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DISCover your personality...



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WHAT IS PERSONALITY?

Personality is the essence of a person's character, revealed in predictable patterns of inclinations and behavior. It's a collection of our motivations, needs, and preferences that—once understood—provides a blueprint to our strengths and weaknesses. Once you reach adulthood, your personality profile will change less than 1% over the rest of your lifetime.

Personality exists along four unique dimensions, or traits. Each trait represents needs that are important to everyone to some degree. Knowing which traits are predominant in you is the key to understanding your personality. The four personality traits are referred to as the “DISC” model, which is an acronym for a person's tendency to be Dominant, Interpersonal, Steady, or Conscientious.

THE FOUR FACTORS OF iDISC™		
Dominant	People high in the Dominant quality tend to be direct and assertive. They think independently, are ambitious and are effective at getting their own way. They are competitive and enjoy a challenge even when the odds are against them. Dominant people have a strong need to achieve and try to maintain a measure of authority and power over the environment in which they live and work.	 Watch Dominant in action!
Interpersonal	People high in the Interpersonal quality are entertaining and social. They like to participate in groups and will attempt to shape results through persuading others. Highly extroverted, these people have a friendly and outgoing personality. Their social style creates an urge to meet and talk with other people. They need to interact frequently with those around them, and they may even try to bring people who are less sociable together.	 Watch Interpersonal in action!
Steady	People high in the Steady quality are persistent and patient. They are supportive of others and are empathetic listeners. People high in Steady tend to take a measured, stable approach to life. They are patient and undemanding, often showing loyalty to those around them. They demonstrate a real interest in the problems and feelings of others, and are particularly capable of fulfilling support roles. The Steady individual's persistence helps them to stay focused on a task or assignment until it is completed.	 Watch Steady in action!
Conscientious	People high in Conscientious are interested in precision and accuracy. They like structure, details and facts, and they tend to regard tradition and etiquette as highly important. They tend to use a systematic approach to their activities, and will insist on the use of rules in order to manage or control their environments. Conscientious individuals will use understated or indirect approaches to managing conflict and may postpone taking action until it is absolutely necessary.	 Watch Conscientious in action!



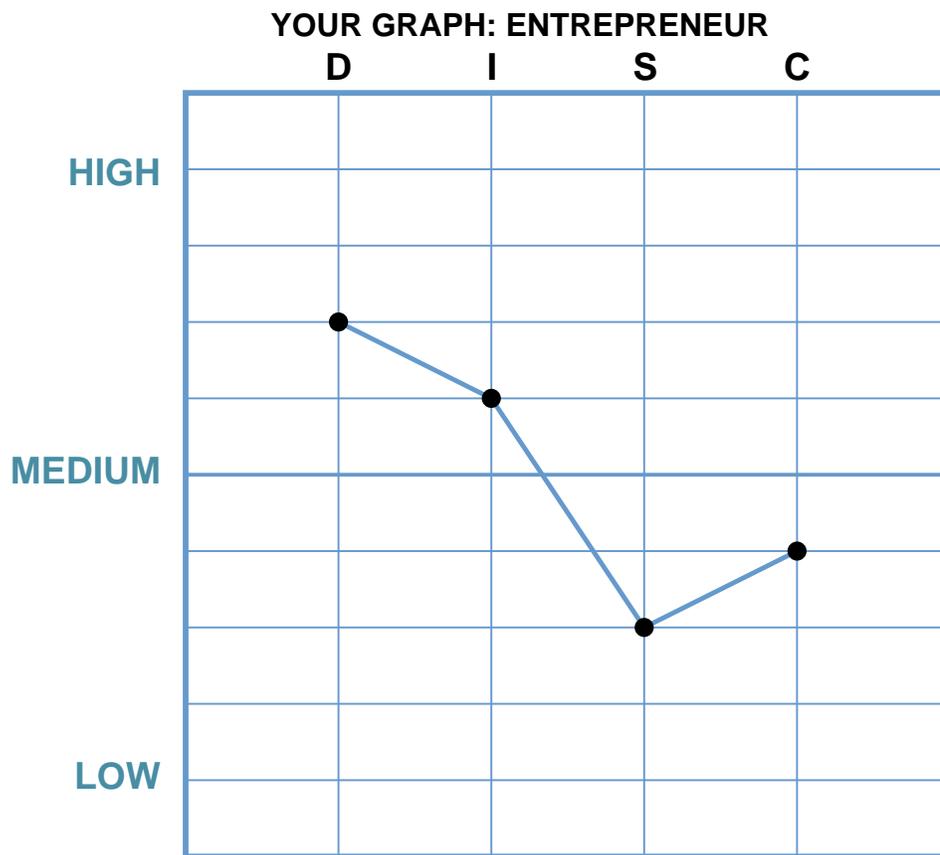
ABOUT DISC

The DISC model captures what people tend to think, feel, and do as a product of the inherent tendencies of their personality. DISC is the most widely used model of personality in the world today, with more than 50 million people having used it to discover the source of their strengths. The visual below provides a quick illustration of the differences between the four DISC personality traits. Along the vertical axes, the traits are distinguished by the general tendency to be active or reactive to things. That is, do I tend to act quickly when things change, or am I more likely to sit back and see how things play out first? Along the horizontal axes the traits are distinguished by the general tendency to focus more on tasks or people. Along each axis, we all lean unconsciously towards one trait or the other.



YOUR PERSONALITY TYPE

The graph below reveals the degree to which you possess each of the DISC personality traits: Dominant, Interpersonal, Steady and Conscientious.



There are 14 unique personality types, each based upon a combination of the four DISC personality traits. A detailed description of your personality type, the Entrepreneur, follows. Whether your type is that of the Detective, Diplomat, Coach, or any of the 14, the name is not meant to indicate your profession. Rather, it's a single descriptive term that captures the essence of the unique strengths and challenges of your personality. Be sure to click on the movie reel below to watch your type come to life!



YOUR PERSONALITY TYPE: ENTREPRENEUR

Your energy comes from pushing boundaries and taking things to the next level. You bore quickly and are drawn to variety. When things are exciting and fresh, you experience a rush of energy that you consider your optimal state. You push yourself hard to reach goals of all types, and you expect others to do the same. You value independence and control over your environment beyond most other things, and are willing to be bold and sometimes forceful when you really believe in something. Entrepreneurs are 7% of the population, and their most famous members include Cesar Chavez and Bill Gates.

Strengths:

- Persistence toward end results
- Ability to "push the envelope"
- Taking control

Challenges:

- Working with a team
- Showing restraint
- Being patient

How to make the most of your Entrepreneur profile:

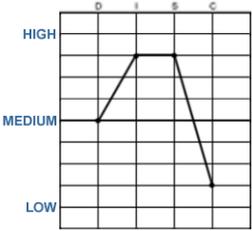
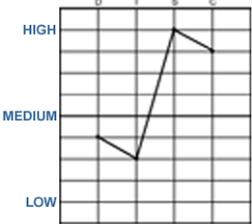
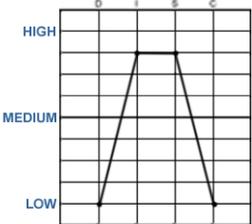
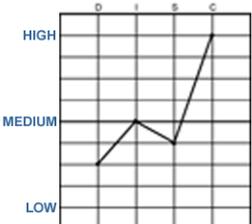
- People will often have difficulty understanding why you need to move so quickly. Taking the time to explain your motivation to others will go a long way towards feeling understood.
- Accept the reality that you will rarely be deeply satisfied with what you've done. It's your nature to seek a new challenge as soon as the previous one is complete.
- Challenge yourself by finding the moments that require patience. If you treat patience as a challenge required to take advantage of certain opportunities, you will be more likely to demonstrate it.

Suggestions for connecting with an Entrepreneur:

- Remember that Entrepreneurs like to be busy and can even enjoy grinding through a tough project to see it to its end.
- Entrepreneurs have to rack up points each day to feel successful. Be aware of this, as you may notice them keeping track.
- Be quick to praise an Entrepreneur, especially when they go the extra mile on a project, such as showing up early or putting in extra hours. Entrepreneurs like having their efforts noticed.

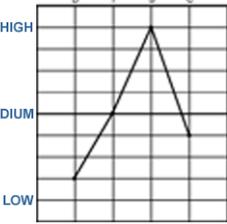
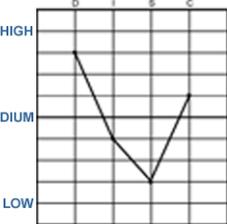
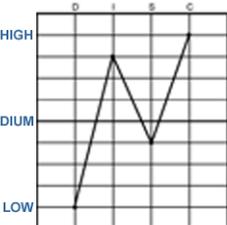
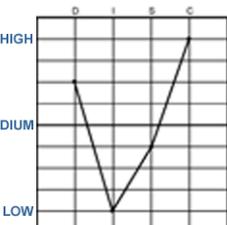


The 14 personality types provide a common language and understanding of how each of us responds to others, prefers to complete tasks, and manages time and energy. They are more than one word labels; they identify the most recognizable and useful differences between people. In this section, you'll learn the defining characteristics for each type and how often it's seen in the public at large. Study the ins and outs of the types for those people closest to you and you'll begin to see them in a whole new light. Click on the movie reel next to any type and watch it come to life with a movie-based activity.

<p>The Ally</p>  <p>5% of people</p>	<p>You value the quality of your relationships over most other things. You use your "people skills" to manage difficult situations and produce a satisfactory outcome for everyone involved. You go out of your way to make everyone feel appreciated. You place a high value on being accepted by others and you tend to take it personally if someone is rude to you.</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Always willing to listen • Working in a team • Helping others 	 <p>Watch The Ally in action!</p>
<p>The Architect</p>  <p>13% of people</p>	<p>Your goal is to get something done right. You are thoughtful and have innovative ideas. You are analytical and purpose driven, which generally means that there is a well thought out reason behind every decision you make. You may need to be encouraged to speak out in certain situations. You enjoy a stable, structured environment and prefer to work with deadlines and have specific, clear expectations of work outcomes. You often take plenty of time to analyze information before making a decision.</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Attention to detail • Quality of work produced • Organizational skills 	 <p>Watch The Architect in action!</p>
<p>The Coach</p>  <p>9% of people</p>	<p>You truly enjoy helping people even if it means delaying your own work tasks. You take time to aid others in developing their skills and strengths to their full potential. You value long-term meaningful relationships and other people appreciate your open door policy and sympathetic ear. You offer suggestions to problems when asked but ultimately let others make their own decisions. You are trusting and consistently look for and point out the good in others.</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Understanding where others are coming from • Harnessing the potential in others • Building camaraderie 	 <p>Watch The Coach in action!</p>
<p>The Detective</p>  <p>9% of people</p>	<p>Accuracy is important to you in not only your own work, but also of those around you. Your skill in gathering facts and making decisions based on them serves you well in your career and in life. You take plenty of time to prepare before acting and clarifying and getting to the bottom of issues. You are a good logical thinker and can take in the whole picture when necessary.</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Setting up standards and guidelines • Emphasis on the bottom line • Gathering data to make sound decisions 	 <p>Watch The Detective in action!</p>

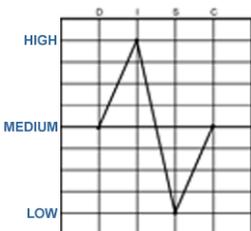
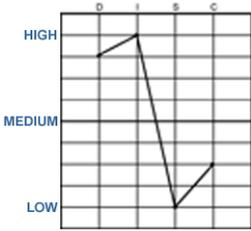
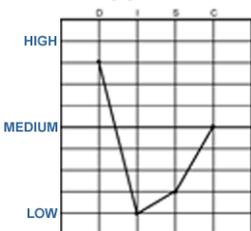
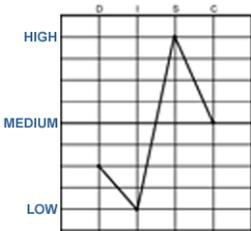


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<p>The Diplomat</p>  <p>9% of people</p>	<p>You are skilled at relating to almost any personality profile. You work best in a stable environment and are always considerate of those around you. You focus on respect as the foundation for every relationship and work hard to achieve it for yourself. You enjoy consistency and don't appreciate things being "sprung" on you. Your motto is "If it ain't broke, don't fix it".</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Finding a working solution • Keeping the ball rolling • Modest nature 	 <p>Watch The Diplomat in action!</p>
<p>The Entrepreneur</p>  <p>7% of people</p>	<p>You constantly push boundaries. You push yourself and you expect others to do the same. You value variety in your work and value independence over most other things. You are bold and sometimes forceful if you believe in something.</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Ability to "push the envelope" and get others to "think outside the box" • Persistence toward end results • Taking control 	 <p>Watch The Entrepreneur in action!</p>
<p>The Expert</p>  <p>6% of people</p>	<p>You are your toughest critic. You do a good job of keeping yourself on task and making sure you produce quality work on time. You are very knowledgeable in many areas and enjoy discussing and debating topics of interest. You are casual and cool-headed. In addition to fervently working to improve yourself, you also have a need to help others develop their skills.</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Picking things up quickly • Problem-solving skills • Driven and self-motivated 	 <p>Watch The Expert in action!</p>
<p>The Innovator</p>  <p>3% of people</p>	<p>You love to get those creative juices flowing. You adapt to change well and have a vision for the future and the way things should be. You are constantly thinking of new ways to look at and interpret things, but you see them through to the end. You take pride in achieving results.</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Can easily jump from one task to another • Taking ideas and making them work • Energized by creativity 	 <p>Watch The Innovator in action!</p>

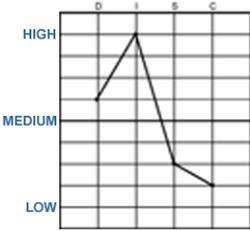
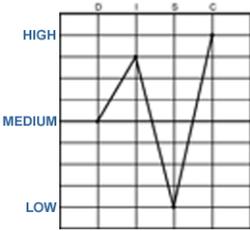


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<p>The Mobilizer</p>  <p>3% of people</p>	<p>Your outgoing nature makes it easy for you to be friendly and help people follow your lead. You take a genuine interest in those around you and people appreciate it. You like to push yourself and you like to participate in challenging tasks. You maintain undying optimism even in the face of adversity.</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Selling (whether it's ideas, products or services) • Making things fun • Confidence 	 <p>Watch The Mobilizer in action!</p>
<p>The Motivator</p>  <p>13% of people</p>	<p>You value the quality of your relationships at work over most other things. You use your "people skills" to manage difficult situations and produce a satisfactory outcome for everyone involved. You go out of your way to make everyone feel appreciated. You place a high value on being liked by others and naysayers frustrate you.</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Always willing to listen • Working in a team • Helping others 	 <p>Watch The Motivator in action!</p>
<p>The Opportunist</p>  <p>2% of people</p>	<p>You are independent and like to be innovative in your work. You won't let anything stand in your way of getting the job done right and on time. You focus on personal accountability and set high standards for others.</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Meeting deadlines • Ingenuity in problem solving • Coming up with solutions on your own 	 <p>Watch The Opportunist in action!</p>
<p>The Researcher</p>  <p>4% of people</p>	<p>You are determined in everything you do and highly task focused. Often, this means you prefer to work alone in accomplishing goals. You are steadfast in your beliefs about what works and what doesn't work when completing a task.</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Confidence • Use of logic and reason • Completes tasks to the end without loose ends 	 <p>Watch The Researcher in action!</p>



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<p>The Sponsor</p>  <p>16% of people</p>	<p>You develop friendships with ease and value knowing lots of people from all walks of life. You like to connect others for work and social purposes and enjoy building your network. You sometimes find yourself lost in conversation and enjoy showing your appreciation for those around you.</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Promotes harmony in the workplace • Shows public appreciation for the work of others • Adept at all forms of communication 	 <p>Watch The Sponsor in action!</p>
<p>The Strategist</p>  <p>1% of people</p>	<p>You are considerate of others and like to get everyone involved in a project. You are adept at planning and creating a path for people to follow. You are painstaking in your strategies and plans and have an uncanny ability to think a few steps ahead. This helps alleviate headaches for those around you because they know that nine times out of ten your plan will work.</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Getting people involved • Devising a clear plan of action • Earning the trust of those you work with 	 <p>Watch The Strategist in action!</p>



WHEN PERSONALITIES CLASH

Ever wonder why certain people can be so difficult to get along with? Chances are, your personalities are a poor match. Each type has a nearly polar opposite that, though it doesn't preclude the two from connecting, it guarantees that understanding each other is going to be a bit of work. The image below shows each type alongside its anti-type pairing.

Type vs. Anti-Type	
ALLY	OPPORTUNIST
ARCHITECT	SPONSOR
COACH	INNOVATOR
DETECTIVE	MOTIVATOR
DIPLOMAT	ENTREPRENEUR
MOBILIZER	EXPERT
RESEARCHER	STRATEGIST

TYPE VS. ANTI-TYPE

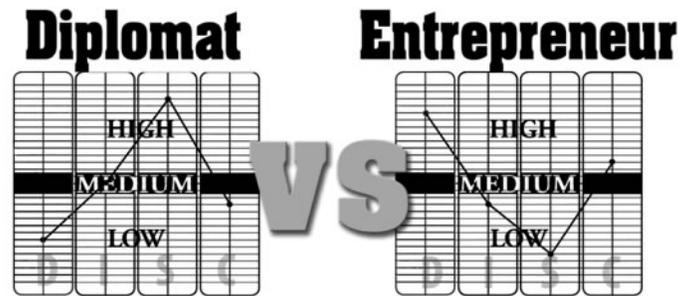
The prevailing characteristics of the seven type/anti-type pairs ensure the two people involved are bound to clash. It's tempting to throw a wall up with people who don't share our motivations and tendencies, but we actually have to do the opposite. The only way we can work well alongside our anti-type is to show greater interest in understanding them—and work harder at it—than we do with anyone else. The synergy that results from the connection between two polar opposites can be very powerful and effective.



[Click here to learn more about type vs. anti-type!](#)

The anti-type of your personality profile, the ENTREPRENEUR is the DIPLOMAT. Read the description below to learn how you can better connect with a DIPLOMAT.





When Maude finished graduate school, she didn't have much money to call her own. Actually, once you factored in the student loans her net worth was in the negative six figures. Despite a bevy of excellent job offers, she did what many Entrepreneurs do when they naturally follow the inclination of their personality profile—she pushed for more. She took out even more loans and started her own company, tripling the amount of her debt in less than a year. For an Entrepreneur like Maude, betraying her instinct to start this business would have meant letting an opportunity pass her by, and nothing passes Maude by—not if she has anything to say about it. Unlike the first business of many other Entrepreneurs, Maude's effort succeeded in spades, though she doesn't deserve all the credit. She owes much of her success to what, at the time, was a very humbling decision: she took on a partner.

Get close enough to Maude, and you can just about feel the ambition oozing from her pores. But ambition and instinct are rarely enough to make an Entrepreneur successful. Whether they run their own company, or work for someone else, they can never do it all on their own. Success is achieved through people. Maude realized that her tendency to push boundaries could easily run her into trouble. So, she did something unusual when she started her business—she enlisted the help of a Diplomat as her partner. To Maude, it seemed that the Diplomat was someone who was everything she was not. Diplomats are great with people because they come across as humble, warm, and inviting. Diplomats focus on respect as the foundation for every relationship, working hard to ensure that people feel appreciated. These are critical qualities that employees hope for in a leader. Even running her own company, Maude had to sit back, watch, and learn from her partner.

When the two kept their motivations pointed in the same direction, they had great synergy. When they lost focus on the greater good of the company, they often clashed. Why? Because their needs were different. Maude went into business with her anti-type, an individual whose motivations and tendencies couldn't possibly be further from her own. Diplomats have little need for Dominance and control over others. Their first priority is harmony between people, and their excellent Interpersonal skills and prevailing sense of warmth are effective in creating it. Diplomats are often the first person in a group to put the needs of others ahead of their own. When Entrepreneurs and Diplomats work together, they fit like puzzle pieces. When they clash, their needs are so unique that they confuse each other to no end. Since Diplomats work to avert conflict, they aren't quick to speak up and share what's on their mind. This makes it easy for the Entrepreneur to turn a blind eye to a Diplomat's behavior, while the Diplomat's silent irritation grows. When you have conflict with a Diplomat, it is almost exclusively the quiet type. Though the Diplomat is uncomfortable with voicing her concerns publicly, she is open and honest about her opinions one-on-one. Entrepreneurs aren't always the best at listening, so if a Diplomat brings you her concerns, be sure to take notice and listen up—if you brush her off you may not get another chance to hear her out.

For the Diplomat, consistency is king. She works best in a comfortable, stable environment, whereas an Entrepreneur derives all of her energy from change. Diplomats don't get the same incredible rush from pushing the envelope. Likewise, the Entrepreneur feels stifled, even exhausted, in a static environment. That's why she can be so bold, even forceful, when she believes in something. She relishes feeling in control and is afraid of standing still. Entrepreneurs have to understand that most people need more time to get used to change than they do, especially a Diplomat. So, what happens when an Entrepreneur isn't able to get people on board as quickly as she'd like? She tends to work even harder, to get even more forceful, to persuade them to get behind the plan. This energy is quick to sway most people, and—though you're unlikely to hear it from the horse's mouth—Diplomats find this pushiness uncomfortable. Remember, a Diplomat needs more time to get used to new ideas than most other profiles. You can't push them into doing what you want. The Entrepreneur's flashes of instantaneous enthusiasm take Diplomats by surprise. And Diplomats don't like surprises.



An Entrepreneur is rarely going to be deeply satisfied with her accomplishments. It's not that she is some sort of tortured soul; it's just that she derives no energy from standing still. Being completely content with what she's done would turn life into a bore. Entrepreneurs spend little time basking in the glow of their accomplishments. They'd much rather move on to the next challenge. Entrepreneurs have to rack up points each day to feel successful. Be aware of this, as you're likely to find her keeping track. Maude doesn't always take her Diplomat business partner's advice, but whenever she needs it she'll get a level-headed perspective on the situation. And it has helped Maude sidestep some major catastrophes. As a boundary pusher, Maude is the type to always be thinking about what lies over the horizon, what's on the other side of the fence—and if putting dad's stereo on full blast can really shatter glass. It's not that she's devious for deceit's sake, but, rather, her energy and motivation are derived from taking things to a new, and often better, place. True, this boundary pushing can lead to trouble, but when it's tempered by a Diplomat's reason it's the kind of thinking that solves intractable problems, improves the way things get done, or just plain takes people to new heights. In spite of the great potential for conflict, pairing a Diplomat and Entrepreneur together is a great idea. If they seek to understand each other and honor the other's motivations, their efforts can cover bases that neither one would ever touch on her own.

