



Personalized Description and Success Strategies

- General Characteristics

PPSS EPIC

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This report is provided by:

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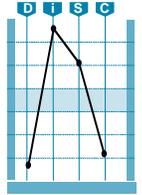
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Behavioral Highlights

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



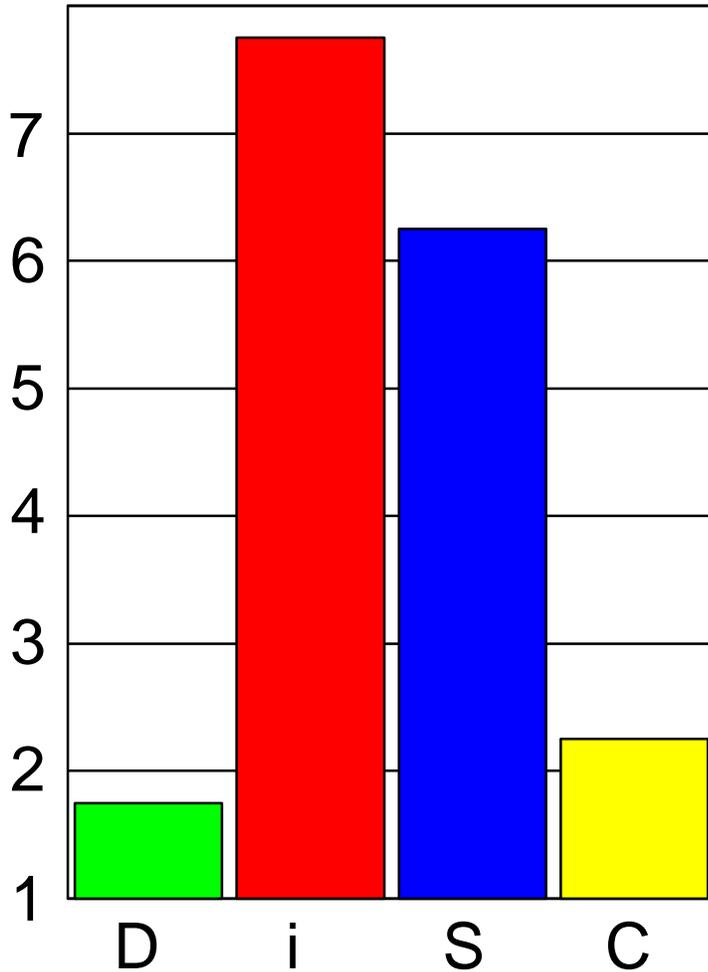
Counselor

Some of PPSS's behavioral strengths may be

- Likes to interact with many different types of people
- Likes to express thoughts and feelings to others
- Animated and enthusiastic in expression
- Quick to adapt to new ideas and changes
- Seeks to find ways to interact positively in difficult situations
- Accepting of other people's ideas
- Likes to cooperate with others to get results
- Willing to extend herself to meet other people's needs
- Works to create a predictable, stable environment
- Good at calming people who are upset



Personal Profile System® Graph



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

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

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

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

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

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

Name: PPSS EPIC

Date: 11/26/2004

Classical Pattern: Counselor

Completed by: Self

Environmental Focus: Work

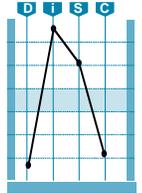
The above graph displays the relationship of the four behavioral tendencies in PPSS's profile pattern. The information on the following pages is based upon this profile pattern.

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



Behavioral Overview

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



Counselor

PPSS tends to be a very warm, enthusiastic and friendly person. She may be patient and deliberate, and she may be quite personable. She tends to be very approachable, expressing her approachability both verbally and non-verbally. Her open facial expressions and posture may tend to draw others to her. She also may use touch to communicate her friendship. Firm handshakes may be further enhanced by laying her other hand over the handclasp. An encouraging pat on the back or touch on the arm may reinforce her easy use of supportive, encouraging words. Tending to be friendly and understanding, PPSS may find a great deal to like in others. She may freely express her thoughts and feelings. She may give others the feeling of being understood and accepted for who they are.

PPSS may strive to keep people happy and satisfied. She may make whatever commitments are necessary to maintain friendships and promote harmony. She may be willing to spend a major portion of her time with others. She may tend to entertain a great deal and to be heavily involved in activities such as sports, politics and cultural events. Whatever the activity, PPSS may be primarily interested in being with other people. She may tend to remember and celebrate special days such as birthdays, anniversaries and significant holidays. She may share in the success, joy and satisfaction of others and sympathize with their sadness or failure to meet a goal.

PPSS may tend to take advantage of every opportunity to develop and maintain friendships. She may be involved in several organizations or activities which provide opportunities to meet new people. In addition, if she feels that someone really needs her, she may find a way to make time available, possibly at the expense of other commitments.

When in a position of responsibility, PPSS may tend to be very attentive to the quality of the working conditions and providing adequate recognition for members of her group. She tends to make people feel that she cares. She may make herself accessible to all. If circumstances compel her to maintain an appointment calendar, it may be very flexible.

Tending to be very accepting of others, PPSS may evaluate others solely on the basis of their strengths and accomplishments, perhaps ignoring their limitations and shortcomings. No matter what a person may say or do, PPSS may find something positive about that behavior. She may find it very difficult to directly confront others about their behavior or performance. Any criticism offered may be so tactful and indirect that it may have no effect in modifying the undesirable behavior of others. In fact, she may even, unknowingly, reinforce the behavior through her accepting responses.

Given her concern and empathy for others, PPSS may seek to look out for their interests. As a result, she may resist making demands upon them or even setting firm deadlines or expectations. She may fear that to do so might be taking advantage of them or subjecting them to unfair pressure. Of course, this concern about taking advantage of others may make PPSS more vulnerable to others who may seek to take



Behavioral Overview

advantage of her.

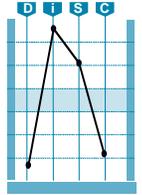
When things are not going well and PPSS feels pressured, she may become even more trusting of others without setting realistic limits. She may tend to become even more friendly with people. She may seek to placate others or to help them deal with their personal problems, perhaps at the expense of organizational objectives.

When approaching a new problem or decision, PPSS tends to decide on the basis of her feelings. She may give primary attention to people factors, sometimes overlooking crucial task or performance concerns. She may be swayed by the opinions of those she respects, whether or not they are supported by the facts.



Motivating Factors

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



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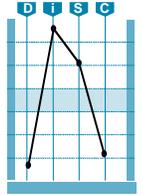
PPSS may be motivated by:

- Situations providing positive interactions with others
- Opportunities to verbalize her thoughts and feelings
- Environments where two-way dialogue is encouraged
- Enthusiastic verbal recognition: "Great!" "Fantastic!"
- Immediate verbal feedback
- Having her feelings acknowledged
- Situations where she can work cooperatively with others
- Providing needed support to others through products or services
- Having clearly defined areas of responsibility and authority
- Maintaining a predictable, orderly environment
- A harmonious, informal, friendly work environment
- Environments where loyalty is rewarded with job security



Preferred Environment

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



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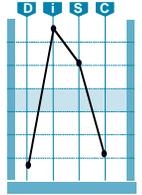
PPSS wants an environment which provides:

- A fast-moving pace which involves relating to others with enthusiasm
- Recognition and positive feedback
- Opportunities for creative, imaginative "brainstorming"
- Predictable tasks and activities
- Friendly, informal, cooperative involvement with others
- Little or no interpersonal hostility
- Methodical approaches to completing work



Tends to Avoid

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



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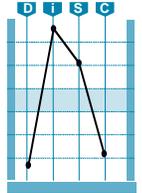
Based on dislike, discomfort, or fear, PPSS tends to avoid:

- Situations where others may react to her with hostility
- Actions that might lead to loss of approval from others
- Having to choose between being liked or being respected
- Follow-through on extensive detail
- Routine, repetitive task work
- Environments that provide little or no contact with people
- Environments with rigid time constraints
- Situations with high levels of unpredictability and uncertainty
- Disorganized and disorderly environments
- Situations where other people may become hostile
- Having to become aggressive
- Ambiguous situations with uncertain outcomes
- Having to provide a solution without having time to study the situation



Strategies for Increased Effectiveness

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



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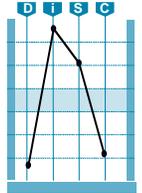
PPSS would increase her effectiveness by:

- Developing a more realistic assessment of people and situations that includes negative and positive information
- Structuring a process for completing tasks in an orderly and timely manner
- Developing the ability to be firm and direct when dealing with interpersonal conflict
- Willingness to hear and consider negative thoughts and feelings of others
- Following through on key details on a more consistent basis
- Better management of time requirements
- Evaluating the amount of time spent in meetings and verbal communications with others
- Developing the ability to respond to unpredictable change
- Learning techniques to be more assertive
- Initiating discussions to resolve ambiguous situations
- Stretching toward new challenges
- Increasing flexibility in work routines
- Looking for possible short cuts to make work routines more efficient



Demotivating Factors

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



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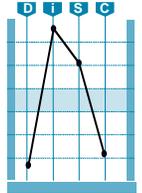
PPSS may become demotivated when:

- Working in environments with reserved or unfriendly co-workers
- Required to meet fixed schedules and rigid time constraints
- Working in negative, pessimistic, hostile environments
- Required to focus on thinking to the exclusion of feeling
- Required to perform routine tasks with attention to detail
- Working in an environment with rapid, unpredictable change
- There is chronic hostility with co-workers
- Support from bosses and/or co-workers is lacking
- Working in situations requiring one-on-one confrontation
- Expectations for performance are not clear or change frequently
- Aggressive, competitive interactions are required as part of the job



Behavior in Conflict Situations

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



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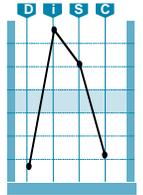
In a conflict situation PPSS:

- Tends to avoid open, direct conflict
- Tends to become emotionally expressive
- May become personally attacking
- Tends to minimize negative information
- May attempt to placate angry people without addressing the issue
- May give in to avoid looking bad or losing approval
- May become impulsive
- Tends to avoid interpersonal aggression
- Seeks to find solutions that are acceptable to everyone
- May acquiesce to restore harmony without resolving the issues
- May attempt to calm agitated people
- May become more quiet and reserved
- May feel powerless to do anything about the conflict



Behavioral Tendency Continuum

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



Counselor

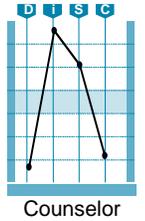
Name: **PPSS EPIC**
 Date: 11/26/2004
 Classical Pattern: Counselor
 Environmental Focus: Work

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



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Name: **PPSS EPIC**
 Date: 11/26/2004
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	L	ML	M	MH	H
MAINTAINS - continues, preserves				♦	
MANEUVERS - plans skillfully			♦		
MODIFIES - adapts, adjusts, revises				♦	
NURTURES - shows care for others					♦
OBJECTS - protests, argues, disputes		♦			
OBSERVES - watches attentively			♦		
PLANS - prepares, maps out task			♦		
PRAISES - compliments, shows approval				♦	
PROHIBITS - cautions, prevents risk			♦		
PROTECTS - guards tradition, stability				♦	
RECONCILES - appeases, settles differences					♦
REVIEWS - examines in detail			♦		
SPECULATES - gambles on the future		♦			
TESTS - examines, tries it out		♦			
TRUSTS - believes in others					♦
VERBALIZES - talks things out				♦	



Performance Management Worksheet

5. What strategies for developing, modifying or eliminating behavior would be most useful for improving PPSS's behavior in conflict situations in this work environment?