



Personality I.D.® Individual Report

Bill R

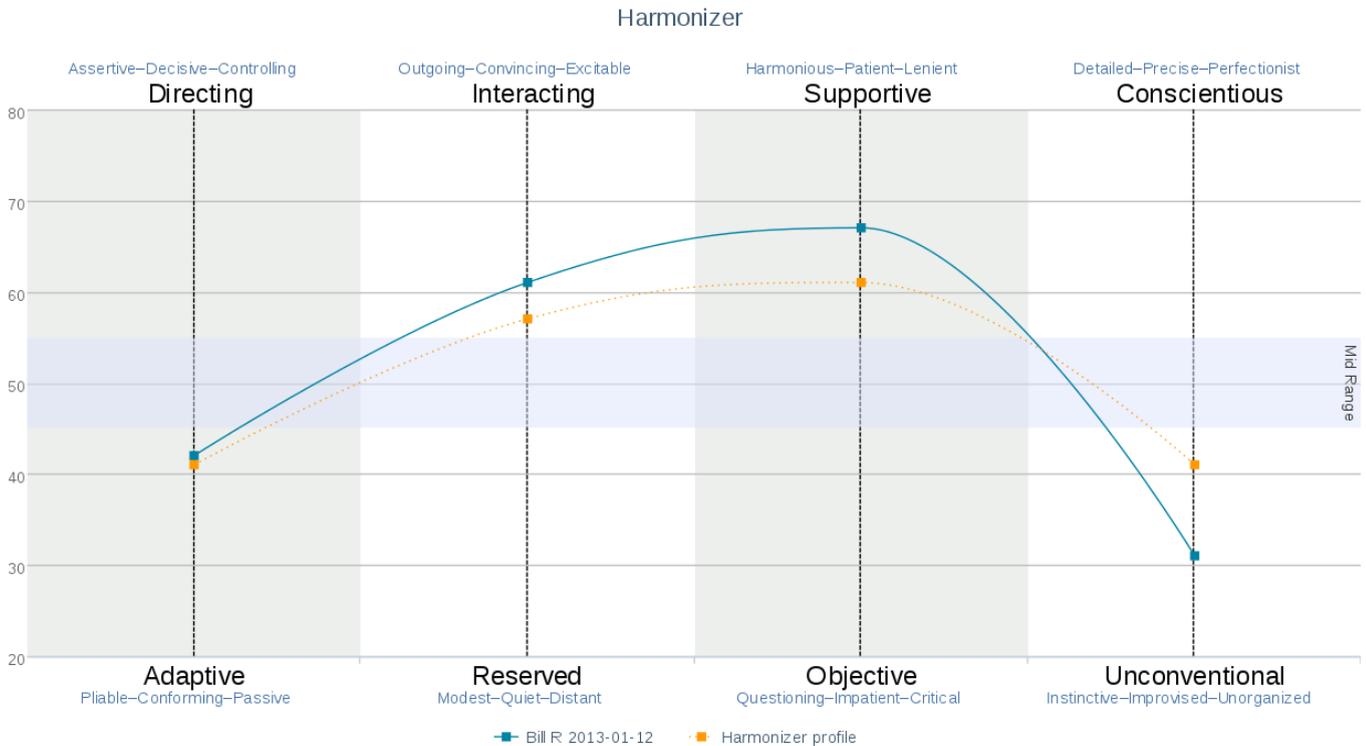
PID Style: Harmonizer

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Wednesday 30 Apr 2014 9:52:16

Bill R: Harmonizer

The natural personality profile for Bill R, is indicated by the solid line on the graph below. Note also the dotted line; it represents the Blended Profile that most nearly matches Bill R's graph. Seventeen Blended Profiles are used as the baseline for interpreting the combinations of four basic dimensions of personality. The information in this section is derived from the Harmonizer Blended Profile. Typically, the more closely the solid line graph matches this Blended Profile, the more accurately the information will describe Bill R's natural behavior style.



This person excels at promoting harmony and cooperation within a group where it is natural to help and support others in carrying out tasks and building cooperation in the process.

Ideal Environment:

Harmonizers realize their highest potential with opportunities to: Show compassion - Be patient - Listen - Verbalize - Be relational - Support - Be consistent - Be steady - Influence.

Typical Areas of Strength

Harmonizers foster a cooperative atmosphere by seeking ways to help, carrying out duties, completing tasks, and encouraging others in practical, tangible ways. They relate well to others and excel as mediators and at conveying care and compassion.

Typical Areas of Struggle

People with scores in this range may sometimes compromise principles or convictions in order to maintain harmony or preserve a relationship. They have a tendency to vacillate, resist change, or be too naive or passive in certain situations.

Harmonizers at work:

Preferred Activities

Because they demonstrate superior people skills, people with this style are well-suited to promote interaction with individuals or small groups of people who need their help.

Contributions to the Organization

This person emphasizes pleasant, positive attitudes and cooperates readily, and is also an active listener with good team-building skills.

Leadership Style

Persons with scores in this range lead most effectively when they can build good relations, set a good example, and convey care and compassion for others.

Task or People Orientation

People in this profile are very people-oriented and place great priority on maintaining peace and preserving relationships with others.

Communication Style

This person communicates best by being a good listener, offering helpful words of encouragement, and performing thoughtful acts of kindness.

Harmonizers and Issues

Stability/Flexibility Factors

This person seeks a balance between stability and moderate changes in daily scheduling, and is also flexible and can respond as the situation dictates.

Stress Factors

Persons with this style tend to experience stress when they cannot resolve a conflict or when others are upset or angry with them. Having responsibilities in too many projects also causes stress.

Relationship Improvement Suggestions

People with this profile should establish clear boundaries in relationships. Generally, they can be more productive by being more assertive and developing confidence in their ability to say "No."

Cooperation and Control Factors

Harmonizers tend to be very supportive of authority. They are very comfortable in a supportive role when someone else takes the lead and provides structure, goals, and directions.

Underlying Concerns

Strong de-motivators for people like this person include having to take action or say something that may hurt others, or being cut off from opportunities to help people at their points of need.

Harmonizers and Finances

Financial Management

People in this profile are typically always willing to help and do what is asked of them, but they are not naturally well-organized and sometimes struggle with details, organization, and focus.

Budget and Financial Issues

People similar to this profile tend to be open-handed and try to solve the problems of others with their resources. Every need is important to them, so they may have difficulty in prioritizing their budget expenses and staying within financial restraints. They are not always well-organized or good with detail, but they willingly participate in account management plans set up by others.

Purchasing Tendencies

Harmonizers find it difficult to tell a salesperson, "No," especially because they want to leave a positive impression. They are frequently under pressure to buy because they wait until the last minute to shop for needed items.

Generic Careers

Counseling; Education, (Corporate training, Coaching Health/Science, (Nursing).

Famous people similar to this profile

Florence Nightingale.

Suggestions for Managers

Bill R's primary motivation comes from helping others to be the best they can be. To manage this person, find opportunities for helping others in the organization, such as mentoring new managers, designing and presenting orientation sessions for new staff, or participating in or organizing an employee assistance program. Supporting this person's professional development will be money well spent by the organization, since this type of person will invest the new knowledge back into the organization. Because of Bill R's need to be around and with others, assignment to group activities will be more effective than independent tasks.

Dimensions of Personality

This report is based on four dimensions of personality. Each dimension has a continuum of behaviors associated with it as shown below.

1. Adaptive	←	Mid-range	→	Directing
2. Reserved	←	Mid-range	→	Interacting
3. Objective	←	Mid-range	→	Supportive
4. Unconventional	←	Mid-range	→	Conscientious

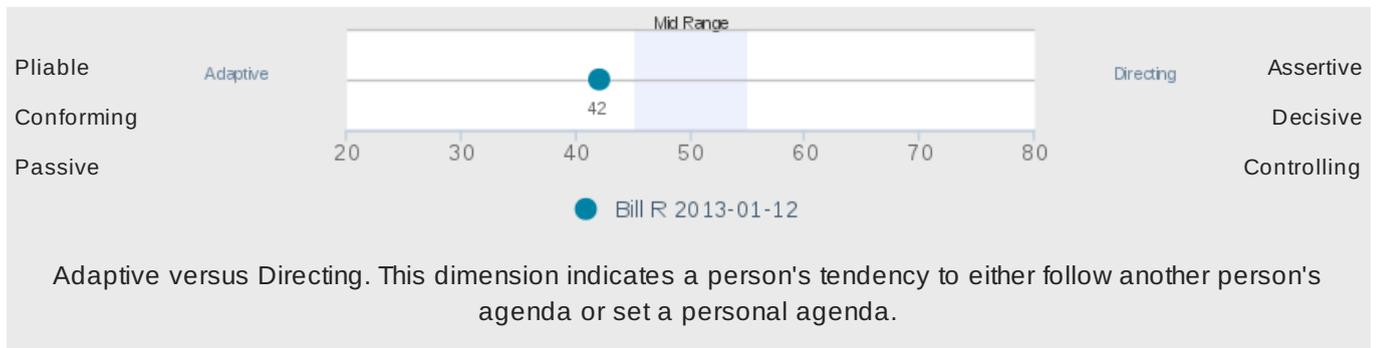
Strengths and Struggles

The strengths and struggles in this section of the report relate to Bill R's Personality I.D.scores for the four individual dimensions. This information gives more depth to the report and helps you as a manager to focus on the unique style of this individual.

There are many advantages of understanding a person's unique set of talents and motivations. Bill R will enjoy operating in some environments more than in others simply because they are a better fit for this person's natural style. A goal should be to align Bill R's work as much as possible with the personal profile strengths and minimize exposure in the areas in which people with this profile typically struggle. On the other hand, a manager can coach a team member to help improve weak areas. For example, a person who tends to be impatient and is not a naturally a good listener can improve relationships through a focused effort to improve these areas of struggle. Also keep in mind that strengths overdone become weaknesses.

The lists of strengths and struggles that follow are typical for people who share a common profile score. Keep in mind that every individual is unique, so some of the items may not fit Bill R. The list should be objectively reviewed to help determine whether all of the descriptions apply.

Dimension one: Adaptive - Directing



This person's score in this dimension was in the Adaptive range.

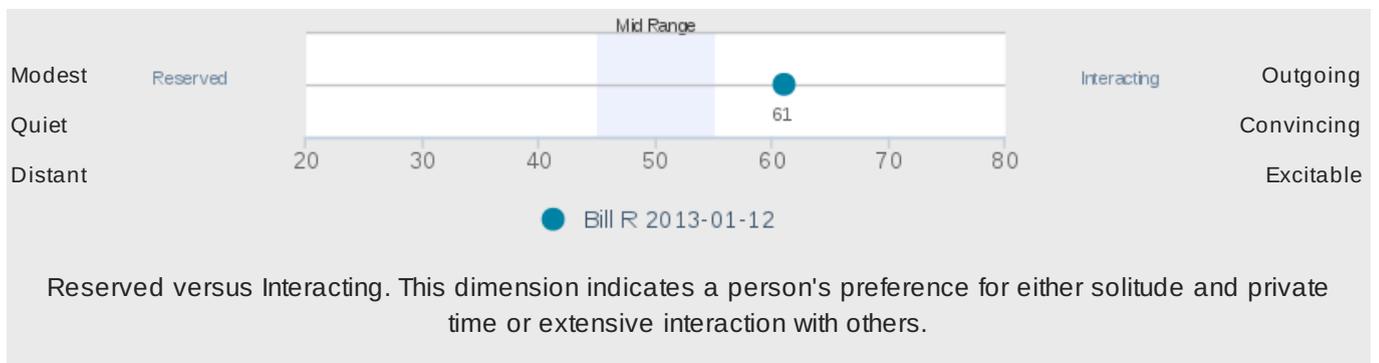
Adaptive Strength

- is a loyal follower
- stays with the tried and proven
- speaks tactfully
- cooperates with others
- moves cautiously into new areas
- prefers to focus on one task at the time
- sees the practical for here and now

Adaptive Struggle

- can be shy and unassertive
- tends to be passive rather than active
- hesitates to speak out
- may avoid taking charge
- tends to underestimate own abilities
- may agree, then regret or resent it
- may lack strategizing skill or vision

Dimension two: Reserved - Interacting



This person's score in this dimension was in the Interacting range.

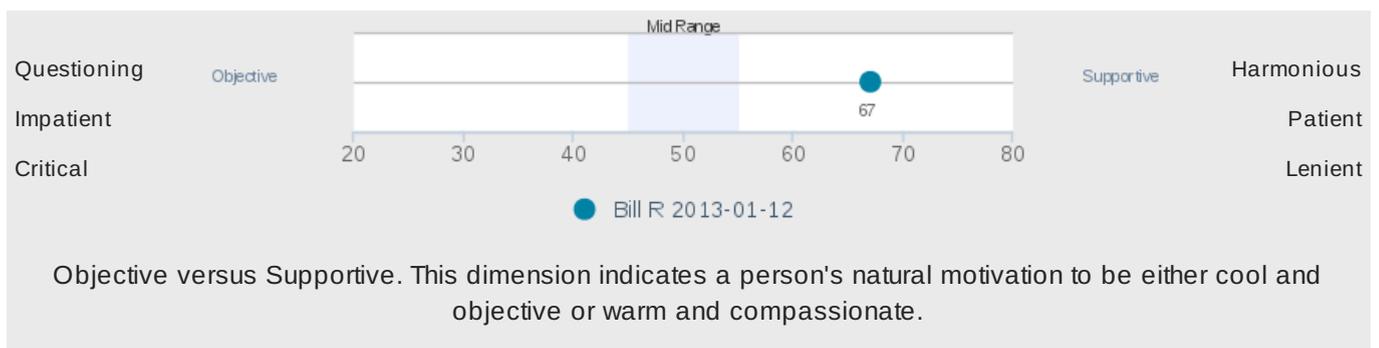
Interacting Strength

- makes friends easily, people-oriented
- is lighthearted and enthusiastic
- is optimistic and cheerful
- enjoys being in the spotlight
- is good at promoting
- strives to make a good impression
- likes open-ended, spontaneous situations

Interacting Struggle

- depends on the approval of others
- may be too talkative
- can be overly optimistic and naive
- likes to show off for attention
- tends to brag and exaggerate
- may be too uninhibited and open with others
- dislikes working alone, but is easily distracted

Dimension three: Objective - Supportive



This person's score in this dimension was in the Supportive range.

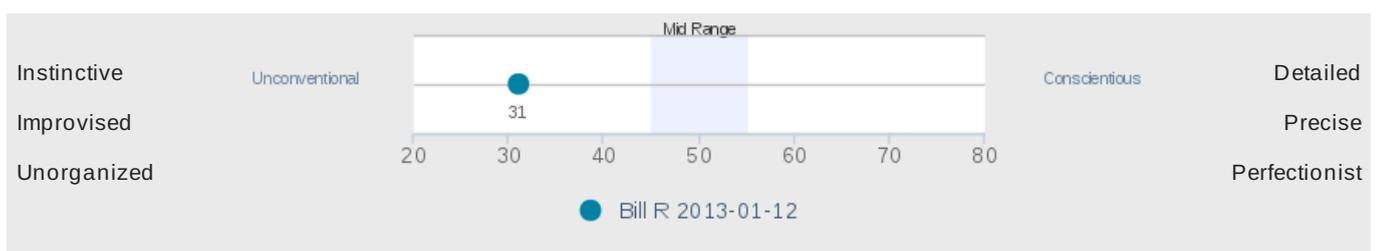
Supportive Strength

- encourages and enlists cooperation
- is compassionate, welcoming and warm
- is engaging, a good listener
- is patient, willing to wait
- operates at a steady, measured pace
- supports customs and traditions
- demonstrates empathy

Supportive Struggle

- may compromise too much
- tends to stuff feelings, unwilling to confront
- trusts too easily, can be manipulated by others
- usually resists change, clings to status quo
- tends to be passive and uncommitted
- tends to be complacent rather than proactive
- can become possessive when taken for granted

Dimension four: Unconventional - Conscientious



Unconventional versus Conscientious. This dimension reflects a tendency to be either spontaneous and instinctive or to be prepared and structured.

Unconventional Strengths

- is flexible and versatile
- understands broad concepts
- can improve without procedures
- follows instincts, operates spontaneously
- makes on-the-spot decisions
- can adjust methods to meet time-frames
- responds candidly and succinctly

Unconventional Struggles

- is not naturally organized
- often is careless or imprecise
- may ignore rules
- is unprepared and overly confident
- takes arbitrary and impulsive action
- skips over important details
- is too informal when formality is needed

Conclusion

It can be very empowering for Bill R to know this unique personal design. It is also very enlightening for you as a manager to understand your team members' unique designs. Each person has been given certain natural personality strengths that can be used in work, ministry, key roles within the family and other relationships. As you begin to use the concept of the individual differences presented in this and other Personality I.D. Profile reports, you will see yourself and those around you in a new light. Your knowledge of these differences will equip you to maximize your team's efforts, help members interact effectively with others who have different styles and viewpoints, and appreciate the unique value each team member brings to your organization and to your life.