

Personality I.D.® Individual Summary Report

Mark



Blended Profile:

Director

As a Director, you usually have a unique blend of confidence, initiative, and people skills. Typically, you are able to see the larger vision and then use your superior communication skills to motivate others toward accomplishing it.

Typical Areas of Strength

Directors, like you, tend to be outgoing, bold, optimistic, fun-loving, competitive, confident, assertive, and a visionary who motivates others to accomplish tasks. You excel by having the freedom to define goals and by influencing others to reach those goals.

Typical Areas of Struggle

You may get carried away with enthusiasm, have difficulty listening, overestimate the abilities of yourself and others, be overly optimistic about situations and outcomes, and use others too much.

Your Preferred Activities

To maximize your talents, you look for situations in which can use your high energy level to make projects succeed. You look for situations in which you can influence others, communicate ideas, and overcome new challenges.

Ideal Environment

Directors reach their highest potential with opportunities to:

Lead - Direct - Influence - Relate - Network - Develop - Verbalize - Gain visibility - Impress - Create

Director in Relationships

Your Contributions to Relationships

You tend to grasp the big picture easily, using verbal skills and high energy to mobilize others, to get results, and to generate new ideas. You tend to take charge of family activities and decisions.

Your Task or People Orientation

You are primarily fast-paced and relate well with people but, under pressure, you tend to give priority and focus to the task, rather than to the person.

Your Stability/Flexibility Factors

Your style needs mobility and prefers being engaged in multiple projects. You seek a constant flurry of activity, variety, and change.

Your Stress Factors

You tend to experience stress whenever you are involved in confining routines, the handling of detailed information, overcommitted schedules, and lack of person-to-person interaction. Access to people re-energizes you.

Relationship Improvement Suggestions

Directors should temper expectations, commitments, and optimism with realistic views of the work required to obtain the desired results. You tend to be a good starter but need to develop follow-through skills.

Your Leadership Style

You lead most effectively when you can be in charge. You excel at defining a goal and then motivating family and friends to work with you to make it happen.

Underlying Concerns

Strong "de-motivators" for you can be fearing the loss of control and the loss of influence, having no input, and facing the loss of respect or reputation.

Communication Style

You communicate emotionally by being direct, straightforward, enthusiastic, optimistic, energetic, bold, and emphatic. You become impatient with long or detailed explanations or discussions.

Budget and Financial Issues

You tend not to be conservative or cautious in using your resources. "Making it happen" quickly is often your priority. You may overspend in order to meet a challenge or receive attention for your achievements.

Cooperation and Control Factors

You respond well to strong leaders for whom you have respect. However, you seldom hesitate to confront poor or weak leadership.

Money

You see money as the key to power and authority. You may use money as a key to prestige and recognition.

Shopping Tendencies

You are prone to purchase big ticket items with consideration or planning. You prefer an audience when shopping and enjoy the attention and prestige that expensive purchases may bring.

Financial Management

You prefer to delegate the task of maintaining the budget and paying the bills, but want to know what is being done. You may ignore the account balance in order to make a purchase that makes a statement.

Savings

You agree with the logic and need for saving and can set up an expansive plan for emergency and retirement savings, but need to delegate the responsibility to accomplish the steps necessary to carry out the plan.

Giving

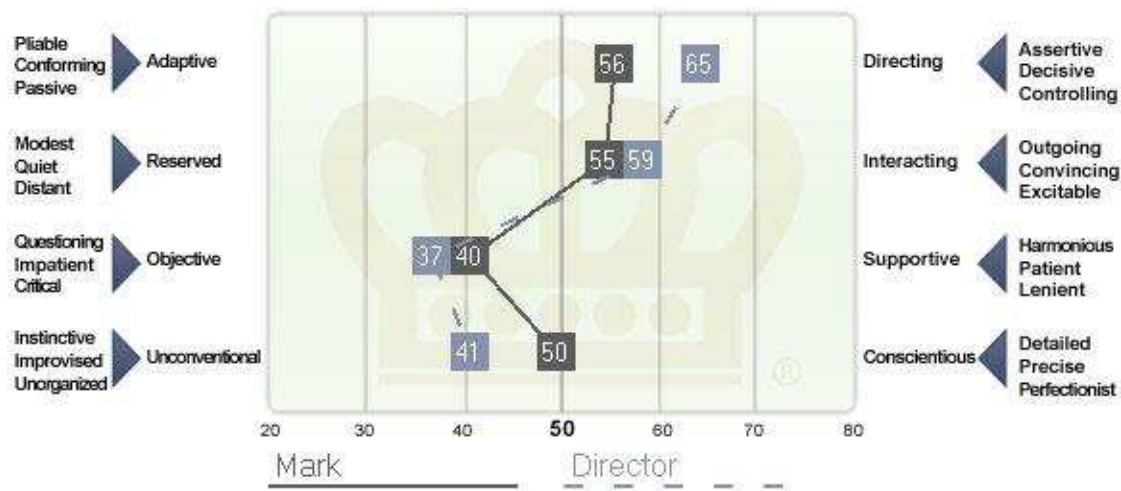
You are a naturally generous person, and will typically give more than asked if given good reason and compelling causes to which to donate. You are especially responsive to public recognition of your gifts.

Personality I.D.® Individual Detail Report

Mark

Mark, your natural personality profile is indicated by the solid line on the graph below. Note also the dotted line; it represents the Blended Profile that most nearly matches your graph. Seventeen Blended Profiles are used as the baseline for interpreting the combinations of four basic dimensions of personality. The information in this next section is derived from the Director Blended Profile. Typically, the more closely your graph matches this Blended Profile, the more accurately the information will describe your natural behavior.

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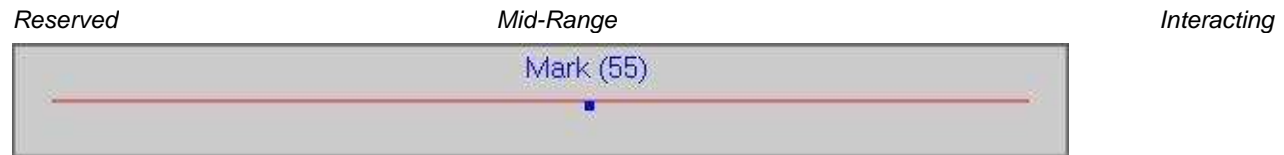
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Dimensions of Personality

This report is based on four dimensions of personality. Each dimension has a continuum of behaviors associated with it as shown below.

- can be demanding and pushy
- often is controlling without authority
- can demonstrate poor listening skills
- often overlooks others feelings
- neglects details and avoids routine
- tends to overcommit and forget promises
- underestimates work needed to achieve goals

Dimension 2



Reserved versus Interacting. This dimension indicates a person's preference for either solitude and private time or extensive interaction with others. Your score on this dimension was in the *Mid-Range* range.

Your Mid-Range score on the Reserved - Interacting dimension reveals your interest in being with people, but it also indicates your need for time alone. Your family usually will see you as outgoing and friendly, but they also should understand and support the time you require for solitude and reflection.

When possible, set aside personal time for yourself and your preferred activities. You definitely need these solitary times, when you can recharge your energy without the obligation of family and social duties. It will be helpful for family members to recognize this preference and help you protect your schedule.

Dimension 3



Objective versus Supportive. This dimension indicates a person's natural motivation to be either cool and objective or warm and compassionate. Your score on this dimension was in the *Objective* range.

Typical strengths and struggles associated with your Personality ID position are shown below.

Objective Strengths

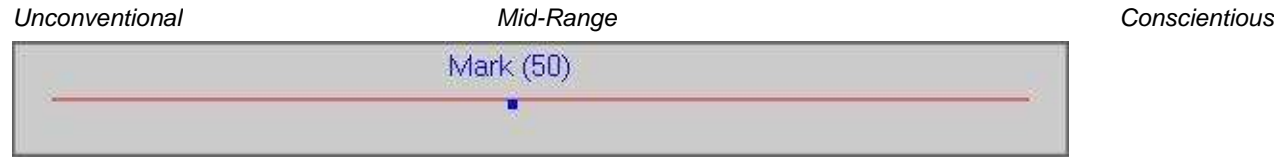
- operates well in conflicts or disagreements
- tends to be objective and cool
- makes difficult judgements and decisions
- responds quickly without hesitation
- operates at a fast pace
- prefers and promotes change
- favors logic over emotion

Objective Struggles

- may be combative or confrontational
- often is tactless or abrupt
- can be critical and jump to conclusions
- may be too impatient
- tends toward hyperactivity
- is prone to be restless and discontent

- tends to be bottom-line, results-oriented

Dimension 4



Unconventional versus Conscientious. This dimension reflects a tendency to be either spontaneous and instinctive or to be prepared and structured. Your score on this dimension was in the *Mid-Range* range.

Your Mid-Range score on the Unconventional - Conscientious dimension indicates your mixture of characteristics in this area. This indicates that you can be flexible and versatile regarding your need for structure within your family life.

For instance, although you may have a strong commitment to being accurate, you may still struggle in your efforts to be organized and detailed. If you find this is creating conflict or difficulty in your family, you can learn helpful techniques and use scheduling tools, as well as enlist family members to help you manage your time more effectively.

Your versatility is an asset that enables you to live and work with perfectionists, as well as with spontaneous types who like to wing it. Depending on the issue, you may find yourself in either camp, because you are able to move in either direction when necessary.

Likewise, at times you will want to be thoroughly prepared for upcoming events, and at other times you will react spontaneously. The issue for you to understand is appropriateness, i.e., discerning which response will create the best outcome, depending on the situation.

Conclusion

Mark, it can be very empowering to know your unique design. God has given you many natural personality strengths that can be used in your work, your ministry and your key role within your family. As you begin to use the concept of the individual differences presented in this Personality I.D.[®] Profile report, you will see yourself and those around you in a new light. Your knowledge of these differences will equip you to maximize your efforts, interact effectively with others who have different styles and viewpoints, and appreciate the value those others bring to your life.

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Personality I.D.® Profile Comparison Report

Individual Comparison Report

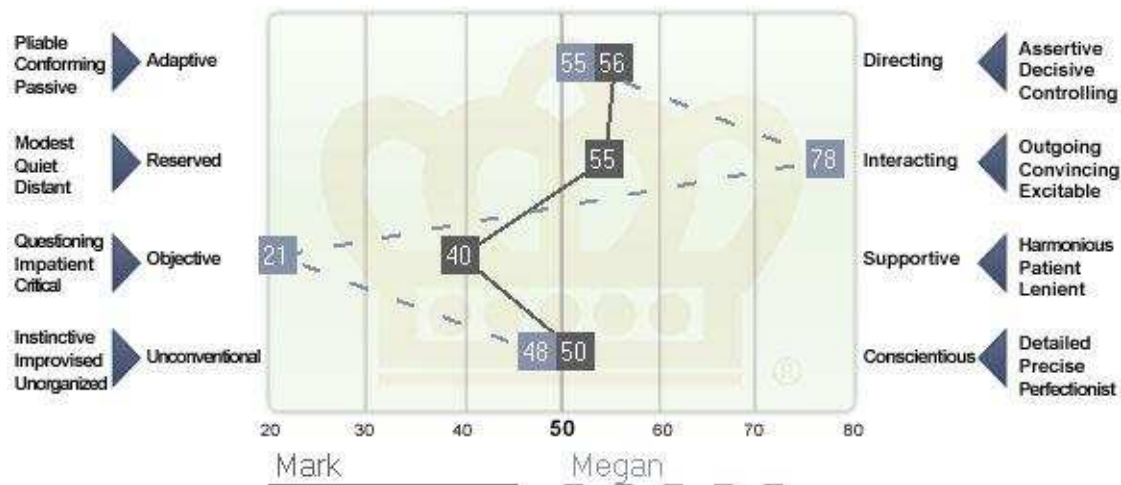
For

Mark and Megan

A key aspect of building a solid marriage relationship is your ability to understand the perspective of your spouse -- to stand in his or her shoes, so to speak. This report provides information that will allow you, Mark and Megan, to gain insights and understanding about your partner's viewpoint. Areas in which the spouse is likely to see things similarly, as well as differently, will be highlighted.

If, Mark and Megan, you can value each other's natural traits, your differences can actually become assets. When your differing perspectives are combined, you will see a more complete picture. Furthermore, an understanding of how you differ should enable you to improve your communication, anticipate areas of potential conflict, and allow you to be more productive together.

This report is based, Mark and Megan, on a comparison of your Personality I.D.® Profile results. The chart below provides a graphic display of your combined scores in the four dimensions of personality measured by the Personality I.D.® Profile. This report reveals many similarities and differences in your operating styles by presenting the strengths and struggles commonly associated with your profiles. In each section examine the strengths and struggles, then circle and initial the ones that most apply to each of you individually.



Dimension 1 Adaptive - Directing

Mark scored in the *Directing* range of this dimension and likely will demonstrate many of the characteristics shown in

the *Directing* sections below. Megan scored in the *Mid-Range* and will have a mixture of characteristics from both the *Adaptive* and *Directing* strengths and struggles. It will be important to identify which specific strengths and struggles apply to Megan by circling the appropriate ones from each group.



Adaptive Strengths

- is a loyal follower
- stays with the tried and proven
- speaks tactfully
- cooperates with others
- moves cautiously into new areas
- prefers to focus on one task at the time
- sees the practical for here and now

Adaptive Struggles

- can be shy and unassertive
- tends to be passive rather than active
- hesitates to speak out
- may avoid taking charge
- tends to underestimate own abilities
- may agree, then regret or resent it
- may lack strategizing skill or vision

Directing Strengths

- takes charge, establishes direction
- seeks measurable results
- speaks directly to an issue
- responds to challenges and choices
- is bold and confident
- prefers variety and many ongoing projects
- sees strategic and future potential

Directing Struggles

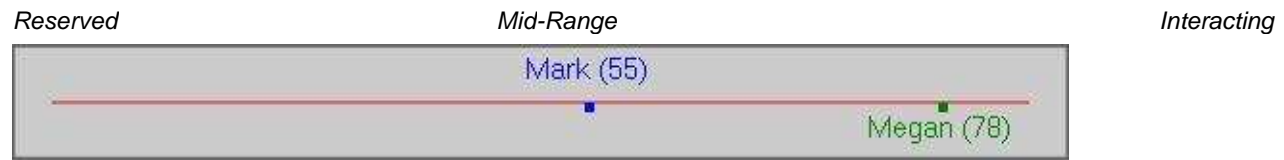
- can be demanding and pushy
- often is controlling without authority
- can demonstrate poor listening skills
- often overlooks others feelings
- neglects details and avoids routine
- tends to overcommit and forget promises
- underestimates work needed to achieve goals

Mark and Megan, although you share some characteristics, in general, Mark will be more directive, controlling, and initiating than Megan. On the other hand, Megan will tend to be more cautious, cooperative, practical, and loyal. Your natural styles should be a good complement to each other. Respecting each other's strengths and helping each other in areas of struggle should enable you to create a harmonious, productive relationship.

Dimension 2 Reserved - Interacting

Megan, you score in the *Interacting* range and likely will demonstrate many of the characteristics shown in the *Interacting* sections below. Mark, your scores are in the *Mid-Range* of this dimension and reveal a mix of

characteristics involving both Reserved and Interacting strengths and struggles. It is important to identify which particular strengths and struggles apply to Mark by circling the appropriate ones from each group.



Reserved Strengths

- task-oriented
- serious and modest
- realistic and practical
- has a dry sense of humor
- good at follow-through and responsibilities
- appreciates and focuses on fine points
- seeks closure and reconciles details

Reserved Struggles

- may appear withdrawn and cold
- sometimes shy or unresponsive
- tends to be pessimistic and critical
- can be curt and abrupt
- may be quietly self-righteous or judgemental
- may appear secretive or skeptical
- de-energized by social contact

Interacting Strengths

- makes friends easily, people-oriented
- is lighthearted and enthusiastic
- is optimistic and cheerful
- enjoys being in the spotlight
- is good at promoting
- strives to make a good impression
- likes open-ended, spontaneous situations

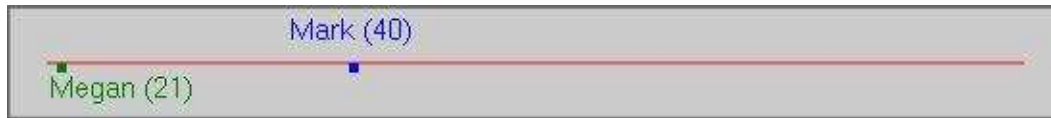
Interacting Struggles

- depends on the approval of others
- may be too talkative
- can be overly optimistic and naive
- likes to show off for attention
- tends to brag and exaggerate
- may be too uninhibited and open with others
- dislikes working alone, but is easily distracted

Megan and Mark, you have some differences and share some similarities in your desire to relate to people. Mark, you probably will be a little more serious and need more time alone to process issues. On the other hand, Megan, you will want to laugh and talk more and have more face-to-face meetings, as well as the opportunity to influence others. As you recognize and accommodate each other's different needs in the area of people, you will be able to grow together and help each other as "completers" rather than "competers."

Dimension 3 Objective - Supportive

Mark and Megan share an *Objective* viewpoint.

*Objective**Mid-Range**Supportive*

Mark and Megan, you probably enjoy a very straightforward relationship, understanding each other's impatience and moving quickly to cut through the soft, polite talk to get to the hard-core issues. You probably will enjoy working together, but you should realize that most people may not feel comfortable with your tendency to speak bluntly to each other or relate to the way you change plans and direction abruptly. You will enlist the cooperation of others who are less objective when you slow down and bring everyone else in on your plans. Making efforts to show more patience and listening more to talkative family members will enhance your leadership.

Since you both may feel comfortable with conflict, there is a danger of reinforcing each other's tendency to be cold or combative. Both of you tend to be "visionaries" and "short-termers," so you may have challenges in maintaining focus and dedicating enough time to meet your obligations. Before you make final decisions, you would benefit from seeking the input of a qualified individual who has a Supportive style and is much more compassionate, even-paced, and concerned with harmony.

Typical areas of strength and struggle for Mark and Megan are shown below under the *Objective* column. Circle and initial the strengths and struggles that most apply for each of you.

Objective Strengths

- operates well in conflicts or disagreements
- tends to be objective and cool
- makes difficult judgements and decisions
- responds quickly without hesitation
- operates at a fast pace
- prefers and promotes change
- favors logic over emotion

Objective Struggles

- may be combative or confrontational
- often is tactless or abrupt
- can be critical and jump to conclusions
- may be too impatient
- tends toward hyperactivity
- is prone to be restless and discontent
- tends to be bottom-line, results-oriented

Supportive Strengths

- encourages and enlists cooperation
- is compassionate, welcoming and warm
- is engaging, a good listener
- is patient, willing to wait
- operates at a steady, measured pace
- supports customs and traditions
- demonstrates empathy

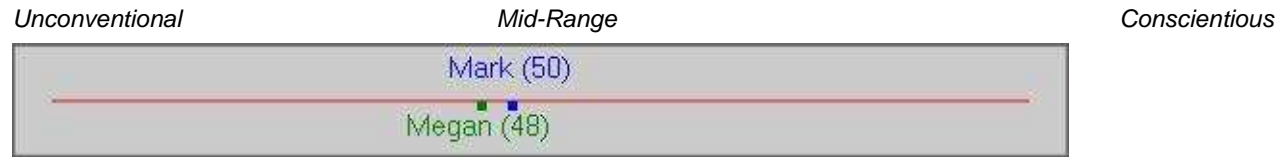
Supportive Struggles

- may compromise too much
- tends to "stuff" feelings, unwilling to confront
- trusts too easily, can be manipulated by others
- usually resists change, clings to status quo

- tends to be passive and uncommitted
- tends to be complacent rather than proactive
- can become possessive when taken for granted

Dimension 4 Unconventional - Conscientious

Mark and Megan share a *Mid-Range* viewpoint in the *Unconventional-Conscientious* dimension.



Mark and Megan, your similar viewpoints indicate that you will have few problems working together or with other family members, especially in areas related to structure, detail, and rules.

At times you will find it natural to respond spontaneously, but at other times you will want to be very prepared. Although you probably share a desire for details and accuracy, you likely will not be perfectionists about how things are done. Couples (or individuals) who score in this range understand the logic and sequence of planning but at times may fail to practice it.

Typical strengths and struggles for the Unconventional and Conscientious are listed below. Mark and Megan, you both will have some characteristics from each list. Circle those that best apply.

Unconventional Strengths

- is flexible and versatile
- understands broad concepts
- can improve without procedures
- follows instincts, operates spontaneously
- makes on-the-spot decisions
- can adjust methods to meet timeframes
- responds candidly and succinctly

Unconventional Struggles

- is not naturally organized
- often is careless or imprecise
- may ignore rules
- is unprepared and overly confident
- takes arbitrary and impulsive action
- skips over important details
- is too informal when formality is needed

Conscientious Strengths

- is organized and scheduled
- is attentive to details
- follows established procedures
- is systematic, prepared, and consistent
- analyzes thoughtfully before deciding
- conducts research to determine facts
- responds accurately and diplomatically

Conscientious Struggles

- tends to be rigid and inflexible

- may be too picky
- is too reliant on rules
- may overprepare but lack confidence
- "paralysis of analysis" may prevent progress
- may focus on details and miss the goal
- may be too rigid or formal

Growing Together

Mark and Megan, the purpose of this information is to enable you to better understand and serve each other. Joseph Barth said that "marriage is our last, best chance to grow up". We "grow up" as we learn to adjust our own personality style to meet the needs and desires of our mates. Mutual respect leads to trust which is the foundation for a healthy marriage. Maintaining respect as a basis for trust requires that we appreciate our spouse's strengths while we support them in areas of struggle. When we relate to others, consider the words of Dr. Paul Tournier: "One who loves, understands; one who feels understood, feels loved; and one who feels loved, feels sure of being understood."

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