# John Doe

Style: **Challenger DC**

## DISC Report

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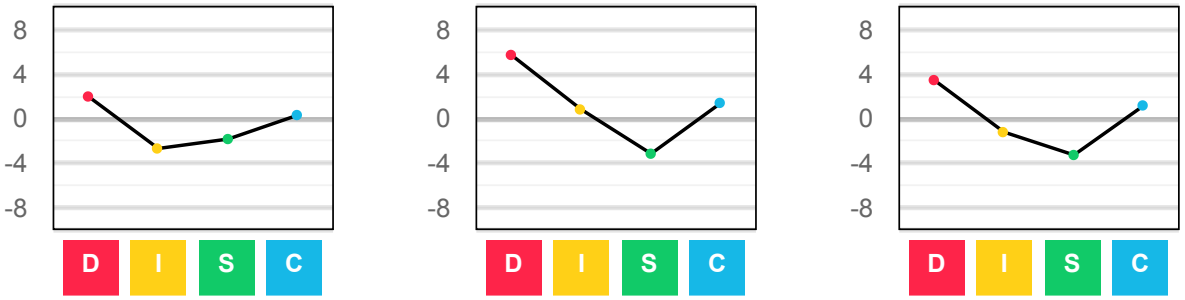
## The chart below helps put the four dimensions of behavior into perspective.

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

### John's style is identified by the keyword "Challenger".

As a Challenger style, John 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. John 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. John 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. John 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. John 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, John 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. John is inquisitive and likes to have details and facts about the unfamiliar.

John 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. John exudes confidence and others respond to their natural ability to be a front runner.

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

Others see John 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. John may even be perceived as "restless" and tends to move quickly from one thing to the next.

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

**General Characteristics**

- High ego strength
- Analytical, methodical
- Problem solver
- Extremely task oriented

**Motivated By**

- 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

**My Ideal Environment**

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

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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 John, 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 John, 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 John, 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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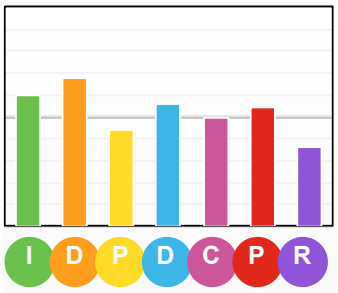
# PowerDISC™

## your strengths in leadership




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

**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.

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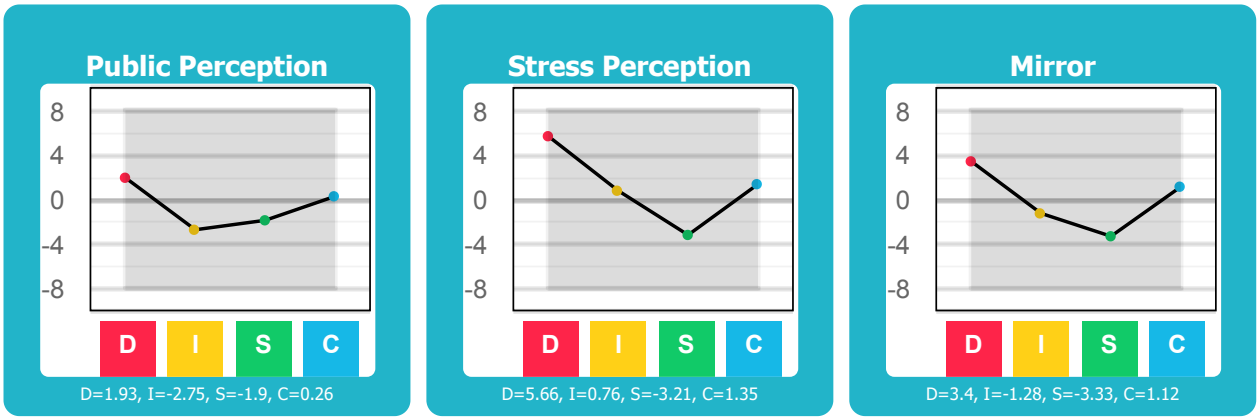
# Scoring Data

graph page

## Personality Style Graphs

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# Graphs Explanation Page

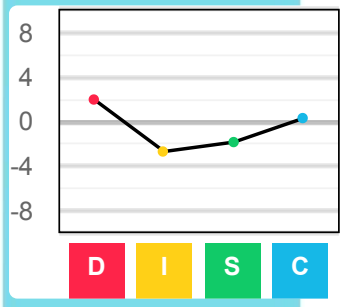
Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

**These three graphs or snapshots are defined in detail below.**

Graph 1 -
**Mask, Public Self**

***Behavior Expected By Others***

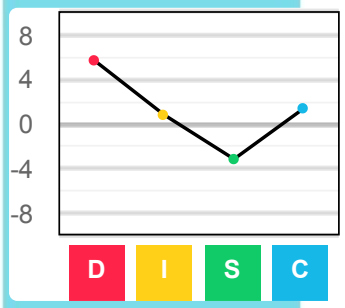
Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a 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***

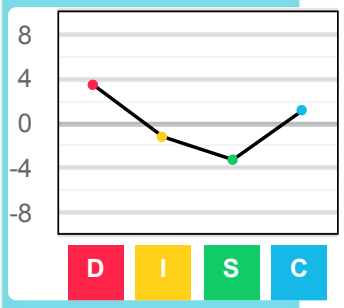
Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's 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

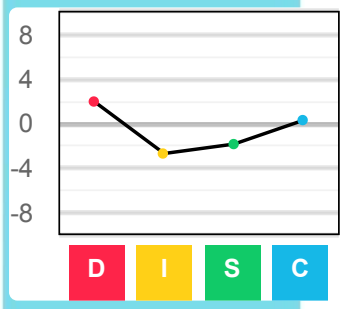
- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph 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.

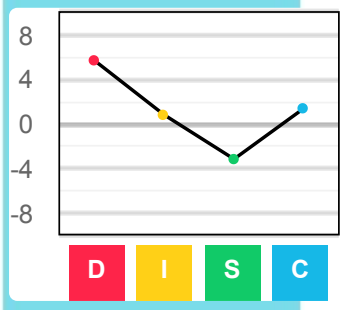
## Similar Graphs Indicate Few Demands For Change

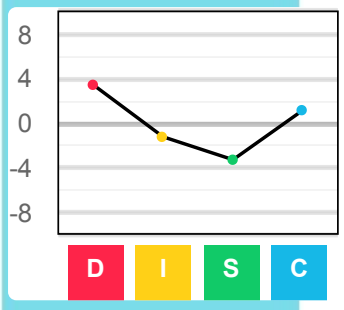
***An individual who perceives the current demands of the environment (Graph 1) to be similar to his/her past (Graph 2) will have little need to change his/her self-perception (Graph 3). This may be due to any of the following factors:***

- 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

## John'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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