cooperation with team members and to develop a patient attitude when considering others' opinions and work styles.

Task oriented and driven by results, Eddie tends not to get emotionally involved when discussing issues with people. He is creative and thinks ahead to what he will do next and how decisions may effect what happens next. Eddie is inquisitive and likes to have details and facts about the unfamiliar. Eddie tends to live in the future and therefore has to change his thinking in order to discuss the present.

**Eddie's D and C plotted above the midline, means Eddie's style is identified by the keyword "Challenger".**

## **General Characteristics**

- High Ego Strength
- Analytical; Methodical
- Problem Solver; Able Doer
- Extremely task oriented

## **Value To Team**

- Bottom-line organizer
- Analytical capabilities
- Not afraid to make unpopular decisions; able to be decisive
- Get results efficiently

## **Possible Weaknesses**

- Inability to relax
- May appear cool and distant
- Interpersonal skills may be weak
- Desire to control

## **Greatest Fear**

- Others criticizing and taking advantage of them

## **Motivated by**

- Work and project completion
- Power and authority to take design and implement solutions
- Not having to needlessly socialize or play politics
- Being provided the necessary tools to achieve success

## **His Ideal Environment**

- Being able to design and refine
- Challenging tasks and activities
- Projects that produce tangible results
- Recognition for their analytical abilities
- Personal evaluation based on my results, not my methods

## **Remember, Eddie may want:**

- Authority, assignments promoting growth, "bottom line" approach, opportunities for advancement, ability to work alone

## **When communicating with Eddie, DO:**

- Be brief, direct, and to the point
- Ask "what" and "why" questions
- Focus on business; focus on results
- Suggest ways to achieve results, be in charge, and solve problems
- Highlight logical benefits of featured ideas and approaches
- Agree with facts and ideas rather than a person when in agreement
- Recognize their high quality work

## **When communicating with Eddie, DON'T:**

- Ramble
- Repeat yourself
- Focus on problems without ideas for solutions
- Try to be too sociable early in the relationship
- Make sweeping generalizations
- Make statements without support

## **While analyzing information, Eddie may:**

- Want to do it alone without consulting others
- Neglect the human factor; make decisions based on facts
- Overlook others' opinions
- Offer innovative and progressive systems and ideas



## **Challengers possess these positive characteristics in teams:**

- Instinctive leaders
- Autocratic managers – great in crisis
- Self-reliant
- Innovative in getting results
- Maintain focus on goals
- Specific and direct
- Overcome obstacles
- Provide direction and leadership
- "Walks the walk" – provides good example
- Willing to speak out
- Uses experience and practical knowledge together well
- Welcome challenges without fear
- Function well with heavy work loads

## **Personal Growth Areas for Challengers:**

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

**This next section uses adjectives to describe where Eddie's DISC styles are approximately plotted on his graph. These descriptive words correlate as a rough approximation to the values of Eddie's graph. `**

**D – Measures how decisive, authoritative and direct Eddie typically is. Words that may describe the intensity of Eddie's "D" are:**

***FORCEFUL*** Full of force; powerful; vigorous  
***RISK TAKER*** Willing to take chances  
***ADVENTURESOME*** Exciting or dangerous undertaking  
***DECISIVE*** Settles a dispute, question, etc  
***INQUISITIVE*** Inclined to ask many questions; curious

**I -- Measures how talkative, persuasive, and interactive Eddie typically are. Words that may describe the intensity of Eddie's "I" are:**

***WITHDRAWN*** Retreating within oneself; shy; reserved; abstract  
***RETICENT*** Silent or uncommunicative; disinclined to speak; reserved

**S – Measures Eddie's desire for security, peace and Eddie's ability to be a team player. Words that may describe the intensity of Eddie's "S" are:**

***RESTLESS*** Inability to rest or relax; uneasy; not quiet  
***CHANGE-ORIENTED*** Desire to alter; likes variety  
***SPONTANEOUS*** Acting in accordance with a natural feeling without constraint  
***ACTIVE*** Characterized by much action or emotion; busy; quick

**C – Measures Eddie's desire for structure, organization and details. Words that may describe the intensity of Eddie's "C" are:**

***CONVENTIONAL*** Sanctioned by, or following custom of usage  
***COURTEOUS*** Polite and gracious  
***CONSCIENTIOUS*** Scrupulous; painstaking effort to achieve correctness  
***HIGH STANDARDS*** Holds to a strong values system



# Communication Tips Relating to Others

## How Eddie Communicates with Others

We have just reviewed the **do's and don'ts** of communication with Eddie's specific style. After reviewing this section of the report, Eddie may now feel, "Yes, this is what I would like. This is how I wish people would treat me and work together to give me the information that is important to me." Equally important is that Eddie now see that THE WAY SOMETHING is said can be as important to what is said. And unfortunately, we all have a tendency to communicate the same way that we like to hear something, instead of the way we need to verbalize.

**Eddie's style is predominately a "D" style**, which means that he prefers receiving information telling him RESULTS. But, when transferring that same information to a client or co-worker, Eddie may need to translate that into giving them precise facts, or just the end result, or how they are a part of the solution and we need to work as a team.

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

This next section is particularly useful for a dominant "D" style as Eddie may have the tendency to be more aggressive in his communication than what others would like.

## The Compatibility of Eddie's Behavioral Style

Two "D" styles will get along well only if they respect each other and desire to work as a team to accomplish a set goal. Care must be taken not to become overly competitive or overly domineering with each other.

A "D" likes the "I" style, because an "I" is a natural encourager to the "D". Sometimes an "I" will not be task oriented enough for the "D" in a work situation, unless the "D" sees the value of how the "I" can be influential to achieve ultimate results.

A "D" and an "S" normally work well together because the "S" does not threaten the "D", and will normally work hard to achieve the desired goal. Sometimes personal relations can be strained because the "D" sometimes comes across as too task oriented and driven.

A "D" and a "C" must be careful not to become too pushy and too detail oriented, respectively. However, a "D" needs the detail attention of the "C" style, but sometimes has a hard time of effectively communicating this need.

## **How the "D" Can Enhance Interaction With Each Style**

### **D with D**

If there is mutual respect, Eddie will tend to see each other as driving, visionary, aggressive, competitive and optimistic. So long as they agree on the goal to be accomplished, they can focus on the task at hand and be extremely efficient. If mutual respect does not exist, Eddie will tend to see the other D as argumentative, dictatorial, arrogant, domineering, nervous and hasty.

#### Relationship Tip:

Each of them must strive to achieve mutual respect, and communication, setting this as a goal to be accomplished will help immensely. Eddie must also work to understand the realms and boundaries of each other's authority, and to respect those boundaries.

### **D with I**

Eddie will tend to view I's as egocentric, superficial, overly optimistic, showing little thought, too self-assured and inattentive. Eddie will dislike being "sold" by the I. His task orientation will tend to lead him to become upset by the High I's noncommittal generalizations.

#### Relationship Tip:

Eddie should try to be friendly, since the I's appreciate personal relationships. Be complimentary, when possible. Listen to their ideas and recognize their accomplishments.

### **D with S**

Eddie will tend to view the S as passive, nonchalant, apathetic, possessive, complacent and non-demonstrative. D's tend to perceive S's as slow moving. They will tend to see Eddie's approach as confrontational, and it may tend to be overwhelming to the High S. Eddie's quick pace of action and thinking may cause a passive-aggressive response.

#### Relationship Tip:

Avoid pushing; recognize the sincerity of the High S's good work. Be friendly to them, they appreciate relationships. Make every effort to be more easy going when possible, adapting a steady pace will reduce unnecessary friction in the relationship.

### **D with C**

Eddie's tendency will be to view the C as overly dependant, evasive, defensive, too focused on details and too cautious and worrisome. D's often feel that High C's over analyze and get bogged down in details.

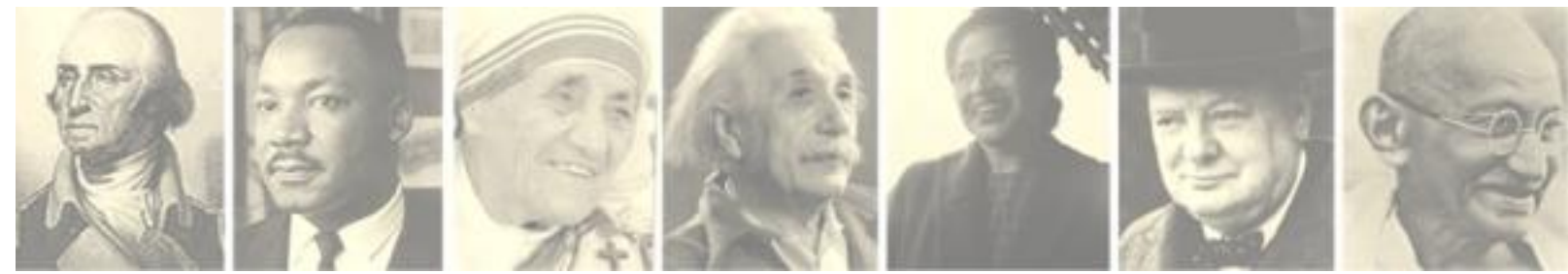
## Relationship Tip:

Slow down the pace; give them information in a clear and detailed form, providing as many facts as Eddie can. In discussions, expect the C to voice doubts, concerns and questions about the details. Remove potential threats. Whenever possible, allow time for the C to consider issues and details before asking them to make any decisions.

## **Communication Tips Worksheet:**

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

Instructions: Each of Eddie's graphs illuminates different aspects of Eddie's personality. A closer look at those changes reveals valuable insight. Please refer to Eddie's first two graphs and, if necessary, reference data throughout Eddie's profile. Compare the D, I, S, and C points on graphs one and two. Answer the following questions with a checkmark in the appropriate space. Finally, read the analysis of Eddie's answer and consider how Eddie's environment affects Eddie's decisions, motivations, actions and verbal messages.



## Historical Character Match

### **Eddie's Historical Character Matches:**

**Helen A. Keller**  
1880-1968

U.S. Lecturer and Author

Left both blind and deaf at the age of two by an illness, Keller's drive and determination were sorely tested. Aided by the belief of her parents and Anne Sullivan, her teacher, she learned to speak, read and write by the time she was seven. She traveled across America, Europe and Asia speaking and writing about her experiences, political issues and social issues, women, and the disabled. "Instead of comparing our lot with that of those who are more fortunate than we are, we should compare it with the lot of the great majority of our fellow men. It then appears that we are among the privileged. I seldom think about my limitations, and they never make me sad. Perhaps there is just a touch of yearning at times; but it is vague, like a breeze among flowers. I am only one; but I am still one. I cannot do everything, but still I can do something. I will not refuse to do the something I can do."

**Robert E. Lee**  
1807-1870

General, Confederate States of America

Exemplifying the force of character of the Challenger, Lee excelled in his military career from the beginning to the end. He graduated second in his class from West Point without having received a demerit. The Challenger's attention to detail and tenacity are displayed in the sheer boldness and flexibility of his military strategy. Decisive and bold, he is considered by most to be one of the greatest battlefield commanders of history. "Obedience to lawful authority is the foundation of manly character. I cannot trust a man to control others who cannot control himself. My chief concern is to try to be an humble, earnest Christian."



## Detailed Keyword Analysis:

# Your Personal Image:

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

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

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

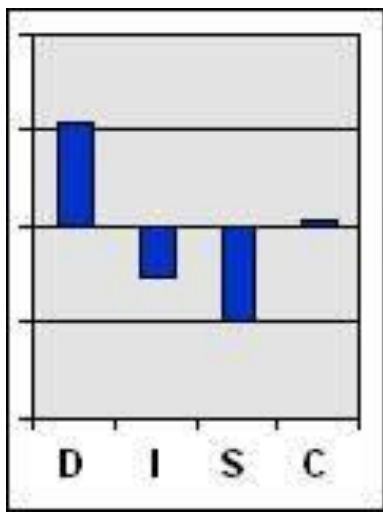
*The DISC descriptive keywords generated from an analysis of each graph have been divided in to two lists. The first list, generated from Graph 2, is under the heading "How Others Tend to See Me". It shows his typical response to pressure. The second list, generated from Graph 3, is under the heading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

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# Keyword Exercise Part 1

## HOW OTHERS TEND TO SEE EDDIE

The following descriptive keywords were generated from an analysis of Graph 2: These keywords describe the specific value of Eddie's DISC scores providing a representation of the characteristics he tend to display when responding to pressure.



### Instructions:

Please ask someone to help Eddie complete this exercise. It should be someone who knows him well in the particular setting for which Eddie answered the questions on his profile. Ask him/her to check the boxes next to the keywords that he/she perceives describe Eddie during a time when he was under significant pressure. Please ask him/her to leave blank keywords that do not describe Eddie during a pressure-filled time. Consider the impact these characteristics may have on his relationships. Are there any keywords that come up in both part one and part two of this exercise? If so, these may be areas for Eddie to consider as being significant to his self-image.

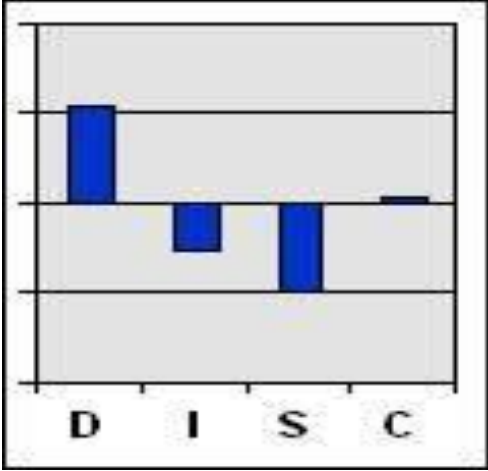


- ❑ FORCEFUL: Full of force; powerful; vigorous
- ☑ DOMINEERING: Imposing one's own opinion & wishes
- ❑ URGENT: Requests boldly
- ☑ ANALYTICAL: Dissecting a whole into its parts to discover their nature
- ☑ SENSITIVE: Easily hurt; highly responsive intellectually and emotionally
- ❑ MATURE: Fully grown, developed
- ☑ CONVINCING: Persuading by argument of evidence
- ☑ DISCERNING: Able to make or see fine distinctions
- ☑ OBSERVING: Perceptive; watches over and guards
- ☑ CRITICAL: Tending to examine details; characterized by careful analysis
- ❑ SPONTANEOUS: Acting suddenly with little analytical thought
- ☑ RESTLESS: Inability to rest or relax; uneasy; not quiet

## Keyword Exercise Part 2

### HOW I TEND TO SEE MYSELF

The following descriptive keywords were generated from an analysis of Graph 3: These keywords describe the specific value of Eddie's DISC scores providing a representation of the characteristics Eddie tends to see himself displaying (Eddie's self-image).

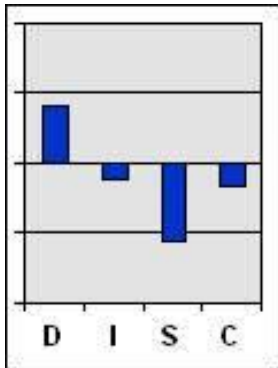


## DISC Behavioral Styles

<ul style="list-style-type: none"><li>• <b>Dominance</b><ul style="list-style-type: none"><li>• <b>Effective Traits:</b> Direct, Self Assured, Gets Results</li><li>• <b>Ineffective Traits:</b> Dictatorial, Demanding, Sarcastic</li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>Influence</b><ul style="list-style-type: none"><li>• <b>Effective Traits:</b> People Oriented, Persuasive</li><li>• <b>Ineffective Traits:</b> Talks too much, Lacks Focus</li></ul></li></ul>
<ul style="list-style-type: none"><li>• <b>Steadiness</b><ul style="list-style-type: none"><li>• <b>Effective Traits:</b> Listener, Loyal, Consistent</li><li>• <b>Ineffective Traits:</b> Indecisive, resists change</li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>Conscientiousness</b><ul style="list-style-type: none"><li>• <b>Effective Traits:</b> Accurate, Detail Oriented</li><li>• <b>Ineffective Traits:</b> Perfectionist, Accurate, Critical</li></ul></li></ul>

**Eddie's Graphs:**

**Graph 1 - Most**



**Raw Scores:**

D = 11, I = 3, S = 1, C = 3

**Calculated Scores:**

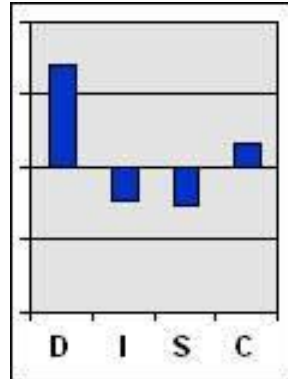
D = 3.258, I = -0.930,  
S = -4.482, C = -1.366

**Mask, Public Self**

*Behavior expected by others*

Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others.

**Graph 2 - Least**



**Raw Scores:**

D = 1, I = 6, S = 8, C = 5

**Calculated Scores:**

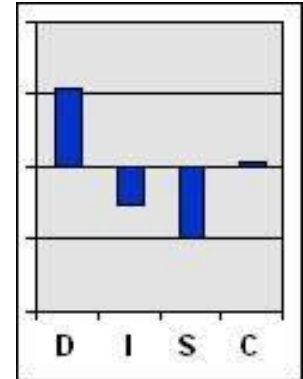
D = 5.659, I = -1.856,  
S = -2.092, C = 1.350

**Core, Private Self**

*Instinctive Response to Pressure*

Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself.

**Graph 3 - Difference**



**Raw Scores:**

D = 10, I = -3, S = -7, C = -2

**Calculated Scores:**

D = 4.278, I = -2.078,  
S = -3.949, C = 0.254

**Mirror, Perceived Self**

*Self Image, Self Identity*

Everyone envisions him/her self in a particular way. Graph 3 displays the mental picture that one has of him/her self, the self image or identity.

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

**These three graphs or snapshots are defined in detail below.**

Graph 1 - **Mask, Public Self**

***Behavior Expected By Others***

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

Graph 2 - **Core, Private Self**

***Instinctive Response To Pressure***

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

Graph 3 - **Mirror, Perceived Self**

***Self Image, Self Identity***

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

## **Different Graphs Indicate Change or Transition**

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

## **Similar Graphs Indicate Few Demands For Change**

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

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



## **Nahum**

*Scripture Reference:* [Nahum 1-3](#)

Nahum was used by God to prophesy against one of the most powerful nations of his time, Assyria. In the face of danger, Nahum spoke the truth of God to this empire. He was used to disclose the details of the situation and articulate the complete truth of God without compromise -- and without regard for his or anyone else's feelings.

## **Jesus as the Challenger**

*Scripture Reference:* [Matthew 23:13](#)

Jesus challenged the Pharisees and reminded them of their shortcomings because they were guilty of judging unfairly. While Jesus pardoned sinners, He pointed out the lack of compassion toward the lost ones. "But woe unto you, scribes and Pharisees, hypocrites! For ye shut up the Kingdom of Heaven against men: for ye go not in yourselves, neither suffer ye them that are entering to go in."

## **Malachi**

*Scripture Reference:* [Malachi 4](#)

In a time of great unfaithfulness to God on the part of the Israelites, Malachi was the voice that challenged a return to their Lord. Malachi knew the rules very well. He knew when they were broken and he would not tolerate anything less than complete obedience to God. As a result, God used him to do whatever it took to accomplish His goal of exposing the unfaithfulness among His people. Malachi was so committed to fulfilling his calling the right way that he did not hesitate to pronounce the Lord's judgement to a sinful people.

## **Nathan**

*Scripture Reference:* [2 Samuel 12:1-13](#)

Nathan displayed a combination of creativity and direction as he confronted David about his rendezvous with Bathsheba. He knew how to get David's attention by opening with a striking story, and immediately pinned the guilt on David. A true Challenger, Nathan would not tolerate anything less than complete obedience to God. His direct statement "You are that man" demonstrates the fact that Challengers tend to focus on facts rather than feelings.



# Biblical Overview

## **Why Is Understanding Personality Important?**

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

## ***Understanding personality styles helps Eddie...***

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

It's difficult to communicate effectively with people you don't understand. And it's easy to misinterpret those whose personalities are the opposite of yours. Once you understand how to determine another's personality style, you find the key to unlock better communication. It's simple: if you want to get along with the person who is forceful and direct, be forceful and direct with him/her. If you want to communicate better with the person who is friendly and optimistic, be friendly and optimistic with him/her. If you seek to be understood by the person who is patient and practical, be patient and practical with him/her. If you want to reduce conflicts with the person who is precise and analytical, be precise and analytical with him/her. Remember, you must allow your personality style to be flexible.

- ***resolve or prevent conflicts.***

When you understand why someone did or said something, you will be less likely to react negatively. An awareness of another's underlying motivations can allow you to diffuse problems before they start. For example, your spouse begins the day with you by discussing all of the things that need be done. They ask you how you plan on getting your share of the tasks done. You would rather your spouse begin the day discussing more "fun" topics, like your family, friends, etc. When you realize your spouse is a Dominant Style (to the point) and you are an Influencing Style (people person), you can adjust your expectations accordingly.

- ***appreciate the differences in others.***

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

- ***gain credibility and positively influence others.***

Every interaction you have with others either increases or decreases your credibility and influence. Have you ever met a person who won't stop talking about himself? When you see him coming, do you dread the interaction? If so, that's because his behavior has caused him to lose credibility with you. Likewise, a person whom you can't wait to see has gained credibility with you and deserves your time. By knowing another's personality style, you can immediately gain credibility and influence by adapting to his/her style.

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

- Do you know someone who is **assertive, to the point** and **wants the bottom line**? *Some people are forceful, direct, and strong-willed. This is the D Style.*
- Do you have any friends who are **great communicators** and **friendly** to everyone they meet?*Some people are optimistic, friendly and talkative. This is the I Style.*
- Do you have any family members who are **good listeners** and **great team players**? *Some people are steady, patient, loyal and practical. This is the S Style.*
- Have you ever worked with someone who **enjoys gathering facts** and details and is **thorough in all activities**? *Some people are precise, sensitive and analytical. This is the C Style.*

The following chart helps put the four dimensions of the personality into perspective:

	<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 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
<b>Biblical Figures :</b>	Apostle Paul Joshua Deborah Martha	Peter Barnabus Abigail Miriam	John the Beloved Mary, mother of Jesus Simeon Mary, sister of Martha	Luke Silas Ruth Esther
<b>Song :</b>	"My Way"	"Celebration"	"Eddie've Got A Friend"	"Don't Rain on My Parade"
<b>Car :</b>	Rolls Royce	Ferrari	VW Golf	Volvo
<b>Animal :</b>	Lion	Peacock	Dog	Owl



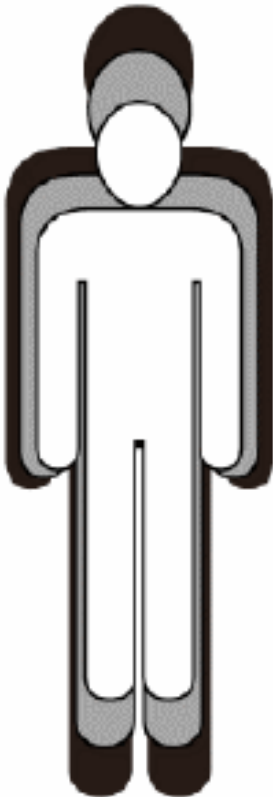
# Personality and the Christian

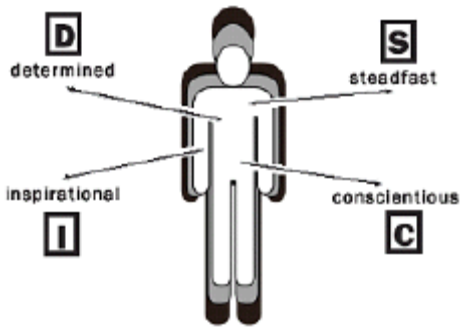
Our personality is a part of our soul, and we consciously make decisions every day in how we react to others and even the Spirit's calling. As we understand others and ourselves, we begin to differentiate between our own will and the perfect will of God for our lives. "The mind controlled by the Spirit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

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

**1 Thessalonians 5:23**

**Hebrews 4:12**

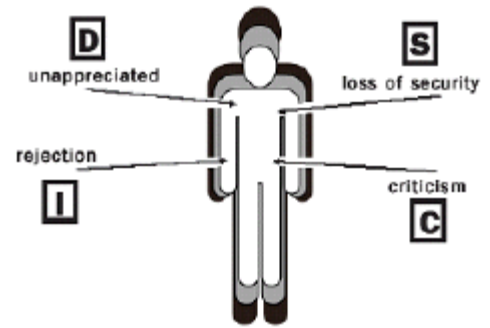




**Spirit Led Emotions**

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

vs.



**Flesh Led Emotions**

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

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

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

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

**Daring & Dominant:** As a "D" style, Eddie's personality is similar to Biblical heroes like the Apostle Paul, Joshua, Martha (the sister of Mary and Lazarus), and Deborah (Judge of Israel). All of these leaders were take charge, proactive people who were not afraid of any task, no matter how small or how large. These people impacted everything and everyone around them, and their natural leadership abilities caused others to follow.

Even for a strong "D", there are areas of personal growth that will increase Eddie's personal effectiveness. The Apostle Paul, who wrote nearly half of the New Testament, had to understand the value of personal relationships and later went on to write the great love chapter, 1 Corinthians 13. Martha, who was able to plan and organize events and activities with ease, needed to take time to slow down and just be refreshed. It is said that the only thing a "D" fears is inactivity, yet those are the times when God can speak and give new thoughts, new visions, and a renewed capacity for carrying on the work that drives Eddie's personality style.