

PERSONALITY

HOW TO UNDERSTAND AND
SPEAK PERSONALITY LANGUAGE



ROYCE WHITE
THE CARIS GROUP



IMPORTANT! READ THIS BEFORE YOU BEGIN...

- I use a lot of *italics* in this book. When you read them, *hugely emphasize* the word - it will help you get my point better. Or go buy the audio version of this book (which is read by me) - you'll get my emphasis *perfectly*...
- When you see *i.e.* or *e.g.* —
i.e. means “that is” and used to clarify or restate. (*Bob is working on a feature film, i.e., a movie.*)
e.g., means “for example” and used to provide an example. (*the Keto diet doesn't allow certain things on the diet, e.g., bananas and potato chips.*)
- These principles apply to working with *everyone* — yourself, spouse, parents, kids, family, friends, boss, coworkers, team — everyone!
- Finally, my desire for you is *only good*. Nothing here is meant to castigate or be harsh. If something resonates, work it out. My purpose is to give you become the best you can be. *Leaders develop daily, not in a day.*

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HI! MY NAME IS
NOT MIKE. BUT
MAKE SURE YOU
READ THIS.





WHAT IS PERSONALITY?

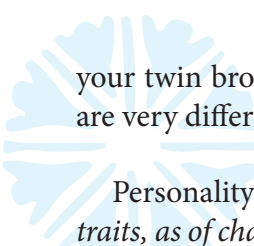
HAPPY NEW YEAR!! So. It's the holidays. You're sitting on the couch in a roomful of relatives and wondering how in the world you all can *possibly* be related. You can *clearly* hear your Aunt Caroline in the other room, talking a mile-a-minute to your mom, only pausing to interrupt *another* conversation with Aunt Jennifer (in a *different* room) on her experience on a similar issue, only to jump back to mom while checking her phone for a text, while...

Your Uncle Pete is listening to your brother Calvin asking him to do something that your Uncle Pete isn't very good at, but your Uncle Pete doesn't know how to say *no* and always wants to keep the peace and is getting roped into something he doesn't want to do and yet keeps a smile on his face while nodding yes and...

Your dad is happily criticizing your husband Nate on the recipe while taking the bowl from him to show him how to do it correctly, while making a callous comment about your mom while demanding everyone be ready to eat at 4:00pm sharp while telling the kids to *leave their shoes outside or don't come in the house*, while...

And you are just sitting quietly in the Sun Room happily and quietly reading an article on bioethics in the December issue of the AMA Journal while cognitively determining your to do list for tonight when you get home while thinking your mom spent too much money on the new couch while wondering if you closed the garage door while noticing the editor of the Journal misspelled the word *pedagogies* while being miffed that your husband hasn't fixed the kitchen drawer yet while...

And your mom is wondering why the others can't be more like her, sweet, kind, and gentle — which she *knows* is the right way to be! How in the world did all these people, who grew up in the same city, the same nationality, the same general upbringing, the same education, the same financial disposition, be so totally different?? Even



your twin brothers, which have shared almost *everything* the same, are very different! (even though they were womb-mates!)

Personality is dictionary defined as, *The totality of qualities and traits, as of character or behavior, that are peculiar to a specific person. synonyms: disposition, charisma, charm, identity, makeup, nature, psyche, self, temperament.**

I've been a people watcher since I was a kid so I have observed personality somewhat critically for over 50 years — and as I studied personality and leadership deeply and professionally over the past 14 years, I've gone from thinking that personality affects 95% of your behavior, to believing that it affects 99% of your behavior!

Personality is made up of some 15 different characteristics *including* family, environment, birth order, education, culture, emotional maturity, intelligence, and experience. These things become our *behavioral style*, our outlook, our *temperament*—how we are *wired*.

Some of us *love* to be in charge, take *control*, seek adventure and challenges — they are driven and determined to accomplish. Others like spending time with people, having *fun*, influencing others, and being the center of attention — they are inspiring and impressive. Still others simply *love* being part of a team, helping others accomplish, giving of themselves, and are more supportive — they are sweet and shy. Others are more *calculated* and enjoy thinking, following the rules, and structure and accuracy — they are conscientious and careful. Everyone — including *you* — have a propensity for *one* of these.

All of us are a *blend* of these traits and we each have a *primary* trait that stands out and is a part of *everything* we do and think. Because our *blend of traits* is different for each person, we act differently. Interestingly enough, we will maintain these behavioral traits through our entire life. We may mature significantly, have significant stress, or a *significant emotional event* that causes us to act differently but we will usually return to our *primary* personality temperament.

* *The American Heritage® Dictionary of the English Language, 5th Edition*

Unfortunately, we have a tendency to think that we are *all* made to be *one* way and it's simply just a matter of growing up into *that way*. We believe that *some of us* have grown up and some have not.

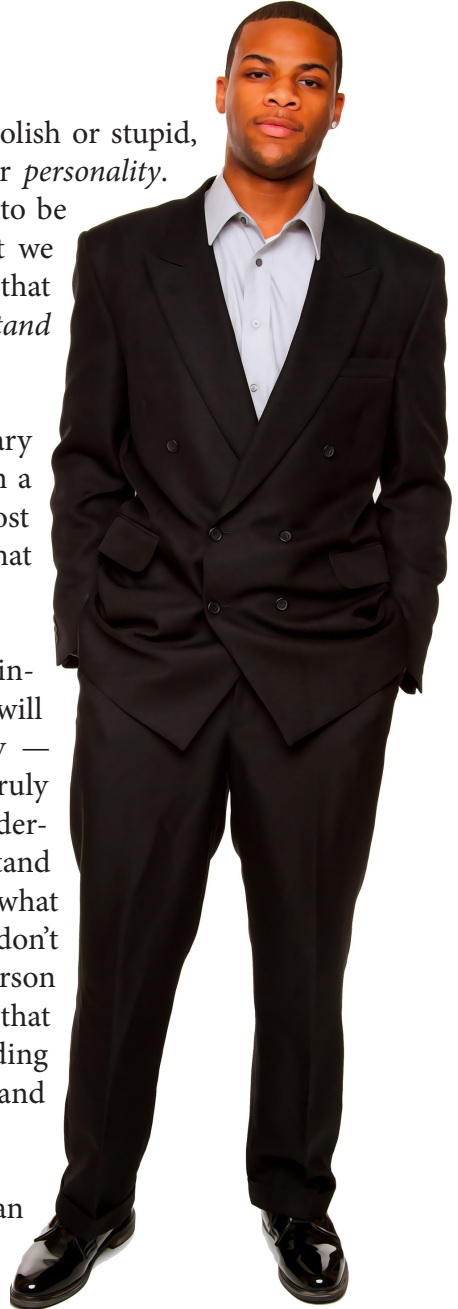
That's not how it works.

Oh sure, we can be immature, foolish or stupid, but that has nothing to do with our *personality*. Those are character flaws that need to be fixed. We are all unique — and yet we have some *similar* primary behaviors that we can access that will help us *understand* who we are and how we operate.

By learning four simple primary traits, we can easily learn to *listen* in a way that we better understand most people *and* learn to speak in a way that others will better understand us!

Most people think that listening intently to *content* of a conversation will allow you to *communicate* properly — but that is missing a major aspect of truly *connecting*. Not only should we understand *content*, but we must understand the *condition* of what is being said — what I call the *WHAT* and the *HOW*. If we don't understand the personality of the person and learn to *understand* and *speak* that personality, we risk misunderstanding the person, not communicating, and most importantly, not connecting.

Let's look at this model of human behavior and learn to connect.





PERSONALITY — WHO AM I, ANYWAY?

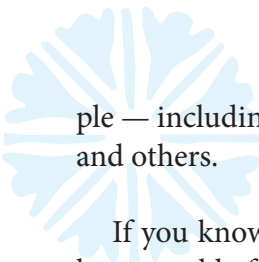
You've probably heard of the *DISC Model of Human Behavior*. It's a personality assessment and description. Or maybe something similar, for example *Myers Briggs*, *Keirsey Temperament Sorter*, *Galen's Four Temperaments*, *StrengthsFinder*, *the Animal Characteristics of Doctors Smalley and Trent*, among a myriad of other titles. There's a good chance that you have already taken a DISC assessment at work or maybe on your own. You probably have a neutral opinion of it and probably have not used it *significantly* to better yourself or figure out other people. Your boss probably had you take it and that's as much as you remember. It holds a key to unlock serious understanding.

Tens of millions of people have taken the assessment.¹⁸ That's huge. Most people do not remember what their detailed assessment is. For those who have taken it, you may remember that you are a D, I, S, or C, but probably don't remember your *blend* — which means your *combination* of DISC traits. No worries. This booklet will help you understand how to communicate much better. And, most importantly, help you understand people much better.

So why is this important?

By knowing your own personality profile as well as others' personality profiles, you can *power* through those areas in life that are more difficult. Because a lack of *perseverance* is the *biggest* deterrent to success at anything, you need to know where you are strong and weak and how to get on and stay on target to *perseverance* in the right way.

The DISC Model of Human behavior has an 85%+ *minimum* effective rate — meaning that 85% of the time you are living up to your assessment and up to 15% of the time you may be *slightly* different. It *doesn't* mean that 15% of the time the whole assessment is incorrect. 85% of anything is *huge*. As well, because I am a certified human behavior specialist with DISC, I have seen it help thousands of peo-



ple — including myself — gain a better understanding of themselves and others.

If you know cognitively (in the *forefront* of your mind) that you have trouble focusing, you would be able to build a *system* to help you focus more when needed — and there are a lot of good systems for that — systems that can become automatic at helping you have success in that area. Knowing that one thing alone and devising a system, helped me gain the focus I needed to stay on target to write, teach, and create. If you know that you are task oriented and weak working with people, you would be able to build a *system* to help you communicate better with others. You may still have some fear and anxiety, but your system could help you power through.

If you know that you had trouble saying ‘no’ you would be able to build a system to help you not take on too much — which can stop you from getting to success (did you know that there’s a specific personality that has trouble saying no?). By knowing how to *assess* others and how to *strengthen* your weak areas, you can adjust to have the crucial conversations and actions needed and accomplish the necessary things to succeed.

By knowing your assessment and applying this knowledge, you can have a better marriage, better relationship with your parents and kids, better relationships at work, better relationships with your students and better relationships with your congregation. In short, with everyone. If you learn and apply the DISC concepts, you will learn things about yourself and others that otherwise will baffle you your *entire* life. The assessment results help give you answers to things like, *Why do I do that?*, *Why does SHE do that?* and *Why is my pastor that way?* I use the DISC system because it is *very* simple and easy to *remember and apply* to yourself and others.



Don't discount this! Many people don't want to be... “pigeon-

holed” so they are unwilling to take the Assessment. This isn’t about *labeling* you, *categorizing*, or *pigeonholing* you — it’s about *understanding* you. Remember that the DISC assessment doesn’t *make* you something, it simply *reveals* what you tell about yourself — in many additional, specific ways you probably didn’t know about yourself. So it is not making you something you are not. It is revealing who you already are! It’s fascinating, accurate, and if you take the time to work it, it can be life changing.

Here’s the key: don’t just take the assessment, read it and file it, forgetting it in a couple weeks. Understand it! Use it! Apply it! It’s well worth your investment of time. Really. I can say with certainty, if you use it for the rest of your life, you will get much farther much faster — in all areas of your life. I teach others how to use it to get to success in all areas of life — not only financially — in fact, not *mostly* financially.

My wife and I teach a seminar to other married couples on how to use it to grow their *understanding* and *communicating* in marriage (see Appendix 1). My son and I teach it in church youth groups to help parents and their children understand each other and build deep relationships *for life*. I use it in the business world to help teams communicate much better, help put the right people in the right places, help sales teams understand and connect with clients, help church leaders bring in and grow staff, elders, and other pastors, and on and on. This tool is *extremely* valuable. I even use it when I teach any groups so I can answer *each* person according to their *specific* personality. That way I can connect much faster and deeper in a way that they more quickly and deeply will understand.

For those of you who have already taken an assessment and know your personality blend, skip over taking an assessment and keep reading. For everyone else, you *should* take the assessment to learn your personality profile (although it’s not mandatory, it is helpful). It does cost something (\$15 in 2025), but it will be the best money you ever spend — IF — you take the time to use it. Even if it cost \$100 or \$1,000

it is well worth it to know *all* the things it tells you about yourself and all the *headache and heartache* it will save you over a lifetime.

If you want to take the assessment so you can understand who you are while you read along, go to this url —

WeAreCaris.com/assessment/

When you know your personality blend, you can apply the methodologies and procedures I outline in this booklet to lead yourself to better understand, love, communicate, etc.

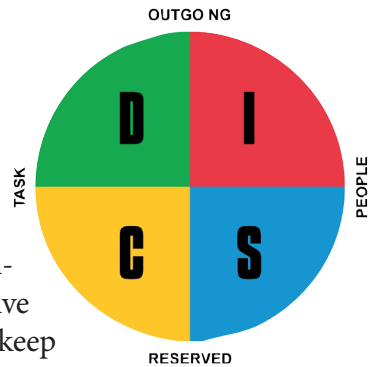
It's a tool to help you understand and apply knowledge about your *specific* behavior *and* others' specific behavior in a way that will highlight your specific strengths and weaknesses.

Now let's take a look at the DISC model.

The DISC Model of Human Behavior. **DISC** stands for four primary personality types —

- D is for Dominant
- I is for Inspiring
- S is for Supportive
- C is for Cautious

In a moment, I will describe the specific individual personality traits. First, I want to give some introductory thoughts that you should keep in mind as you read the personality definitions.



The DISC system is a sophisticated *scientific* model that will help you understand yourself and others better. It can help you lower *stress* and raise *productivity* in anything. I use it in almost every situation in life (seriously). At work. At home. At church. At play. It is useful in *any* situation because it's about the person(ality).

No *single* style or personality is *better* than any other. They *all* have

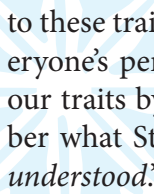
their *strengths* and *weaknesses*. Some personality traits will make it *easier* for you to accomplish in certain fields — and some will make it *harder*. I *didn't* say *impossible* — just *harder* because you are *wired* differently than what it takes in that specific field. If you understand this, you can take the necessary precautions to move towards accomplishment much more easily. Some of the traits that make you good in one part of your career can be the same traits that make it difficult in another part of your career!

For example — if you're an *Inspiring* personality (I), the same things that make you a great *people* person and good with clients, make it *difficult* to focus, do sales follow up, or do accounting (where Cautious (C) personalities naturally live — in detail). Actually, you will even struggle keeping your receipts and logging business transactions. Those things are boring and unimportant to you. Not that you *can't* do it *and* do it well, it just doesn't come naturally or easily like working with people does — you must *focus* and be deliberate to accomplish it. However, you can also be too strong in a trait which can make your strength possibly become a weakness.

So there are things that come easily and things you will need to work on. You are wired with these traits and the sooner you learn where your strengths and limitations are, the sooner you will be able to step up and raise the areas you are weak in and move faster toward your goals.

Keep in mind as you read this — and when you read any DISC assessment — that you are a *blend* of DISC personality types — not *just* a total 'D' Dominant (or total *whatever* trait). You will have some of *all* the DISC traits to *differing* degrees — some might be minimal or some off the charts (so to speak). ALL of us are a blend of ALL four personality types, and when you take the assessment you will see exactly what your blend is.

Let's look at the four personality types and see how they help *and* hinder us. This is not an exhaustive description — just enough to help you generally understand yourself and others for the sake of this booklet. As you read these, you will *naturally* start putting faces



to these traits (mom? dad? boss?). That's okay. Just remember — everyone's personality is *great* — we all just need to learn to *temper* our traits by learning to *speak* other people's *personalities*. Remember what Stephen Covey said, “*Seek first to understand, then to be understood.*” Learning to adapt and adjust our behavior is our goal.

We're going to learn better how to put *others first*. That may sound obvious, but in reality we are all just varying degrees of *selfishness* on our way to sanctification. Put your unbelieving thoughts on personality assessments in *check* as you read this. If you discount it, you will miss a great opportunity to move your life and heart in a better direction. God has made you a certain way — we are all different for a reason. Despite what you may think, there is significant scientific truth in this personality assessment. You may not have *all* the traits of your primary personality, but you *will have* varying degrees. Use what you agree with and pray for eyes to see the rest!

D — Dominant Personality

You are confident, courageous, commanding, pioneering, resolute, definitive, determined, *damn the torpedoes full steam ahead!* You have things to do, places to go, and people to see. You are *Outgoing* and *Task* oriented and you love to *accomplish*. You're motivated by power, authority, competition, winning, control, and success. Your claim to fame is you *get things done!*

You know where you're going and you can get people involved (delegate) and storm the gates of hell to accomplish your goal. But you can't keep your staff or team because you burn them out emotionally (sometimes physically) and discard them. Your mantra is, *There are wars to fight, battles to win, dragons to slay, buildings to build, money to be raised before your competition does.* If you're a one person organization, that's fine — you only have yourself to work into an early heart attack. But if you're a growing organization, you have to consider others first or you will remain a one person entity!



When in-control, Dominants are courageous, quick-to-respond, goal oriented, results oriented, deliberate, self-confident, direct, self-reliant, straightforward, competitive. *The world needs you!*

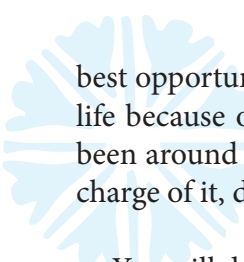
D's make great *entrepreneurial* leaders — they *start* things — like businesses and churches. I say *entrepreneurial* because once the business grows passed a few people, you start running into significant problems because you are typically not (necessarily) people oriented. You look for what works and head that direction. And if it fails, you chalk it up to experience, change directions and keep pushing (*fail forward*).¹⁹ You take huge risks. If the data changes, you change direction instantly with it — which can cause havoc for your team — especially the ones whose personalities are *opposite*, who hate risk, and like the *status quo*. You are an entrepreneur.

10% of the population are D's⁷ — which means 90% of the population is *not* a D. Thank God. The wars would be endless...

Out of control, you can tend toward being domineering, insensitive, cruel, demanding, impulsive, rash with decisions, manipulative, non-apologetic, controversial, arrogant, hot-tempered, sarcastic, self-confident, unemotional, cold, harsh, prideful, know-it-all, impatient, self-sufficient, contentious, gambler, coercive. Those things are where your strengths can take you when you push your strengths to their extreme and you are not *aware* — which is also one of your greatest weaknesses — low or no *self-awareness*.²⁰

D's need to check the *negative* side of their Dominant attitude when working with others. Be aware of the *condition* of your speech as well as the content. You still get to determine what happens — you're in control (*usually*) — so lighten up. You can bowl people over with your drive and demonstrative demeanor. Another motto of yours is, "*Lead, follow, or get out of the way.*" So be nice about it. We typically understand the what in life, but the how has a tendency to elude us. Us? Yes, I have a very high D Dominant trait — so don't push me!! (my primary trait is I Inspiring, 100%, and my D is 97%).

If you are kind, you can go *really* far. Figure it out. You have the



best opportunity naturally to make it in any business/ organization/ life because of your drive. Look at your history. Everything you've been around in your life you want to own it, control it, run it, be in charge of it, direct it. It's who you are!

You will do better if you do the necessary *homework* to learn how to do it and not just simply plow ahead with energy instead of wisdom. Learn what to do first — and then do it better than anyone!

Dominants can see some other personalities as lazy when it's really that the other person's pace is naturally slower than the Dominants. You can demand that people keep up with your break-neck speed and awe-inspiring energy — even without realizing it! Be careful. As a *Task Oriented* and *Outgoing* person you can be demonstrative and *dictatorial*. *Raise* your kindness and *lower* your negative, *out-of-control* Dominant traits when working with a *Reserved* personality (*Cautious* and *Supportive* are *both* reserved). Remember that they are naturally slower in their pace (not their intelligence or ability, just their pace) and you can frighten them (seriously) with your non-stop, fast-and-loud attitude. Other D personalities will be right there with you and ready to move at the same speed you take them and I's *can* keep up with you if you make the work interesting.

C (Cautious) personalities share task orientation with you and can work well with you when you are precise, have good answers for their questions, and are judicious with their time. S (Supportive) personalities will sometimes improperly (or maybe properly!) see your D personality as *mean spirited* because you can be too loud, too fast, and too demanding for them — or frankly, for anyone. S's are sweet and are very people oriented — they are your *opposite*. D's are outgoing and task oriented. S's are reserved and people oriented. They are *not wrong* in who they are — just *different* from you. You are faster paced; they are slower paced.

Don't mistake being *fast paced* for being *correct* or better — those are *different* things. Many things *require* a slower pace. If you move your business or church too fast, you'll *lose* a lot of people. Remem-

ber — only about one third of the population is fast paced — two thirds are slower paced.²¹ Take your time. One's pace does not make them right or wrong. A slower pace may in fact make them more consistent and do a *better* job. Do not equate speed (pace) with ability. God made them (and you) for a *specific* purpose. The eye can't say to the hand... I have no need of you (1 Corinthians 12:21).

I — Inspiring.

You are inspiring, influencing, impressionable, interesting, impressive, and involved. You *shape* the environment, persuade, and get involved with people. You love social recognition, group activities, and building relationships. You're charming, sociable and enthusiastic. People are attracted to you easily.

Your impulsiveness and disorganization can lead to lack of *follow-through* and sometimes *illogical* conclusions. You can take your people down the *wrong* path. You need an anchor and *systems* in place to keep you on target. You are *People Oriented*, not *Task Oriented*, so concentrate on the things that *need* to be done — not just the things you *want* to do.

You're the life of the party. You live to bring joy and *fun* to the masses. You are the chief sales person whether it's in your job description or not. You leave people feeling good about situations. You choose *transparency* over rigidity, *substance* over form. You're a people person and treat others well — usually. You think of people first, usually, tasks second and that is your strength *and* limitation. You can also get so caught up in *yourself* so much that you forget other people. You can be pretty selfish. You're a people pleaser without realizing it. Making some systems to stay on target is imperative.

Your main *limitation* is that you choose *being liked* over just about everything else. You can be selfish without recognizing it, thinking that you're not because you're making ev-





everything so much fun — and people like fun! Well, all but *Dominant* and *Cautious* types.

I's make great salespeople — if you learn to *focus* and follow up. You are *Outgoing* and *People Oriented*. You love to perform and love taking people with you. You make great connections, but follow-through is very difficult — possibly your greatest failure mechanism as a salesperson — or as anything. You can also *oversell* — promise the sun but deliver the moon instead. Basically, you have a hard time *focusing*! If you learn to *focus* and follow up in a timely fashion, you will be hard to beat at almost anything!

You need a *Task-Oriented* team member to help keep you on target (*positive accountability*) and to help you remember to *do the homework* necessary to get really good. Too often you rely on your *natural* talent — which is good, but usually not great (good is the *enemy* of great). You need to study, practice, listen (repeat, repeat, repeat), and do the extra work necessary to get great. Don't be lazy or you'll start to gain *momentum* but then *crash and burn* when you realize you don't have the *tenacity* (perseverance) to stay on target, and all your work will be wasted. Get consistency!! Persistence is the key to success in anything. Finding ways to be persistent is the *penultimate* factor of success in *anything*. Do one thing — *persevere* — and you will succeed. If you're an I or an S, or if you struggle *getting on* and *staying on* target, read my book *Positive Accountability*²² to learn how to conquer this area of struggle.

Keep your eyes on the goal, do the work, and have fun — don't *substitute* work for fun — you'll do plenty of fun naturally. 25-30% of the population is an 'I'.²³

S — Supportive

You're supportive, stable, steady, *sweet*, status quo, shy. You like routine, harmony, teamwork, and things to stay the same. You love being accepted and sticking with what works. You emphasize achieving stability and accomplishing tasks by cooperating with others. You will show patience and loyalty and you're a good listener. You're motivated

by infrequent change, stability, sincere appreciation, and cooperation.

Your strengths include being calm, dependable, easygoing, trustworthy, efficient, practical, conservative, diplomatic, and humorous. Under control, you are relaxed, reliable, cooperative, single-minded, steadfast, softhearted, systematic, and amiable.

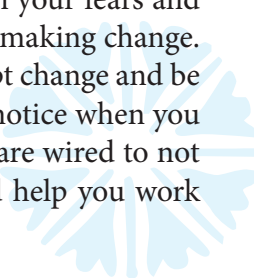
In other people you will notice patience, calmness, desire for teamwork, and a methodical approach, kindness, caring, patience, understanding, and gentleness.

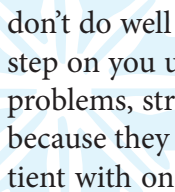
You like peace, helping others, friendly environments, finishing the job. You don't like insensitivity, surprises, intense conversation, sarcasm, pushiness, and misunderstandings. You're a *hardworking* team-player. I'm married to an uber high S. And if you're a high Dominant, there's a good chance you are married to one, too! In love relationships, opposites *generally* attract.

When you're *out of control*, you lack initiative, you are dependent, *used by others*, indecisive, uncommunicative, inflexible, resistant to change, easily manipulated, slow, and resentful. You also have an *over willingness* to give and you put your personal needs *last*. This is how others take advantage of you.

To be your best, you need to deal well with your fears and limitations. One of your biggest limitations is making change. You do not like change. So you need to learn to accept change and be a lot more *flexible* when you can. Set up systems to notice when you are being inflexible. Tell your team that as an S you are wired to not like change. Ask them to challenge you in love and help you work toward it.

S's make *great* teammates. You learn your job well. You perform well. You help out everywhere. You do *a lot* of the work. You will be involved in as much or as little as others *want* you to be. You





don't do well with D's. You are sensitive, and D's have a tendency to step on you unintentionally (or intentionally), which causes a lot of problems, stress, and hurt. On the other hand, D's think S's are lazy because they move more slowly than other personality types. Be patient with one another. D's, remember to be kind. S's, remember to express yourself *candidly*. S's raise your D personality (that's hard) and be *stronger* when you need to. Don't let others take advantage of you. The hardest word for you to say, is “**No.**” Learn to say it so you can accomplish the important things first. Practice now.. no...no...no.

30-35% of the population is an S.²⁴

[NOTE: Dominants — the *largest* part of the population is S — your opposite! Learn to work well with them — kind, gentle, patient]

C — Cautious

You are cautious, competent, careful and calculating, cognitive, critical thinking, compliance wanting, *conscientious*, correct, conformist, consistent. And because of all this you can seem *cold* in both *appearance* and *approach* toward others. Cs are typically the true introvert. Don't forget people!

You are the thinkers. The majority of you who went to college graduated with some kind of honors. You are perfectionists, which can slow down your progress (though increase the quality!). Realize that some things are good enough and don't engineer everything to death. *Learn* and *practice* when *enough is enough*.

You stay on track *long* after others have given up. You are not pushy and you don't have to be the leader like the D's and I's do — part of your reserved nature. You have little time for fooling around and you can see things in your mind unfold step-by-step. You love to be *correct* and *hate* to be wrong. Not because you think you're better than others, you just enjoy being right — because — well, it's right.

You like to keep things under your control because it ensures



accuracy. You're the ones who have been correcting my grammar as you have been reading this. You know what it means to do your homework and you naturally have to prove things yourself.

All this can make you seem *cold and calculated*, but that's *not* your intention. You're naturally curious and concerned about most things. You ask a boatload of *questions* which, to the other non-C personalities, can get tiring. I's and D's take it *personally* when you question them — they think you don't *trust* them and it causes problems. Of course, I's have a tendency to *not* be very *careful* with facts *and* the truth — they just want to get the story out — and that makes a difficult problem for a C personality.

C's make good doctors, lawyers, pilots, songwriters. You take the time (focus) to achieve the results that you want. That doesn't mean that the other personalities are bad at these things, it just comes more *naturally* for C's because they can focus and stay on target more easily. Although you don't like to lead, you *will* lead and you can make good Level 5 Leaders — the pinnacle of leadership — IF — you remember it's about people first and be humble and resolved.

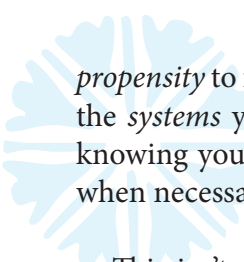
One of your main *difficulties* being *reserved* is that it's difficult to be in front of a group of people — you would rather eat glass than speak in public. So you need to *raise* your I and D personality (*Outgoing* traits) by learning to *connect* properly and to *raise* your people skills well. Doing the homework *reduces* your anxiety and fears and allows you to speak in a group comfortably — or at least without a threat of melting into a spot on the floor.

25-30% of the population is a C personality.²⁵

* * * * *

By understanding personality well, you understand where your weaknesses are so you can strengthen them! Wonder why you are shy in front of a group? You're a high S or C (reserved). Wonder why you fail to learn your job well enough? Good chances it's in your 'I' personality not *focusing*. The point is to understand *why* you have a





propensity to fail in some ways and to get the help you need and build the *systems* you need to make those things stronger — now. Plus, knowing your strengths will help you push the *good* things harder when necessary and really move ahead.

This isn't *mumbo-jumbo*. This is a science that has proven itself all over the world for every kind of normal person. The DISC model has been around since 1925²⁶ (and Galen's version since 124 BC).²⁷ It doesn't matter if you are male or female, young or old, any race, any religion, any nationality. Doesn't matter what industry. This will help you understand yourself and others so you communicate far better and accomplish your goals much sooner. It's a million dollars worth of information to help you for the rest of your life. *Seriously*.

One of the biggest reasons why we don't understand differences in personality is that we think we are *all alike* and that it is just a matter of everyone needing to grow up to the same level of understanding or maturity — you know — the level that we *think* we are at!

How do you find out what personality blend you are?

As I said earlier, there is a basic assessment you can take. It is the best personality assessment I have seen to help you understand yourself and understand others quickly so you can work better with them. They have some really deep versions (Extended) for \$59 (2025 price) with a 50-page report that will blow your socks off, but the \$15 basic one is the minimum you need to find out your specific *blend of personality* (if you can spare the investment in yourself, do the Extended — the interactive report will help you immeasurably for the rest of your life — seriously). Go to —

WeAreCaris.com/assessment/

The *link* to the *assessment* is there. We didn't design this assessment and because they charge us for it, we have to charge for it. But it really is a reasonable price for the good it does for your life. We've already given you \$1000 worth of understanding in this *free* booklet!

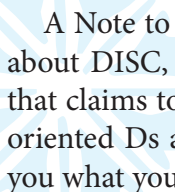


I know this may all be new to you and may sound really different, but it's helped Tens of *millions* of people and I've personally seen it help hundreds of people understand why they do the things they do, and help them understand others better, argue less, kill stress, and achieve more. It's made a huge difference in my *own* marriage and my own work. Fifteen bucks is a small price to pay to help you learn to communicate better — and that in itself will lower your stress levels and increase your productivity.

Take the time to do this. It will help you the rest of your life. If you don't find it was useful, I'm happy to refund your money.

It would be wonderful to have your whole family or staff at church take it so you can see where the strengths and limitations are so you can raise and lower different traits in order to perform better with your team.

Every person can learn a lot more about themselves and others, and build systems for greater success.



A Note to skeptics. There are a number of you who are skeptical about DISC, Meyers Briggs, and any other personality assessment that claims to tell you your whole life story — most of you are task oriented Ds and Cs — Ds Because you don't want anything to tell you what you can and cannot do — you want control — and Cs because you're naturally cautious — until you read several studies and do the homework yourself, you trust *very little* if anything.

Two things. First, with all the groups of people I have worked with and done training assessments, individual assessments I have given or seen, and all the studies I have read, I have only come across a few people who don't line up — I mean two to three out of thousands — and that's because there is usually *extreme stress* in their lives. This assessment is for normal people. If you're undergoing *extreme stress*, you *can* assess differently.

Look at it this way. If I ask you the following question — Choose your *most* favorite and *least* favorite from this list:

- Chocolate candy
- Butterscotch candy
- Chocolate ice cream
- Strawberry ice cream
- Chocolate cookies
- Snicker-doodle cookies • Chocolate pie
- Apple pie



Now let's say you chose all the *chocolate* things as your favorite and all the other things as your least favorite. What are the chances that if I *brought* you a chocolate cake you would like it? Very high. And what are the chances that if I brought you something like one of the other things you wouldn't like it as much? Again, very high.

So an assessment actually makes sense — it passes the reasonability test.²⁸ Plus, the algorithms behind a DISC assessment is significantly more sophisticated than the above list.

Note to Dominate (D) personalities: I can harp on Dominants

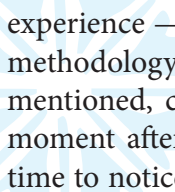
pretty hard because I am one *and* because I know what you are capable of — both good and difficult. I want the best for you (us)! First and foremost: *You are not bad people because you are Dominant* — you have some *great* and needed traits. No personality is bad. When under control you are amazing. You can have very low to *no* self-awareness and very low to *no* empathy, which will make it almost impossible for you to see the things you do to others — the reeds you bruise and the wicks you snuff out.²⁹ Low self-awareness is one of the biggest things that keep you from change — you simply don't see the problem. If you *do* see it, that's a different issue... The lack of change to once you find out your weaknesses is the real issue.

Until you start to pay attention to the people around you in a more loving and caring way and open yourself up for others to be able to approach you (criticize and hold accountable), you will *never* see these things and you won't have the *true* success you could have had in life (not just money or accomplishment). Worse, you could destroy your own family, friends, coworkers, and staff, and never know why. My goal is to help you use your gifts and personality to bless others richly and do much more for culture as a whole. As much as you might disagree with me right now, or want to find a reason not to be aware of these things, do this for your wife, your children, your friends, your coworkers, your God, for everyone. *And* yourself.



This booklet is only an introduction to personality and the DISC model of human behavior. As well, personal leadership is an important part of applying personality knowledge. If you cannot lead yourself well, you won't take the time necessary to study personality and apply the methodology daily. Yet, it's so much more important than just about anything else you can do.

The best way I know how to try and convince you to embrace this understanding and learn much more about it so you can apply it, is to give you a glimpse of this world (thus, this booklet). My own



experience — and thousands of others — testify to the truth of this methodology and the greater understanding as a result. As I have mentioned, countless numbers of people have shared their AHA! moment after learning the basics of personality. Please take some time to notice those around you, as well as your own behavior, and see that these things are real. Use DISC as the *tool* it is. There are many, *many* good things in the science behind DISC. It's quite amazing to see most people respond to an assessment with, "WOW! That is so me!" I want to add you to that list because it will change your life for the better... like it did mine.

Summary

1. Dominants are Outgoing and Task Oriented. Their fuel is accomplishment — getting things done. They are determined and forward thinking. Weaknesses include low self-awareness and harshness.

2. Inspiring types are Outgoing and People Oriented. Their fuel is having fun — for everyone. They are inspiring and influential. Weaknesses include lack of focus and not getting tasks done on time.

3. Supportive types are Reserved and People Oriented. Their fuel is peace and harmony. They are *very* sweet people. They are great team players and hard workers. Weaknesses include saying "no" and being easily manipulated.

4. Cautious types are Reserved and Task Oriented. Their fuel is quality answers, value, and being correct. They are the most focused people in the room. They like rules. Weaknesses include over analyzing and appearing cold in personality.

5. All of us have some of all four of these personalities to a greater or lesser degree.

"But I say to you who hear, Love your enemies, do good to those who hate you, bless those who curse you, pray for those who abuse you." Luke 6:27-28

If God calls us to do this much *good* to those who *hate* us, how much more should we do for those we have covenanted to love...

PERSONAL COACHING QUESTIONS

Answer these questions before moving on or there is a high probability you won't do them. This is where change occurs. *Application*. Knowledge *isn't* power, *applied knowledge* is. Do not just read and move on. Write something on paper, in your journal, or on your device. *Reflect*. Think. Grow.¹⁷

1. On a scale of 1 to 10, how well do you understand yourself and how well do you understand others?

2. How well do you understand whether or not you understand others? [sic] Do you know that you don't know? Do you know that you do know?

3. What do you need to do immediately and specifically to learn better how to understand and communicate with others? What learning methodology do you need to embrace to gain wisdom and insight on how to communicate better with others?

4. On a scale of 1 to 10, how important is it to you that you understand others better? Why?

5. If your answer to #4 above is less than 7 and you don't think it's that important, what communication skills are necessary to achieve your purpose? What do others think of the answer you just gave?

6. Do you truly know your personality blend? How will it hurt you if you don't know your primary personality trait? How will it help you if you do know it?

7. In what ways could this help your marriage? Your relationship with your children? With your staff? Friends? Others?

8. How could understanding personality well help you fulfill the great commission better? Help you counsel others better? Lead better? Be a better pastor or elder?

9. If you don't have a detailed assessment, what is stopping you from getting a detailed assessment done so you can know your strengths and weaknesses better and therefore, learn to lead yourself better? (It's not time — it takes 15 minutes — or money — it's only \$15 for the basic assessment.)³⁰

Personality Workshop



Bring your group/staff together and we'll do an interactive workshop with your team showing them their personality traits and how to best understand themselves and others. This workshop is fun, intuitive, informative, and funny. Everyone will leave changed... for the better!

After a 30 minute interactive session we will dig in and learn the intricacies of our own personality as well as understand the nuances of everyone else's personality so we can speak each others language. When the workshop is over, your team will be able to —

- Understand why they say and do the things they do
- Speak in such a way as to build rapport
- Cut way down on miscommunications
- Learn to get more results
- Learn to be more efficient
- Have more fun and be more enthusiastic
- Be a kinder, gentler person
- Learn how to speak to any type of person and communicate deeply
- Increase profits and accomplish growth
- Have better relationships
- Make everything in life have less stress and more productivity!

You see, when you don't understand someone, you misunderstand them—all day long. We are all very different and we don't know how to listen and

speaking another's personality language. It may seem like we do because life goes on and some things are happening, but once you learn to speak another's personality, accomplishment goes way up. Again, typically after this workshop, everyone talks about it for a long time and hearts are really, really changed. You will begin to understand every person in your life much better. It causes a paradigm shift in your thinking and changes the way you see others and yourself.

Don't miss this workshop—if you do nothing else, hold this workshop as soon as possible—it really is that good. Call us today at 800-328-2390 or email us at Personality@WeAreCaris.com.



How's Your Marriage?



For most couples, in the beginning, opposites attract — then, for the rest of the marriage, opposites attack! Why? What if you could understand your spouse in a way that causes a paradigm shift in both of you and makes your relationship soar? What if you learned how to change yourself?

Do you ever wonder...

- why your spouse is contrary?
- why *you* say or do some things?
- how to understand each other better?
- why sometimes you are both so different?
- how to communicate and connect deeper?
- why you just don't "get" your spouse?
- why your spouse always wants control?
- why your spouse just wants to have fun?
- why your spouse never sees serious?
- why your spouse hates conflict and change?
- why your spouse is a perfectionist?
- how to build a system to make it even better?

Come find the answers to the questions you've always wanted to know about your spouse's personality! This fun and reveling workshop is held Friday evening and Saturday morning at your church to minimize time away from family and busy lives—and it only costs \$99 per couple! That's a small price to pay to save you lots of headache and heartache in the future—and even if everything is going *perfectly* right now, you will learn some wonderful and powerful methodologies to strengthen communication and understand how you're wired.

If you're not married yet, this is one of the greatest ways to learn about the other person. The insights that you will gain will help you discover your spouse-to-be in ways you could never have thought of. You will not be wondering why they are so different then you—you will learn the reasons and learn to connect. There are people that have been married for over 40 years that still don't understand each other—they just co-exist together leading separate lives—or worse—they got divorced a long time ago—in their hearts.

HOW TO GET STARTED

Ask your pastor, marriage mentors at church, or whoever is in charge of making this happen to bring us in for a *Marriage Personality Workshop*.

You can call Jody at 800-328-2390 or email her at Jody@WeAreCaris.com



Parents & Teens



Helping students and parents connect and communicate. What if you could help your students develop really strong relationships with their parents?

“WHY DID YOU DO THAT?” my mom asked. I don’t know why—I just *did it*. When we don’t understand the other person, we stress. Sometimes significantly. It doesn’t have to be this way.

Wouldn’t it be great to have a clearer and more accurate understanding of ourselves *and* others so that we can communicate with and treat one another much better? Significantly better?

You might say you know yourself pretty well. But have you ever wondered about someone else, “Why do they do that?” or “why can’t they understand me?” or, if you’re honest, “why do I do that?”

Specifically, we help parents and teens discover their *personality* differences and the reasons behind them so they can understand one another better and significantly deepen their relationships. Why is this so important? When we don’t speak the same personality language—and most *do not*—we don’t communicate well. At the *Caris Group*, we help people understand and speak each other’s *personality* language. Imagine if we could speak in a way that helped the other person always understand us—and we always

understand them. We show your students—and their parents—how to be themselves and live to tell about it! Our live, interactive session gets parents and students actively participating and clearly shows everyone their primary personality trait. Basic traits are emphasized and help each person learn to hear *and* speak each other’s personality language. By the end of the session, parents and teens will understand each other on a much deeper level, and learn how to understand and speak each other’s language.

As certified behavior specialists, we are equipped to help everyone understand their personality style, which will enable them to begin to deeply understand others. A proper understanding of personality styles helps lower stress in the home, facilitate better teamwork, and minimize family conflict. It can also help students understand their work methods and help them power through college and career. Plus, it can create an environment that builds trust and can help battle self-destructive or even suicidal thoughts.

For more information or to schedule your session, email Personality@WeAreCaris.com or call us today at 800-328-2390. Don’t just *wish* you had better relationships, be intentional and *make* better relationships!



FOOTNOTES

18. It was hard getting an accurate reading of how many people have taken a DISC assessment worldwide. There are many companies on the Internet that claim to have given over a million assessments. StrengthsFinder claims over 20 million just for their assessment (<https://www.gallupstrengthscenter.com/home/en-us/strengthsfinder>) and Meyers Briggs claim over 40 million. Our best estimate is over 20 million assessments, though that appears to be in the US alone. Over the years we have seen estimates as high as 40 million. Although we don't have an accurate number, we estimate it to be in the tens of millions at least. That's pretty significant.
19. Fail Forward—to fail forward is to learn from your mistakes, not to let them stop you from moving in a positive direction but get up after you get knocked down and keep going! It's about being intentional through the obstacles and not let your failures get the best of you. Reflect on your errors (for a short period), make a change and keep pressing on. We all fail. It's not IF you fail, it's how you respond WHEN you fail. We will all fail more in life than we succeed. Learning to fail forward is paramount in overcoming those things that hold you back.
20. Self-Awareness—“conscious knowledge of one's own character, feelings motives, and desires.” (dictionary.com) Related to empathy. The more empathetic we are (Supportive personalities), the more self-awareness we usually have. Dominants are extremely driven and forward thinking, and therefore, typically don't stop and smell the roses or pay attention to what is going on around them.
21. Two of the DISC personalities are Outgoing—Dominant and Inspiring. They make up about 35% of the population. The other two personalities, Supportive and Conscientious, are Reserved. They make up about 65% or two thirds of the population. The Outgoing personality tend to move more quickly and are faster paced in general. The Reserved personalities tend to move more slowly and be slower paced. Not slower thinking.
22. Positive Accountability—is the name of a concept where you hold someone accountable before a situation instead of after it. It's similar to encouragement except that you have specific times you contact the person being held accountable to encourage them to get and stay on target. Much like a coach. I wrote a book on it. See <http://wearecaris.com/positive-accountability> for more information.
23. Inspiring (I) personalities make up 25-30% of the population. Information from Target Training International. Cited on Page 46 of Who Do You Think You Are, Anyway? by Dr. Robert A. Rohm, Phd.
24. Supportive (S) personalities make up 30-35% of the population. Information from Target Training International. Cited on Page 46 of Who Do You Think You Are, Anyway? by Dr. Robert A. Rohm, Phd.
25. Conscientious personalities make up 20-25% of the population. Information from Target Training International. Cited on Page 46 of Who Do You Think You Are, Anyway? by Dr. Robert A. Rohm, Phd.
26. The concept of the DISC model of human behavior started with William Moulton Marston when he wrote his book, “Emotions of Normal People” in 1928, where he defined the four primary personality types. Marston was a physiological psychologist receiving his Phd. from Harvard. He theorized that the behavioral expression of emotions could be categorized into four primary types, determined from a person's perception of self in relationship to his environment. Marston originally labeled these four traits of behavior as Dominance (D), Inducement (I), Submission (S), and Compliance (C).
27. Claudius or Aelius Galenus was born in 129 A.D. He was a follower of Hippocrates, who lived in 460 B.C- 370 B.C, about 600 years earlier. He determined the four temperaments Sanguine, Choleric, Melancholic, and Phlegmatic. These four types can be loosely compared to the four personality types of DISC. More on Galen: Wikipedia contributors, “Galen,” Wikipedia, The Free Encyclopedia, <https://en.wikipedia.org/w/index.php?title=Galen&oldid=887132995> (accessed April 6, 2019).
28. reasonability test—“A measurement to determine the validity of an action or process.” Business Dictionary definition <http://www.businessdictionary.com/definition/reasonable-test.html>. More specifically, for my purposes, it's a phrase that means *something is not right*. When we read, hear, or see something that doesn't resonate with us, it triggers skepticism. It doesn't pass the *reasonability* test.
29. “...a bruised reed he will not break, and a smoldering wick he will not quench, until he brings justice to victory;” Matthew 12:20. This was a reference to Isaiah 42:3, “a bruised reed he will not break, and a faintly burning wick he will not quench; he will faithfully bring forth justice.” Meaning he is gentle and kind to those in need.
30. to get your DISC assessment, go to <http://www.WeAreCaris.com/assessment/>



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Understand **Personality.**
Understand **Life.**

