

# WORKPLACE INSIGHTS™

Understanding Strengths and Blending Differences

*"Wisdom consists not so much in knowing what to do  
in the ultimate as knowing what to do next."  
Herbert Hoover*

**John Doe**

ABC Organization

3-6-2002

Understanding Strengths and Blending Differences

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# START HERE!

You've made a wise decision to better understand your own unique strengths, as well as how to blend and appreciate differences in the workplace.

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

Your report comes in three sections:

First - A detailed analysis of your unique strengths and style based on Dr. John Trent's trademark "Four Animal" style analysis, and

Second - An "Additional Insights" section for further reflection.

Third - The free "Working from Your Strengths" workbook is available at [www.workplaceinsights.com](http://www.workplaceinsights.com). This workbook is designed to be used by an individual or team in order to learn more about your report, as well as a springboard to sharing and receiving valuable feedback with others.

We encourage you to read the brief introduction on the "four animal" styles that follows, and then dive right into your unique report!

Yours in building great relationships,  
John Trent, Ph.D.  
CEO, Workplace Insights.com

P.S. Let us help your work team! By visiting our website at [www.workplaceinsights.com](http://www.workplaceinsights.com) you can order more Workplace Insights Reports for your entire team, and download the self-paced "Working from Your Strengths" workbook.

# INTRODUCTION

What does the "L," "O," "G" and "B" mean on my graph?

Your Workplace Insights™ report begins with a graph of your "Core Style". Throughout this report, you'll see four letters ("L," "O," "G," and "B") used as well as four words, "Lion, Otter, Golden Retriever and Beaver." These are Dr. Trent's trademark "pictures" of basic character traits we all reflect in our own unique combination.

While everyone is a unique combination of these traits, it might help to read a very brief description of what a "Lion," "Otter," "Golden Retriever" or "Beaver" individual is like...

People who score the highest in the "L" or Lion scale tend to be...

- Strong, assertive, take charge people. They're often the boss... or soon will be!
- If you have children that are "Lion" children...they're the ones that are letting you live at home!
- Lions are decisive and can be impatient with obstacles in their way - which is why they often think that stop lights are a tool of Satan! They like to keep the car moving - and keep moving toward their goals.

People who primarily reflect the "O" or "Otter" scale tend to be...

- Fun-loving and very verbal... they love groups, activity and especially getting to "Yak, Yak, Yak!"
- They like change and are basically "parties waiting to happen!"
- Otters are usually creative and are often "non-detail" oriented... which is why they often start projects the day before they're due! And, Otters don't balance their checkbooks - they just switch banks!

# INTRODUCTION

People who primarily reflect the "G" or "Golden Retriever" scale tend to be...

- Very understanding and compassionate... Many tend to buy 18 to 20 boxes of Girl Scout cookies each year because it's so hard to say, "No!"
- Great team players... They're the ones who want everyone to feel close and connected.
- Golden Retrievers can be so soft on people if they're not careful... they can sometimes be too soft on problems

People who primarily reflect the "B" or "Beaver" scale tend to be...

- Very detail oriented... They're essential to have at your office parties because they're the only ones who remember to bring the food!
- They tend to have sock drawers and well organized closets... (Otters on the other hand don't have sock drawers, they have sock rooms!)
- Beavers like to start a task and see it completed well. They like to finish one project before they start another and find comfort in a systematic way of doing things.

(For an in-depth look at these four "animal" personalities, look for the book, *The Two Sides of Love*, featured on our website - [www.workplaceinsights.com](http://www.workplaceinsights.com)).

Let's see how you scored on your report

# YOUR STYLE ANALYSIS GRAPH

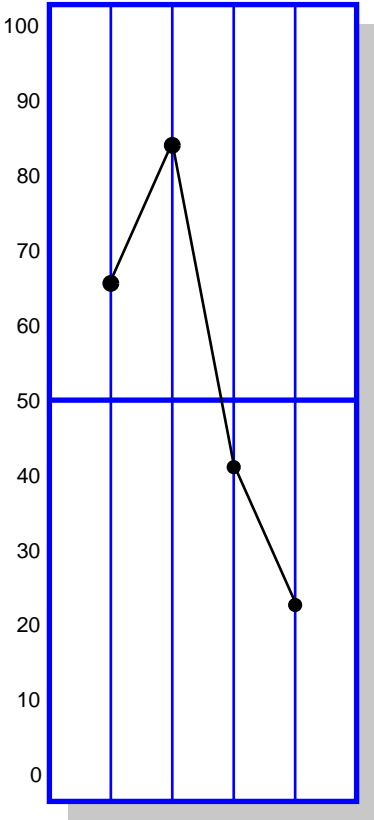
**John Doe**

ABC Organization

3-6-2002

"Core" Style

L O G B



Score  
%

|    |    |    |    |
|----|----|----|----|
| 3  | 1  | 7  | 10 |
| 66 | 84 | 42 | 24 |

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## GENERAL CHARACTERISTICS

*Based on John's responses, the report has selected general statements to provide a broad understanding of his strengths. These statements identify the "Core" strengths that he brings to the work team. That is, if left on his own, these statements identify how he would choose to carry out his work and relate to others. Use the general characteristics to gain a better understanding of John's "Core" strengths.*

John is driven by recognition, status and "being in charge". He wants to be seen not only as a team player, but also as a leader of the team. He wants to be seen as his own person, but usually projects it in friendly terms. He is usually filled with good intentions, but often lacks the time to fulfill them. John is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition." He likes public recognition for his achievements. One of his motivating factors is recognition and "strokes." His goal is to have and make many friends. At work, he is good at maintaining friendly public relations. He likes quality social relationships. He often will become friends with his customers or clients. He has an extremely high trust level and is optimistic. Flattery will always generate a positive reaction from him. He likes to develop people and build organizations.

John likes to be involved in the decision-making process. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. Sometimes he will seek the quick and simple decision. His aversion to detailed work motivates his desire for simplicity. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. John tends to make snap judgments or impulsive decisions. He may leap to a favorable conclusion without considering all the facts. He may be inconsistent in disciplining others. He makes quick decisions.

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## GENERAL CHARACTERISTICS

John is good at negotiating conflict between others. John feels that "if everyone would just talk it out, everything would be okay!" He has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of his decisions and actions. He has a tendency, which he regards as an ability, to talk smoothly, readily and at length. It is important for John to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. John is highly excited by what influences him. He is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, John will attempt to put them at ease. He can be intense and may not always fit the intensity to the situation. He is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does!

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## VALUE TO THE TEAM

*This section of the report identifies the specific talents and strengths John brings to the workplace. By looking at these statements, one can better identify his role. Understanding these strengths can help capitalize on John's unique strengths that make him an integral part of the team.*

- Can support or oppose strongly.
- Positive sense of humor.
- Negotiates conflicts.
- Pioneering.
- Verbalizes his feelings.
- Team player.
- Motivates others towards goals.
- Self-reliant.

# CHECKLIST FOR COMMUNICATING

*Many people find this section to be extremely accurate and important for enhancing communication with John. Whether at work or home, understanding how best to communicate with others can be a great relationship asset. This page provides a list of things to DO when communicating with John. Review each statement with John to identify the statements which are most important to him. We recommend highlighting the most important "DO's" and provide this list to those who communicate with John frequently.*

Do:

- Speak at a rapid pace.
- When he receives a "no" answer, expect him to return for more discussion on another day.
- Provide a warm and friendly environment.
- Confront when in disagreement.
- Leave time for relating, socializing.
- Read the body language for approval or disapproval.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Talk about him, his goals and the opinions he finds stimulating.
- Deal with details in writing, have him commit to modes of action.
- Appeal to the benefits he will receive.
- Use a motivating approach, when appropriate.
- Define the problem in writing.
- Use enough time to be stimulating, fun-loving, fast-moving.

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# DON'TS ON COMMUNICATING

*This section of the report is a list of things NOT to do while communicating with John. Review each statement with John and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.*

Don't:

- Drive on to facts, figures, alternatives or abstractions.
- Be dictatorial.
- "Dream" with him or you'll lose time.
- Give him your opinion unless asked.
- Be paternalistic.
- Legislate or muffle--don't overcontrol the conversation.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Leave decisions hanging in the air.
- Be curt, cold or tight-lipped.
- Ramble.
- Talk down to him.
- Let him overpower you with verbiage.

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# COMMUNICATING WITH OTHERS

*This section provides suggestions on methods which will improve John's communications with others. By understanding how other people like to communicate, John will become more effective in his communication. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This blending and the ability to interpret the needs and strengths of others is the mark of a superior communicator.*

When communicating with a "Lion" ... a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Don't leave loopholes or cloudy issues.
- Avoid appearing disorganized.

When communicating with an "Otter" ... a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

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# COMMUNICATING WITH OTHERS

When communicating with a "Golden Retriever" ... a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

When communicating with a "Beaver" ... a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

## IDEAL ENVIRONMENT

*This section identifies the ideal environment based on John's unique strengths or "Core" Style. Use this section to identify specific duties and responsibilities that John enjoys and also those that may create frustration.*

- Democratic supervisor with whom he can associate.
- Assignments with a high degree of people contacts.
- Work with a tolerant leader.
- Tasks at home or work that change from time to time.
- Freedom of movement.
- Freedom to try new approaches.
- Freedom from control and detail.

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# KEYS TO MOTIVATING

*Understanding what motivates a person is often found by understanding what it is he wants or values. This section of the report can help understand John's wants and desires. Those statements that ring true, but aren't a current part of his work, can become goals to reach.*

John wants:

- More time in the day.
- A leader who practices participative management.
- Travel or changing work stations.
- Participation in meetings on future planning.
- Freedom from control and detail.
- Rewards to support his dreams.
- Public recognition of his ideas and results.
- Freedom to talk and participate on the team.
- To be trusted.
- Outside activities so there is never a dull moment.
- Freedom from routine work.

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## KEYS TO LEADING

*In this section are some needs which must be met in order for John to perform at an optimum level. Some needs can be met by himself, while leadership must provide for others. It is difficult for a person to enter a motivational environment when that person's basic needs have not been fulfilled. Review the list with John and identify 3 or 4 statements that are most important to him. This allows John to participate in forming his own personal growth plan.*

John needs:

- Objectivity when dealing with people because of his high trust level.
- More logical presentations--less emotional.
- People to work and associate with.
- To mask emotions when appropriate.
- To handle routine paperwork only once.
- Opportunity to try the untried.
- To evaluate his drive to be seen as his "own person" and how it affects his role on the team.
- Restraints, or program to calculate the risk involved by his decisions.
- To focus conversations on work activities--less socializing.
- Support in doing excessive detail work.
- A tolerant leader.
- Bottom-line measurement.

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## AREAS FOR IMPROVEMENT

*This section lists possible "Core" limitations or tendencies for John. It does not consider life and work experiences or formal education and training that he may have received to overcome these obstacles. Review with John and cross out those limitations that do not apply. Highlight one to three statements that are hindering his performance and develop an action plan to eliminate or reduce these tendencies.*

John has a tendency to:

- Be optimistic regarding possible results of his projects or the potential of his people.
- Be a situational listener if not given an opportunity to tell his ideas.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Overuse praise in motivating others.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Be so enthusiastic that he can be seen as superficial.
- Trust people indiscriminately if positively reinforced by those people.
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.
- Have difficulty planning and controlling time expenditure.

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# PERCEPTIONS

*A person's actions and feelings may be quickly telegraphed to others. This section provides additional information on John's self-perception and how, under certain conditions, others may perceive his actions. Understanding this section will enable John to balance his emotions to be successful in different situations.*

## "See Yourself As Others See You"

### SELF-PERCEPTION

John usually sees himself as being:

Enthusiastic  
Charming  
Persuasive

Outgoing  
Inspiring  
Optimistic

### OTHERS' PERCEPTION

Under moderate pressure, tension, stress or fatigue, others may see him as being:

Self-Promoting  
Overly Optimistic

Glib  
Unrealistic

And, under extreme pressure, stress or fatigue, others may see him as being:

Overly Confident  
Poor Listener

Talkative  
Self-Promoter

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## SECTION TWO: Additional Insights

How much do you feel you're having to "adapt" your "core" style to your present environment?

You've just read a detailed report that illustrates your "core" strengths and style. But for many people, they're having to "adapt" their natural strengths to fit their unique workplace or home environment.

The "adapted" graph below can give you a picture of how much you feel you are needing to "change" or "adapt" your core style to match the needs or requirements of your environment.

For example, let's say the high point on your "Core" graph is a Lion (L) and you are in a position that requires you to do redundant data entry all day, every day. This could cause your Lion (L) point to move down in your "Adapted" graph. This movement from your "Core" Style could become challenging because you feel the need to be something you are not.

If both of your graphs are similar, that would indicate that there are few demands on you to "adapt" your core style. If the "adapted" graph is very different than your "core" graph, that can indicate a high degree of internal energy is going into making that adaptation.

People can do well in a work situation that calls them to make significant changes. However, it does require more energy and understanding to excel in these situations than in settings that draw more on our "core" style. (In other words, common sense tells us that an introverted person would probably not be very happy as an outside commission sales person, and an extroverted person would not fit well in an accounting position handling minute details for long periods of time.)

Let's look at your "core" and "adapted" graphs side by side on the next page

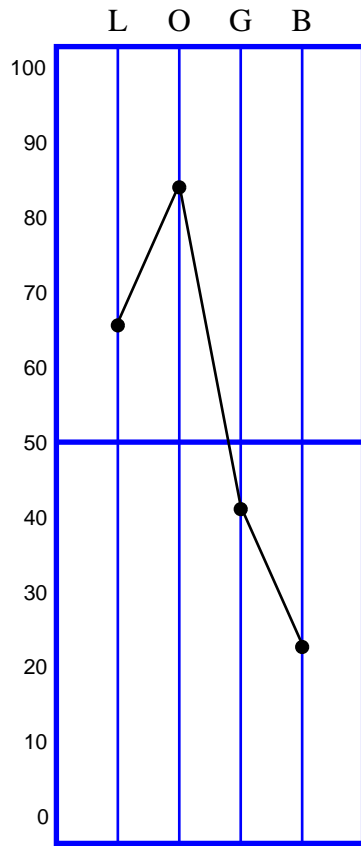
# STYLE ANALYSIS GRAPHS

**John Doe**

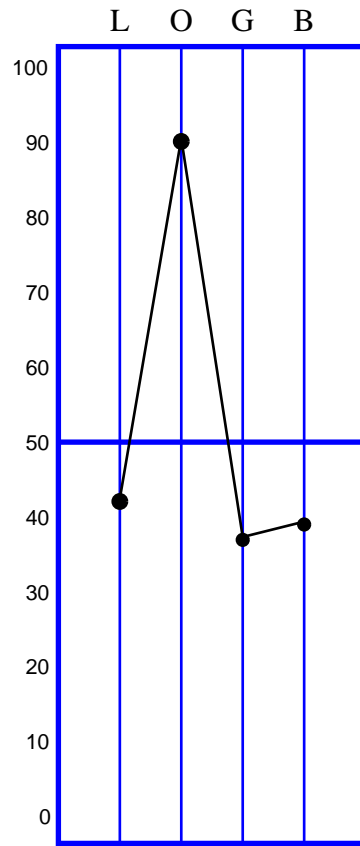
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"Core" Style



"Adapted" Style



Score  
%

|    |    |    |    |
|----|----|----|----|
| 3  | 1  | 7  | 10 |
| 66 | 84 | 42 | 24 |

|    |    |    |    |
|----|----|----|----|
| 5  | 9  | 3  | 3  |
| 43 | 90 | 38 | 40 |

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# ONE-WORD DESCRIPTORS

## Your Unique Strengths

Based on John's responses, the report has marked those words that describe him. They describe how he solves problems and meets challenges (L), influences people (O), responds to the pace of the environment (G) and how he responds to rules and procedures (B) set by others.

| Lion          | Otter           | Golden Retriever    | Beaver                |
|---------------|-----------------|---------------------|-----------------------|
| Demanding     | Effusive        | Phlegmatic          | Evasive               |
| Egocentric    | Inspiring       | Relaxed             | Worrisome             |
| Driving       | Magnetic        | Resistant to Change | Careful               |
| Ambitious     | Political       | Nondemonstrative    | Dependent             |
| Pioneering    | Enthusiastic    | Passive             | Cautious              |
| Strong-Willed | Demonstrative   | Patient             | Conventional          |
| Forceful      | Persuasive      | Possessive          | Exacting              |
| Determined    | Warm            | Predictable         | Neat                  |
| Aggressive    | Convincing      | Consistent          | Systematic            |
| Competitive   | Polished        | Deliberate          | Diplomatic            |
| Decisive      | Poised          | Steady              | Accurate              |
| Venturesome   | Optimistic      | Stable              | Tactful               |
| Inquisitive   | Trusting        |                     | Open-Minded           |
| Responsible   | Sociable        |                     | Balanced Judgment     |
| Conservative  | Reflective      | Mobile              | Firm                  |
| Calculating   | Factual         | Active              | Independent           |
| Cooperative   | Calculating     | Restless            | Self-Willed           |
| Hesitant      | Skeptical       | Alert               | Stubborn              |
| Low-Keyed     | Logical         | Variety-Oriented    | Obstinate             |
| Unsure        | Undemonstrative | Demonstrative       | Opinionated           |
| Undemanding   | Suspicious      | Impatient           | Unsystematic          |
| Cautious      | Matter-of-Fact  | Pressure-Oriented   | Self-Righteous        |
| Mild          | Incisive        | Eager               | Uninhibited           |
| Agreeable     | Pessimistic     | Flexible            | Arbitrary             |
| Modest        | Moody           | Impulsive           | Unbending             |
| Peaceful      | Critical        | Impetuous           | Careless with Details |
| Unobtrusive   |                 | Hypertense          |                       |

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## HOW ARE YOU HAVING TO "ADAPT?"

*This list of descriptions can give you a picture of the way John feels he may need to respond to the current environment to be accepted. If these statements DO NOT sound related, explore the reasons why as a key to understanding John's current situation and his need to "adapt" to be accepted.*

- Positive, outgoing, friendly behavior.
- Obtaining results through people.
- Working without close supervision.
- Maintaining an ever-changing, friendly, work environment.
- Moving quickly from one activity to another.
- Making tactful decisions.
- Participative decision making.
- Possessing a strong sense of urgency toward results.
- Questioning the status quo, and seeking more effective ways of accomplishment.
- Exhibiting an active and creative sense of humor.
- Handling a variety of activities.
- Optimistic, future-oriented outlook.
- Motivating people to take action by using persuasive skills.

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# CORE AND ADAPTED STYLE

*John's "Core" Style of dealing with problems (L), people (O), pace of events (G) and procedures (O) may not always fit what the environment needs. This section may provide valuable information related to the stress and pressure John may feel when he "Adapts" his style to the environment.*

## PROBLEMS - CHALLENGES ("Core" Style)

John is ambitious in his approach to problem solving, displaying a strong will and a need to remove all obstacles. John has a tendency to make decisions with little or no hesitation.

## PROBLEMS - CHALLENGES ("Adapted" Style)

John sees the need to be somewhat conservative in his approach to solving problems. He wants to accept challenges but will be calculated in his response.

## PEOPLE - CONTACTS ("Core" Style)

John's "Core" style is to use persuasion and emotion to the extreme. He is positive and seeks to influence people by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.

## PEOPLE - CONTACTS ("Adapted" Style)

John sees no need to change his approach to influencing others to his way of thinking. He sees his "Core" Style to be what the environment is calling for.

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# CORE AND ADAPTED STYLE

## PACE - CONSISTENCY ("Core" Style)

John likes mobility and the absence of routine does not traumatize him. He feels comfortable juggling different projects and is able to move from one project to another fairly easily.

## PACE - CONSISTENCY ("Adapted" Style)

John sees his core activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.

## PROCEDURES - CONSTRAINTS ("Core" Style)

John is independent by nature and feels comfortable in situations where the constraints are few and far between. He will follow rules as long as he feels that the rules are his. He has a tendency to rebel from rules set by others and wants input into any constraints.

## PROCEDURES - CONSTRAINTS ("Adapted" Style)

John is striving to be independent and somewhat self-willed. He is most comfortable when the constraints can be "loosened" for certain situations.

# PERSONAL STRENGTHS INDICATOR™

This section shows the specific factors that make up this report and the degree to which John expresses them, both in his "Core" and "Adapted" Style. A higher score would indicate a high degree of this factor, and a lower score would indicate less of this characteristic. This section can provide good insights into how John's "Core" and "Adapted" styles are expressed.

For example, the "Decisive/Results oriented" factor is the first "factor" listed. If John's "Core" style is 8.5 and his "Adapted" Style is 5.25, that may indicate he feels a fairly strong need to adapt or limit his "Core" Style in the current environment.

Let's say John's "Core" Style is 3.85 on the Decisiveness/Results oriented scale, and 7.25 on his "Adapted" Style, this may indicate that John is having to strongly express a trait that isn't a "Core" strength.

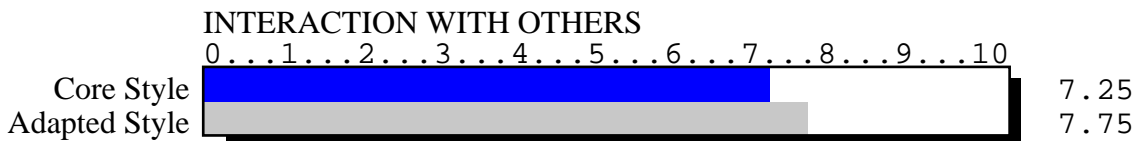
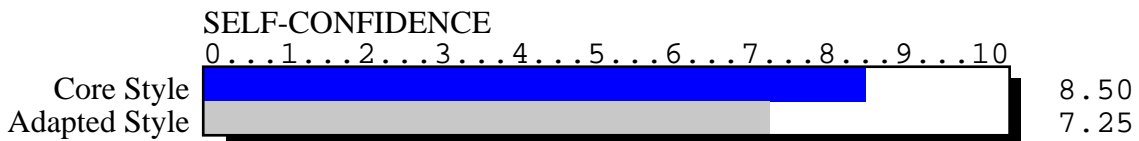
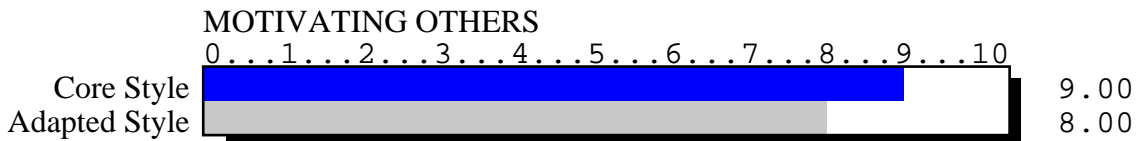
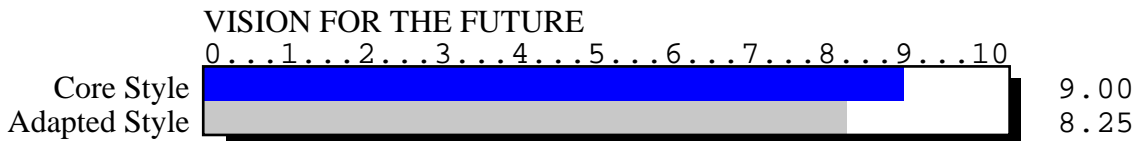
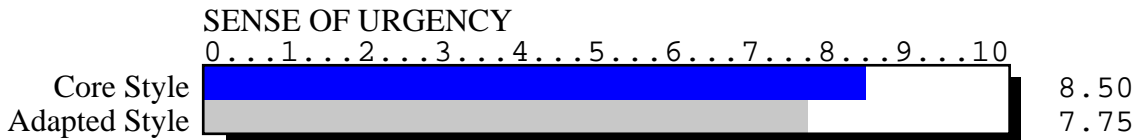
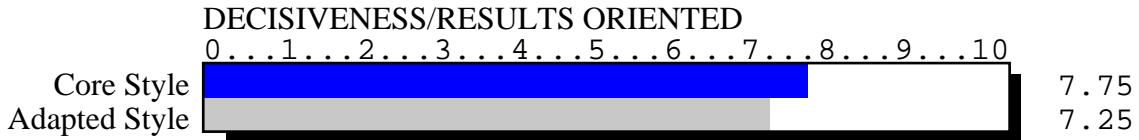
Read and compare John's graphs. Look at each factor and the importance of that factor to his current position. John's "Adapted" graph may identify those factors he sees as important to focusing his energy.

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# SPECIFIC FACTOR ANALYSIS

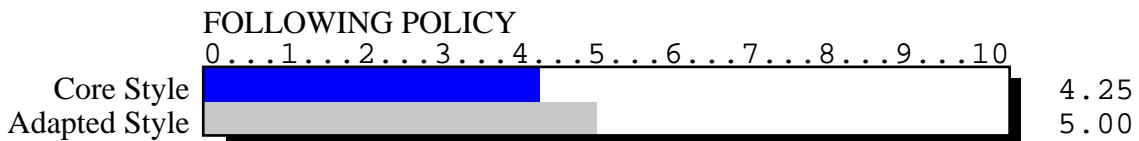
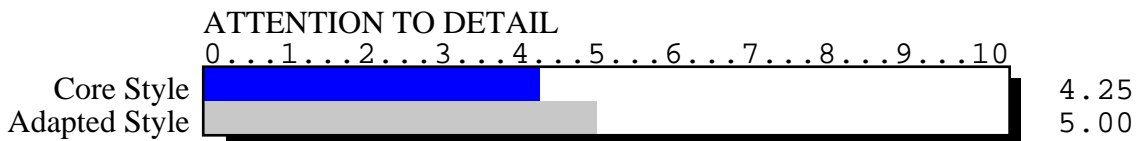
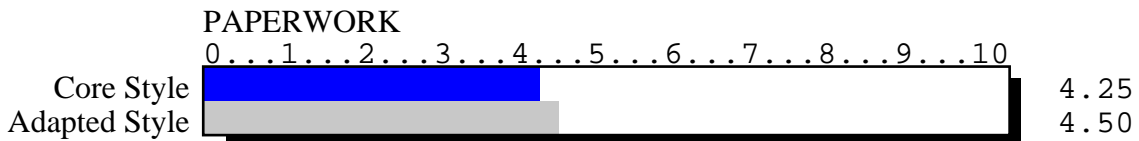
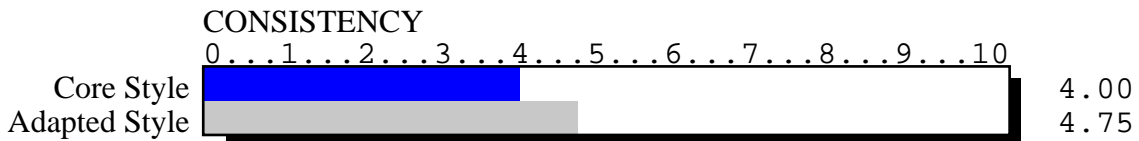
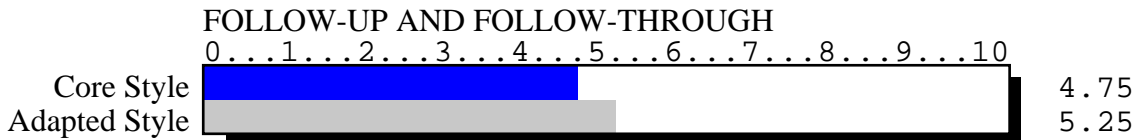
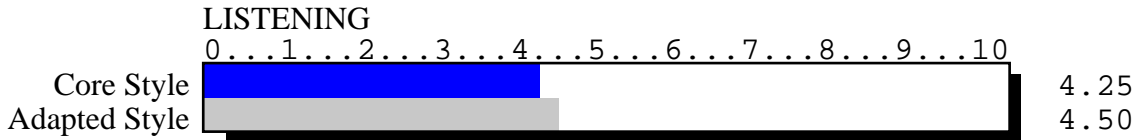
John Doe



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# SPECIFIC FACTOR ANALYSIS

John Doe



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# THE Ministry Insights® WHEEL

The Ministry Insights® Wheel is a powerful tool to help John visually see his "Core" strengths and how he may be "Adapting" his style to meet others' expectations.

- The circle represents John's "Core" Style.
- The star represents John's "Adapted" Style.

If the star and circle are plotted in different boxes on the wheel, then John is adapting his style. The further the two points are from each other, the more John may feel the need to "Adapt" to others' expectations.

If John is a part of a group or team who also took the assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's "Core" and "Adapted" style. This allows for quick identification of potential conflict. This will also help identify where communication, understanding and appreciation can be increased.

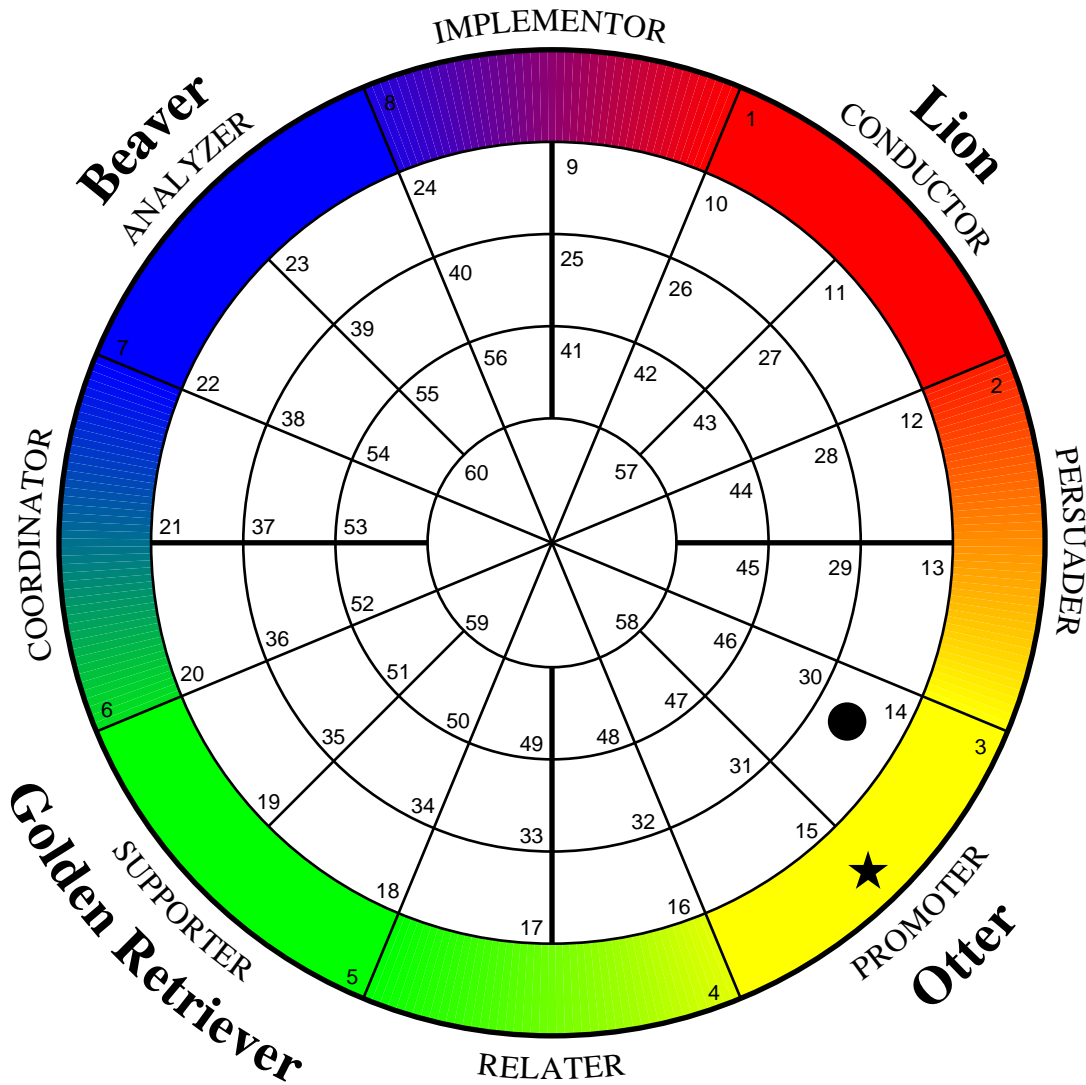
Also notice on the outside of the circle descriptive words like "Conductor" or "Supporter." These words are designed to help describe John's "Core" and "Adapted" Style. Additional insights and instructions on using the Ministry Insights Wheel can be found in your online workbook.

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# THE Ministry Insights® WHEEL

**John Doe**  
 ABC Organization  
 3-6-2002



"Adapted" Style: ★ (3) PROMOTER

"Core" Style: ● (14) PERSUADING PROMOTER

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