

**Personalized Description and Success Strategies  
from the *Personal Profile System*<sup>®</sup>**

- General Characteristics

**Dr Jennie Mills**

Friday, February 06, 2004

This report is provided by:



**www.OnlineDisc.com**<sup>™</sup>  
A Division of ProfilesRUs.com

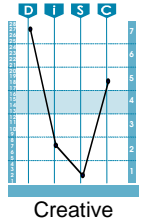
www.OnlineDisc.com  
www.DiscProfile.com  
Divisions of ProfilesRUs.com  
Mills & Associates LLC  
Dr. Jennie Mills, Ph.D.

Email: [Orders@OnlineDisc.com](mailto:Orders@OnlineDisc.com)



# Behavioral Highlights

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

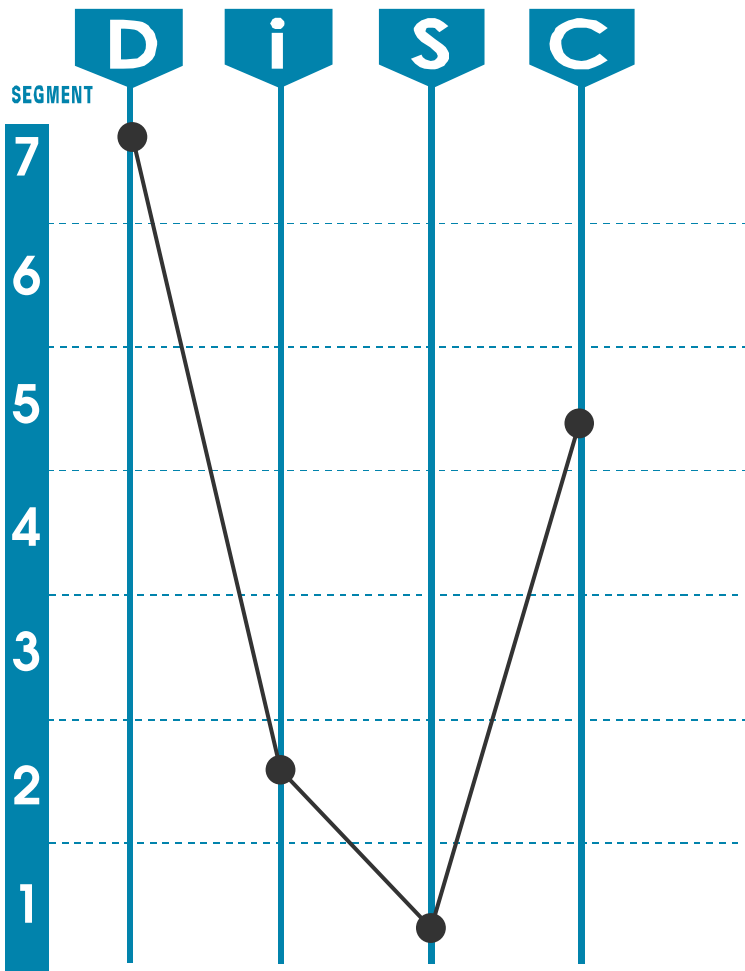


## Some of Dr Jennie's behavioral strengths may be:

- Likes a fast pace, new activities, change, and variety
- Quick to act and creates a sense of urgency in others
- Enjoys challenges and competition
- Can move forcefully to get results
- Uses direct, action-oriented approach to solving problems
- Analyzes situations or problems, weighing the pros and cons
- Values accuracy, quality and correctness
- Systematic in her approach to situations or activities
- Tactful and diplomatic in her interactions with others
- Uses subtle or indirect approaches to resolving conflict



# Personal Profile System<sup>®</sup> Graph



The DiSC<sup>®</sup> 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: Dr Jennie Mills  
 Date: 2/6/2004  
 Classical Pattern: Creative

Completed by: Self  
 Environmental Focus: Work

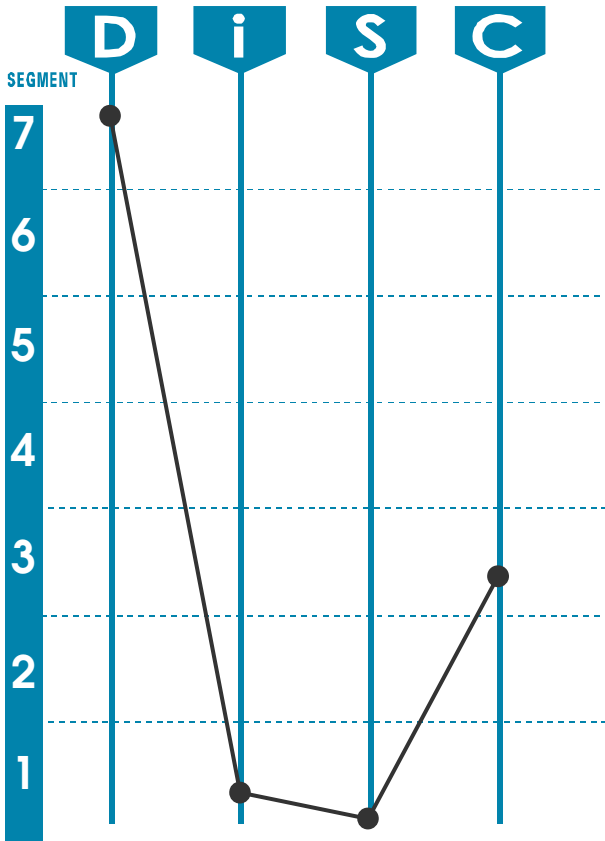
The above graph displays the relationship of the four behavioral tendencies in Dr Jennie's profile pattern. The information on the following pages is based upon this profile pattern.

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.

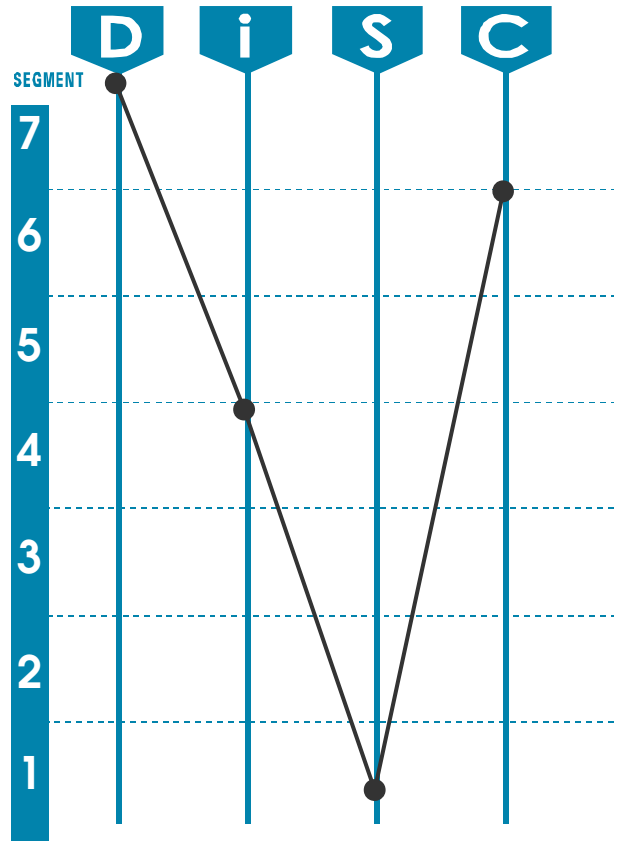


# Personal Profile System<sup>®</sup> Graph

## Graph I



## Graph II



Name: Dr Jennie Mills  
 Date: 2/6/2004  
 Classical Pattern: Creative

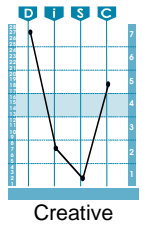
Completed by: Self  
 Environmental Focus: Work

Some people find additional understanding of themselves by looking at any differences between their responses to their MOST and LEAST choices. Because you have responded to the same question "How do I see myself?" for both choices, it is likely the information will be the same. If there is a significant difference in the Profiles, you may want to ask yourself some questions about the factors that influenced your choices as you responded. The composite graph (Graph 3) reflects the combination of your most and least choices and is typically the most comprehensive description of your overall Profile. This composite Profile is used for all the information contained in your reports.



# Behavioral Overview

*The following narrative, based upon the profile responses, provides a general overview of Dr Jennie's natural behavioral style in the environment. This section is designed to provide a broad overview of her natural, most comfortable behavior. Dr Jennie'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.*



NOTE: The combination of behavioral tendencies that make up Dr Jennie's profile may appear to be contradictory due to the conflicting nature of the tendencies. Many people with this combination find that some of the information listed more accurately describes them than the rest of the information. Upon closer examination, they find the other information represents behavior that is potential but not used routinely.

Dr Jennie tends to be direct and forceful, innovative and imaginative, analytical and calculating. In fact, her behavior includes two opposing forces. Her desire for tangible results may be balanced by her striving for perfection. Her tendency to be aggressive may be balanced by her sensitivity. Quickness of thought and action may be balanced by a desire to explore all the options. Although she may not enjoy conflict, she tends to be able to act aggressively, if necessary for her success. She also may tend to expect and accept such aggressive behavior in others.

Actually, Dr Jennie may tend to be rather restrained in her expression when she initially meets someone. This may give the impression that she is mild-mannered and unlikely to be aggressive. Her tendency to prefer to work alone and to deal with activities which limit her contact with people, may contribute to her appearance of being non-aggressive. Yet when the need for confrontation arises, Dr Jennie may take up the challenge. This may surprise those who have not previously seen that aspect of her behavior.

Dr Jennie may seek to be in a position of influence or control, preferably one that is officially endorsed. She may be much less interested in situations where status is conveyed by peers. She may prefer a position of power that brings with it unusual experiences. She may search for experiences that are challenging, rare, extraordinary, or at the very least, different.

This search for the unusual may lead naturally to an orientation to the future and all the new experiences which it offers. Dr Jennie may also tend to have a broad perspective - always looking at the "big picture." This combination may enable her to see the gaps and roadblocks that may be limiting results in a situation. She may take the initiative to make changes to fill in these gaps and remove the roadblocks. Since she also may have a drive for perfection and considerable planning ability, the changes she makes are likely to be sound. However, the method she uses to get results may be lacking in attention to interpersonal relationships.

Being primarily oriented toward tasks, Dr Jennie may not always be as concerned with people. In fact, she may occasionally cause co-workers to feel more like objects than people. She may not engage in any idle chatter or humor. If she feels that someone is somehow affecting progress, she may be quite blunt in saying so. She may not offer any friendly warning or include any element of humor or support in her message. She may be very specific in pointing out shortcomings so the people involved know precisely what they have done wrong and how to improve. Unfortunately, she may be less likely to acknowledge good performance or individual contributions.



## Behavioral Overview

If things are not going well or she is unable to achieve the control she desires, Dr Jennie may become easily bored with any kind of routine activities. She may also tend to sulk, becoming sullen and aloof, if she is not getting her share of the limelight. If she finds herself in this situation for some time, she may become quite aggressive, losing her natural degree of restraint. She may also increase her willingness to take risks and try untested ideas.

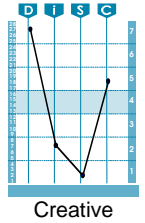
Dr Jennie may worry about not having enough influence - now and in the future. She may be concerned about changing technology, changing expectations for performance, or new requirements for promotion - anything that might possibly erode her current level of influence or prevent her from attaining future positions of influence and control.

When approaching a new problem or decision, Dr Jennie may prefer to try out possible solutions before selecting one. She may tend to analyze the information from many perspectives and then develop a plan for dealing with the situation. If time does not permit this approach, she may make a quick decision on matters of less importance or lower risk. However, she may have a tendency to waver and, thus, put off making a decision. On occasion, she may also have trouble continuing with a chosen course of action because she may continue to see new choices which might produce more desirable results.



# 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 Dr Jennie's behavioral tendencies. Some of these factors may not apply to Dr Jennie 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 Dr Jennie's behavior. Review and revise as necessary.



NOTE: The combination of behavioral tendencies that make up Dr Jennie's profile may appear to be contradictory due to the conflicting nature of the tendencies. Many people with this combination find that some of the information listed more accurately describes them than the rest of the information. Upon closer examination, they find the other information represents behavior that is potential but not used routinely.

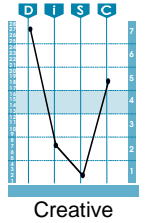
## Dr Jennie may be motivated by:

- Having control over her work environment
- Being able to direct other people's activities
- Being offered new opportunities and new challenges
- Situations where she is held accountable solely for results rather than for how the results are achieved
- Opportunities for advancement
- Rewards for achieving goals
- Environments where she can perform to her own standards
- Control over those factors that affect the quality of her performance
- Environments where quality and accuracy are rewarded
- Being "right"
- Logical, systematic approaches



# 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 Dr Jennie might find most desirable based on her behavioral tendencies. Some of these factors may not apply to Dr Jennie or may appear contradictory because of the differences between the tendencies that describe Dr Jennie's behavior. Review and revise as necessary.



NOTE: The combination of behavioral tendencies that make up Dr Jennie's profile may appear to be contradictory due to the conflicting nature of the tendencies. Many people with this combination find that some of the information listed more accurately describes them than the rest of the information. Upon closer examination, they find the other information represents behavior that is potential but not used routinely.

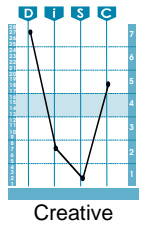
## Dr Jennie wants an environment which provides:

- Maximum freedom to determine how things are done
- Fast-paced, results-oriented
- Performance measurements and rewards based upon achieving agreed-upon results
- Her the opportunity to control events
- A plan or system for performance which provides specific feedback
- A reserved, business-like atmosphere where people are task-oriented
- Time to complete tasks to her standards



# 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 Dr Jennie is most likely to avoid based on her behavioral tendencies. Some of the factors may not apply to Dr Jennie. Review and revise as necessary.



NOTE: The combination of behavioral tendencies that make up Dr Jennie's profile may appear to be contradictory due to the conflicting nature of the tendencies. Many people with this combination find that some of the information listed more accurately describes them than the rest of the information. Upon closer examination, they find the other information represents behavior that is potential but not used routinely.

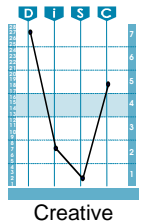
## Based on dislike, discomfort, or fear, Dr Jennie tends to avoid:

- Situations where she has no control over the environment
- Appearing soft or weak
- Situations requiring routine, predictable behaviors day after day
- Being closely managed by others
- Having to check in frequently and report what she is doing
- Having to report step by step how she is going to do a task or activity
- Ambiguous situations in which her performance may be criticized
- Being held accountable for quality outcomes in situations where she has insufficient control
- Having to defend inferior performance in products or services
- Reacting quickly to situations requiring analysis
- Responding to others without time to evaluate possible consequences
- Emotionally charged situations where she may react and lose her reserved, detached manner
- Situations requiring personal disclosures



# Strategies for Increased Effectiveness

*This section describes possible actions that Dr Jennie 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.*



NOTE: The combination of behavioral tendencies that make up Dr Jennie's profile may appear to be contradictory due to the conflicting nature of the tendencies. Many people with this combination find that some of the information listed more accurately describes them than the rest of the information. Upon closer examination, they find the other information represents behavior that is potential but not used routinely.

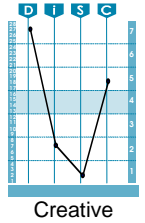
## Dr Jennie would increase her effectiveness by:

- Taking more time to think through possible consequences before taking action
- Listening and considering the thoughts, feelings and experiences of others
- Learning to negotiate outcomes on a win/win basis
- Explaining her reasoning process rather than just announcing conclusions
- Learning to participate in a group without being in charge
- Developing tact and diplomacy in communications and interactions with others
- Giving recognition to others for their efforts
- Balancing adherence to high standards with attention to deadlines
- Responding non-defensively to comments about her performance
- Modifying criticism of others' work by considering feelings as well as facts
- Sharing knowledge and information with others in a non-condescending manner
- Practicing self-disclosure and appropriate expression of feelings
- Developing a willingness to negotiate performance standards
- Becoming more open to other people's systems for doing things
- Avoiding rigidity in her thinking and being "dead right"



# 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 Dr Jennie's behavioral style.



NOTE: The combination of behavioral tendencies that make up Dr Jennie's profile may appear to be contradictory due to the conflicting nature of the tendencies. Many people with this combination find that some of the information listed more accurately describes them than the rest of the information. Upon closer examination, they find the other information represents behavior that is potential but not used routinely.

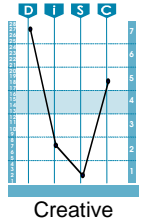
## Dr Jennie may become demotivated when:

- Her authority is countermanded
- Her responsibility is diminished
- Her resources are restricted
- Required to do routine activities with little or no variety
- Closely supervised
- Required to report frequently on activities rather than results
- She has no opportunity for advancement
- Rules or expectations constantly change particularly without explanation
- There is insufficient time to process information before having to act
- The work environment is informal and loosely structured
- Required to socialize as part of the job
- People intrude on her privacy
- Her efforts at producing quality work are not valued
- She is repeatedly unable to perform at a level that meets her standards
- She has insufficient control over resources, time and other people's actions necessary to create a quality outcome



# 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 Dr Jennie might use in a conflict situation. These behaviors may have been modified due to Dr Jennie's values system and/or life experience. This information will be more helpful if reviewed with Dr Jennie, ranking the behaviors from most-likely to be used to least-likely.



NOTE: The combination of behavioral tendencies that make up Dr Jennie's profile may appear to be contradictory due to the conflicting nature of the tendencies. Many people with this combination find that some of the information listed more accurately describes them than the rest of the information. Upon closer examination, they find the other information represents behavior that is potential but not used routinely.

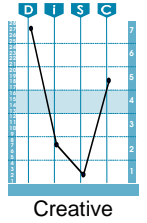
## In a conflict situation Dr Jennie:

- Tends to take a direct, aggressive approach
- May escalate levels of aggression
- May create win/lose outcomes
- May overpower others who then retaliate with covert aggression
- Tends to become defensive
- May become autocratic, using rank and authority to end the conflict
- May initially withdraw from conflict to plan a strategy of response
- May become defensive
- May attempt to overpower others with facts and logic
- May use indirect aggression and/or passive resistance
- May appear to comply but fail to follow through
- May become rigid and unbending
- May withhold information
- May become aggressive



# Behavioral Tendency Continuum

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



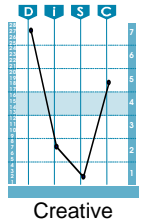
Name: **Dr Jennie Mills**  
 Date: 2/6/2004  
 Classical Pattern: Creative  
 Environmental Focus: Work

|  | 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   |   |    |   | ◆  |   |



# Behavioral Tendency Continuum

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



Creative

Name: **Dr Jennie Mills**  
 Date: 2/6/2004  
 Classical Pattern: Creative  
 Environmental Focus: Work

|  | 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              |   | ◆  |   |    |   |



