Jane Doe

Style: **Challenger DC**

2D Report: DISC + BAI

Friday, January 2, 2026

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

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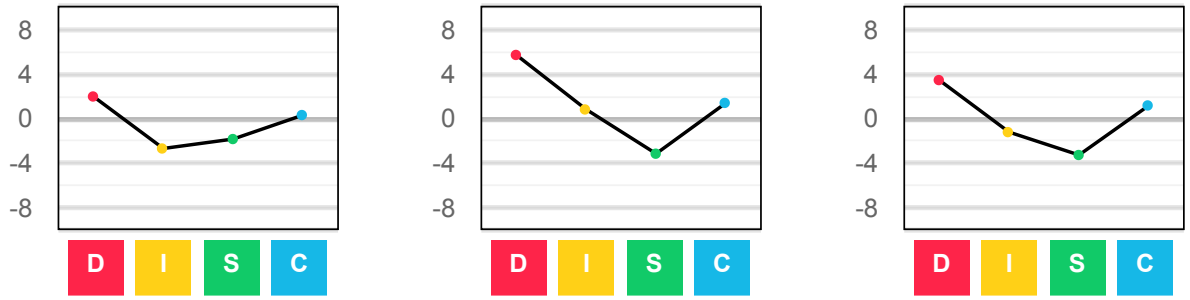
The chart below helps put the four dimensions of behavior into perspective.

	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 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.

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Description

understanding your style

Jane's style is identified by the keyword "Challenger".

As a Challenger style, Jane is sensitive to problems, and displays a significant amount of creativity in the ability to solve them. Challengers can complete significant tasks in very little time due to their strong resolve. Jane is determined and probably has high astuteness combined with quick reactions. Challengers will examine and pursue all possible avenues when searching for a solution to a problem. They display a lot of foresightedness in focusing on projects. Striving for correctness, they counterbalance their drive for tangible results. Challengers can tend to be perfectionistic and can vacillate in decision making while trying to determine the "best" choice.

Challengers sometimes appear to lack social poise and may possibly even be perceived as cool and overly forthright. They prefer working alone and thrive in an environment where they can call the shots. Jane tends to be quiet and reserved when becoming involved in personal relationships and does not trust easily. A Challenger typically will have little patience for those who do not follow what is believed to be the right way, since they are so strongly motivated by a drive to excel. Challengers tend to become easily bored with routine responsibilities, needing the opportunity to work on new projects. They tend to ignore the emotional side of people in favor of focusing on the task at hand. They would benefit by considering the development of warmness in social relationships as an important task. Jane would also be well advised to give additional consideration to the value of developing a team and the increased productivity that can be derived from being a strong leader of a solid team. Jane should work to build stronger cooperation with team members and to develop a patient attitude when considering others' opinions and work styles.

Task oriented and driven by results, Jane tends not to get emotionally involved when discussing issues with people. A Challenger is creative and thinks ahead to what they will do next and how decisions may effect what happens next. Jane is inquisitive and likes to have details and facts about the unfamiliar.

Jane is motivated by the ability to lead groups and influence others such as associates, co-workers and friends. This is someone who takes the responsibility of leadership seriously, and is typically able to make important decisions without delay. Jane exudes confidence and others respond to their natural ability to be a front runner.

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

Others see Jane as a versatile person whom they rely upon to break up monotonous or routine situations. Sometimes prefering to do things outside of the team, this person tends to be individualistic. Jane may even be perceived as "restless" and tends to move quickly from one thing to the next.

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

High ego strength
Analytical, methodical
Problem solver
Extremely task oriented

General Characteristics

Work and project completion
Authority to design and implement solutions
Not having to needlessly socialize or play politics
Being provided the necessary tools to achieve success

Motivated By

Being able to design and refine
Challenging tasks and activities
Projects that produce tangible results
Recognition for their analytical abilities

My Ideal Environment

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Communicating
with the Challenger style

Remember, a Challenger may want:

- Authority, assignments promoting growth, "bottom line" approach, opportunities for advancement, ability to work alone

Greatest fear:

- Others criticizing and taking advantage of them

When communicating with Jane, a Challenger, DO:

- Be brief, direct, and to the point
- Ask "what" and "why" questions
- Focus on business; focus on results
- Suggest ways to achieve results, be in charge, and solve problems
- Highlight logical benefits of featured ideas and approaches; recognize their quality work
- Agree with facts and ideas rather than a person when in agreement

When communicating with Jane, a Challenger, DO NOT:

- Ramble, repeat yourself
- Focus on problems
- Try to be too sociable early in the relationship
- Make sweeping generalizations or make statements without support

While analyzing information Jane, a Challenger, may:

- Want to do it alone without consulting others
- Neglect the human factor; make decisions based on facts
- Overlook others' opinions
- Offer innovative and progressive systems and ideas

Motivational Characteristics

- **Motivating Goals:** Dominance, discovering unique solutions
- **Evaluates Others by:** Self-imposed standards, expression or progressive ideas
- **Influences Others by:** Competition, setting a place in developing systems
- **Value to Team:** Initiates change and improvements, challenges complacency
- **Overuses:** Bluntness and criticism
- **Reaction to Pressure:** Sulks, becomes bored with routine, dictatorial, compassionless
- **Greatest Fears:** Not being influential; failure
- **Areas for Improvement:** Show warmth; become more verbal and team oriented; use the "sell not tell" approach

Communicating
with the Challenger style

Knowledge comes,
but wisdom lingers.

- Alfred Lord Tennyson

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Communicating

with the Challenger style

Value to the group:

- Bottom-line organizer
- Analytical capabilities
- Not afraid to make unpopular decisions; able to be decisive
- Get results efficiently

Challengers possess these positive characteristics in groups:

- Instinctive leaders
- Autocratic managers who are great in crisis
- Self reliant
- Self disciplined
- Innovative in getting results
- Maintain focus on goals
- Specific and direct
- Overcome obstacles
- Provide direction and leadership
- "Walks the walk" by providing a good example
- Willing to speak out
- Combines experience with practical knowledge
- Welcome challenges without fear
- Function well with heavy work loads

Personal growth areas for Challengers:

- Strive to be an "active" listener
- Be attentive to other team members' ideas until everyone reaches a consensus
- Be less domineering and more friendly and approachable
- Develop a greater appreciation for the opinions, feelings and desires of others
- Put more energy into personal relationships; show your support for other team members
- Take time to explain the "whys" of your statements and proposals

Communicating
with the Challenger style

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

- Lee Iacocca

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Communication Tips

relating to others

Your D and C plotted above the midline, your style is identified by the keyword "Challenger".
This next section uses adjectives to describe where your DISC styles are approximately plotted on your graph. These descriptive words correlate as a rough approximation to the values of your graph.

D -- Measures how decisive, authoritative and direct you typically are. Words that may describe the intensity of your "D" are:

- ***FORCEFUL*** Full of force; powerful; vigorous
- ***RISK TAKER*** Willing to take chances
- ***ADVENTURESOME*** Exciting or dangerous undertaking
- ***DECISIVE*** Settles a dispute, question, etc
- ***INQUISITIVE*** Inclined to ask many questions; curious

I -- Measures how talkative, persuasive, and interactive you typically are. Words that may describe the intensity of your "I" are:

- ***WITHDRAWN*** Retreating within oneself; shy; reserved; abstract
- ***RETICENT*** Silent or uncommunicative; disinclined to speak; reserved

S -- Measures your desire for security, peace and your ability to be a team player. Words that may describe the intensity of your "S" are:

- ***RESTLESS*** Inability to rest or relax; uneasy; not quiet
- ***CHANGE-ORIENTED*** Desire to alter; likes variety
- ***SPONTANEOUS*** Acting in accordance with a natural feeling without constraint
- ***ACTIVE*** Characterized by much action or emotion; busy; quick

C -- Measures your desire for structure, organization and details. Words that may describe the intensity of your "C" are:

- ***CONVENTIONAL*** Sanctioned by, or following custom of usage
- ***COURTEOUS*** Polite and gracious
- ***CONSCIENTIOUS*** Scrupulous; painstaking effort to achieve correctness
- ***HIGH STANDARDS*** Holds to a strong values system

Communication Tips
relating to others

The only way to change is by changing your understanding.

- Anthony De Mello

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Communication Tips

how you communicate with others

How You Communicate with Others

Please return to the "Communicating" section of this report and review the communicating "DO" and "DO NOT" sections for your specific style. Reviewing your own communication preferences can be an eye-opening experience or simply confirmation for what you already know to be true. Either way, you have your communication characteristics in writing. This information is powerful when shared between colleagues, friends, and family. Others may now realize that some approaches do not work for your style, while other ones are received well by you. Equally important is that you now see that THE WAY YOU SAY SOMETHING can be as important as WHAT IS SAID. Unfortunately, we all have a tendency to communicate in the manner that we like to hear something, instead of the method another person prefers.

Your style is predominately a "D" style, which means that you prefer receiving information telling you RESULTS. But, when transferring that same information to a client or co-worker, you may need to translate that into giving them precise facts, or just the end result, or how they are a part of the solution and we need to work as a team.

This next section of the report deals with how your style communicates with the other three dominant styles. Certain styles have a natural tendency to communicate well, while certain other styles seem to be speaking different languages all together. Since you are already adept at speaking your "native" language, we will examine how to best communicate and relate to the other three dominant languages people will be using.

This next section is particularly useful for a dominant "D" style as you may have the tendency to be more aggressive in your communication than what others would like.

The Compatibility of Your Behavioral Style

Two "D" styles will get along well only if they respect each other and desire to work as a team to accomplish a set goal. Care must be taken not to become overly competitive or overly domineering with each other.

A "D" likes the "I" style, because an "I" is a natural encourager to the "D". Sometimes an "I" will not be task oriented enough for the "D" in a work situation, unless the "D" sees the value of how the "I" can be influential to achieve ultimate results.

A "D" and an "S" normally work well together because the "S" does not threaten the "D", and will normally work hard to achieve the desired goal. Sometimes personal relations can be strained because the "D" sometimes comes across as too task oriented and driven.

A "D" and a "C" must be careful not to become too pushy and too detail oriented, respectively. However, a "D" needs the detail attention of the "C" style, but sometimes has a hard time of effectively communicating this need.

Communicating
with others

Speech is the mirror of the soul; as a man speaks, so is he.

- Publilius Syros

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Communication Tips

compatibility of your behavioral style

How the "D" Can Enhance Interaction with Each Style

D with D

If there is mutual respect, you will tend to see each other as driving, visionary, aggressive, competitive and optimistic. So long as they agree on the goal to be accomplished, they can focus on the task at hand and be extremely efficient. If mutual respect does not exist, you will tend to see the other D as argumentative, dictatorial, arrogant, domineering, nervous and hasty.

Relationship Tip: Each of you must strive to achieve mutual respect, and communication, setting this as a goal to be accomplished will help immensely. You must also work to understand the realms and boundaries of each other's authority, and to respect those boundaries.

D with I

You will tend to view I's as egocentric, superficial, overly optimistic, showing little thought, too self-assured and inattentive. You'll dislike being "sold" by the I. Your task orientation will tend to lead you to become upset by the high I's noncommittal generalizations.

Relationship Tip: You should try to be friendly, since the I appreciates personal relationships. Be complimentary, when possible. Listen to their ideas and recognize their accomplishments.

D with S

You will tend to view the S as passive, nonchalant, apathetic, possessive, complacent and non-demonstrative. D's tend to perceive S's as slow moving. They will tend to see your approach as confrontational, and it may tend to be overwhelming to the high S. Your quick pace of action and thinking may cause a passive-aggressive response.

Relationship Tip: Avoid pushing; recognize the sincerity of the high S's good work. Be friendly to them, they appreciate relationships. Make every effort to be more easy going when possible, adapting a steady pace will reduce unnecessary friction in the relationship.

D with C

Your tendency will be to view the C as overly dependent, evasive, defensive, too focused on details and too cautious and worrisome. D's often feel that high C's over analyze and get bogged down in details.

Relationship Tip: Slow down the pace; give them information in a clear and detailed form, providing as many facts as you can. In discussions, expect the C to voice doubts, concerns and questions about the details. Remove potential threats. Whenever possible, allow time for the C to consider issues and details before asking them to make any decisions.

Enhance
Communication

Communication works for those who work at it.

- John Powell

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Communication
worksheet

Communication Tips Worksheet

Changes in your graphs indicate your coping methods. The human personality is profoundly influenced by changes in our environment. Typically, people change significantly from graph one to graph two as a result of stressors or environmental changes. Recognizing the differences or changes between these two graphs helps us understand our instinctive coping mechanism, and indicates how to better adapt in the future.

Instructions: Each of your graphs illuminates different aspects of your personality. A closer look at those changes reveals valuable insights. Please refer to both graphs (if necessary, reference data throughout your profile). Compare the D, I, S, and C points on graphs one and two. Finally, read the analysis of your answers, and consider how your environment affects your decisions, motivations, actions and verbal messages.

D Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "D" higher or lower than the "D" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more control in stressful situations. If the D goes up considerably, you can become very controlling when you become stressed. A lower value indicates someone who desires less control in stressful situations. If the D goes down considerably, you may want someone else to lead you and you will follow.

I Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "I" higher or lower than the "I" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more social influence in stressful situations. If the I goes up considerably, you may try to use your communication skills to smooth things out. A lower value indicates someone who desires less social influence in stressful situations. If the I goes down considerably, you rely less on verbal means to come to a resolution.

S Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "S" higher or lower than the "S" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires a more secure environment in stressful situations. If the S goes up considerably, you may tend to avoid any conflict and wait until a more favorable environment is available before making any changes. A lower value indicates someone who desires a less secure environment in stressful situations. If the S goes down considerably, you become more impulsive in your decision-making.

C Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "C" higher or lower than the "C" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more information before making a decision in stressful situations. If the C goes up considerably, you will probably not want to make a decision until you have significantly more information. A lower value indicates someone who desires less information before making decisions in stressful situations. If the C goes down considerably, you may make decisions based more on gut feelings.

Which one of your points makes the most dramatic move up or down? What does that tell you about how you react to pressure?

How could your coping method help or hinder you in making decisions? How can you use this information to help you see possible blind spots in your reaction to pressure?

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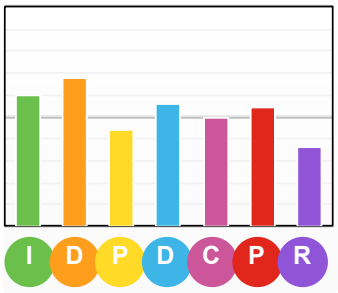
PowerDISC™

your strengths in leadership



INFLUENCING -

Well Developed: You are the "go to" person when a leader is needed. Others see your strengths and know that you possess wonderful managerial insight. Many people are willing to follow you because of your charisma and enthusiasm. While sometimes seeming a bit aggressive, your fairness and people skills soon have others remembering you want the best for all involved.

DIRECTING -

Well Developed: You were probably just selected to oversee yet another project, especially one that has a tight deadline. Your team values your work ethic. You may appear a bit distant at times, but your attention to detail and your inner drive causes others to respect you and to see the great value you add to the team. Learn to take time to get to know other team members; time invested in relationships is not time wasted.

PROCESSING -

Good: You can take an idea or a project and follow through from start to finish. While you prefer changing roles and responsibilities, you will stick to a routine that is necessary to fulfill a need.

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 -

Adequate: Sometimes it seems like work to make meaningful conversation and you tend to not let others get to know a lot of personal things about yourself. Most conversation tends to be "small talk," but you will allow a few close people in your world.

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

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Introduction to your BAI style

WHAT ARE BEHAVIORAL ATTITUDES?

Behavioral attitudes are the thoughts, feelings, and emotions that unconsciously shape every decision we make. They are the unseen influences that drive and motivate us; the internal factors that guide our preferences, choices, and actions. Everything we do and say, everything we aspire to and desire, all these are a product of our Behavioral Attitudes. They are a fundamental part of who we are.

The Behavioral Attitudes Index measures these passions and values as they correlate with people's environments.

Many people are not consciously aware of their Behavioral Attitudes, though they play a large part in the choices we make every day. They are the hidden catalysts that make us ask: Why did I do that? What was I thinking? They are also the foundational desires that, when acknowledged, can help us make important decisions that shape the course of our lives.The primary Behavioral Attitudes that guide us throughout our lives indicate that we value each of the following to varying degrees:

- **I**nner Awareness/Spiritual
- **S**ocial/Humanitarian
- **P**ower/Political
- **E**conomic/Tangible
- **A**rtistic/Innovative
- **K**nowledge/Proficiency

We can see the result of a Behavioral Attitude, while the actual attitude remains hidden. For example, imagine a person considering a choice between pursuing a BA in Fine Arts versus a BA in Art Education. If, for example, they choose Fine Arts, the behavioral attitude that is manifested most intensely in this choice is the Artistic dimension. The attitude that is just slightly less intense is the pursuit of Knowledge behavioral attitude. This is evident by the choices they made. In this scenario, the person is primarily motivated by a deep respect for individual creativity and artistic expression. That behavioral attitude became the main factor in their decision making process- the one that spoke more loudly than the others when they were weighing the merits of their choices.

This person might explain their decision to their friends by saying it just "felt" like the right choice, but in fact, there is a measurable set of attitudes that everyone uses when making easy or difficult decisions. A person's career choice can be one of the most obvious manifestations of their Behavioral Attitudes. But we can even see attitudes influencing something smaller, such as our buying habits. Do we choose a product because it's the most practical, or does that come secondary to it's design or how it makes us feel?

Indeed, Behavioral Attitudes have a direct impact upon life choices, productivity, and work satisfaction. When choices are aligned with one's Behavioral Attitudes, it allows for more passion and greater fulfillment in work and life.

More about Behavioral Attitudes:

- Behavioral Attitudes should align with your goals and objectives
- Recognizing Behavioral Attitudes makes it easier to choose goals
- You devote more energy toward the Behavioral Attitude dimensions you value
- Attitudes both mesh with (and clash with) other Behavioral Attitude dimensions
- Behavioral Attitudes can change over time due to circumstances and available resources

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Overview

Behavioral Attitude Styles at a Glance

I-SPEAK

The acronym "I-SPEAK" represents the six distinct styles that *speak* emphatically to a person. Each illustrates a different way of prioritizing your motivations, passions, and your energy investments via thoughts, tasks, and activities which you find most fufilling. I-SPEAK is your work-passion language.

One thing is clear, our actions and what we do with our free time speak loudly to others. I-SPEAK was designed to examine our underlying PASSIONS and the desires we would like to explore in the workplace and beyond.

When a person is engaged in a task that compliments the behavioral attitudes they value, we tend to say they have a "good attitude." Conversely, if a person is engaged in a task that is not aligned with their primary behavioral attitude, we classify them as having a "bad attitude". Aligning career goals with behavioral attitudes helps you feel more positively about your work

"Passion is Energy. Feel the power that comes from focusing on what excites you."-Oprah Winfrey

- **I = Inner Awareness/Spiritual Growth**–a desire for balance, harmony, and self growth
- **S = Social/Humanitarian**– a desire to help others altruistically
- **P = Power/Political**– a desire to be in control or have influence
- **E = Economic/Tangible**–a desire for financial security or economic gain
- **A** = **Artistic/Innovative**– a desire to express uniqueness or individuality
- **K** = **Knowledge/Proficiency**– a desire for learning and greater understanding

I Inner Awareness/ Spiritual	S Social/ Humanitarian	P Power/ Political	E Economic/ Tangible	A Artistic/ Innovative	K Knowledge/ Proficiency
Heighten awareness	Help others	Influence others	Create opportunities	Express yourself	Discover
Bring inner peace	Serve others	Network	Get ahead	Inspire	Research
Provide insights	Stand up for beliefs	Create change	Build on an idea	Create	Teach others
Balance mind and body	Be a catalyst	Be recognized	Be industrious	Be unique	Explore topics
Observe doctrines	Take initiative	Impact issues	Be stable	Share with others	Learn
Pursue spirituality	Impact causes	Create policy	Have resources	Be original	Enrich others
Explore purpose and passion	Create awareness	Change opinions	Achieving goals	Produce something new	Search for truths

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Your BAI Style

Primary Style Characteristics

Jane's primary style is 'Knowledge/Proficiency'

Knowledge/Proficiency

a desire for mastery, information, and insight

People with a high Knowledge/Proficiency score have a tremendous need to learn, know, and understand. Their main focus is the accumulation of information and the logical pursuit of knowledge.
These people will work hard to research topics, develop highly technical skill sets, and delve deeply into the details of a subject.

Above all, they seek:

- To gain a deeper understanding of the world around them
- To seek answers through research and intense study
- To be a lifelong learner
- To challenge themselves intellectually
- To be recognized for their competence, accuracy, and breadth of knowledge

High Knowledge/Proficiency behavioral attitudes often signify voracious readers who surround themselves with people, materials, and experiences that will heighten their familiarity with a chosen subject. This drive may manifest itself as a deep understanding of one subject, or as a desire to achieve above-average competence in a wide variety of subjects. More intense knowledge-seekers make it their goal to become an expert in a chosen field, and will happily immerse themselves in study and academic pursuits whenever possible.

High Knowledge/Proficiency individuals are not always interested in using their knowledge for a particular application. Often, they act simply out of a love for learning. They are organized, naturally curious, and self-directed. They are drawn to environments where they can take their time and work at their own pace. They tend ask questions, resist traditional authority, and seek new ideas and ways of doing things.

A person with high levels of Knowledge/Proficiency is drawn to scholarly and intellectual activities. Questioning yet skeptical, they value information above intuition. A researcher and a booklover, they are typically determined, tenacious, and insightful. Their greatest joy in life is learning new things, and they believe deeply in the importance of education.

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Your BAI Style

BAI Style Continued

Qualities unique to people who appreciate "Knowledge/Proficiency"

General Characteristics:

- Gathers knowledge, does research, delves into subject matter
- High interest level in solving problems, asking questions, and formulating theories
- Enjoys deep conversations
- An astute observer of the world and human nature
- Not afraid to ask questions

Possible Limitations:

- Little time for people who see things differently, especially those ruled by emotions
- May exhibit single-mindedness at the expense of everything else
- Often gets bogged down in the quest for details, resulting in a slow pace
- May be interested in concepts, systems, and information more than people
- Single-mindedness can be seen as obsessive
- Tends toward perfectionism

Characteristics in Combination with Other Behavioral Attitudes

- When combined with high **Inner Awareness/Spiritual Growth** behavioral attitudes they seek answers about spirituality, the universe, and a higher power.
- When combined with high **Social/Humanitarian** behavioral attitudes, their chosen subjects of study will be connected to issues close to their heart, especially causes that deal with justice, fairness, and equality.
- When combined with high **Power/Political** behavioral attitudes, they will seek power and recognition by becoming an expert in their field of study.
- When combined with high **Economic/Tangible** they will seek wealth by becoming a recognized expert in their field.
- When combined with high **Artistic/Innovative** behavioral attitudes, they will study and research artists, genres, and artistic movements of importance, often seeking higher degrees in the Arts.

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Your BAI Style

Secondary Style Characteristics

Jane's secondary style is 'Economic/Tangible'

The Economic/Tangible

reflects a desire for acquiring and preserving wealth

Individuals who possess a high Economic/Tangible score are usually practical,organized, and results-oriented. They exhibit a forward-thinking personality with the ability to strategically plan for the future. Their goal is financial security through accumulating wealth or by building something concrete and lasting. They see hard work and sacrifice as necessary to create a future that is comfortable and secure.

More than anything, they seek:

- Economic stability
- The monetary freedom to have experiences, to travel, and to live life to the fullest
- A tangible way to measure their success
- A financially-secure future

Although it is tempting to view the Economic/Tangible person as materialistic, in reality this individual is not focused on money itself. Rather, money and possessions represent a sense of security and an investment in the future. Most money-driven people are in fact quite selfless. They understand that in order to send their kids to a good college, to take a vacation, or to provide a comfortable home life, they need the financial resources to make that happen. They might miss their child's school play because they have to work. They may put in long nights that take them away from their loved ones. But this is a sacrifice they are willing to make to ensure long-term happiness. Their commitment to financial reward is the result of a forward-thinking personality. Often, it's done as a tangible expression of love.

For some, money is a measuring tool or yardstick used to keep track of their accomplishments. These people respond positively to an on-the-job compensation system based on monetary incentives. For others, the pursuit of financial gain is an investment in the future. Economic/Tangible behavioral attitudes are the hallmark of patient, tenacious, and goal-oriented individuals. They seek money not out of greed, but out of what it represents for their future. The materialistically-motivated person should not be seen as selfish, but rather as practical and goal-oriented.

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Your BAI Style

BAI Style Continued

Qualities unique to people who appreciate "Economic/Tangible"

General Characteristics:

- Patient
- Self-controlled
- Organized
- Hard-working
- Process-driven, not people-driven

Possible Limitations:

- May be a workaholic
- May be unfairly characterized as greedy
- Rationalizes sacrificing time with loved ones in service of future financial success
- Has a hard time living in the moment
- Perceives wealth as the primary indicator of status and success

Characteristics in Combination with Other Behavioral Attitudes

- When combined with high **Inner Awareness/Spiritual Growth** behavioral attitude, impulses will be tempered by spirituality and an awareness of universal truths that are important beyond material prosperity.
- When combined with high **Social/Humanitarian** behavioral attitudes, doing the right thing becomes as important as material gain. By creating a financially secure future for themselves, they generate the resources to help others as well.
- When combined with high **Power/Political** behavior attitudes, they will view money and power as interconnected, using one to achieve the other. These people are more likely to take financial risks.
- When combined with high **Artistic/Innovative** behavioral attitudes, they will seek innovative ways to financially capitalize on artistic endeavors, or will use their resources to invest in imaginative new projects.
- When combined with high **Knowledge/Proficiency**, they will seek wealth by becoming a recognized expert in their field.

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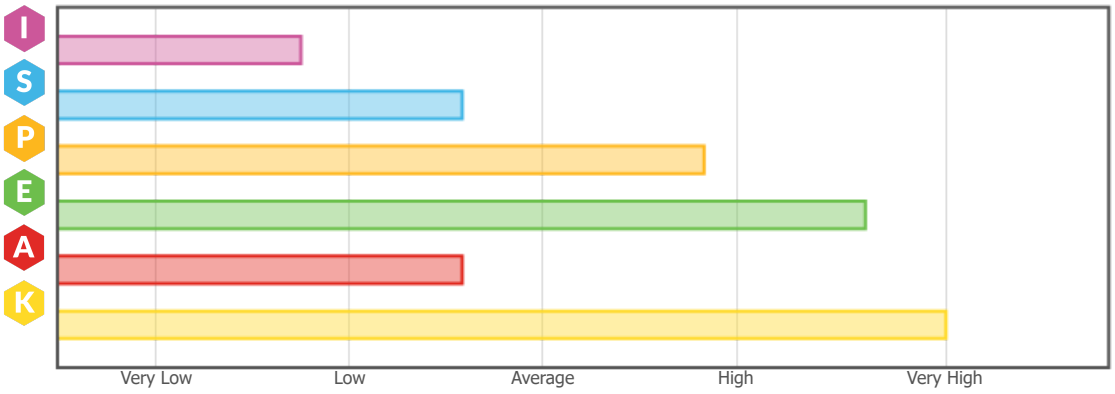
BAI Intensity



I Inner Awareness/Spiritual - Low

- Not bound by traditions and customs.
- Always exploring new ideas and new methods of doing things.

S Social/Humanitarian - Average

- Compassionate, but primarily interested in contributing to causes that hit close to home.

P Power/Political - High

- Enjoys opportunities where they can take charge and be the leader.
- Accepts competition and conflict as a necessary part of life.

E Economics/Tangible - Very High

- Money and what it represents are extremely important.
- Status is seen as a by product of wealth.

A Artistic/Innovative - Average

- Need for artistic expression is tempered by practical concerns.
- Will express themselves creatively when the situation calls for it, but isn't driven to find new avenues for self-expression.

K Knowledge/Proficiency - Very High

- Wants to pursue knowledge for the sake of knowledge and can become easily obsessed by a topic of interest.
- Viewed by others as "book smart" and highly intellectual.

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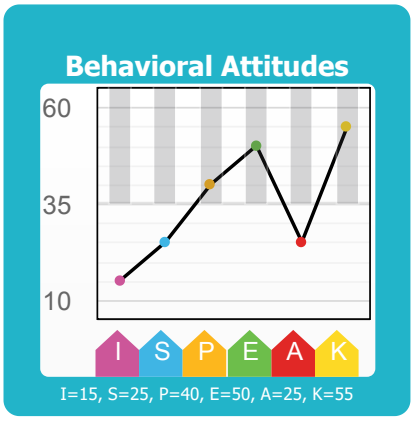
BAI Graph

Jane's BAI style :

(primary) - Knowledge/Proficiency
(secondary) - Economic/Tangible



Your Behavioral Attitude Index Graph

Your BAI graph provides a visual representation of the way you prioritize the six different ISPEAK styles. The intensity of your connection with each style is represented on a continuum of 0 to 60. This value is connected with how much energy you put into tasks that are correlated with this behavioral attitude.

A low energy investment means that you put little effort/have little desire to put effort or energy into tasks motivated by this behavioral attitude. A high energy investment means that you would like to spend most of your time and energy on tasks that are motivated by this behavioral attitude.

- Values between 0-12 are considered **very low** energy investment
- Values between 13-24 are considered **low** energy investment
- Values between 25-36 are considered **average** energy investment
- Values between 37-48 are considered **high** energy investment
- Values between 49-60 are considered **very high** energy investment

The higher the points are on your graph in a style, the more positively you feel about that behavioral attitude. Ultimately, the higher your score in an I-SPEAK style, the more energy you will invest in achieving the outcomes represented by that dimension.

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Applications of your BAI style

BAI as a Tool:

By becoming aware of your Behavioral Attitude style, you are empowered to make informed choices. It's a powerful tool when you apply your knowledge in a practical way. Using Behavioral Attitudes to inform:

- Self growth
- Assist in career goal setting
- Understanding diversity
- Create synergistic teams
- Placing the right person in the right position

More Examples of Applications

You might know a person who is unhappy with their boss. He feels assured that he could do things better. He is struggling because he has a high **Power/Political** Behavioral Attitude, yet has been placed in a position where he has limited authority. It's not just his boss driving him crazy, but rather the fact that he has a boss at all. He is motivated by opportunities for independence, and he thrives when given authority. He can use this awareness to either become self-employed, or find a position with upward mobility.

Another person may work in an unimaginative job and find themselves disappointed despite the fact that their job seemed great on paper. If she became aware that her **Artistic/Innovative** Behavioral Attitude need isn't being met, she may find ways to be more innovative and creative rather than doing repetitive tasks created by someone else. Perhaps she could ask for more creative projects, offer innovative new solutions that she could take the lead on, or personalize her workspace.

A hiring manager who hires a sales person with a low-intensity **Economic/Tangible** style might end up unintentionally placing this person in a position where they are at odds with their own Behavioral Attitudes. A person like that may struggle closing the deal or asking for money, because they might be focused on meeting the needs of a different behavioral attitude. They might be more focused on connecting with the person than on getting money from them. This person is great at making long-term sales connections and relationships, but may benefit from being paired with a coworker whose Behavioral Attitudes enable them to feel more comfortable closing the deal.

Knowledge of Behavioral Attitudes can not only help us make choices, but to explain our rationale to others. It can also allow us to have greater empathy with those whose Behavioral Attitudes differ from our own. A husband who has a high **Inner Awareness/Spiritual** attitude may be frustrated with his workaholic wife. To him, spirituality is the filter through which he views the world, and he perceives her as being too focused on the tangible. But with an awareness of Behavioral Attitudes, he may see that she has a high **Economic/Tangible** focus not for its own end, but for what it represents- security and the opportunity for travel and experiences for them both. Once they can understand each other's conflicting "Behavioral Attitude filters" they can begin to have greater empathy for each other's positions.

An understanding of your behavioral attitudes allows you to make informed decisions about your life. It can help you to find a career, partner, hobby, or task that aligns with your underlying foundation. It can help you find ways to spend your time and expend your energy that will just fit you.

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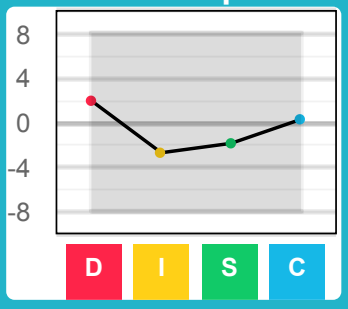
Scoring Data

graph page

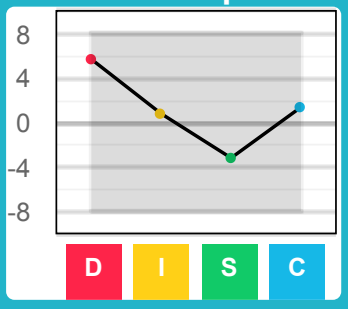
Personality Style Graphs

Public Perception



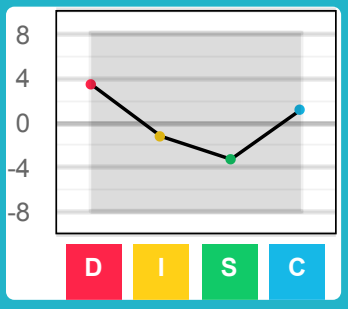
D=1.93, I=-2.75, S=-1.9, C=0.26

Stress Perception



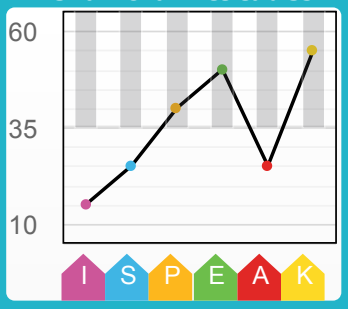
D=5.66, I=0.76, S=-3.21, C=1.35

Mirror



D=3.4, I=-1.28, S=-3.33, C=1.12

Behavioral Attitudes



I=15, S=25, P=40, E=50, A=25, K=55

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Graphs Explanation Page

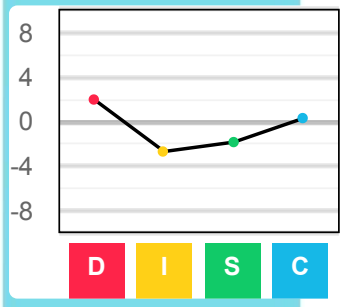
Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

These three graphs or snapshots are defined in detail below.

Graph 1 -
Mask, Public Self

Behavior Expected By Others

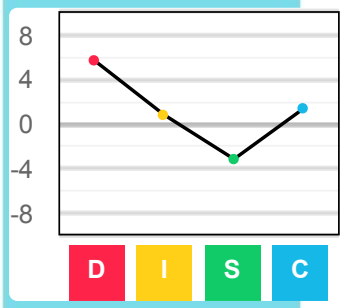
Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a mask. Graph 1 is generated by the "Most" choices on The Personality System, and has the greatest potential for change.



Graph 2 -
Core, Private Self

Instinctive Response To Pressure

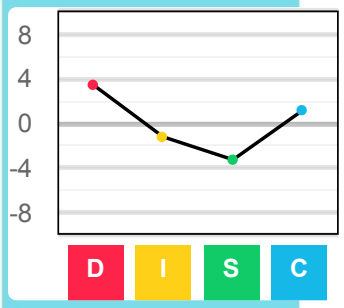
Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's behavior under pressure may be drastically different than his/her behavior in Graphs 1 and 3. Graph 2 is generated by the "Least" choices on The Personality System, and has the lowest potential for change.



Graph 3 -
Mirror, Perceived Self

Self Image, Self Identity

Everyone envisions him/her self in a particular way. Graph 3 displays the mental picture that one has of him/her self, the self image or self identity. Graph 3 combines the learned responses from one's past with the current expected behavior from the environment. Change in one's perception can occur, but it is usually gradual and based on the changing demands of one's environment. Graph 3 is generated by the difference between Graph 1 and Graph 2.



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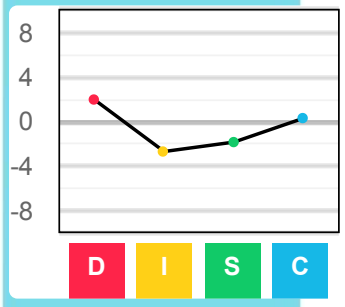
Graphs Explanation Page

Continued

Different Graphs Indicate Change or Transition

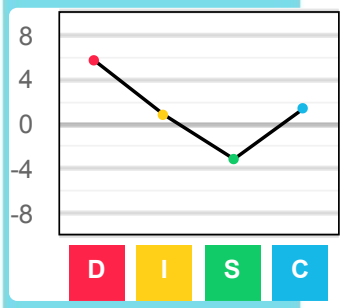
- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph 1 is different than Graph 2, but similar to Graph 3, the individual has been able to successfully alter his/her behavior to meet the demands of the environment without altering his/her core. This individual is probably fairly comfortable with the behavior shown in Graph 3 (Perceived Self), and is probably not experiencing stress.
- If Graph 1 is different than Graph 3, an individual may be in a period of growth (and some discomfort) while he/she attempts to alter behavior to meet the demands of a new environment. A person's behavior may fluctuate during this period of adjustment.



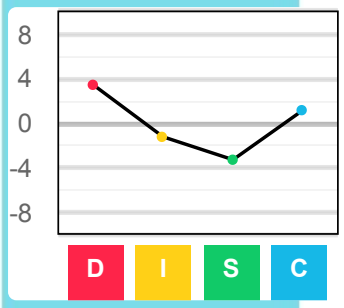
Similar Graphs Indicate Few Demands For Change

An individual who perceives the current demands of the environment (Graph 1) to be similar to his/her past (Graph 2) will have little need to change his/her self-perception (Graph 3). This may be due to any of the following factors:

- The behavior demanded by the present environment is similar to demands in the past.
- This individual controls what others demand of him/her.
- The behavior demanded by the present environment is different than demands in the past. However, instead of altering behavior, this person has chosen to augment style. To accomplish augmentation, this individual has surrounded him/herself with people of complimentary styles, thus creating a team with combined strengths.



Your keyword style of Challenger DC(DC) and the contents of this report are derived from Graph 3.



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Action Plan

Improving Your Interpersonal Skills

Action Plan
Improving Your Interpersonal Skills

A man is but a product of his thoughts. What he thinks, he becomes.

- Mahatma Gandhi

Jane's Action Plan

This worksheet is a tool to enable effective communication between you and others with whom you interact on a regular basis. The goal is to help you maximize your strengths and minimize the effects of potential limitations. It addresses work-related and general characteristics that are common to your style as a whole, and is not derived directly from your graphs.

This section gives you an opportunity to sit down with a co-worker, employer, friend, spouse, etc., and assess your personality style, getting feedback from someone who knows you well. Although doing so is beneficial, it is not required to have anyone else present while completing this section. If you choose to get feedback from another, you may print the report and do so that way.

Instructions:

Step 1: The items listed below are areas to reflect upon between you and your closest contacts. After printing out this report, give this page to another person who knows you well (associate, team member, teacher, family member, friend) and ask them to read each item. They should consider whether or not they perceive the item to describe your traits. Then, check either Yes (+) or No (-) beside each item. Open dialogue is encouraged and any blind spots (areas of your personality that you are blind to) should be discussed. Since communication is a two way street, it is recommended that two people complete one another's worksheets.

Organizes well	Y N	Goal oriented	Y N
Low tolerance for error	Y N	Sees the big picture	Y N
Does not care for details	Y N	Seeks practical solutions	Y N
Rash decision maker	Y N	Moves quickly to action	Y N
Stimulates activity	Y N	Consumed by the task / job	Y N
Punctual and aware of schedule	Y N	Overlooks people and feelings	Y N
High standards, perfectionist	Y N	Persistent and thorough	Y N
Orderly and organized	Y N	Excessive planning time	Y N
Prefers analysis to work	Y N	Sees the problems/finds solutions	Y N
Creative and resourceful	Y N	Excessively difficult to please	Y N

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Action Plan

Continued

Step 2: Now, select the three items that would benefit the most from focused attention. Discuss and determine specific outcomes and a reasonable time frame for their achievement. Write the details in the spaces provided, along with notes helpful to achieving specific outcomes. Set a date 60-90 days from now for a discussion with your contact to review your progress. The person who works with you on this is important to your growth and should help you stay accountable to your plan.

1. The first item upon which I will focus:
   - Review Date:
   - Specific actions I will take on this item in the next 60 to 90 days:
   - Specifics to address
2. The second item upon which I will focus:
   - Review Date:
   - Specific actions I will take on this item in the next 60 to 90 days:
   - Specifics to address
3. The third item upon which I will focus:
   - Review Date:
   - Specific actions I will take on this item in the next 60 to 90 days:
   - Specifics to address

Action Plan
Improving Your Interpersonal Skills

We continue to shape our personality all our life. If we know ourself perfectly, we should die.

- Albert Camus

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