

**PEOPLE
are
~~FUNNY!~~
PREDICTABLE!**



**PERSONALITY
INSIGHTS**

Empowering People to Improve

9 ARTICLES BY
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Dr. Rohm is teaching business leaders how to build better teams and have better relationships.



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Art Linkletter made a career of exploring the diversity among personalities in his television show, “People Are Funny.” Allen Funt caught the complexities of character in his “Candid Camera” series. And “America’s Funniest Home Videos” demonstrates to today’s audiences the wonderful variety among people.

The longer I live, the better I understand why the Psalmist wrote, “I am fearfully and wonderfully made...” The more I observe the personalities and behaviors of people I meet, the better I understand that every individual possesses a special kind of “wonderfulness.”

With this issue, you and I will begin a series of thoughtful articles, written especially for *THE CHRISTIAN BUSINESSMAN*, that will help you to recognize and understand the “predictable people patterns” that exist within all of this variety.

Imagine that, in the course of your business, you attend a training seminar at a local hotel. As the session comes to a close, the seminar leader makes this request:

“Would you please pick up your chair on the way out, and stack it with the others near the door? And if any of you can stay for awhile, we need to clean up the meeting room. Thanks for your help...” What would you think?

The first reaction of some people in the room would be, “Well, I didn’t mess it up — why should I clean it up? I’ve got other things to do. Get real!”

Others in the room might pitch in cheerfully: “Maybe we can order a pizza while we work — who knows, this might turn into a party! This could really be fun!”

There would be some people in the room who would not think about the “party possibilities” at all,

but would respond with, “Sure, I’ll help.” They might actually feel very useful and satisfied with themselves because they were able to meet that need.

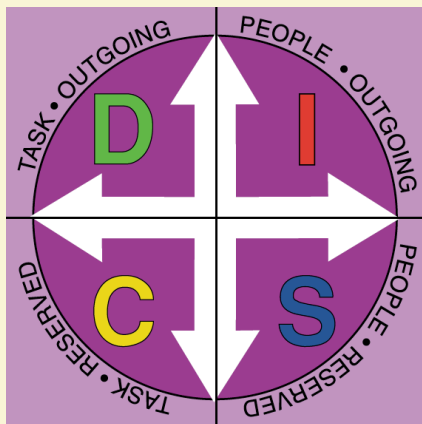
Inevitably, there also would be a few people with questions like: “Doesn’t the hotel have people who do this already? Why are we being asked to do this? Didn’t we pay a fee to attend? Shouldn’t clean-up have been budgeted as part of the cost?”

Can you see how all of these individuals would believe their viewpoints were at least *appropriate*, if not correct? Of course, because they all understand the rules of civility, they might conduct themselves differently from their thoughts and feelings. But in addition to simply observing their *surface actions*, wouldn’t it be helpful to understand what might be occurring in their “*under-the-surface*” thoughts and reactions?

Now... imagine that all of these people work in your company. And imagine that you are trying to enlist their cooperation in a project that has more urgency than stacking the chairs and cleaning the classroom. **How would you lead a group as diverse as this?** How could you predict their responses, and how would you provide appropriate motivation. What could you do to take away excuses that might hinder their participation and cooperation?

My understanding of similarities and differences among people is based in the “**DISC**” Model of Human Behavior, an easily learned system that increases your ability to work effectively with others.

To understand how it works, let’s begin with a simple diagram. It looks like a circle cut into four parts:



Cover the bottom half of the circle with your fingers. The top half represents people who tend to be **outgoing**. They operate at a **faster pace** — they are “**go**” people.

Now cover the top half of the circle. The bottom half represents people who tend to be more **reserved**. They operate at a **slower pace** — they are more “**wait**” people.

Of course, these are generalizations, but if you will pause here for just a moment, you will be able to place *yourself* in one of these two halves. Are you more **outgoing** or are you more **reserved**?

Let’s do the same thing with the left and right halves of the circle. Cover the right half and you can see that the left half represents people who tend to be **task oriented**. Their “compass” tends to steer them in the direction of **projects or accomplishment**.

Now cover the left half and see how the right half represents those who tend to be **people oriented**. Their “compass” tends to steer them toward **social interaction or relationships**.

In which half do you tend to feel more comfortable? Are you more **task** or **people** oriented?

Your answer to these two questions (*Are you more outgoing or more reserved? Are you more task oriented or more people oriented?*) reveals some very important things

about you: your way of thinking, what determines your priorities, how you respond to challenges, your pattern for communicating ideas, your listening style, and more! Answering these questions helps you locate yourself in one of four pieces of the circle: what we call the “**D**,” “**I**,” “**S**,” or “**C**” personality (behavioral) styles.

Our purpose in doing so is not to “put you in a box” or “label” you as a certain kind of person. Rather, the goal is to help you recognize how “wonderfully made” you are — and to **understand** some of the strengths and struggles you have experienced all of your life. Then, **you can become the kind of business, family, and spiritual leader God intends for you to be!**

Here are some descriptive words that will help you understand the outlook and point-of-view that are typical of each style:



“**D**” type people tend to be **outgoing** and **task oriented** — the *upper left* part of the circle.

Generally, they are **dominant, direct, driving, and determined**. It is important to them to lead or be in charge. Their “passion” is to meet the *challenge*, exercise *control*, and *make choices* in their lives. They are “big picture” people and don’t like to get bogged down in details.



“**I**” type people also tend to be **outgoing**, but they are noticeably more **people oriented** — the *upper right* part of the circle.

Generally, they are **inspiring, influencing, impulsive, and impressive**. It is important to them to be able to persuade others or to stand out from the crowd. Their “passion” is receiving *recognition*,

gaining *approval*, and achieving *popularity*. They tend to be excitable and expressive, valuing short-term rewards more than long-term goals.



“**S**” type persons are **people oriented**, too, but they are more **reserved** — the *lower right* part of

the circle. Words that may describe them include: **steady, sweet, supportive, and shy**. They have an adaptable skill that seeks to provide whatever seems necessary (*more or less*) in order to create harmony and completion. Their driving “passion” is to feel *appreciation, security, and approval*. They prefer stability and do not take well to change; they like to work at their own pace without interference.



“**C**” types are also **reserved** but they are **task oriented** — the *bottom left* part of the circle. We

can describe them as **competent, cautious, correct, and critical-thinking**. To them, conscientious attention and consistency are very important in every area of life. Their “passion” is for quality *information, excellence, and good value*. They are long term thinkers and can focus effectively on the smallest details.

Of course, no one is *purely* just a “**D**,” “**I**,” “**S**,” or “**C**” — each of us has a personal, measurable **blend** of *all four traits*, to a greater or lesser degree. In future articles, we’ll look at how these *blends* work in our lives, and examine **combinations** (what happens when *your blend* and *someone else’s blend* work together).

We’ll also show which response in our opening “seminar story” matches which style — and what the colorful symbols mean. Understanding personality styles is going to have a powerful effect in your life!