



# Personality Styles

*The basic building blocks of our personality*

***Coach's Version***

***Basic instructions for  
interpretation and  
debriefing***

NAME

October 20, 2009

From the earliest of times man has been trying to understand the components that make up our individual personalities. Hippocrates and Plato did extensive study into human behavior and determined that we were comprised of four basic elements that they referred to as fire, wind, earth and rain (or water). Since that time psychologists and researchers have agreed that our personalities can be divided into four distinct components.

William Marston, the inventor of the modern polygraph, advanced this concept in the 1930s and became known as DISC theory. It has been greatly improved and advanced since then by numerous psychologists and researchers.

The TCA Personality Styles (PS) assessment incorporates the concepts and ideas of those that have contributed to behavioral research over the last 70 years.

***Briefly review the background and four types of behavior with your client***

## **The Model**

Our personalities are comprised of four distinct types of behaviors that we call: the Director, the Influencer, the Supporter, and the Conscientious. The TCA Personality Styles assessment differs from other behavioral assessments in that we recognize that every individual is a unique blend of all four types. Rather than providing raw scores, PS carefully calculates the percentage of each of the four types present in your personality.

While each of the four styles is documented in greater detail later in this report, summaries of the four types are as follows:

**Director** – As the name implies, the Director loves to be in control and tell others what to do. This type is quick to take action, is assertive, and highly competitive. They have a very strong need to achieve and win. This is the part of our personality that loves challenges and likes to have things done our way.

**Influencer** – This is the part of us that loves interpersonal relationships and being the center of attention. The influencer determines the development of our social skills and getting things done through other people. This is the part of our personality that is carefree, fun-loving, and impulsive.

**Supporter** – This is the part of our personality that prefers stability and consistency. It is the part of us that objects to and dislikes changes in our routines. This style contributes to our persistence, focus, and reliance on systematic approaches to challenges. Our Supporter component is also the part of us that is caring, compassionate and helpful to others.

Conscientious – This is the part of our personality that is concerned with details, facts, figures and accuracy. It is the part of us that drives us to do things correctly and produce results without mistakes. This is the part of our personality that believes in following the rules, being precise, and thinking things through.

## Our Two Styles

While you may not like to admit it, you change your personality to meet your perception of your current environment. You behave differently when at a sporting event or a religious ceremony, with loved ones or business associates, or at work or at home. It is a survival adaptation that allows you to fit into the environment. Consistently high levels of adaptation can cause significant changes in your personality and if you continue the adjustment over a long period of time can cause mental discomfort and stress.

Your Unguarded style (sometimes called your natural style) is your natural personality that is present in safe and comfortable environments. This is generally observed in situations where you find yourself with family and close friends. This is really your true personality. You automatically exhibit these traits in stress-free, secure, and comfortable situations.

Your Guarded style (sometimes called the adapted style) reveals itself when you either consciously or unconsciously change your behavior to meet a perceived need. Most often this is the adaptation that can occur in a professional or work environment. Surprisingly, changes of as little as 5% in your type composition can cause discomfort and changes over 7% can cause stress.

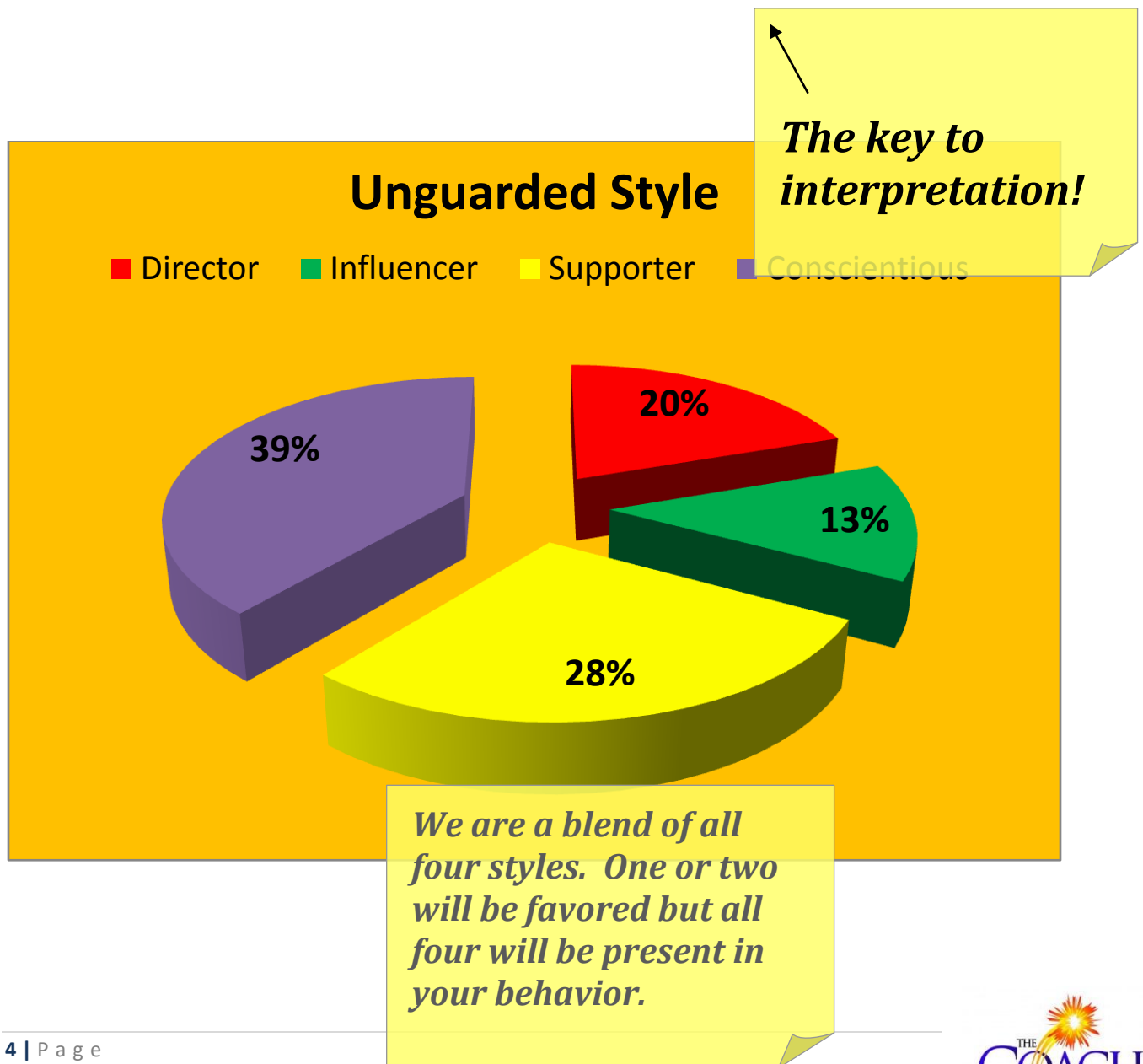
You perform at your highest levels when you do not need to expend mental energy to adapt your style. Therefore, you should strive to put yourself into situations and environments that align with your Unguarded Style as closely as possible.

***The concept of two styles of behavior is critical for complete understanding and use of the assessment. Unguarded is your natural style and the Guarded style is how you adjust to the environment. Ideally, the two should be as close as possible.***

# Your Unique Personality Style

As explained earlier, your personality is comprised of four separate, distinct and differing types of behavior. Based on the results of the answers from your Personality Styles assessment, your personality blend is shown below. This is your Unguarded or natural Personality Style. This is the style you will exhibit in low-stress and safe environments.

Any categories above 25% would be your preferred types of behavior. Generally, the highest percentage will be your dominant and most noticeable type of behavior. Your second highest, or auxiliary type will also have a significant impact on how you will act and behave.



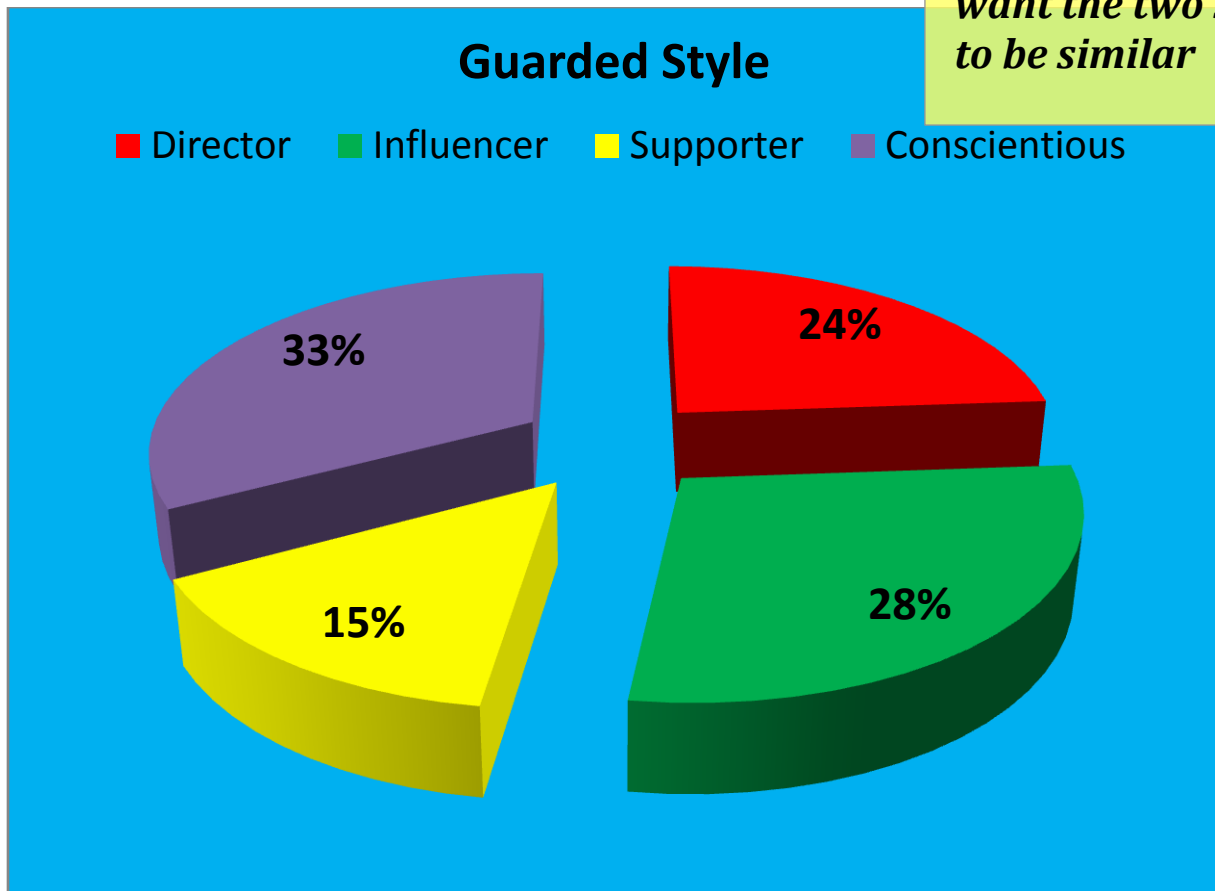
# Your Guarded Style

This shows how you have adapted your behavior to fit into your current situation. This is the style that you often exhibit at work or in professional environments but could also be observed in other situations. This is the behavioral blend that you have subconsciously determined for survival or success in your current environment.

Any significant differences in your Guarded and Unguarded style could cause discomfort, stress or unhappiness if you are required to adjust your behavior for extended periods of time.

Again, your dominant and auxillary types will be the highest percentages and be the most noticeable by the people around you.

*The reason you want the two styles to be similar*



# Your Level of Discomfort or Stress

Ideally your Unguarded and Guarded Styles should be very similar for ultimate health and maximum performance. **While even small changes can be noticeable to others observing you, it usually takes a 5% variation to cause discomfort and a 7% variation to cause you stress.**

**Below are the percentage differences between your two styles. Those highlighted in yellow may be causing discomfort and those in red are likely to be causing you stress and unhappiness.**

People who are well suited for their work environment generally have small percentage changes. Those whose skills and abilities are not well matched to their job function will have variations in the yellow and red ranges.

Director	4.2
Influencer	15.2
Supporter	13.2
Conscientious	6.1

***Seek to understand why there are differences between the two styles. Determine what is causing the differences.***

From a personal perspective you should attempt to match your skills, abilities and preferred behaviors to the types of functions you are performing. When your Personality Style and your actions are in alignment, you will be more satisfied, stimulated, and happier.

## Benefits to Business

From a business perspective employers should align an individual's natural abilities with the primary tasks they are to perform. This alignment of abilities to tasks will make the individual much more productive, efficient and happy. Generally the more aligned the workforce is with the individual tasks they perform the higher the quality, production, and profitability. Alignment has been proven to reduce employee turnover and improve dependability of the workforce.

The detailed descriptions on the following pages will help both individuals and businesses determine optimum functions and environments.

# The Director

## Identifying Mottos

- Give me the bottom line
- Just do it!
- We can do this!
- Win at all costs!

**Risk tolerance:** High

## What motivates you?

- Total control
- Leading others
- Winning or getting ahead
- Status

## What discourages you?

- Being overruled
- Close supervision
- Lack of responsibility and recognition
- Ideas and suggestion not seriously considered

## Favorite conditions

- Fast pace
- Results oriented
- Freedom from excessive rules

## You avoid

- Routine and predictable tasks
- Appearing weak or not in control
- Details
- Rules, unless they are your rules!

***The information on the next 8 pages is provided so you identify and understand your style and the style of those you engage.***

***To reduce conflict and improve communications, you need to adjust your style to that of the other individual.***

***In group settings, it is important to incorporate all four styles into presentations and discussions.***

### **Contributions**

- Leadership
- Drive
- Planning
- Strategic Management
- Decision making

### **Possible perceptions of others**

- Uncaring and self-centered
- Autocratic and bossy
- Win at all costs
- Decisions are uninformed
- Responses are hard-hitting and insensitive

### **Normal response when challenged**

- Disgust
- Comes out fighting
- Walks away
- Quickly dismisses the validity of the challenge

# The Influencer

## Identifying Mottos

- It's not what you know but who you know
- Let's do lunch!
- People are our most valuable asset.
- Set up a meeting.

**Risk tolerance:** Medium

## What motivates you?

- Friendship and team activities
- Enthusiasm
- Immediate verbal feedback
- Emotional responses

## What discourages you?

- Unfriendly coworkers
- Details
- Schedules
- Pessimism
- Controlled environments and routine tasks

## Favorite conditions

- Fast pace
- Variety
- Connecting with people

## You avoid

- Conflict
- Working alone
- Details, facts, and figures
- Tedious tasks

### **Contributions**

- Fosters cooperation
- Makes it fun
- Sales and public image
- Influences change and improvements

### **Possible perceptions of others**

- Impulsive
- No follow through
- Social activities more important than work
- Can't rely on to complete tasks - disorganized
- Overly enthusiastic – out of touch with reality

### **Normal response when challenged**

- Gives in
- Tries to defuse the conflict
- Seeks compromise
- Ignores the financial impact

# The Supporter

## Identifying Mottos

- You can count on me
- Build a solid foundation!
- A bird in the hand is worth two in the bush
- The system is everything!

**Risk tolerance:** Low

## What motivates you?

- Clearly defined policies, procedures, and systems
- Helping others
- Security
- Satisfying others
- Family and close relationships

## What discourages you?

- Change of any kind
- Competition
- Confrontation
- Lack of support

## Favorite conditions

- Slow pace
- Systems oriented
- Secure and unchanging environments

## You avoid

- Disorganization
- Unpredictable situations
- Unstructured assignments

### **Contributions**

- Brings out the best in others
- Stabilizing force
- Gives praise and encouragement
- Organizes and sytematizes

### **Possible perceptions of others**

- Overly cautious
- Not willing to change
- Always does things by the book – no matter what!
- Caring nature may be viewed as weakness
- Non emotional reactions may be viewed as indifference

### **Normal response when challenged**

- Acquiesces
- Internalizes the conflict
- Remains unemotional and detached

# The Conscientious

## Identifying Mottos

- I need more information
- Let me think about it
- I'll run the numbers.
- Do it right or don't do it at all.
- Quality counts!

**Risk tolerance:** Very Low

## What motivates you?

- Accuracy
- Detailed tasks
- Being correct
- Being the expert

## What discourages you?

- Forced socialization
- Constantly changing rules
- Emphasis on time rather than correctness
- Deadlines and forced decision making

## Favorite conditions

- Slow pace
- Detail oriented
- Reserved, professional, business like environments

## You avoid

- Being criticized
- Emotional situations
- Deep personal conversations
- Schedules and time restrictions

### **Contributions**

- Inspect for quality
- Considers all the consequences of an action
- Will get it done correctly
- Precision planning

### **Possible perceptions of others**

- A “Know it all’
- Picky, annoying, and critical
- Doesn’t respect others time
- Focuses on the small things rather than the big picture
- Strong willed and unyielding

### **Normal response when challenged**

- Avoidance
- Indecisive
- Self-righteous

# Working with the other styles

## Working with a Director

- Get to the point, avoid small talk
- Stay on subject
- Show your abilities
- Keep it fast paced
- Use bullet points
- Respect their time
- Don't give ultimatums

***Adjust your style to match the other person. Here are some hints on how to communicate better.***

## Working with an Influencer

- Keep it fast and fun
- Socialize
- Provide written instructions
- Send nonthreatening reminders
- Be informal
- Give them praise

## Working with a Supporter

- Be logical and systematic
- Provide a secure environment
- Avoid unexpected changes
- Give sincere praise and thanks
- Go slow
- Share information
- Make them part of a team.

## Working with an Contemplator

- Give very detailed instructions
- Go slow, don't expect quick decisions
- Give them as much time as possible
- Be very precise
- Allow them to work alone
- Appreciate high standards and accuracy