

Are you a Transactional or Transformational Leader?

So what's the difference? . . .

According to many authorities on leadership there are "two fundamental types of leaders; the transactional and the transformational leader.

Transactional leaders engage in an exchange process with followers; 'If you do this, I'll give you that'. Transformational leadership, by contrast, gets people to do far more than they themselves expect they can do."

Transactional leadership is more contingent upon rewards. There's a contract exchange of rewards for tasks. There are promises of rewards for good performance. Accomplishments are recognized. The transaction between the leader and

On the other hand, leadership is inspirational and purpose. Followers are motivated by more than rewards. They are motivated by a healthy pride in their work, not just accomplishments.

Transformational leaders communicate in a way that transforms followers and organizations.

These type leaders often overcome problems that arise from the misunderstanding about leadership. Regardless of what type leader you are, understanding the science of leadership is imperative.

Everything rises or falls on leadership!

Leadership is the backbone — the heart and soul; the hands and feet that make things work best. Without good leadership, an organization is like a ship without a rudder. It's like an airplane without wings; or like an archer without arrows. Transformational leadership is more than just leading.

Transformational leadership is a life long process of "becoming" — of being transformed, in order to transform others. It's not natural traits enabling them to be better than others. People learn and grow into more effective leaders.

According to Bass and Stogdill, there is "devastating evidence" against the traits theory of leadership. "A person does not become a leader by virtue of the possession of some combination of traits, but the pattern of personal characteristics of the leader must bear some relevant relationship to the characteristics, activities, and goals of the followers."

Leaders are not born. They are made!

Anyone can become a leader. That's what Transformational Leadership is all about. Being transformed by the renewing of your mind to become what you were designed to be.

Being a Transformational Leader begins with a mindset. You are endowed to succeed in leadership. You can transform you

Transformational leaders are those who are able to work on a daily basis to gain the insights and wisdom of Servant Leadership. They learn from others.

Understand the Science of Behavior Science and apply what you learn to help you identify your style of leadership. The *Uniquely You Questionnaire* identifies your DISC personality type. Simply adapt what you learn to leadership from a Servant Leader perspective. The interpretation and practical application throughout this booklet will help you clearly see the relationship between personality types and Transformational Servant Leadership.

Hopefully this assessment will result in better attitudes, improved relationships, and measurable results. Identifying your DISC profile can be the beginning of a new way of leading for you and others.

It can make the difference in happiness and sorrow . . . success and failure in life. This profile can help you *discover and develop the unique leader within you!*

This sample profile is a pre-publication of the first-of-its-kind *Uniquely You Leadership Personality Profile*. This particular profile identifies the 4 DISC personality types as it relates to leadership effectiveness. You will not be able to complete the questionnaire downloaded copy and requires carbonless paper to complete your questionnaire. We would appreciate so much any constructive criticism or corrections needed you may find.

Uniquely You Questionnaire

The *Uniquely You Questionnaire* is a separate page in the profile.

All our Combination Profiles contain the same questionnaire.

This sample of the questionnaire shows the word choices to demonstrate the simplicity of the assessment. Many personality profiles have four "one word" choices. Our questionnaires use 2 - 3 word choices to make the assessment easier.

Our questionnaire only takes around 10 minutes to complete and another 5 minutes to graph.

FOCUS: _____ Home OR _____ Work DATE: _____

NAME: _____ Male; Female; ORGANIZATION: _____

INSTRUCTIONS: Notice each group of words below. For each group, ask yourself which words are **MOST** and which words are **LEAST** like you. Do not choose what you want to be or what you want others to think you are, but what you really are under pressure. Fill-in **ONLY** one box in the "M" column **MOST** like you and fill-in **ONLY** one box in the "L" column **LEAST** like you. All of the words or none of them may or may not describe you, but **ONLY** choose **ONE** group of words. Notice in the "Example" how **only one** box is filled-in under the "M" and "L" columns.

M L	M L	M L
1. <input type="checkbox"/> Kind, Nice, Caring	33. <input type="checkbox"/> Smooth talker, Articulate	65. <input type="checkbox"/> Powerful, Unconquerable
2. <input type="checkbox"/> Proper, Formal	34. <input type="checkbox"/> Loving, Sincere, Honest	66. <input type="checkbox"/> Merry, Cheerful
3. <input type="checkbox"/> Demanding, Asserting	35. <input type="checkbox"/> Persistent, Restless, Relentless	67. <input type="checkbox"/> Generous, Giving
4. <input type="checkbox"/> Outgoing, Active	36. <input type="checkbox"/> Right, Correct	68. <input type="checkbox"/> Preparing, Researching
5. <input type="checkbox"/> Playful, Fun-loving	37. <input type="checkbox"/> Positive, Optimistic	69. <input type="checkbox"/> Timid, Soft spoken
6. <input type="checkbox"/> Firm, Strong	38. <input type="checkbox"/> Entertaining, Clowning	70. <input type="checkbox"/> Systematic, Follows plan
7. <input type="checkbox"/> Law-abiding, C	39. <input type="checkbox"/> Shy, Mild	71. <input type="checkbox"/> Industrious, Hard working
8. <input type="checkbox"/> Gentle, Soft, Humble	40. <input type="checkbox"/> Does Right	72. <input type="checkbox"/> Smiling, Happy
9. <input type="checkbox"/> Bold, Daring	41. <input type="checkbox"/> Con	73. <input type="checkbox"/> Inquisitive, questioning
10. <input type="checkbox"/> Delightful, Pleasant	42. <input type="checkbox"/> Diplomatic, Pea	74. <input type="checkbox"/> Tolerant, Patient
11. <input type="checkbox"/> Loyal, True Blue	43. <input type="checkbox"/> Admirable, Elegant	75. <input type="checkbox"/> Driving, Determined
12. <input type="checkbox"/> Calculating, Analytical	44. <input type="checkbox"/> Winner, Competitive	76. <input type="checkbox"/> Dynamic, Impressing
13. <input type="checkbox"/> Conservative, Inflexible	45. <input type="checkbox"/> Joyful, Jovial	77. <input type="checkbox"/> Serving, Sacrificing
14. <input type="checkbox"/> Trusting, Gullible, Open	46. <input type="checkbox"/> Flexible, Adaptable, Agreeable	78. <input type="checkbox"/> Sharp, Appealing
15. <input type="checkbox"/> Peaceful, Calm	47. <input type="checkbox"/> Ambitious, Goes for it	79. <input type="checkbox"/> Direct, To the point
16. <input type="checkbox"/> Convinced, Cocky	48. <input type="checkbox"/> Deep, Intense	80. <input type="checkbox"/> Original, Creative

M L Example:
 Playful, Fun-loving
 Firm, Strong
 Critical thinker, Objective
 Gentle, Soft, Humble

Plotting Two DISC Graphs

Name _____ Date _____ Phone _____

Plotting Instructions

First complete your *Uniquely You Questionnaire*. Follow the **2 INSTRUCTIONS**. Once you have completed your *Uniquely You Questionnaire* and plotted your profile, you can then continue on this page.

Once you have counted the total number of **Ds, Is, Ss, and Cs** and recorded them in the **6 TOTAL BOXES**, use those specific numbers to plot **7 Graphs 1 and 2** on this page.

"M" numbers should be plotted on the "M" (Graph 1) and "L" numbers should be plotted on the "L" (Graph 2).

EXAMPLE:

TOTAL BOXES			
D	I	S	C
0	3	10	6

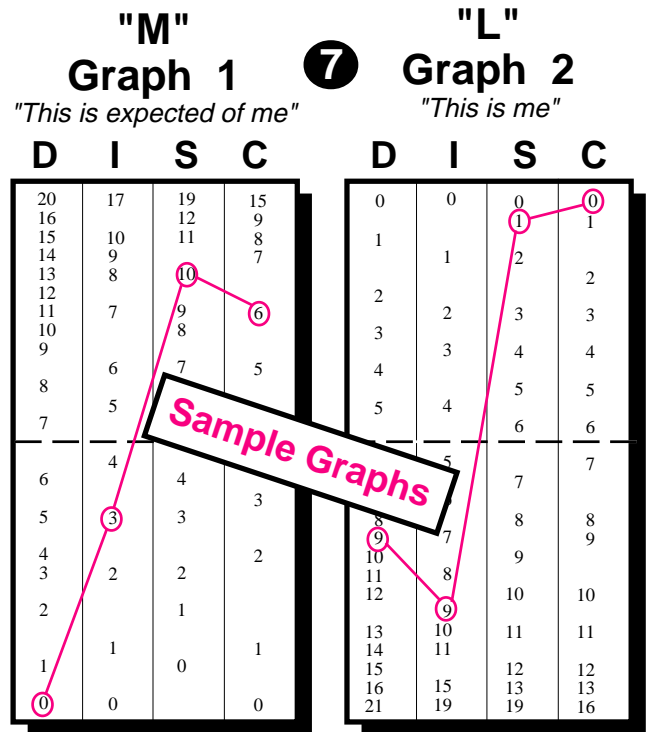
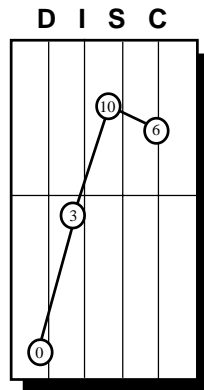
Record results from **TOTAL BOXES**.

D I S C

D I S C

"M": _____

"L": _____



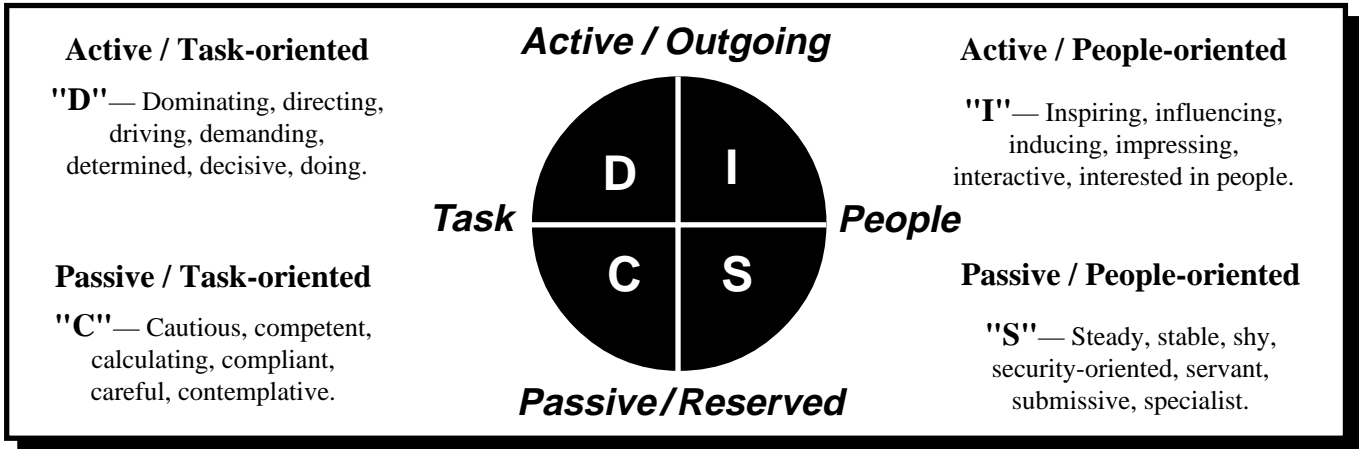
Note: Once you have plotted your graphs, stop thinking of them in terms of *Most* and *Least*. Graph 1 is **NOT** the *Most* you and Graph 2 is **NOT** the *Least* you. The "B"s in your Total Boxes are "blanks" and are not plotted, because they are only "norm factors." They are designed for validating your profile.

Interpretation . . .

Be sure to first complete the *Uniquely You Questionnaire*. Follow the instructions at the top of the page. Once you profile your two graphs, then study this page to learn more.

You have a predictable pattern of behavior because you have a specific personality. There are four basic personality types. These types, also known as temperaments, blend together to determine

your unique personality. To help you understand why you often feel, think and act the way you do, the following graphic summarizes the Four Temperament Model of Human Behavior.



"D" BEHAVIOR *(Active / Task-oriented)* *Also known as "Choleric" and "Lions"*

Descriptions: *Dominant, Direct, Demanding, Decisive*

Basic Motivation: Challenge and Control

Desires: • Freedom from control • Authority • Varied Activities
 • Difficult Assignments • Opportunities for Advancement
 • Choices, rather than ultimatums

Responds Best To Leader or Follower Who: • Provides clear answers • Sticks to task • Gets to the point • Provides precise instructions
 • Allows freedom for personal accomplishments

Needs To Learn: • You need people • Relaxation is not a crime
 • Some controls are needed • Everyone has a boss • Self-control is most important • To focus on finishing well is important
 • Sensitivity to people's feelings is wise.

"I" BEHAVIOR *(Active / People-oriented)* *Also known as "Sanguine" and "Otters"*

Descriptions: *Inspiring, Influencing, Impressing, Inducing*

Basic Motivation: Recognition and Approval

Desires: • Prestige • Friendly relationships • Freedom from details
 • Opportunities to help others • Opportunities to motivate others • Chance to verbalize ideas

Responds Best To or Follower Leader Who: • Is fair and honest • Acts as a friend • Provides social involvement • Provides recognition
 • Offers rewards for risk-taking

Needs To Learn: • Self-control must be managed • Deadlines are important
 • Too much optimism can be dangerous • Being responsible is more important than being popular
 • Listening better will improve one's influence.

Sample Interpretation Page

"C" BEHAVIOR *(Passive / Task-oriented)* *Also known as "Melancholy" and "Beavers"*

Descriptions: *Competent, Compliant, Cautious, Calculating*

Basic Motivation: Quality and Correctness

Desires: • Clearly defined tasks • Details • Limited risks
 • Assignments that require precision and planning • Time to think

Responds Best To Leader or Follower Who: • Provides reassurance • Spells out detailed operating procedures • Provides resources to do task correctly • Listens to suggestions

Needs To Learn: • Total support is not always possible
 • Thorough explanation is not everything • Deadlines must be met
 • More optimism will lead to greater success.

"S" BEHAVIOR *(Passive / People-oriented)* *Also known as "Phlegmatic" and "Golden Retrievers"*

Descriptions: *Submissive, Steady, Stable, Security-oriented*

Basic Motivation: Stability and Support

Desires: • An area of specialization • Identification with a group
 • Established work patterns • Security of situation • Consistent familiar environment

Responds Best To or Follower Leader Who: • Is relaxed and friendly • Allows time to adjust to changes • Allows to work at own pace
 • Gives personal support

Needs To Learn: • Change provides opportunity • Friendship isn't everything
 • Discipline is good • Boldness and taking risks are sometimes necessary.

Understanding The Two Graphs

Two graphs are identified for each person. They will help you understand how each person feels, thinks and acts. There is no bad profile. Each graph simply identifies a specific way the person looks at life.

GRAPH 1: "This is expected of me" is the response to how the person feels and thinks people expect him or her to behave. The person is telling you, "This is how I feel you want me to be" or "I think you want me to act like this."

People understand early in life that their unacceptable actions. Everyone is influenced by their actions and feelings.

GRAPH 2: "This is me" is the person's response to how she feels and thinks under pressure—how she reacts and thinks inside. The person is revealing how she naturally respond when he or she does not expect of him or her — usually under pressure.

Everyone is born with a natural behavioral style and peers, plus our environment group our personalities into predictable patterns.

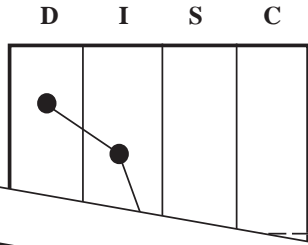
If **GRAPHS 1 and 2** are alike, your personality will be easier. If the person may be struggling with an imbalance of him or her and how he or she reacts may be very consistent with what she is. Having two different graphs shows that many people. It can also show that

The examples show a "D/I" personality type. **GRAPH 2.** This person is revealing how he or she want him or her to be more dominant or isn't that type. This person is more security oriented than what he or she

To understand how to read the graphs, look at the plotting point under the **DISC** graph. Every point in the upper third is considered *high*, in the middle third is *mid*, and in the lower third is considered *low*.

The higher the plotting point, the more it describes the person's behavior. To understand how to apply

Example of Graph 1



Sample "How To Read" and "Understanding The Two Graphs" Pages

How To Read The DISC Graphs

Each graph describes a personality in a different way. Look at each graph and find the highest plotting point.

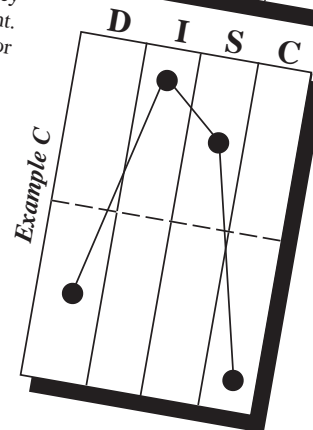
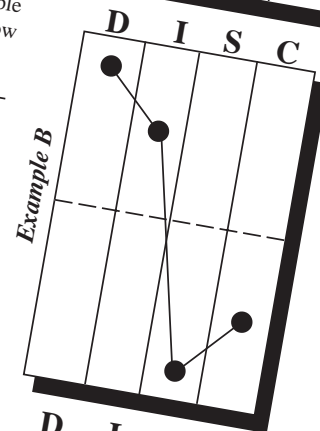
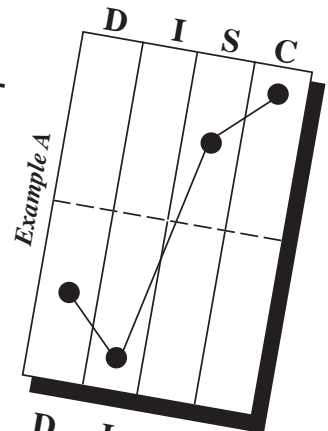
Notice in **Example A**, the highest point is "C." The next highest point is "S." This profile is a "C/S" type personality. "C/S"s are cautious and steady. They like to do one thing at a time and do it right the first time. They also like stable and secure-oriented surroundings. They don't like to take risks or cause trouble. "C/S"s need to be more outgoing and positive. Their **Behavioral Blend** is "Competent Specialist."

To help you read the graphs, also notice the lowest plotting points. The example shows "I" as the lowest point. It simply means that this person doesn't enjoy inspiring or interacting with people, while he or she tends to be more shy and calculating about things. This person is more reserved than outgoing. He or she likes people on an individual basis. The low "I" is not bad. It only indicates a low interest in enthusiastic and carefree behavior.

Example B shows a graph with a high "D/I" personality type. This person is more active than passive. "D/I"s are dominant and inspiring people. They like to control and influence others. They don't like to sit still or work on one thing at a time. Notice the "S" and "C" plotting points are low. This means this person is not so concerned with security and stability or cautious and calculating actions. Low "S/C"s are more risk-takers and active types.

Example C is an "I/S" type personality. "I/S"s love people. They are active/outgoing in their "I" and passive/reserved in their "S". They don't like tasks. They need lots of recognition and a stable environment. Their "D" and "C" are low, meaning they are not assertive/dominant or logical/contemplative types.

Your profile may be different. It really doesn't matter what your personality is. The important thing is that you control your personality, rather than allowing your personality to control you. Remember, there is no bad personality. We need to accept the way we and others naturally respond as unique traits. Everyone doesn't think, feel or act the same way. Once we understand these differences we will be more comfortable and effective with ourselves and others. To learn more, be sure to study the **Behavioral Blends**.



These pages are specifically designed to have you explain the two graphs.

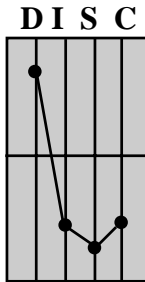
DISCOVERING YOUR BEHAVIORAL BLEND

There are four basic personality types known as **D,I,S** and **C** behavior. Everyone is a blend or combination of these four temperaments. No type is better than the other. No one has a bad personality. The most important factor is what you do with your personality. Don't let your personality control you, instead learn how to control your personality.

To help you discover more about your specific behavioral style, there are 21 **Behavioral Blends**. One or two **Behavioral Blends** will best describe you. Few people are pure **D, I, S** or **C** types. Most everyone is a combination of the four types. Remember, it doesn't matter what personality you have, as much as what you do with it. (Continue instructions next page.)

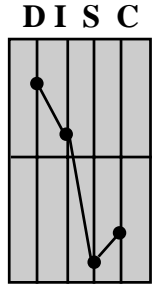
D: DETERMINED DOERS

"D"s are dominant and demanding. They win at all costs. They do not care as much about what people think as they care about getting the job done. Their insensitivity to feelings makes them too strong. They are great at developing things, but they need to improve their ability to do things correctly. Their strong will should be disciplined to prepare and think more accurately about what they are doing. They are motivated by serious challenges to accomplish tasks.



D/I: DRIVING INFLUENCERS

"D/I"s are *bottom line* people. They are much like Dynamic Influencers. They are a little more determined and less inspirational, but they are strong doers and able to induce others to follow. They need to be more cautious and careful, as well as more steady and stable. They get involved in a lot of projects at the same time. They need to focus on one thing at a time and slow down. They are motivated by opportunities to accomplish great tasks through a lot of people.



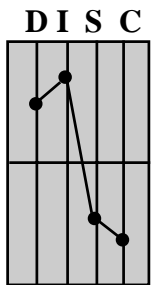
I: INSPIRATIONAL INFLUENCERS

"I"s are impressive people. They are extremely active and excited individuals. Approval is important to them. They can have lots of friends if they do not overdo their need for attention. They can be sensitive and emotional. They need to be more interested in others and willing to listen. They do not like to be criticized unless it makes them look good. They are motivated to please the crowd. They are enterprising and want to control their feelings and the feelings of others. They often outshine others and seek recognition.



I/D: INSPIRING DETERMINED DOERS

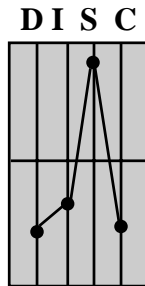
"I/D"s are impressive and strong. They love large groups and easily influence people. They need a lot of recognition. They are very energetic. They jump into things and get them through. They need to be more steady and still. They should also be more cautious. They are motivated by exciting opportunities to do difficult things. If not careful, they will do things to please the crowd and get themselves into trouble in the process. They make inspiring leaders and determined individuals.



This is a sample of the Discovering Your Behavioral Blend pages. There are actually 21 blends listed on two pages that best describe your composite DISC type.

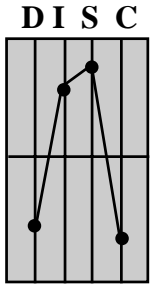
S: STEADY SPECIALISTS

"S"s are stable and shy types. They do not like changes. They enjoy pleasing people and can consistently do the same job. Secure, non-threatening surroundings are important to them. They make the best friends because they are so forgiving. Other people sometimes take advantage of them. They need to be stronger and learn how to say, "No" to a friend who wants them to do wrong. Talking in front of large crowds is difficult for them. They are motivated by sweet and sincere opportunities to help others.



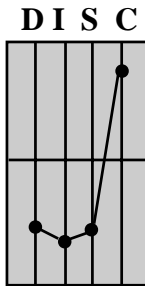
S/I: STEADY INFLUENCERS

"S/I"s are sensitive and inspirational. They accept and represent others well. They have lots of friends because they are tolerant and forgiving. They do not hurt people's feelings and can be very influential. They need to be more task-oriented. They must learn to finish their work and do it well. They like to talk, but should pay more attention to instructions. They would be more influential if they were more aggressive and careful. They are kind and considerate. Motivated by opportunities to share and shine, they induce others to follow.



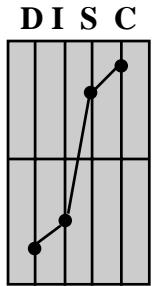
C: CAUTIOUS COMPETENT TYPES

"C"s are logical and analytical. Their predominant drive is careful, calculating, compliant and correct behavior. When frustrated, they can over do it or be the exact opposite. They need answers and opportunities to reach their potential. They tend not to care about the feelings of others. They can be critical and crabby. They prefer quality and reject phoniness in others. They are motivated by explanations and projects that stimulate their thinking.



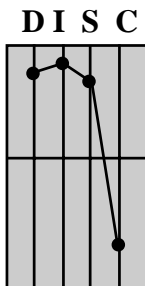
C/S: COMPETENT SPECIALISTS

"C/S"s tend to always be right. They like to do one thing at a time and do it right the first time. Their steady and stable approach to things makes them sensitive. They tend to be reserved and cautious. They are consistent and careful, but seldom take risks or try new things. They do not like speaking to large crowds, but will work hard behind the scenes to help groups stay on track. They are motivated by opportunities to serve others and to do things correctly.



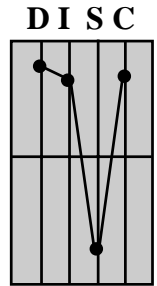
I/D/S: INSPIRING DRIVING SUBMISSIVE

"I/D/S"s are impressive, demanding and stabilizing at the same time. They are not as cautious and calculating as those with more "C" tendencies. They are more active than passive. But they also have sensitivity and steadiness. They may seem to be more people-oriented, but can be dominant and decisive in their task-orientation. They need to be more contemplative and conservative. Details don't seem as important as taking charge and working with people.



D/I/C: DOMINANT INSPIRING CAUTIOUS

"D/I/C"s are demanding, impressive and competent. They tend to be more task-oriented, but can be people-oriented before crowds. They need to increase their sensitivity and softness. They don't mind change. Active and outgoing, they are also compliant and cautious. They like to do things correctly, while driving and influencing others to follow. Their verbal skills combine with their determination and competence to achieve. Security is not as important as accomplishment and looking good.



Practical Application

High "D"s

- They need challenges and choices.
- They don't like to be told what to do. They want to be their own bosses.
- Controlling themselves is most important. Desiring to control others, "D"s need to guard their feelings.
- Since "D"s test and challenge authority, they need to learn that everyone has a boss. If not, they will push others to the limit.

Instead of telling "D"s to complete a task immediately, give them the choice between completing the task now or by a certain time. They will usually choose the latter, but they at least have the choice.

High "I"s

- They need lots of recognition, approval and stroking.
- They like to talk and get attention. Being quiet is difficult for them.
- Give them opportunities to express themselves.
- Don't put them down for their desire to entertain.
- Encourage them to control their excitement and share the limelight with others.

"I"s need to learn they will have more friends when they make others look good. Praise them when they do well. Emphasize how their poor behavior makes them look bad, when they under-achieve. They especially need to guard against pleasing everyone.

High "C"s

- They like to do things right. Five or half right is unacceptable to them.
- Give them time and resources to do their best.
- Don't push them to always do better. They may get frustrated and give up.
- Encourage them to improve their people skills. They need to learn to be more sociable.
- Answer their questions and explain the "whys of life."

Provide these types with happy and positive atmospheres. They tend to be naturally pessimistic and moody. Joyful and uplifting music around the home or office can be very encouraging. Avoid being constantly negative and critical, especially with these personality types.

High "S"s

- They desire steady and stable environments. Change is difficult. Give them time to adjust.
- Don't expect them to accept risks or try new things. They stick to traditional roles.
- Difficult assignments and enthusiastic challenges are not effective. Friendly and sweet appeals are best.
- Encourage "S"s to be more outgoing and assertive, so that they won't be taken advantage.

"S"s' natural submission causes others to take advantage of them. "S"s need to learn how to control their reluctance to be bold and assertive. Saying "no" can be frightening, yet powerful. Taking chances and risks to take charge can be very rewarding.

**PRACTICAL APPLICATIONS
DISC INSIGHTS**

Stress Management

"D" Behavior —

Under Pressure:

Becomes dictatorial, domineering, demanding, angry, intense, forceful, direct, bossy.

Sources of Irritation:

Weakness, indecisiveness, laziness, Lack of plan, purpose, direction, authority, control.

Needs To:

Back-off, seek peace, relax, think before reacting, control self, be — patient, loving, friendly, loyal, kind, sensitive.

"I" Behavior —

Under Pressure:

Becomes hyper, overly optimistic, immature, emotional, irrational, silly, wordy, selfish.

Sources of Irritation:

Disinterest, slowness, pessimism, details, time restraints, criticism, cynicism, doubt, structure, lack of — enthusiasm.

Needs To:

Control the cost, control emotions, be — humble, organized, lined, punctual, careful with words

**STRESS MANAGEMENT
DISC INSIGHTS**

"C" Behavior —

Under Pressure:

Becomes moody, critical, contemplative, negative, worrisome.

Sources of Irritation:

Incompetence, disorganization, foolishness, dishonesty, inaccuracy, wastefulness, inconsistency, blind faith.

Needs To:

Loosen-up, communicate, be — joyful, positive, tolerant, compromising, open, trusting, enthusiastic.

"S" Behavior —

Under Pressure:

Becomes subservient, insecure, fearful, weak-willed, withdrawn, sympathizes, sucker.

Sources of Irritation:

Pushiness, instability, inflexibility, anger, disloyalty, insensitivity, pride, discrimination, unfairness.

Needs To:

Be — strong, courageous, challenging, aggressive, assertive, confrontational, enthusiastic, outgoing.

Leadership Insights

Most everyone responds to life's challenges and choices according to his or her personality. Therefore, individuals who relate to others must be *personality wise*.

For example, High "S" leaders should not engage High "D" followers in small talk. "D"s prefer leaders who get-to-the-point. They want "bottom line" answers. They respond best to those who are not going to waste their time.

On the other hand, High "S" followers feel comfortable with leaders who are systematic, slower, and steady in their approaches. "S"s don't like fast talking, quick pace responses. "S"s respond best to stable and sensitive leaders.

Leader Styles

The following describes different leadership styles. People tend to lead according to their personalities, rather than adapt to the styles of others.

"D" Leaders —

"D"s are *take control* and *be in charge* types. They don't like people telling them what to do. "D" leaders can be too pushy and forceful. They need to control their direct and demanding approach to management. They make better leaders when they learn to slow down, be gentle, and not so demanding of others.

"I" Leaders —

"I"s are inspiring and enthusiastic, and influence others. Naturally great presenters, "I" leaders tend to talk too much. "I" leaders need to listen more and be so sensitive to rejection. They are the most impressive and positive leaders. "I"s love crowds, but need to be interested in individuals.

"S" Leaders —

"S"s are the sweet, steady and stable leaders. They seldom demand anything. They are friendly and loyal, but tend to be too nice. They need to be more aggressive and assertive. Overly sensitive to their shortcomings, "S"s need to be more confident. They hate to take risks. They often miss opportunities because of their caution. Reliable and relaxed, they are more reserved.

"C" Leaders —

"C"s are competent and compliant. They go by the book and want to do everything just right. They are thorough and detail-oriented, but tend to be too informative. "C"s need to be more positive and enthusiastic. They answer questions people aren't asking. When optimistic, "C"s are extremely influential. They should not concentrate on problems, but focus on potentials.

Follower Styles

People also follow according to their personalities. Identifying individual followers' styles make leaders more effective.

"D" Followers —

"D"s respect strong leaders. They want to be part of a winning team. They follow with power and authority in mind. They wonder, "*Will this action make me more respected and / or get the job done?*" "D" followers need choices, rather than "*get-in or get-out*" ultimatums. They need opportunities to do their own thing.

"I" Followers —

"I"s follow with their hearts. They tend to be impulsive followers. They want opportunities that will make them feel good. "I" followers talk a lot. They make great first impressions. Their high egos and ability to persuade often make them the leaders in order to rise to the top. Sometimes they don't know who's leading whom.

"S" Followers —

"S" followers don't make quick decisions. They like leaders who are understanding and gentle. They want to establish a relationship with a leader who will be around for a long time. "S"s are concerned about service and stability. When it comes to sensible and slow judgment, "S" followers feel right at home. They like familiar and low-key environments.

"C" Followers —

"C"s are "Consumer Report" type followers. They analyze each decision. They love research and development. "C"s are quality oriented followers. They don't like quick or costly decisions. Picky and precise, they follow with their minds, rather than hearts. "C"s seldom respond positively at first. They often want time to think about their decisions. Once convinced, they follow best.

New LEADERSHIP INSIGHTS with Blended Servant Leader Model.

The most effective Leader is the blended Servant Leader. These type individuals learn how to adapt and become "all things to all men." They understand that everyone is often motivated by their specific personality. They guard their strengths from overuses, and improve/perfect (2 Cor. 12:9-10) their "uniquenesses / weaknesses."

Blended Servant Leaders allow the Holy Spirit to control

their drives, passions, and wills in order to motivate others more wisely. Servant Leaders are Transformational Leaders who raise people up to follow on a higher plain. Anyone can be a Servant Leader. Your giftedness and "DISC" personality type is not most important. It's your relationship with God and others that makes the difference. **God doesn't always call the qualified, but He always qualifies the called!**

DISC Learning Styles

According to Cynthia Tobias' book, *THE WAY THEY LEARN*, there are four basic learning styles: Concrete, Abstract, Sequential, and Random. There are also three ways we remember. She adds, "Learning styles researchers Walter Barbe and Raymond Swassing present three modes of sensory perception (ways of remembering) that we all use in varying degrees." These "modalities" (auditory, visual, and kinesthetic) affect everyone's learning styles.

Every leader should discover their auditory, visual, or kinesthetic / feeling styles in order to help communicate better with their followers and fellow leaders. It is not always their follower's fault when things are misunderstood. It is every leader's responsibility to work with others to know how they learn best.

Every leader should also know and understand how these learning styles respond. Adapting one's presenting style to the learning style of others will often determine the success or failure of a relationship.

It is not always the responsibility of the follower to adapt his or her learning style to that of the leader. Followers and leaders must both control their communicating and learning styles in order to have the best results possible.

Understanding how your DISC personalities affect learning styles can help guard your strengths and avoid your weaknesses. Study the insights below to improve your communicating and learning.

Always remember, you are the only one who can control yourself to do right. Don't expect or depend on anyone else to give you the determination to respond appropriately. Learn to control your personality, rather than letting your personality control you. Take command of your feelings and thinking, rather than expecting others to change on your behalf.

Become a more effective Transformational Leader by adapting your leading style to the learning style of others.

"D" Behavior —

Auditory Learner: *LISTENS best to challenges and straightforward communication. Wants to hear bottom-line and summarized facts. Doesn't like to listen to long drawn-out stories. Responds best to serious and hard-hitting points. Pays most attention when lessons are direct and demanding.*

Visual Learner: *Wants to SEE pictures. Responds best to action-packed visuals. Lessons are animated or shown, as opposed to being spoken. Desires more hands on group learning by example.*

Kinesthetic Learner: *Wants to FEEL in control of learning. Desires strong emotion-packed, as opposed to sensitive or silly type presentations. Responds best to authority who makes him or her relate personally to the learning.*

"I" Behavior —

Auditory Learner: *LISTENS best to exciting and enthusiastic communication. Desires to hear expressions and word-pictures that make lessons come alive. Needs to hear influencing and impressive learning that communicates optimism. Hears the lesson best through humorous stories.*

Visual Learner: *Wants to SEE the lesson through drama and role-play. Desires to participate by acting out or visualizing. Learns best when able to picture him or herself in the lesson. Looks for images that explain the lesson.*

Kinesthetic Learner: *Wants to FEEL part of the lesson. Desires an emotional tie with the presenter and point of the lesson. Learns best in a group where his or her feelings can be expressed. Needs heartfelt communication.*

"C" Behavior —

Auditory Learner: *LISTENS best to clear and precise words. Desires to hear lessons that explain why, what, when, and how. Wants to hear competent and accurate communication. Is not as interested in the drama, but in hearing the facts. Learns best with thorough explanation.*

Visual Learner: *Wants to SEE the lesson, as opposed to just hearing about it. Desires visualization of the facts. Learns best when presented with investigated lessons. Needs to have pictures and charts drawn that explain the lesson.*

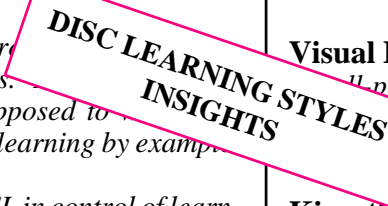
Kinesthetic Learner: *Wants to FEEL the lesson is clear and understandable. Learns best when communicated through rational and emotional means. Desires balance between facts and feelings. Wants to learn through heartfelt, yet intellectual presentations. Needs to feel the lesson is logical.*

"S" Behavior —

Auditory Learner: *LISTENS best to sweet and soft presentations. Doesn't like strong or fast-paced communication. Responds best to supportive and security-oriented words. Desires to hear lessons in a small group. Wants to hear words that make the lesson kind, nice, and caring.*

Visual Learner: *Wants to SEE the lesson lived-out through the life of the presenter. Learns best by visualizing the lesson as part of a small group, rather than having to be up front presenting. Desires steady and stable visual environments.*

Kinesthetic Learner: *Wants to FEEL comfortable and secure as he or she learns. Responds best to status-quo type learning, without surprises or challenges. Desires that everyone is learning harmoniously and together as a family. Needs to feel the lesson in a personal and private way.*



Neurolinguistic Programing

Neurolinguistic Programing (NLP) is the unique way our minds often process what we say and hear. The following insights are simple observations of how people verbally share their thoughts, plus how people perceive what they hear.

Everyone processes what they experience through their unique senses. There is no normal right or wrong way of processing what we hear. Some leaders can intuitively “read between the lines” of those who are silently hurting, while other leaders are better able to say just the right words at the right time.

The problem is that we tend to lean toward and be controlled by our specific NLP. Under pressure and stress we lean toward our strengths, because that’s where we are most comfortable and confident. But the overuse of a strength can become an abuse and the best thing about us can become the worst.

By identifying and understanding our NLP from a DISC personality perspective, we can guard our strengths and avoid our weaknesses (uniquenesses) while communicating to others. We

can consciously use the most effective words to influence others. We can also be aware of the words others may use that best influence us.

So when you speak to an individual or a group, keep in mind that people listen through their NLP. You will also have the natural tendency to share through your NLP. Therefore, consider the words you use. Adapt your presentation to the person you are trying to communicate with to fit their NLP. Also when speaking to a group of people, be sure to add the words and phrases with which everyone can identify.

For example, when making an appeal to a group you may want to say something like this as you close: “I challenge you to take this risk”; and “people will see and take note of your wisdom”; and “I want to sincerely encourage you to make this decision”; and “doesn’t this decision make senses?”

Also keep in mind there is a lot of “junk” associated with human behavior science. Choose what you use carefully.

"D" Types —

Listen for and often use the following words or phrases:

Words: Challenge, power, powerful, big, better, results, bottom-line, win, work, change, strong, stronger, stand, direct, definite, demand, decisiveness, deviance, now

Phrases: If it doesn't work, let's do something; get-in or get-out; lead, follow, or or the highway; bigger and better; I don't like the status-quo; things need to change here; we need to work harder; let's not be so sensitive; take a stand; stand in the gap; give it to me straight; don't beat around the bush; I demand; I'm determined; I've decided; now is the time; let's not wait any longer

"I" Types —

Listen for and often use the following words or phrases:

Words: Exciting, enthusiasm, fun, feel, joy, joyful, positive, inspiring, impressive, interesting, fantastic, wow, awesome, wonderful, phenomenal, thrilling, sensational

Phrases: Isn't this exciting or fun; I'm so excited; let's be enthusiastic; let's all do it together; I really care about you; I feel your pain; something good is going to happen; I know how is this going to effect the crowd; let's go with you this story; let me illustrate this; I really like this; can you believe this; watch me, this is emotional; I'm overwhelmed; I'm elated; I sincerely want to help you

"C" Types —

Listen for and often use the following words or phrases:

Words: Think, analyze, reason, evaluate, investigate, comprehend, understand, plan, contingency, process, due-diligence, organize; explain, cautious, careful, conscientious, consider, contemplate, study, research

Phrases: The intelligent thing to do; it's the reasonable thing to do; I don't understand; please explain; let's think about this; I need time to think; doesn't this make sense; let's process this; we need a backup plan; let's work our plan and plan our work; we need to work smarter; we need to be more organized; I can't stand disorganization; let's be more careful; let's look further; I don't like quick decisions; I hate sloppy work; figure it out

"S" Types —

Listen for and often use the following words or phrases:

Words: Caring, nice, kind, sensitive, sweet, soft, tender, loving, belonging, family, tradition, steady, stable, security, serving, servant, teamwork, unity, calm

Phrases: I really care about you; let's not hurt anyone; we need to be more sensitive; how will this affect our family; doesn't anyone care; I don't like change just for change sake; let's take it slow; I don't like instability or insecurity; I like stable and steady situations; people are more important than things; his or her feelings really matter; how can we help that person; let's work together; together we can; we're in this together; let's me help you; I'm not sure I can do that; I really don't feel comfortable

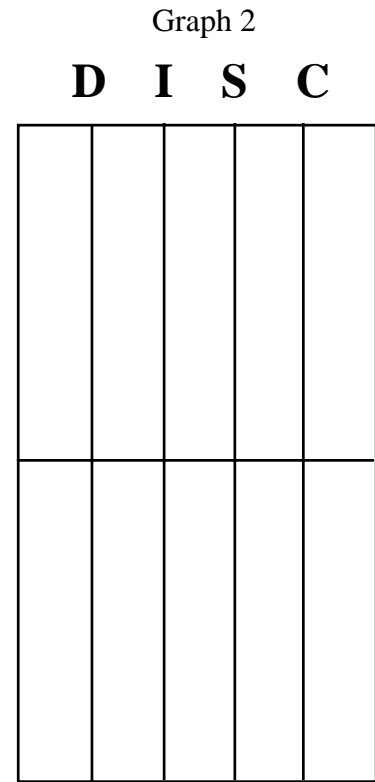
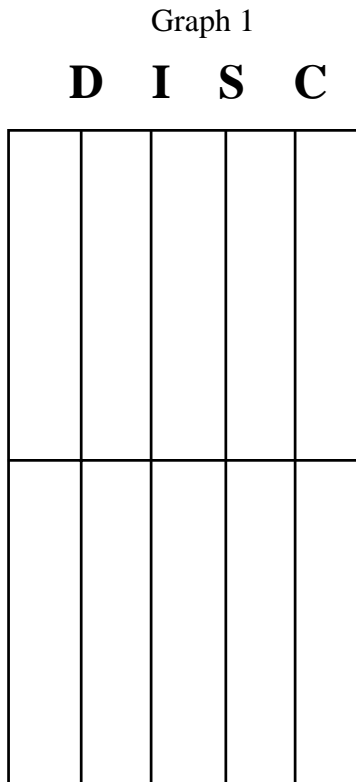
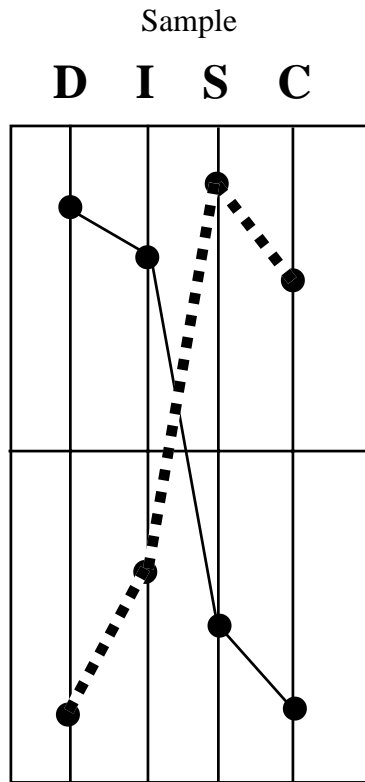
Leadership Reflection

Contrast your personal DISC profile to your leadership role. Transpose your graphs from page 6 to the two graphs below.

Then redo your *UY Questionnaire*

on pages 3 - 6 with different distinguishable marks. Then transpose your new leadership roll profile on top of your personal profile below. Now contrast your

personal profile to that of your roll as a leader. Study the differences and develop strategies to adapt your personal profile to your roll as a leader.



Example above: The person with the solid line has a "D/I" personal profile, while his or her leadership roll with a dotted line calls for a "S/C" type. One profile is not better than the other. Both profiles have their strengths and "uniqueness." To improve your effectiveness as a leader, study the differences between the two profiles.

The "S/C" leadership roll needs to be more assertive in order to control your "D/I" natural drives. The "S/C" roll as a leader also needs to be aware of the "D/I" personal profile needs more opportunity to "run with the ball." This person is a natural self-starter, but will need to guard their independence and be more slow and soft.

LEADERSHIP REFLECTIONS INSIGHTS

Leaders often struggle because their personal profiles don't match their leadership rolls. If the solid line is your personal profile, you may be more decisive or need to be in charge. But your leadership roll may know that total freedom is not possible. You must adapt your personal profile to your leadership roll profile.

And, "D/I" rolls as leaders must control the "S/C" drives first, if they want to control their followers. "S/C" leadership rolls must always remember certain personalities are control-oriented and need to be instantly addressed. Followers will gain more freedom and responsibility when they learn to obey, rather than resist strong "D" type leaders.

But your "D/I" personal profile may be exactly what your leadership roll requires. The "D/I" may want to do his or her own thing, while the S / C roll as a leader may want to be more cautious. The "D/I" profile wants to be more aggressive, while the "S/C" roll as a leader needs to be more reserved.

Notice all D,I,S, and C differences in your contrasting graphs above in respect to your roll as a leader and your personal profile. Concentrate on all the DISC letters. Evaluate each letter with your specific roll as a leader in mind.

To improve your leadership skills, study the *Leadership Intensity Factors* on the next page.

Leadership Intensity Factors

Becoming the most effective leader for a specific task will obviously make a difference between success and failure as a leader. Adapting your personal profile to a specific roll is imperative. The following are examples and explanations of how to adapt your natural personality type, to your roll as a Blended (DISC) Servant Leader.

Stress occurs in every job. The level of pressure can be directly related to your personality in relations to your demands as a leader. In other words, aggressive leaders can cause more stress to the passive and reserved type followers. "D" and "I" type personalities are more suited to active type leaders, but must learn to adapt to the more passive type followers.

At the same time, "S" leaders can also be successful as they control their natural reluctance; and discipline themselves to be more outgoing. Their style will be *"steady, stable and sensitive,"* emphasizing service and security (trust) as they lead others whether they are active or passive types.

Graph A compares a High "I" individual to a High "S" roll. "I"s are active/people-oriented personalities. They make great leaders. "I"s tend not to like detail. They need to work on time management and call for commitments. They don't like to pressure people.

If an "I" were to have an "S" type roll as a leader, he or she may become frustrated and bored. "I"s need to be active, working with large groups of people. They love to express themselves. "I"s need opportunities to shine, while "S" rolls may require working behind the scenes.

Graph B compares a High "D/C" employee to a High "I/S" roll. "D/C"s are task-oriented. They love the challenge of completing a difficult task and getting it done right. "D/C" rolls prefer telling people what to do and making decisions.

"D/C"s make good managers as leaders, but need to be sensitive and encouraging to those who work under them. "I/S" rolls require more social skills.

Graph C compares a High "I/S/C" individual to a High "D" roll. An "I/S/C" leader will like to deal with the public and is concerned about the details. "D" rolls desire not getting bogged down with details or having to socialize. "D" rolls also require a thick skin and decisive leader.

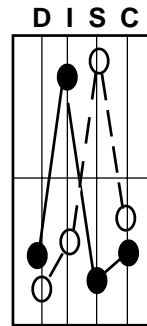
"I/S/C"s who have learned to be more *"shakers and movers"* can handle the roll, but may struggle with strong-willed and demanding people. "D" rolls may need someone less tolerant and compromising.

Summary

The higher the individual's DISC personality type is, in contrast to what their roll as a leader is, the greater the potential for making a mistake. For example, if you are a "C" type personality in the roll as a leader that requires a lot of "I" type, you may be too reserved. But if you are a "C" type trying to lead a group of "I"s, that's what they need, but you must adapt your style to be more excited. "I"s prefer someone to take care of the details and paper work. But "I"s also need someone positive and encouraging. You must decide which factors are most essential and become "all things to all people."

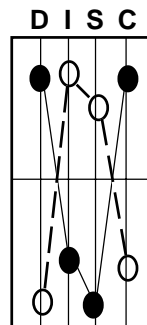
The following are three common opposite types. See if one of these is like your **Leadership Reflections** on page 16 of this booklet.

A. "I" Relating To "S" Roll



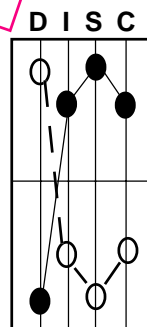
- "I"s are outgoing, while "S" rolls need steady responses.
- "I"s are more optimistic, while "S" rolls need sensibility.
- "S" rolls require caution, not risks.
- "I"s love to talk; "S" rolls may require better listening skills.

B. "D/C" Relating To "I/S" Roll



- "D/C"s are task-oriented; while "I/S" rolls require people skills.
- "D/C"s want to get the roll done, while "I/S" jobs need more sensitivity.
- "I/S" rolls focus on more service than "D/C"s may prefer.

C. "I/S/C" Relating To "D" Roll



- "I/S/C"s are not dominant.
- They prefer socialization and competence in their roll.
- "D" rolls require aggressive and assertive behavior.
- "I/S/C"s do well with people and tasks, but tend not to be drivers.

To learn more about the different composite personality types or specific insights about your personality blend, be sure to study Discovering Your Behavior Blend and Practical Application.

PERSONAL INSIGHTS

Sample "Personal Insights" Pages

The following questions are designed for you to understand how 21 Behavioral Blends can improve their effectiveness as leaders. Be sure to first identify the individual's personality profile. Once he or she has completed their two graphs, then find the most similar graphs on these two pages (18 & 19). The graphs may not be exactly alike. Look for the configurations that are most similar to both graphs.

Focus on the questions designated for each graph. Make note of any possible conflicts between their profile and typical behavior you may see. Don't use this assessment as a judgment against anyone. You may also want to ask other questions listed for similar profiles relating to the person's highest plotting points.

(Continue instructions on next page)

D: DETERMINED DOERS

- How well do you work under authority? Ex
- How do the feelings of others affect your decision-making?
- Do you relate well to people and why or w
- How do you resolve conflicts with people
- How do you motivate people to be produ
- What are your long-range plans?
- What do you think about quality versus
- How do you guard against dominating

"I": INSPIRATIONAL INFLU

- How punctual are you and how do you
- How do you feel about paperwork w
- How do you deal with rejection?
- How much do you research and
- How do you avoid always win
- How good are your listening s
- What would you do if someone
- What would you do if someone

S: STEADY SPECIA

- How do you deal with con
- Could you fire someone—
- How would you handle
- How excited can you g
- What would you do if
- How aggressive can
- What would the last

C: CAUTIOUS

- What do you think
- How well do you
- Do you carry g
- How well can
- How are you
- How would
- Has a probl

I/D/S: IN

- How do
- How do
- When
- How
- How
- Wh
- ge

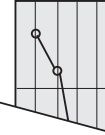
D/I: DRIVING INFLUENCERS

... is more important to you and why—

For example, if you are a high D — "Driving Influencer" Blend, you may also want to ask yourself some of the questions that relate to the "Inspirational Influencer" or "Driving Competent Type" Blends.

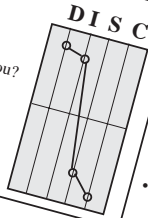
You may also want to help others improve their leadership skills by asking them the specific questions that relate to their graphs. Don't jump to any conclusions, as you perceive the other person's traits. Think in broad generalities. Look for maturity and experience in learning how to change

DISC



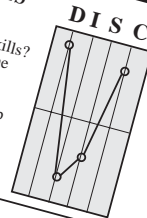
D/I: DRIVING INSPIRER TYPES

- How do you motivate people?
- What do you think about passive behavior?
- How would you handle unenthusiastic people?
- How would you follow a leader less able than you?
- How important is thorough research and preparation?
- How do you deal with being or not being patient?
- How do you follow the chain-of-command?
- When would you delegate a task for which you are responsible?



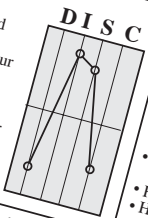
D/C: DRIVING COMPETENT TYPES

- How well do you work with people?
- How important are friends to you?
- Where do you try to improve your people skills?
- How do you draw the line between getting the job done and people's feelings?
- How would you relax?
- How do you handle speaking to a large group?
- What do you think about team participation and how would you develop it?



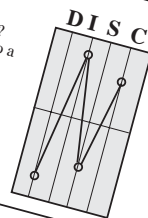
I/S: INSPIRATIONAL SPECIALISTS

- How well do you manage your time?
- How would you deal with completing a task and not offending others who demand your time?
- How would you tell people you need to finish your work if they want to talk to you?
- How would you handle having to fire or lay off a good friend or faithful employee?
- Where does your duty to the company end and your loyalty to family begin?
- How would you handle an overbearing supervisor or an intolerable manager?



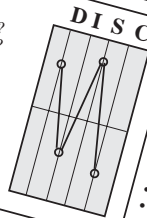
I/C: INSPIRATIONAL COMPETENT TYPES

- How well do you take criticism?
- What motivates you to work hard when alone?
- If you weren't given the time or resources to do a job right, what would you do?
- How loyal do you think you will be to the company?
- What would you do if you saw a friend doing something wrong at work?
- How do you deal with mood swings?
- How do you guard yourself against a desire to correct others?



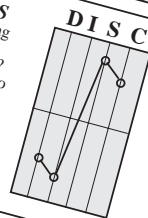
S/D: STEADY DOERS

- How good are you at speaking to large groups?
- How would you inspire people to do their jobs?
- Where do you draw the line between protecting friendship and getting the job done?
- How would you ignite a dull environment?
- Give an example of how you would go about planning a special project?
- How far would you go in your research of a specific solution?
- When is anger appropriate?



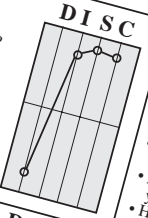
S/C: STEADY COMPETENT TYPES

- Would you be willing to take a public speaking course?
- How do you guard yourself against making a presentation to a large group?
- What would you do if you didn't have enough time to do a job right?
- What excites you most about your jobs?
- How would you handle an over-zealous person?
- How would you correct a sensitive co-worker?



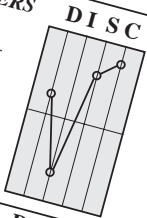
I/C/S: INSPIRING COMPETENT SPECIALISTS

- How are you challenged to do unappealing jobs?
- When and how would you confront a friend and co-worker who is not doing his or her job right?
- What would you do if a supervisor told you to do something that was absolutely wrong?
- How aggressive would you be about getting a job done on time, but half right and unpopular?
- How do you deal with a co-worker who doesn't like you?



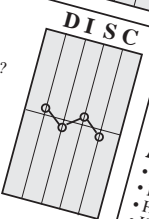
C/S/D: COMPETENT STEADY DOERS

- How would describe your people skills?
- Why and how important and is friendliness?
- How would you handle those who oppose your ideas and decisions?
- How well do you speak to large crowds?
- How would you guard against doing everything yourself, rather than delegating them to others?
- Are you more serious or relaxed and why, when you speak to groups.
- How would you get a group to follow your ideas?



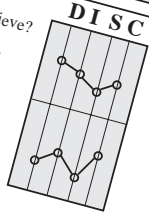
STRAIGHT MID-LINE

- How do you guard against being indecisive?
- What do you think your greatest strengths are?
- How do you deal with people who seem to exaggerate their feelings or ideas?
- How do you respond when you need to be more enthusiastic?
- How would you describe your aggressiveness?
- How do you deal with the need to be more or less cautious at times?



ABOVE MID-LINE

- How do you deal with your drive to over-achieve?
- How do you relax?
- How do you respond to people who seem to be weak in certain areas?



BELOW MID-LINE

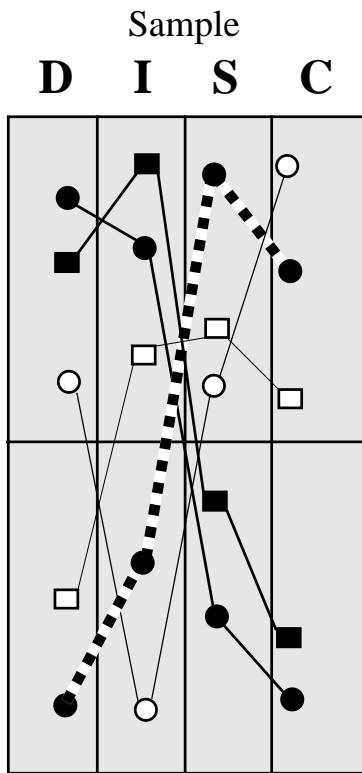
- What do you think about yourself?
- How do you deal with depression?
- How do you respond to overly optimistic people?
- How do you deal with discouragement?

Team Building Reflections

To contrast the five personality profiles use Graphs 1 and 2. Transpose the results from each person's graphs.

To observe the possible differences in the profiles use different color ink pens or various dotted lines in color. Use solid lines. Notice the sample

TEAM BUILDING INSIGHTS



- Person #1 has the ●—— plotting point and line.
- Person #2 has the ■—— plotting point and line.
- Person #3 has the ○—— plotting point and line.
- Person #4 has the □—— plotting point and line.
- Person #5 has the ●■■■ plotting point and line.

Once you have transposed everyone's graphs onto Graphs 1 & 2 on this page, begin to notice the differences. Always remember, differences are not bad. They simply illustrate the dynamics at work within the Team. Then complete and study the following pages.

"M" / Graph 1

"This is Expected of Me" Behavior

D	I	S	C
20	17	19	15
16		12	9
15	10		8
14	9		
13	8	11	7
12			
11	7	10	
10		9	6
9		8	
8	6	7	5
	5		
7		6	4
		5	
6	4		
5	3		3
4		4	
3		3	
	2		2
2		2	
		1	
1	1		1
		0	
0	0		0

"L" / Graph 2

"This is Me" Behavior

D	I	S	C
0	0	0	0
		1	1
1	1		
		2	
2	2		2
	3		
3		3	3
		4	
4	4		4
		5	
5		6	6
6	5		7
7		7	
8	6		8
		8	9
9	7		
		9	
10	8		10
		10	
11	9		
		11	11
12	10		
13	11		
14		12	12
15		13	
16	15		13
		14	
17	19		16
		15	
18		16	
		17	
19		18	
		19	
20			
21			

Team Dynamics

Graph 1 Observations:

How many High "D"s are there above the mid-line: _____
Indicates more Determined behavior.

How many High "I"s are there above the mid-line: _____
Indicates more Inspiring behavior.

How many High "S"s above the mid-line: _____
Indicates more Stable behavior.

How many High "C"s above the mid-line: _____
Indicates more Cautious behavior.

Graph 2 Observations:

How many High "D"s are there above the mid-line: _____
Indicates more Determined behavior.

How many High "I"s are there above the mid-line: _____
Indicates more Inspiring behavior.

How many High "S"s above the mid-line: _____
Indicates more Stable behavior.

How many High "C"s above the mid-line: _____

Sample
"Team
Dynamics"
page and
"Action Plan"

Action Plan

(Copy this page, along with pages 20 & 21 and give to each Team Member to complete and return to the Leader)

Observing the two TEAM BUILDING REFLECTIONS Graphs on page 20 and the notes on page 21, how would you describe each Team member and the Team as a whole?—

Example—

Person #1 tends to be most demanding and decisive. He or she also has good verbal skills. He or she is more concerned about getting the job done, as opposed to security and status quo. He or she does not like details or having to be cautious about everything.

Person #2 is also dominant, but more verbal than the others. He or she is extremely positive and enthusiastic. Concerned about making good impressions, he or she prefers the crowd, as opposed to individuals. He or she is also not interested in doing the little, behind the scenes, things.

Person #3 is more demanding than not, but very particular about getting the job done correctly. He or she is not interested in speaking to groups, but rather working with individuals. He or she is more task-oriented, plus prefers a steady and stable environment.

Person #4 is not dominant. He or she loves people and is able to relate to groups, as well as individuals. Though interested in correctness, he or she is not a "perfectionist", but may demonstrate more "concern" for doing things right. He or she is more people-oriented.

Person #5 is the least assertive and decisive. He or she is the most loyal and faithful. Concerned about security and stability, he or she is passive and particular about getting things done right. He or she is more shy, but makes a faithful friend to those in need.

The Team, as a whole, is well balanced. Two of the five are more active, while two of the five are more passive. Two of the five are more task-oriented, while two of the five are more people-oriented.

The predominant trait of the Team is slightly more active than passive with 12 of the 20 plotting points above the mid-line. This group is also more verbal and may compete for attention. They can draw on each other's strengths, while avoiding their individual weaknesses to benefit the Team.

This Team may need to improve with a little more stable and cautious behavior. They may also need to more passive and reserved. Listening and showing more concern for others will improve their effectiveness.

Be positive, but honest with your comments. These notes will be shared with everyone. The purpose is not to expose or hurt anyone, but to improve our understanding and effectiveness of one another.

Person #1: _____

Person #2: _____

Person #3: _____

Person #4: _____

Person #5: _____

How do you see the Team as a whole? _____

What do you think the Team needs to improve? _____

Challenging Differences

ASSIGNMENT —

- Pray God will show you how He brings opposite personalities together to complete and complement them.
- Think about the obvious differences between you and your "significant other."
- Look in Scripture for how God brought opposite personalities together to accomplish His will.
- Begin thinking about the so-called "weaknesses" of others as "uniquenesses."

Opposites seem to attract each other. Somehow we are attracted to people who have strengths that are our weaknesses. "C"s will meet an exciting, positive, upbeat type person, like an "I". "C"s will wish they were more like him or her, while the "I" is impressed with the "C"s logical thinking and organized behavior.

"D"s are often attracted to "C"s because of "C"s cautious and calculating demeanor, while "C"s are impressed with "D"s' risk-taking, driving, decisive and dreaming behavior. "I"s are also attracted to "S"s because of their quiet, sweet, soft demeanor; while "S"s are attracted to "I"s because of their ability to influence and impress others.

What happens when opposites attract? The dynamics of differences. Our differences draw us together. Differences can drive us apart. The characteristics of the person a bond often become the very traits we end-up resenting.

While opposites often attract, we must keep in mind that most people are blends or composites of DISC. Few people are predominate "D"s, "I"s, "S"s, or "C"s. Most people are a combination of several of types.

CHALLENGING DIFFERENCES INSIGHTS

EXAMPLES —

There are "D/I" behavior types, who are active in their tasks and people skills. There are "S/C" types, who are passive, while both people and task oriented. "D/C"s are pure task-oriented, while being active and passive. "I/S"s on the other hand, are basically people-oriented while active and passive.

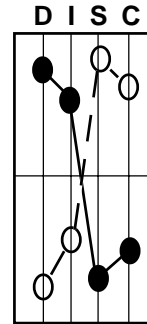
The "I/C" is both active and passive while people and task-oriented at the same time. The same goes for the "D/S." But while the "I/C" loves to inspire and correct, the "D/S" enjoys dominating and serving others. The "D/S" type may sound like a contradiction in terms, but this unique and often confusing behavior is normal.

The most obvious conflicts occur when a pure "D/C" task-oriented individual is attracted to a pure "I/S" people-oriented person. These people were probably initially impressed with the others' strengths which were their own weaknesses. The "D/C" lacks people skills while the "I/S" needs to become more task-oriented and organized. The exciting news is each needs the other, but difficulty comes when one stops looking at the other's strengths and starts focusing instead on the other's weaknesses.

The "D/C" focuses on logical thinking and being industrious, while the "I/S" desires to build relationships and deepen communication. You can see how these two blends of behavior can clash.

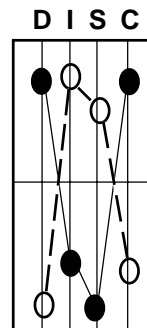
The following are three of the most common opposite types. See if any of these is like your Behavioral Blend/s and that of your "significant other."

"D/I" Relating To "S/C"



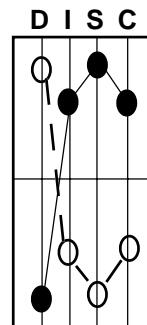
- "D/I"s are outgoing, while "S/C"s are passive and reserved.
- "D/I"s are more positive than "S/C"s.
- "S/C"s are more cautious than "D/I"s.
- Both should learn from the other.
- Be committed!

"I/S" Relating To "D/C"



- "I/S"s are people, while "D/C"s are task-oriented.
- "I/S"s are more high-touch than "D/C"s.
- "D/C"s are more high-tech than "D/I"s.
- Both should learn from the other.
- Be committed!

"D" Relating To "I/S/C"



- "D"s are more dominant and demanding.
- "I/S/C"s resist aggression, but respect it.
- They prefer friendly, secure and cautious behavior.
- Both should learn from the other.
- Be committed.

To compare your personality with that of another person's personality, be sure to study this entire booklet.

How To Handle Conflicts

Often, the greatest hindrances to healthy relationships are personality conflicts. Positive individuals, desiring to build good relationships, are often discouraged because of misunderstandings and clashes with others.

This section is designed to help you discover why people do what they do under pressure and why you may conflict with others. Life's success principles on how to handle clashes are clear. The problem is many people are not aware of their "sensitive spots." Everyone needs to learn more about avoiding and resolving conflicts.

Every personality has its "hot button." Everyone can act like a "D" when pushed too far. The following are tendencies of personalities as they relate under pressure.

Review the following pages with your Behavioral Blends in mind. Read each section to see how you may respond as a specific personality type. Also consider how you may respond differently because of your "hot and cold buttons."

To improve your effectiveness, control your personality and never use it as an excuse for poor behavior!

Remember — **Most problems today are not theological—they're relational — personality conflicts and clashes with others.**

"D" Behavior —

Under Pressure:

Becomes dictatorial, domineering, demanding, angry, intense, forceful, direct, bossy.

Sources of Irritation:

Weakness, indecisiveness, laziness
Lack of — discipline, plan, purpose, direction, authority, control, change

Needs To:

Back off, seek peace, relax, think before reacting, control self, be — patient, loving, friendly, loyal, kind, sensitive.

"I" Behavior —

Under Pressure:

Becomes hyper, overly optimistic, immature, emotional, irrational, silly, wordy, selfish.

Sources of Irritation:

Disinterest, slowness, pessimism, details, time restraints, antagonism, doubt, structure, lack of — enthusiasm, team participation.

Save the cost, control emotions, be — strong, disciplined, punctual, careful with words, conscientious.

**HOW TO HANDLE CONFLICTS
INSIGHTS**

"C" Behavior —

Under Pressure:

Becomes moody, critical, contemplative, negative, worrisome.

Sources of Irritation:

Incompetence, disorganization, foolishness, dishonesty, inaccuracy, wastefulness, inconsistency, blind faith, false impressions.

Needs To:

Loosen up, communicate, be — joyful, positive, tolerant, compromising, open, trusting, enthusiastic.

"S" Behavior —

Under Pressure:

Becomes subservient, insecure, fearful, weak-willed, withdrawn, sympathizer, sucker.

Sources of Irritation:

Pushiness, instability, inflexibility, anger, disloyalty, insensitivity, pride, discrimination, unfairness.

Needs To:

Be — strong, courageous, challenging, aggressive, assertive, confrontational, enthusiastic, outgoing, expressive, cautious, bold.

Natural Responses To Conflict —

- "D"s — Want To Attack
- "I"s — Want To Expose Others
- "S"s — Want To Support or Submit
- "C"s — Want To Criticize

Recommended Wise Responses —

- "D"s — Restore With Love
- "I"s — Make others look good
- "S"s — Care Enough To Confront
- "C"s — Examine Own Self First

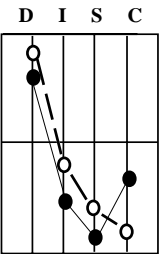
Intensity Insights

To identify the intensity between two personality types, look for the profile of person #1 ● and compare it to the profile of person #2 ○.

Don't make the mistake of thinking two personalities cannot work well together. In fact, it is sometimes better to have two different personality types working together, so one type will compensate for the other. Remember, we all have blind spots.

Two similar personality types can also work well together, as long as they both understand each other. The purpose of understanding personality types is to help us understand ourselves and others. Always remember, we must be realistic. We must understand our own strengths and weaknesses and should strive to improve them.

Sample "Intensity Insights" pages
Improve your relational effectiveness skills!

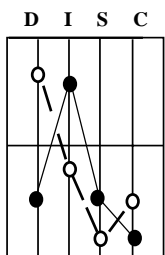


"D" / "D"

Work Index: Two "D"s can work well together as long as one recognizes the other is the "boss." "D" #1 may be the boss, but "D" #2 must respect and trust him. They must also learn to give-and-take. "D" #2 may be a little more dominant, but "D" #1 is also very dominant. "D" team members will be more driving and direct. They often intimidate, but can be extremely good for the team.

Practical Application

- Take turns making major decisions.
- Choose who will decide in specific areas.
- Don't give ultimatums.
- Don't force issues.
- Slow down in making decisions.
- Control yourself, rather the other.
- Learn to relax and control stress.

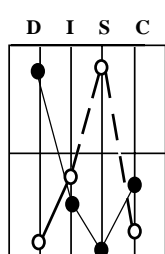


"D" / "I"

Work Index: "D"s and "I"s working together are very active. The "D" wants to control, while the "I" wants to impress. The "I" wants to talk, while the "D" works. The "D" tends to dominate, while the "I" desires to communicate. The "I" feels as though the "D" doesn't care, while the "D" thinks the "I" is too sensitive. "D"s are too serious, while "I"s too impulsive.

Practical Application

- Determine to communicate on the basis of the other person's needs.
- "D"s need to show they really care.
- "I"s need to give "D"s a chance to talk.
- "D"s should praise "I"s more.
- "I"s should be more industrious—workers.
- Don't intimidate or manipulate.

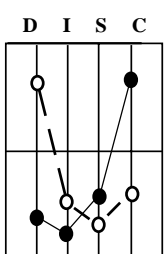


"D" / "S"

Work Index: "D"s and "S"s working together are like masters and slaves. "D"s tell "S"s what to do. "D"s need to appreciate "S"s for their hard work. "D"s definitely dominate "S"s, but should never take them for granted. "S"s feel secure with "D"s as long as "D"s show controlled and stable behavior. "S"s should be assertive — "D"s more compromising.

Practical Application

- "D"s should direct, not dominate "S"s — "Submit yourself one to the other."
- Agree that when the "D" is out of control, the "S" has the right to say so, without fear.
- "S"s need to strongly appeal to "D"s when their behavior is unacceptable.
- "S"s should show more determination.

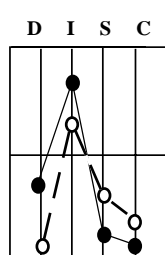


"D" / "C"

Work Index: A "D" and "C" working together conflict over dreams and details. The "D" wants to get the job done, while the "C" wants to get it done right. "D"s are optimistic, while "C"s are more pessimistic ("realistic"). "D"s need to be more careful, while "C"s need to be more positive. "D" and "C" team members are task, rather than people-oriented.

Practical Application

- Be more understanding of other's perspective — Don't criticize their personality.
- Allow others to feel the way they feel.
- "D"s ought to listen more to "C"s.
- "C"s should avoid always being negative.
- Give "C"s chance to think about decision.
- "C"s should take risks; "D"s careful.



"I" / "I"

Work Index: Two "I"s working together will talk more than work. They compete for praise and approval. They tend to be overly optimistic and enthusiastic. Two "I"s will communicate well, if one doesn't try to out-talk the other. Each wants lots of attention. Both tend to be emotional. Communication goes two ways—talking and listening. "I" team members are the most expressive.

Practical Application

- Take turns talking.
- Ask the other to repeat back what he or she heard. "I"s don't listen well.
- Record what you agreed upon so there will be no misunderstandings.
- Praise each other more than seeking to be praised.

Resolution Management Promise

Promise

As a committed leader, I promise to follow the Principle of Priorities, which is, my priorities are to avoid and resolve conflicts, while building harmony and effectiveness in my school. I will attempt to always go first and alone to the offending person.

This may be the most important part of the profile!

First Step

I will not first share the offense with another person. I am committed to restoring our relationship, rather than exposing the person's possible wrong. I recognize most of our problems with people are often personality clashes and I will try to understand their actions based upon their perspective.

Second Step

If going to the person "first alone" does not resolve our differences, I promise to seek a neutral and mature individual who will listen to each of our perspectives of the problem. This person will hopefully be able to shed light on one or both of our blind spots or needs to change in order to resolve the conflict.

I recognize that the "mediator" may reveal or say things I won't like, but believe their interest is to resolve the conflict, rather than take sides. (The "mediator" must be an individual with deep wisdom and highly respected by all those involved.)

Warning

I will not seek to find others who have also been offended, nor share with potential "mediator" my concerns prior to the meeting with my "offending person." The purpose of having a "mediator" is not to validate my hurt, but rather open my heart and mind to the possible needs I may have regarding my relationship with others.

I realize my friends may naturally listen to my concerns, but also take up my offense. I will, therefore not cause them to become a party to a possible division and disharmony because of our friendship. Whenever I feel an urge to share with my friends the offense, I will seek to be mature about my hurt.

Confronting Leaders

I believe in following the Chain of Command, other than in grave matters of misconduct or irrefutable illegal activity. I will earnestly follow my leaders. I will not allow anyone to criticize them without following Principle of Priorities and without the specific person present.

If I have a problem with my leader/s, I will go "first alone" to them. I will not share with anyone my concern. I will listen and try to understand their perspective of the problem. If I am not satisfied with their explanation and continue to have animosity, I will ask their permission to find a "mediator" who will listen to our conflict.

If the "mediator" finds I have misunderstood the situation and should continue no further, I will trust his or her judgment. If the "mediator" agrees with my concern and finds the leader wrong, but the leader refuses to hear the "mediator," we will then find a group of two or three other "mediators" who will hear the matter and determine what is best to resolve this conflict.

Serious Step

If I continue to find fault with a leader and cannot relate or work in "harmony," I will seek to find another place of service, rather than cause any conflict and disharmony. I am committed to resolving my conflicts even if it means separating myself from the source of my irritations.

Ultimate Goal

I commit myself to be professional rather than "personal" and supernatural rather than "natural" when it comes to solving my problems with others. I want the best way to resolve my conflicts and will do "right", regardless of my normal and natural feelings.

My ultimate goal is to effectively lead by relating best to others.

Presenting Insights

Most everyone responds to life's challenges and choices according to their personalities. Therefore, leaders especially must be *personality wise*.

For example, High "D" followers should not be engaged in small talk. They want leaders who get-to-the-point — "bottom line." They prefer leaders who are not going to waste their important time and busy schedule.

On the other hand, High "S" followers feel more comfortable with leaders who are more systematic, slower and steady in their approaches. "S"s don't like fast talking, quick pace presentations.

Leader's Communicating Styles

The following will help you see each leader's communicating style. People tend to speak according to their types, rather than adapt to the other person's type.

"D" types —

"D"s are *take control* and *be in charge* types. They don't like people telling them what to do. "D" leaders can be too pushy and forceful. They need to control their direct and demanding approach to motivating others. They make great leaders when they learn to slow down, be gentle and not so demanding of others.

"I" types —

"I"s are inspiring and enthusiastic. They like to lead and influence others. Naturally great presenters, they tend to talk too much. "I" leaders need to listen more and be so sensitive to rejection. They are the most impressive and positive leaders. "I"s love crowds, but need to be interested in individuals.

"S" types —

"S"s are the sweet, steady and stable leaders. They seldom push or demand anything. They are friendly and loyal, but tend to be too nice. They need to be more aggressive and assertive. Overly sensitive to how people feel, "S"s need to be more optimistic. They hate to take risks. They often miss great opportunities because of their caution. Reliable and relaxed, they are more shy.

"C" types —

"C"s are competent and compliant. They go by the book and want to do everything just right. They are thorough and detailed-oriented, but tend to be too informative. "C"s need to be more positive and enthusiastic. They answer questions people aren't asking. When optimistic, "C"s are extremely influential. They should not concentrate on problems, but rather focus on the potentials.

Follower's Listening Styles

Followers also listen according to their personalities. The following insights are the listening styles of their different personality types.

"D" types —

"D"s want to hear "the bottom line." They like the direct approach and have a part in making the final decision. They follow with power and authority in mind. They wonder, "Will this task make me more respected or stronger." "D" followers need choices, rather than "get-in or get-out" ultimatums.

"I" types —

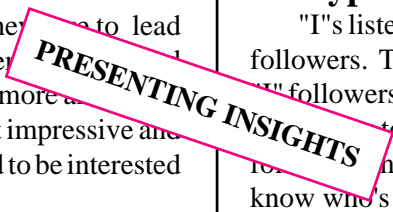
"I"s listen with their hearts. They tend to be impulsive followers. They want leaders that will let them look good. "I" followers want to talk more than listen. Their high egos to persuade often turns them into the obedient followers in order to look good. Sometimes you don't know who's leading who.

"S" types —

"S" followers don't make quick decisions. They like leaders who are understanding and gentle. They want to establish a relationship with a leader that will be around a long time. "S"s listen best to sensitive and stable building presentations. When it comes to making sweet and slow decisions, "S" followers feel right at home. They like to listen in familiar and low-key environments.

"C" types —

"C"s are "Consumer Report" type followers. They research and prepare each move. They also love analytical reports. "C"s are thinkers. They don't like messy plans. Picky and precise, they follow with their minds, rather than hearts. "C"s seldom ever follow spontaneously. They often want time to think about their decisions. They listen for details and well thought out plans.



Vision Casting

One of the most important qualities of good leaders is their ability to cast a vision of what needs to be done. The following is how each personality type should cast their vision so that all the other types respond effectively. Leaders lead. That means leaders are moving others.

"D" types —

"D" leaders are the most natural at casting the vision. They are extremely motivated to get others to follow. They are often too pushy and demanding. They don't like indecisive or unresponsive individuals. "D" followers can be difficult. They don't like to be told what to do. The greatest challenge is for "D" leaders to allow others to be involved in the vision casting. They are best at seeing the big picture, but need to be more sensitive while getting others to move forward. "D"s need to slow down and prepare their moves.

"I" types —

"I"s tend to be the most enthusiastic while casting their visions. They often envision more than can be accomplished. They need to guard what they dream. The most important situation for an "I" leader to avoid is getting too emotional. "I"s have great verbal skills and use their words as master craftsmen. They should use this strength to influence others without needing to fulfill the vision. "I"s need to be more cautious while leading others.

"S" types —

"S" leaders cast their vision in subtle ways. They don't get real excited. They often approach their vision with uncertain and may even apologize for being a little farout. They can act just like "D"s if pushed into a corner, especially if it affects their security. "S" leaders are the most gentle and accommodating. Everyone should learn from "S"s when it comes to staying calm and genuinely trying to make others happy. They should be more aggressive and assertive.

"C" types —

"C"s can be the most precision vision casters. They drive non-"C" followers crazy with the fine print. "C" leaders come across as unbending. They need to be more tolerant and understanding. "C" followers, dealing with "C" leaders, can get into heated debates over right or wrong. Of course, *"the leader should still be in charge!"* When the "C" leader knows the follower is wrong, the leader should share as many logical reasons as possible why the vision won't work.

NOTE: Leaders need to deal with each of their followers according to their specific personalities. For instance, cast the vision to a "D" with respect and big-picture. Cast your vision to the "I" enthusiastically. Respond to the "S" with slowness and security. And cast your vision to the "C" followers with patience and explanations.

Dealing With Objections

Every personality responds predictably under pressure. Overcoming objections is every leader's greatest challenge. Leaders need to know how to deal with objections according to personality types. The following are suggestions to help change an objection into a positive decision.

"D" types —

"D" followers will predictably respond in a strong and difficult way. They tend to resist with a seemingly angry attitude. Instead of challenging "D"s to *"take-it or leave-it,"* they should be given the opportunity to be part of a difficult challenge or project. Or "D"s should be encouraged to consider the consequences if they make the wrong decision. "D"s need choices, plus alternative ways to get out of difficult situations. Show them how their decision can make them more successful.

"I" types —

"I"s often think they can do more than they are capable. When confronted with reality, they may be embarrassed and object to the conclusion. Wise leaders will never press the problem. These leaders quickly change direction and find another approach of influencing the "I" follower. When they continue to object, attention should be shifted to the leader and how following your lead will also make them more successful.

"S" types —

"S" followers withdraw when confronted with difficult decisions. Their objections will range from *"let me think about it"* to *"I'm not ready to decide yet."* The leader's soft answer and relaxed attitude helps "S"s feel more comfortable. Wise leaders should use statements like, *"we want a long range relationship with you"* and *"we're in no hurry to make you decide now."* But wise leaders will still try to move "S" followers to make good decisions without being pushy.

"C" types —

"C"s are the most challenging when it comes to objections. The best approach is using quality and value to help them decide. When a "C" says, *"I'm not interested"* leaders should emphasize a logical reason why following their lead is best. For example, emphasize the cost for doing the project now will be less than in the future. "C"s should be reminded how much more waiting will cost. It's only logical to go ahead and do the project now.

Whether leading or following, you should often individually adapt your personality to that of the other's!

First Signs / Non-verbal Communication

People often reveal their personalities through body language. Their nonverbal communication helps leaders know how to approach them. Each personality type has its own body language. Leaders should look for the first signs

of a follower's predictable pattern of behavior. The following are examples of specific personality hints. I will use an automobile dealership situation to illustrate each personality's typical body language.

"D" types —

"D"s look busy, in a hurry, and decisive. They act serious with minimal small-talk. They may come across as shy, but can become very impatient and fidgety if nothing seems to be happening. They take charge and act impulsive. They are often threatened or irritated by "D"s, but need to be with them, not against them. Let them feel they are the "boss" and in control of the situation.

"I" types —

"I"s like to smile, laugh, and tell funny stories. They often dress nice and look sharp. They like bright clothes and seek compliments. They are articulate and impress others. Their exciting and enthusiastic demeanor often makes great first impressions. They are very friendly and sociable. They drop the ball sometimes exaggerate their stories. "I"s tend to be loose and take over conversations.

"C" types —

"C" often look like the professor type. They are not that concerned about fashion. "C"s look serious and disinterested in fanfare. They don't care about frills or thrills. They seem to catch inconsistent or exaggerated statements. With an inquisitive look and suspicious mind, "C"s come across as a hard to get to know. They are often knowledgeable with lots of questions or opinions about most subjects.

"S" types —

"S"s walk into a room often unsure themselves. They look sheepish and shy. They like to blend-in without any attention on themselves. "S"s come across very caring and kind. They may seem antisocial, but are very friendly one-on-one. They seek steady and stable environments. "S"s don't talk much in a large group. They often ask questions about families and the interests of others.

Recruiting

Prospecting to find new volunteers or clients is often the hardest part of a project. Understanding personality types can make you more effective as a "motivator." We often waste precious time with those who will never respond or we

give-up too quickly with potentially great workers. The following are simple suggestions to help in recruiting according to personality types. Remember, the leader must adapt his or her personality to those being recruited.

"D" types —

"D"s tend to be pushy in their approach. They also resist or respond quickly. If you are a "D" type leader, be more patient and gentle. When recruiting "D"s, be direct. Don't waste their time. Show them quickly the power of the program. Expect an immediate response, and don't argue with them. Stress how the opportunity allows them to be their own boss and reach their goals in life.

"I" types —

"I"s make the most enthusiastic recruiters. They are also the quickest to respond positively and aggressively. They need to be more informed, or they will give exaggerated statements and false claims. "I" leaders should concentrate on the opportunity is. Be sure to give "I"s accurate information. They also need periodic "pumping up." It doesn't take much, but good news is contagious to "I"s.

"C" types —

"C"s are the most thorough and conscientious recruiters. They sometimes get bogged down with preparation and never get off the ground. When recruiting "C"s understand they are the most skeptical. You can waste a lot of time trying to convince them. It is often best to simply supply them with something to read. Let them study the facts. When convinced they make surprisingly good optimists.

"S" types —

"S" are more steady type recruiters. They systematically work at building relationships and convincing others to get involved. When recruiting "S"s, be more kind and loving. They appreciate when you call to just talk and not "ask" them for anything. They are very loyal, but not outwardly expressive. They are slow to decide and need a lot of assurance. Once convinced they make faithful workers.

Consulting and Coaching Available

Human Resources and Behavior Science have become the most effective tools and motivators for business and industry growth. Individuals and organizations can now take advantage of these tools and training to help many people, plus increase their productivity and profit.

Dr. Mels Carbonell, Dr. Stan Ponz, or one of their certified trainers can become your organization's consultant and / or personal coach. They can train you, and / or one or several of your staff in how to use Human Resource tools to improve effectiveness. Or a Uniquely You presenter can conduct Employee Assistance Programs with coaching, consulting, or seminars to help your organization. Most of this can be accomplished at little cost to your budget.

You can also learn how to become a Certified Human Behavior Consultant / Specialist so you can conduct the most effective training available today. Or you can have Dr. Carbonell, Dr. Stan Ponz, or one of their associates conduct the training for you.

Help your organization grow through innovative, results-oriented, and effective 21st Century Human Resources. Also improve your professional credibility and respectability through Uniquely You Certification.

- Conduct training for companies in your industry.
- Supplement your income by conducting training as a "Certified Human Behavior Consultant / Specialist"
- Learn how to do one-on-one executive "Coaching"
- Conduct corporate Human Resources training.
- Learn how to administer and interpret *Managing For Success* computer generated Reports.
- How to do "360 Feedbacks" to improve effectiveness.
- How to use Human Resources tools.

The most effective opportunity you should consider is the one-on-one Coaching where you will receive the most insightful and results-oriented counseling. This is the most cost effective and time saving opportunity that will focus on your specific needs as a leader.

Website: www.leadin.org / Phone: (706) 492-5490

Uniquely You Leadership Profile About The Authors —

Mels Carbonell, Ph.D. in Human Behavior and Leadership, is President of the Leadership Institute of America. He received the Sertoma Club's "Service To Mankind" Award in 1973 for his outstanding work with youth.

As a human behavior specialist, he has conducted training for Columbia University, Walt Disney World, Acura, Zig Ziglar, DuPont, John Deere, Sports Performance Institute, FCA National Coaches Conf., Sports Outreach Am., Bell South, and AT&T. He has also been a guest on the Primetime Radio Network and numerous radio and television talk shows nationwide.

Dr. Stanley Ponz is Vice-President of *Uniquely You Resources* and coauthor of the *Uniquely You Relationships Profile*. He is an energetic speaker with solid content in helping people grow to their next level. He has written training material and conducted over 70 seminars for *Promise Keepers Leadership Groups* and churches which have strengthened existing organizations or launched new ones.

Other presenters / associates are also available to conduct training. Simplifying the often complex *people puzzle*, they are dynamic presenters.

Dr. Mels Carbonell, Dr. Stan Ponz and / or one of their Certified Trainers are available for seminars, workshops, retreats / conferences, Keynote banquet speaker, consulting and any Human Behavior Science need. They also conduct training in Team Building, Effective Selling, Customer Satisfaction, Employee Satisfaction, Hiring, Resolution Management, and Stress Management.

Training can be customized to fit any schedule from 30 minutes to ongoing training. Their most popular formats are Basic / Advanced Training (full day / 6 hours) and Basic Training only (half day / 3 hours).