



MAXWELL
LEADERSHIP®

Sample Report

Style: Peacemaker SC

Communication Impact Report

Monday, April 22, 2019

Communication

Congratulations on exploring your communication style!

Each of us is wired with a very unique style of communication and collaborating with others. When we take our best and use it to serve people and projects, we can enjoy a higher degree of performance and a lesser degree of difficulty in our interactions with others.

Based on your responses to the online assessment, this report shows your communication style and offers tips on how you can connect more effectively with others. It also provides information on your strengths in influencing results, all of which are important to communicate, connect, and collaborate with others.

Decades ago in business, it was not uncommon for people to think, “If I won, then you lost; and if you won, I lost.”

It was purely competitive, and healthy competition is good. However, today's growth-oriented companies and business professionals know that success comes through powerful collaboration, and that always begins with communication.

According to a recent magazine article, Warren Buffett said “Without good communication skills, you won't be able to convince people to follow you, even though you see over the mountain, and they don't.”

In the same article, Bill Gates notes the need for good communication in order to collaborate with people across the board...and indeed, across the world. Entrepreneur Richard Branson promotes good communication from a connection standpoint – realizing the connections you have help get you where you want to go.

If you are participating in one of our Communication programs, you will learn even more and be equipped and empowered to fully utilize the best method to communicate and do great work with others!

Now let's discover your communication style...

Introduction

Your report uses the DISC Personality System. The DISC Personality System is the universal language of behavior. Research has shown that behavioral characteristics can be grouped together in four major groups. People with similar styles tend to exhibit specific behavioral characteristics common to that style. All people share these four styles in varying degrees of intensity. The acronym DISC stands for the four personality styles represented by the letters :

- D = Dominant, Driver
- I = Influencing, Inspiring
- S = Steady, Stable
- C = Correct, Compliant

Knowledge of the DISC System empowers you to understand yourself, family members, co-workers, and friends, in a profound way. Understanding behavioral styles helps you become a better communicator, minimize or prevent conflicts, appreciate the differences in others and positively influence those around you.

In the course of daily life, you can observe behavioral styles in action because you interact with each style, to varying degrees, everyday. As you think about your family members, friends and co-workers, you will discover different personalities unfold before your eyes.

- Do you know someone who is assertive, to the point, and wants the bottom line?

Some people are forceful, direct, and strong-willed.

This is the D Style

- Do you have any friends who are great communicators and friendly to everyone they meet?

Some people are optimistic, friendly, and talkative.

This is the I Style

- Do you have any family members who are good listeners and great team players?

Some people are steady, patient, loyal, and practical.

This is the S Style

- Have you ever worked with someone who enjoys gathering facts and details and is thorough in all activities?

Some people are precise, sensitive, and analytical.

This is the C Style

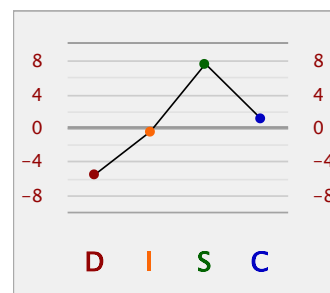
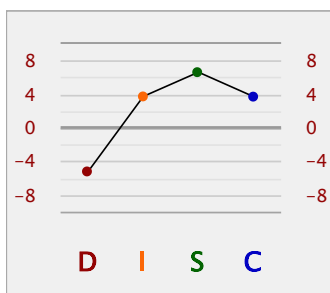
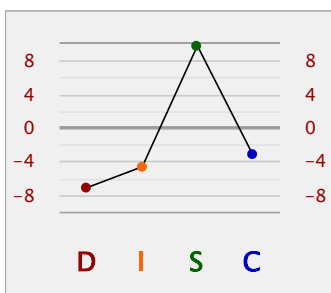


The chart below helps put the four dimensions of behavior into perspective.

	D = Dominant	I = Influencing	S = Steady	C = Compliant
Seeks	Control	Recognition	Acceptance	Accuracy
Strengths	Administration Leadership Determination	Persuading Enthusiasm Entertaining	Listening Teamwork Follow-Through	Planning Systems Orchestration
Challenges	Impatient Insensitive Poor Listener	Lack of Detail Short Attention Span Low Follow-Through	Oversensitive Slow to Begin Dislikes Change	Perfectionist Critical Unresponsive
Dislikes	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
Decisions	Decisive	Spontaneous	Conferring	Methodical

Because human personality is comprised of varying intensities of the four behavioral styles, the DISC graph helps make the personality style more visual. The DISC graph plots the intensity of each of the four styles. All points above the midline are stronger intensities, while points below the midline are lesser intensities of DISC characteristics. It is possible to look at a DISC graph and instantly know the personality and behavioral characteristics of an individual.

Below are your three DISC graphs, and a brief explanation of the differences between the graphs.



DISC graph 1 represents your "public self" (the mask)

This graph displays the "you" others see. It reflects how you perceive the demands of your environment, and your perception of how you believe others expect you to behave.

DISC graph 2 represents your "private self" (the core)

This graph displays your instinctive response to pressure, and identifies how you are most likely to respond when stress or tension are present. This would be your instinctive reaction.

DISC graph 3 represents your "perceived self" (the mirror)

This graph displays the manner in which you perceive your typical behavior. It could be referred to as your self perception. Although at times you may be unaware of the behavior you use with other people, this graph shows your typical approach.

Description

understanding your style

Connie's style is identified by the keyword "Peacemaker".

Connie, as a Peacemaker style, is kind in nature and is very detail oriented. Peacemakers are caring about the people around them and possess the qualities that make them very meticulous at task completion. Connie likes to look around carefully before making any decisions and weigh how it will affect people, at times being overly cautious. If Peacemakers feel someone is taking advantage of a situation, they will slow down processes so that they can watch what is going on around them.

Connie is loyal to supported leaders, and is an excellent person to have on the team. Peacemakers carefully and consistently work through situations. They tend to show anxiety when put in a situation where they feel obligated to make decisions that may negatively affect others. Connie wants stability and exhibits stability in relationships, needing a protected and secure environment. Peacemakers enjoy people, but prefer a few close friends to many acquaintances. They like small groups rather than crowds. They are overly sensitive and don't handle criticism well. They need to develop confidence and be more independent. Connie is very concerned about what people think and avoids conflict.

Precision is imperative in everything Connie does. Peacemakers can be counted on to carry out any tasks correctly. They want exact facts and figures before they will make a decision; they feel uneasy when forced to make a quick decision. They often keep feelings to themselves. Others may not be aware of their strong beliefs. Peacemakers do not blow up easily, but after a point they will make their feelings known to everyone. Connie wants a stable home and work environments that promote security. The more stable and non confrontational the environment, the happier a Peacemaker will be.

Connie would prefer things stay the same rather than to risk a new venture (unless it is proven and true). This person is typically peaceful and low key and is usually seen by associates as a good friend and listener. Connie tends to adopt a "wait and see" attitude rather than taking charge of a situation, usually preferring to let others take the lead.

Although socializing is not typically a primary focus, Connie is one who can appreciate relationships and is comfortable being involved in social functions, without wanting to be the center of attention. Connie prefers to complete tasks before socializing and is more likely to feel comfortable participating in organized activities or friendly competition.

A team player, Connie readily relinquishes personal interests and goals to accommodate others. Loyal to a fault, others may sometimes question their unwavering dedication to current relationships and methods. Connie values security and usually avoids sudden changes in their environment or situation.

Neat and orderly, others usually see Connie as practical. This individual needs adequate information to make decisions, and will consider the pros and cons. Connie may be sensitive to criticism and will tend to internalize emotions. Connie likes to clarify expectations before undertaking new projects and will follow a logical process to gain successful results.

Careful, thinking things through
Possessive, sensitive
Slow to make changes, predictable
Non confrontational, internalizes feelings

General Characteristics

Recognition for loyalty and dependability
Appreciation of their high quality work
No sudden changes in procedure or lifestyle
Activities to start and follow through to the finish

Motivated By

Practical procedures and systems
Stability and predictability
Tasks that can be completed at one time
A friendly, team atmosphere

My Ideal Environment

Communicating with the Peacemaker style

Remember, a Peacemaker may want:

- Security in situations, sincere appreciation, repeated work patterns, time to adjust to change, limited territory of responsibility, identification with group, areas of specialization, clear definitions of their roles

Greatest fear:

- Loss of security, being criticized

When communicating with Connie, a Peacemaker, DO:

- Create a favorable environment that is personal and agreeable
- Express a genuine interest in them as a person
- Provide them with clarification for tasks and answers to "how" questions
- Be patient and give them follow-up support
- Present ideas or departures from current practices in a non-threatening manner; give them time to adjust
- Clearly define goals, procedures and their role in the overall plan

When communicating with Connie, a Peacemaker, DO NOT:

- Be pushy, overly aggressive, or demanding
- Expect them to make decisions without all the information
- Ask them to discipline others or put them in competitive environments
- Be too confrontational or critical of their actions

While analyzing information, Connie, a Peacemaker may:

- Be openly agreeable but inwardly unyielding
- Internalize their concerns and doubts
- Hesitate to share feedback during presentations
- Require additional information and supporting materials

Motivational Characteristics

- **Motivating Goals:** Security, correct procedures
- **Evaluates Others by:** Precise standards (based on what they do), stability
- **Influences Others by:** Attention to detail, dependability
- **Value to Team:** Quality and correctness oriented, dependable, consistent
- **Overuses:** Caution, dependency
- **Reaction to Pressure:** Stubborn, fearful, holds grudges
- **Greatest Fears:** Abandonment, antagonism
- **Areas for Improvement:** Develop confidence and independence, be more flexible, don't fear confrontation



Knowledge comes,
but wisdom lingers.

- Alfred Lord Tennyson

Communicating with the Peacemaker style

Value to the group:

- Reliable, steady and loyal team member
- Compliant towards authority
- Good listener, patient and empathetic
- Will follow a task through from start to finish

Peacemakers possess these positive characteristics in groups:

- Instinctive relaters
- Participative managers who accomplish goals through personal relationships
- Make others feel like they belong
- Show sincerity and loyalty
- Provide specialized skills
- Can see a process for doing things
- intuitive about people and relationships
- Full of common sense, realistic and practical
- Buy into team goals
- Dependable and unvarying
- Identify strongly with the team
- Strive to build relationships
- Consider elements of a total project
- Even-tempered, stable and patient with others

Personal growth areas for Peacemakers:

- Be more open to change, develop more flexibility
- Be more direct in your interactions
- Focus on overall goals of the team rather than specific procedures
- Deal with confrontation constructively
- Increase pace to accomplish goals
- Show more initiative



You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.

- Lee Iacocca

Effective Communication

Effective communication requires that we use the method that works best for the other individual, not ourselves.

In his book, *Everyone Communicates, Few Connect*, author and leadership expert John C. Maxwell says there are five practices we can follow to connect with others.

1. Connectors connect on common ground. This requires moving away from what is different about you and the other person, to focusing 100% of your attention on the common ground between you and the person with whom you are trying to connect.
2. Connectors do the difficult work of keeping it simple.
3. Connectors make it an experience everyone enjoys.
4. Connectors inspire people.
5. Connectors live what they communicate.

By participating in one of our upcoming Communication programs, you will learn even more as we dig into deeper ways you can connect.

But what about difficult people?

Sooner or later, each of us will likely face the challenge of dealing with difficult people. The problem is simple: people don't come with an instruction manual!

Each of us is a unique blend of personality, talents, skills, and experience, which would require much more than one book could possibly hold. There are, however, some tools that can help us communicate and connect with difficult people, and approaching communication through the lens of their style is key. A wise person will make it a point to get to know others well and actively seek opportunities to help them grow and develop. This is true in families, as much as it is true in business.

In addition to the five practices, here are several keys to working with a difficult person.

- Determine the real issue. Often what a person says is the issue is just the surface. Dig deeper with them to get to the heart of the matter.
- Attack the issue and not the person. Once you know the real heart of the matter, attack the problem, not the person. Many people make the mistake of attacking the person instead of working together to attack the problem.
- Guide the conversation while remaining open. If you are in a work situation, remember that, while you may be guiding the conversation, you must also remain open to providing an opportunity for the team member to share their point of view. Communication is dialogue, not monologue.
- Always offer respect. Respecting a difficult person can be a challenge because your natural inclination may be more easygoing. As such, it can be difficult to understand why someone else would not be that way as well. Realize the person who is being difficult may see things from a very different perspective than you. Discuss the different perspectives, and always with respect.

On the next page, we have provided an easy way for you to identify the best approach for various individuals.

Communication Tips

The MAXWELL METHOD DISC STYLES OF COMMUNICATION

If you are communicating with someone who demonstrates these CHARACTERISTICS	THEY MAY BE A	Consider using this COMMUNICATION APPROACH
<ul style="list-style-type: none"> » Confident » Assertive or aggressive » Challenges the status quo » Seems to like control » Dislikes routine 	D	<ul style="list-style-type: none"> • Be direct and brief. • Stay in the big picture. • Don't try and share all of the details. • For a decision, provide them with options. • Maintain your focus on results, not process.
<ul style="list-style-type: none"> » Talkative » Optimistic » Encourages others » Fun to be around » Very social 	I	<ul style="list-style-type: none"> • Allow them the opportunity to share their ideas. • Keep the conversation fun. • Don't overwhelm them with too much data. • Expect to follow up with them. • Provide short, concise information in a friendly way.
<ul style="list-style-type: none"> » Loyal » Reliable » Good listener » Avoids confrontation » Mediator 	S	<ul style="list-style-type: none"> • Keep the conversational tone pleasant and friendly. • Steer clear of confrontational words or attitude. • Express your appreciation for their dedication and loyalty. • Focus on maintaining a supportive tone. • Provide them with time to adjust to changes.
<ul style="list-style-type: none"> » Analytical » Organized and structured » Works well with a schedule » Prefers to work alone » Quiet and reserved 	C	<ul style="list-style-type: none"> • Focus on facts. • Keep the tone professional. • Give them all of the details. • Provide them with time to analyze options for decisions. • Remember they may ask many questions because they process by gathering more facts.

The JOHN MAXWELL **Team**

Bonus Information About Your Style

Our goal is to exceed your expectations, so we are providing you with this bonus information!

In the next few pages, we have provided some additional insight - based on your D.I.S.C. style – which you may find helpful in both professional and personal situations.

Just as each of us is naturally wired with a communication style, there are workplace characteristics and methods in which we influence results that are uniquely our own.

First, we will share with you information on some key **Workplace Characteristics** you display. This will help you understand the characteristics you bring in your approach to work.

Then our **POWER DISC** indicates your level of intensity in seven areas to influence results. Any of the seven areas at or above the mid-line are considered areas of strength for you. No one is expected to be great at all seven. Focusing on your particular areas of strength will help you improve results.

Consider the method of neutralizing the other areas by working collaboratively with people who have the strengths you do not possess to a high level. This collaborative approach in work groups, sports teams, families, and organizations is a successful method for sustaining great performance over the long term.

*As you discover areas where you are naturally gifted,
look for parallel skills that go with them. - John C. Maxwell*

Workplace

your professional style

In the workplace, the high-S style is the person you can depend upon to use common sense and follow through. S style employees are very responsible, loyal, steady, easy going and friendly. S styles find ways to balance the demands of both tasks and people. Their practical nature takes care of business without sacrificing relationships. This proficiency makes them excellent managers, directors, supervisors, and administrators of people, projects, and operations. S style personalities are abundant in every field of work because they are all-around great team-players.

Committed to people and tasks, the S style is tuned into meeting the needs of others, sometimes at their own expense. They are generally humble and not uncomfortable taking a supportive role or doing tasks that D and I styles may find routine, non-challenging, or unglamorous. Basically, they make things happen for others, and in the process, often make their associates and superiors look good.

Organizations depend upon S styles everyday to maintain homeostasis, keep resources functional, and customers content. Since S styles are very level-headed, they can be counted upon to find sensible and realistic solutions. They organize well, manage daily details, and multi-task instinctively.

As managers, S styles are solid leaders, compassionate, yet committed to the task at hand. Others may know them to be the "hub" of the wheel, or the "glue" that keeps everything operating smoothly. Their leadership style is participative, modest, pragmatic, patient and consistent.

Of all DISC styles, S styles make the best team members because they are dependable and devoted. They find ways to execute tasks outlined by others and to move projects along to completion. Others feel comfortable around the approachable, warm and friendly S team member. Their great listening skills make them natural counselors, mediators and diplomats who work toward consensus. Their trustworthy character enables others to confide in them.

The high S-style is challenged by change, decisions, and aggressive personalities. They work hard to keep work routines and circumstances unchanged, stable and predictable. Therefore, they may try to sabotage anything that puts their cherished status-quo at risk. They would rather not make critical decisions if there is someone else to make them. Aggressive, fast-moving and outspoken personalities may intimidate or create stress for the S-style in the workplace.

Supportive Workplace Style Characteristics:

1. Provides a strong sense of security and "grounding" for others
2. Practical in action and a no-nonsense communicator
3. Has trouble making decisions quickly
4. Very committed and loyal to others and to the promises they make to their team or associates
5. Extremely supportive of other associates, not afraid to take more supportive roles
6. Their compassion and their empathy for others makes them people whom others confide in
7. Humble leaders who are not high maintenance, but usually do the maintaining of others
8. Highly responsible managers who are great at multi-tasking
9. Works to keep systems and circumstances unchanged, steady and predictable
10. High need to feel appreciated and needed by others in the organization
11. Becomes overly passive with more aggressive styles
12. Under stress, can become resistant, stubborn and inflexible
13. Great listener as well as patient with frustrating issues

Workplace

tips for your professional style

Tips for High S Personality Styles in the Workplace

Tips for self-growth and to enhance communication in the workplace:

High S Workplace Characteristics

Tips for self growth and to help you be better understood by co-workers of different styles

Ss don't like to move out of their "comfort" zone.

The world of business and commerce necessitates a certain amount of risk taking. S styles are known for their fondness of safe and secure measures, choices and environments. They want to preserve the status quo at all costs. However, most corporate and personal progress happens when someone steps out of their comfort zone and into their growth zone. **Try to become more forward thinking and more open to trying new things.**

Ss are highly responsible managers.

Don't "over-manage" others. Since S styles are so capable and willing to handle anything, it's easy to get caught up in "micro-managing" others. For some S styles, doing things themselves is less risky than delegating the task to others. **Don't be afraid to ask others to support you in your tasks. You may find or help others to be as capable as you.**

Ss are great at supporting others when needed.

Be aware that you need to make time for yourself. High S styles often sacrifice their own needs (health and well-being) because they are too busy concentrating on the needs of others. Don't allow others to take advantage of your willingness to support them and make self sacrifices. **Know when to say "no".**

Ss internalize feelings.

Try to be more open and expressive with your feelings. If something is bothering you, speak up about it and get it off your chest. If you don't, it may cause stress, resentment or bitterness. S styles who don't let the steam out regularly may find they blow their top like a pressure cooker.

Ss become overly passive, unreceptive or unresponsive with other more aggressive styles.

In some cases, high S styles will "shut down" rather than deal with aggressive workplace styles. For them, it is easier to give in rather than risk confrontation or security. It is good to be tolerant, but not good to be too meek or timid. **Learn to stand up for what you believe in and don't be intimidated by other more extroverted styles. Often their bark is worse than their bite.**

Ss like to find the easiest way of doing things.

Sometimes the easier way is the most practical and sensible way, other times, "easier" means cutting corners or doing as little work as possible. **Be careful not to sacrifice quality in an effort to find the easy way.**

Ss need to feel appreciated.

Many workplaces have a rewards system allowing for advancement and recognition. Just as important, high S styles need to feel appreciated, needed, and valued within the organization. **Don't be afraid to ask others for formal, written feedback as it is as much a motivator to the S as monetary rewards.**

Ss can be indecisive

Ss may be indecisive for many reasons, 1) fear that someone will be negatively effected by the decision if that were a consequence, 2) may not feel convicted enough in any one direction 3) heavily influenced by other conflicting opinions 4) will wait to see what others do first. **Sometimes it's good to hesitate before making a decision, other times indecision can make your decision for you.**

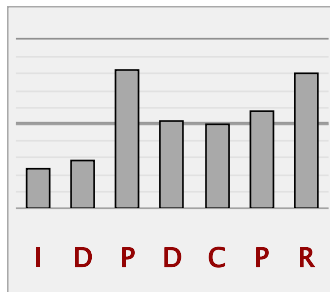
Ss can be possessive

Ss tend to cherish the things they work so hard for. They cherish their positions, their families, possessions, and their time. Sometimes they relish things to a fault and become possessive or controlling about people or things. **Be aware of this tendency and practice generosity and openness with the people and things you enjoy.**

Ss can be skeptical

S styles really need to be shown, before they believe. Their practical, realistic, non-idealistic nature makes them a bit cynical, doubtful and disbelieving. In some cases, like with a high I style; a dose of realism is good to play "devils advocate". In others, being skeptical can put a damper on enthusiasm and passion. **Don't let your zeal be overpowered by your skepticism. Don't let your skepticism diminish the corporate mood or corporate culture.**

your strengths in leadership



INFLUENCING -

Fair: Influencing and delegating to others is not exactly the role you desire most, but if it is an occasional part of what you need to do, you accept it. You prefer to be recognized as a part of a group rather than receiving individual recognition.

DIRECTING -

Fair: You understand that directing others and doing what needs to be done to meet deadlines is important. You do find ways to make sure this is part of your routine, although you do not consider it your primary strength.

PROCESSING -

Main Focus: You are probably overloaded with work because you hate to delegate; you tend to do most things yourself. You believe that for something to be done right, you need to do it. Train others around you to work to your own high standards and delegate to them. Although it may take longer initially, you will be helping others to achieve and grow more. Be willing to accept change and understand it may be necessary for growth and security.

DETAILING -

Above Average: You have an ability to logically look at a situation and rearrange things for a more efficient operation. You pay attention to even the smallest details and put the finishing touches on projects. Your surroundings are neat and efficient and you appreciate when others follow suit.

CREATING -

Good: You are more comfortable moving ahead in areas in which you have experience and proven results. Sometimes you prefer to have the pace slowed down a bit so that one project can be completed before another venture is begun.

PERSISTING -

Above Average: Others like working together with you because you typically do more than your share of whatever is required and this makes the entire team look good. You will maintain a hands-on approach and let others visibly see that you are a team player.

RELATING -

Main Focus: If you have not made a new friend and done something impulsive today, you probably feel like it was not one of your great days. You always enjoy finding ways to meet new people and you deliberately try to avoid any routine. You would do well to make more of an effort to organize your time and set deadlines for important goals.

Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter.

- Gilbert Amelio

Your Next Step

Communication may not be a natural strength for you, but it is a skill that everyone can develop. Whether you are an introvert or extrovert, it is a skill that should be honed and used throughout your lifetime.

Now that you have learned more about your communication style, you have an opportunity to apply this new knowledge.

If you are not already enrolled in one of our Communication programs, the Maxwell Leadership Certified Team Member who supplied you with this report can provide you with options for the various programs available so you can dig in and learn the principles and practices John Maxwell so masterfully has outlined.

If you are already enrolled in an upcoming program, your new level of effectiveness will impact your communication and influence, and you will find new strategies and ideas to move into deeper connection with those around you!

People may hear your words, but they feel your attitude. - John C. Maxwell