

LEADING  
from *your*  
STRENGTHS

# CERTIFICATION WORKBOOK

RODNEY COX AND JOHN TRENT Ph.D.



Let me be the first to welcome you to the Ministry Insights team and the Strengths Movement. You are embarking on a life changing journey and one that will not only impact you but everyone you come in contact with from this day forward. I believe that with all my heart!

Certification is divided into 2 parts, Level I and Level II. The first level of certification can be completed via live Webinars and that is the level you are currently moving through. Level II certification can only be obtained at the Ministry Insights Equipping Conference and requires a written examination. To find out more about Level II and our annual conference visit our website.

Many of you are already using lots of profiles and products so without delay I want to pass along a discount coupon that will help you with further purchases. When order at [www.ministryinsights.com](http://www.ministryinsights.com) simply apply the discount coupon CERTIFIED and your discounts will be immediately calculated for the products purchased. (Not all products carry a discount.)

As you move through the Certification process please keep the following in mind.

- The Profile is powerful and very important but it is not the most important part of the process to building strong Christ centered relationship.
- You do not have to be the expert and have all the answers.
- The Holy Spirit is the only one that can change the heart, mind and soul of man.

During this Certification process you will discover how to use and implement the tools that will help you impact the relationships in your sphere of influence. There are three key elements that drive all of our processes and products that you will learn during Level I Certification.

1. Biblical Foundation - Before we ever share the results of a profile we always establish a Biblical foundation and understanding. We believe that without the foundation of God's word, first and foremost, there is no true way forward and everything becomes subjective.
2. Objective Data - This is where the applicable profile comes into play. Our profiles are not designed to be 100% accurate but objectively present predictable behaviors of an individual. We only measure and report on how the individual will approach problem solving, processing information, managing change and facing risk. We call these the Four Inescapable areas of Differences.
3. Purposeful Interactions - This step in the process is where we interact purposefully with the objective data collected in light of God's word and the truth about differences. There are many support products available to help you with purposeful interactions. Fundamentally we believe that God designed differences to complete you not defeat you—compliment not compete.

Please do not hesitate to contact my staff with any questions or feedback.

Warm Regards,



Rodney Cox  
Founder and President  
Ministry Insights International

© 2001 -2011 Copyright Ministry Insights International, Inc. All rights reserved.

No part of this publication may be reproduced without the prior permission.

Unless otherwise stated, all scripture taken from the HOLY BIBLE, NEW INTERNATIONAL VERSION®. Copyright © 1973, 1978, 1984 International Bible Society. Used by permission of Zondervan. All rights reserved. The "NIV" and "New International Version" trademarks are registered in the United States Patent and Trademark Office by International Bible Society. Use of either trademark requires the permission of International Bible Society.

Ministry Insights®, Marriage Insights®, Family Insights®, Leading From Your Strengths® and Position Insights® are registered trademarks of Ministry Insights International, Inc.

Focus On Purpose® is a registered trademark of Focus On Purpose, Inc.

# Table Of Contents

## Section 1 – Biblical Foundation

The Mystery Of Differences .....	5
The Law Of Differences .....	7
The Four Inescapable Area Of Difference .....	8
Area 1 - Problem Solving Together .....	9
Area 2 - Processing Information Together .....	10
Area 3 - Managing Change Together.....	11
Area 4 - Facing Risk Together .....	12

## Section 2 – Objective Data (The Profile)

Profile Overview .....	14
Individual Customized Profiles.....	14
The Profiles .....	14
Understanding The Strengths Chart .....	16
Understanding The Strengths Movement Chart .....	23
Reading The Strengths Chart.....	17
The Energy Line Defined .....	17
The Four Continuums And Eight Strengths Defined.....	17
The 10 Scale Defined .....	17
Four Step Process To Greater Understanding Of Strengths .....	17
Step 1 – Determine The Dominant Strengths And Assign Descriptors.....	18
Step 2 – Identify Strong, Moderate, And Weak Correlations .....	19
Step 3 – Study The Emotions Of The Four Factors .....	22
Step 4 – Check Strengths And Strengths Movement Chart Disparity .....	25
Strengths Movement.....	25
Significance Of Movement .....	26
Possible Interpretation.....	26
The Strengths Wheel .....	28

## Section 3 – Purposeful Interactions

General Characteristics .....	30
Communication Checklist.....	32
Strengths Movement Chart .....	34
The Strengths Wheel .....	36

## Appendix

Appendix A – Validity Study .....	39
Appendix B – One Word Descriptors.....	42
Appendix C – Combined Descriptors.....	44
Appendix D – Emotions Of The Factors .....	46
Appendix E – Unusual Patterns .....	47
Appendix F – Graph Examples Exercise .....	49





# Section

# 1

## Biblical Foundation



# EXERCISE 1



## THE MYSTERY OF DIFFERENCES

1 Corinthians 12:12

The body is a unit, though it is made up of many parts; and though all its parts are many, they form one body.

1

God created us to be \_\_\_\_\_ not to be independent.

1 Corinthians 12:14,15

Now the body is not made up of one part but of many. If the foot should say, "Because I am not a hand, I do not belong to the body," it would not for that reason cease to be part of the body.

2

You do not need to become someone \_\_\_\_\_ to belong.

1 Corinthians 12:17

If the whole body were an eye, where would the sense of hearing be? If the whole body were an ear, where would the sense of smell be?

3

There is great \_\_\_\_\_ in our differences.

1 Corinthians 12:18

But in fact God has arranged [placed, set] the parts in the body, every one of them, just as he wanted them to be.

### EXERCISE

The word "set" is a Jewelers term. The Jeweler has 3 goals in mind when creating a set and placing the stone. Brainstorm with your team and write down what you think the three goals are below with a brief explanation.

---

---

---

---

---

---

---

---

---

---



### THE JEWELER WANTS TO:

1. \_\_\_\_\_ the stone for a lifetime.
2. \_\_\_\_\_ the stone.
3. \_\_\_\_\_ the \_\_\_\_\_ of the stone.

1 Corinthians 12:18

But in fact God has arranged [placed, set] the parts in the body, every one of them, just as he wanted them to be.

**4**

Our differences are designed to \_\_\_\_\_ us not to defeat us.

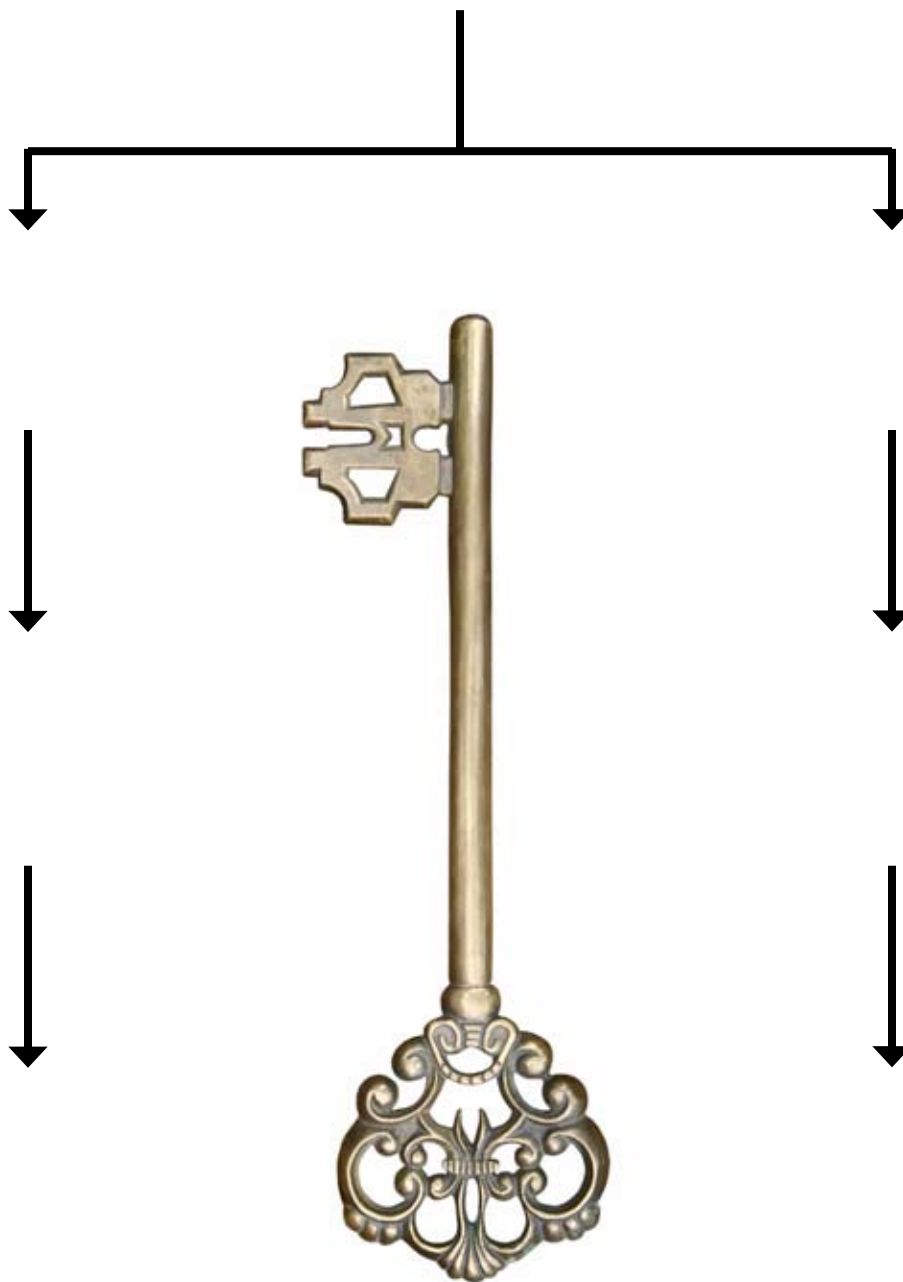
**5**

What you decide to do with differences will divide you or \_\_\_\_\_ you.



## THE LAW OF DIFFERENCES

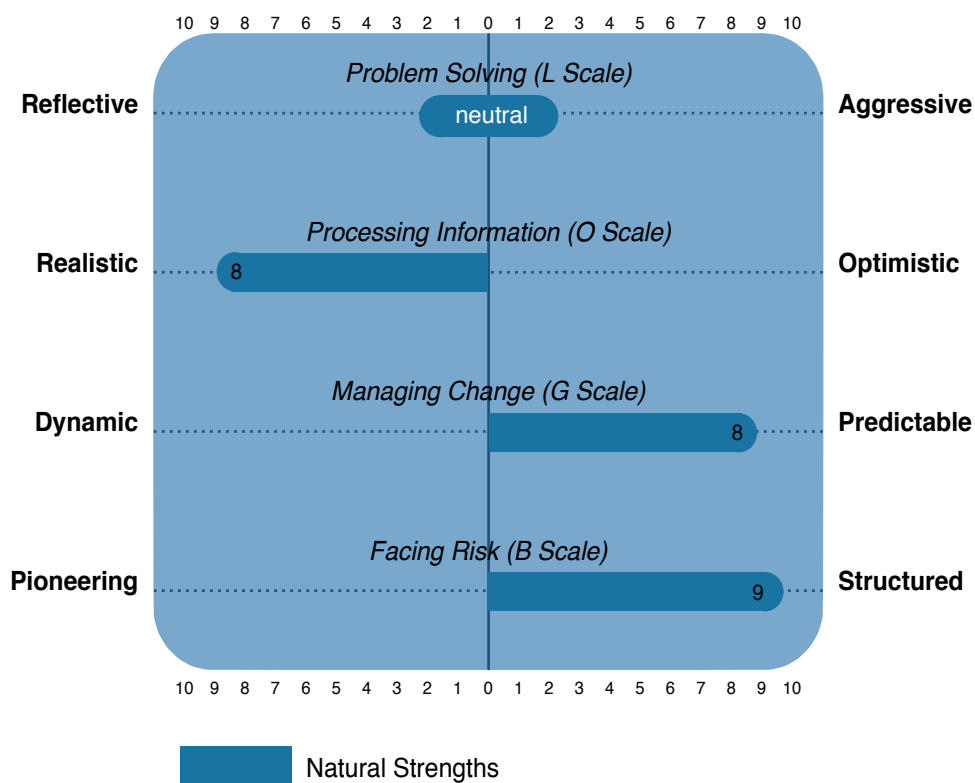
### Choice





## FOUR INESCAPABLE AREA OF DIFFERENCE

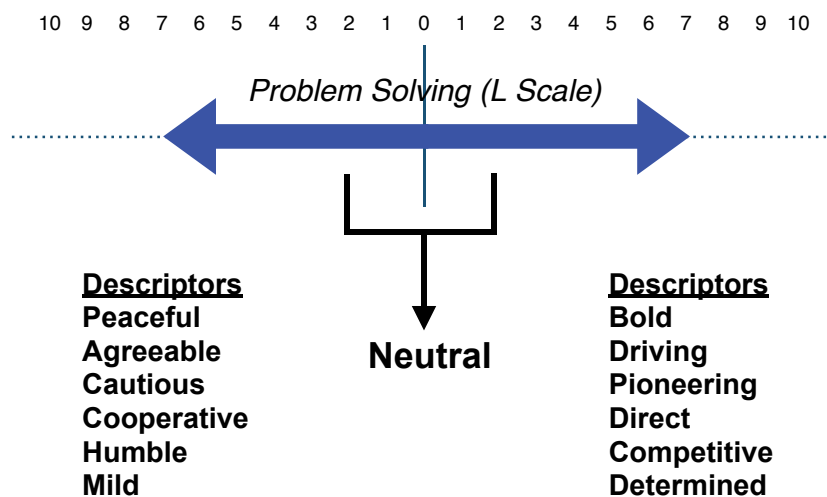
### EXAMPLE CHART



The Strengths Chart is designed so one strength is not displayed in a more favorable way than another. Every strength has equal weight and is equally important. No matter where a person plots they have a unique strengths mix.



## AREA 1 - PROBLEM SOLVING TOGETHER

**6**

Stop looking at how YOU would solve the problem and start looking at how the problem \_\_\_\_\_ be solved.

**7**

Let the NATURAL strengths on the team take the \_\_\_\_\_ when problem solving together.

**8**

Our strengths can become a \_\_\_\_\_ if taken to an extreme.

**9**

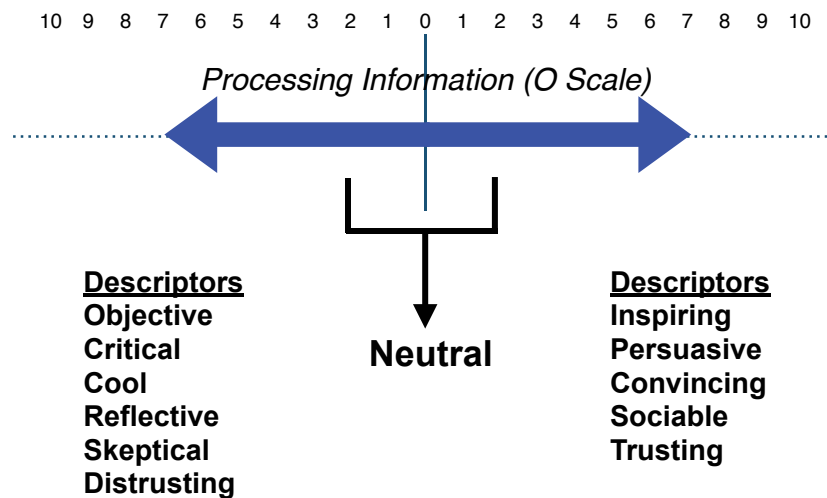
When our conversation becomes too \_\_\_\_\_ objectiveness can be lost.

**10**

An aggressive person tends to have a \_\_\_\_\_ fuse and be quick to anger, while a reflective person will tend to have a \_\_\_\_\_ fuse and be slow to anger.



## AREA 2 - PROCESSING INFORMATION TOGETHER



11

An optimist tends to \_\_\_\_\_ information while a realist needs to \_\_\_\_\_ information. When a realist asks validating questions it can communicate a \_\_\_\_\_ of trust to the optimist.

12

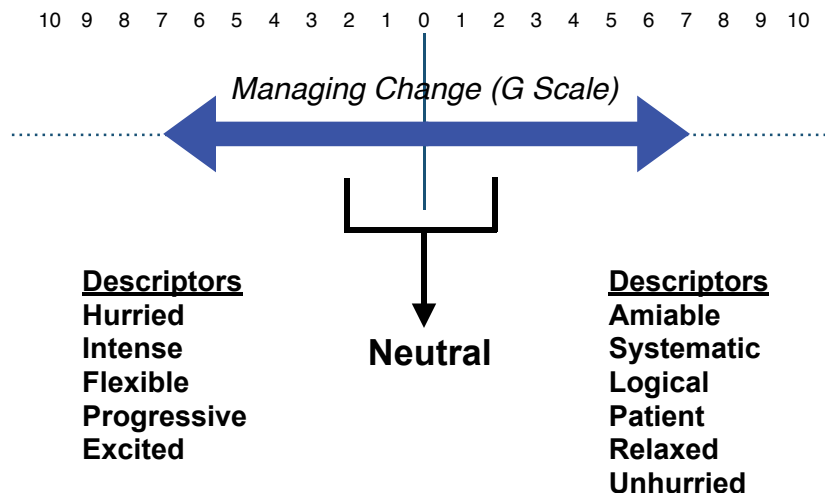
You have to \_\_\_\_\_ the realist's trust, and if lost it will take time to regain.

13

When an optimist presents ideas with feelings instead of facts to the realist, communication can become \_\_\_\_\_.

14

God has placed the optimist in the relationship to see the \_\_\_\_\_, and the realist in the relationship to see the \_\_\_\_\_ needed for the vision to be accomplished.

**AREA 3 - MANAGING CHANGE TOGETHER****15**

A predictable person is not resistant to change, they just need to know how the change will \_\_\_\_\_ their plans.

**16**

When a predictable person “drops the ball” they may have an overwhelming sense of \_\_\_\_\_.

**17**

When a dynamic person “drops the ball” they can \_\_\_\_\_ it and move on.

**18**

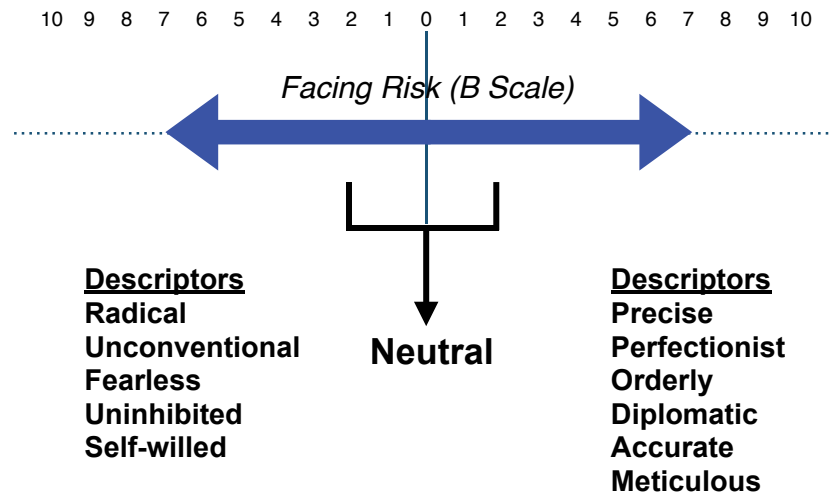
The predictable person prefers a slower, “sequential” environment where they can \_\_\_\_\_ what they start.

**19**

The dynamic person likes an environment that is faster paced where they can \_\_\_\_\_ many projects.



## AREA 4 - FACING RISK TOGETHER



20

A structured person sees rules as a source of \_\_\_\_\_. Therefore, they will tend to follow established rules.

21

The pioneering person sees rules as an \_\_\_\_\_ and tends to question them.

22

A structured person will tend to ask \_\_\_\_\_ while an pioneering person will tend to ask \_\_\_\_\_.

23

A structured person will tend to \_\_\_\_\_ risk; while the pioneering person will tend to \_\_\_\_\_ risk.



## Section

# 2

## Objective Data Profiles



## PROFILE OVERVIEW

### INDIVIDUAL CUSTOMIZED PROFILES

Many personality models classify styles of behavior into 16 to 24 basic types. However, each person is a unique creation so Ministry Insights approaches the profile process with that uniqueness in mind. Current research indicates that the **16 to 24 basic styles represent only 53% of the population**. To try and “fit” the remaining 47% of the population into one of these types may not give the respondent accurate information. Our profiles and the resulting report take into account the uniqueness of each person’s strengths, allowing us to understand people better and not “fit” them into an established pattern that does not represent who they really are.

“I will give thanks to Thee, for I am fearfully and wonderfully made.” — Psalm 139:14

### THE PROFILES

Ministry Insights offers a suite of strengths based profiles. The **Leading From Your Strengths Profile** is primarily used with pastoral staff and teams, Bible studies, small groups and in other groups. The **Marriage Insights Profile** is used in pre-marital, marriage counseling and marriage enrichment. The **Family Insights Profile** is used to strengthen communication between teens and their parents. **Position Insights Profile** is a tool that enables a search committee or individual responsible for hiring to create a strengths based benchmark of the position being filled before you start the selection process. These are some of the most powerful and comprehensive profile tools available today.

The core questionnaire that drives the profile (other than Position Insights) requires individuals to choose what they are most like and least like. They are required to make one MOST and one LEAST selection from each of twenty-four (24) boxes which contain adjectives we call “descriptors”. The responses are plotted on two graphs. The MOST responses are plotted on the Strengths Movement Chart, and the LEAST responses are plotted on the Strengths Chart.

Based on the individual’s responses to the 24 “most” and “least” descriptors, **19,360 different graphs can be plotted**.

Our sophisticated scoring method analyzes these graphs and measures the correlation between each of the plot points in the Strengths Chart and the Strengths Movement Chart. The scoring method then selects statements based on these correlations and generates reports based on **384 different Strength Charts**. Within profiles, based on the selections made, statements are selected in such a way that **no two reports will ever be identical**. This scoring method results in personalized, accurate reports with unusually high face validity.



## ASSIGNING THE PROFILE QUESTIONNAIRE

To ensure highest accuracy, the following instructions should be given to each individual completing the profile questionnaire.

1. Focus on who you are and the traits that describe you most in the context in which you are responding to the Profile (work, ministry, marriage, parenting, etc.).
2. Take the Profile in an uninterrupted block of time.
3. The Profile should be completed in less than 10 minutes. Don't over-analyze your responses.
4. There are no right and no wrong answers.

Name \_\_\_\_\_ Email \_\_\_\_\_ Male ☐ Female ☐

M	L		M	L	
<input type="radio"/>	<input type="radio"/>	Gentle, kindly	1	<input type="radio"/>	Aggressive, challenger, takes action
<input type="radio"/>	<input type="radio"/>	Persuasive, convincing		<input type="radio"/>	Life of the party, entertaining, outgoing
<input type="radio"/>	<input type="radio"/>	Humble, reserved, modest		<input type="radio"/>	Easy mark, easily taken advantage of
<input type="radio"/>	<input type="radio"/>	Original, inventive, individualistic		<input type="radio"/>	Fearful, afraid
<input type="radio"/>	<input type="radio"/>	Attractive, charming, attracts others	2	<input type="radio"/>	Cautious, wary, careful
<input type="radio"/>	<input type="radio"/>	Cooperative, agreeable		<input type="radio"/>	Determined, decided, unwavering, stand firm
<input type="radio"/>	<input type="radio"/>	Stubborn, unyielding		<input type="radio"/>	Convincing, assuring
<input type="radio"/>	<input type="radio"/>	Sweet, pleasing		<input type="radio"/>	Good-natured, pleasant
<input type="radio"/>	<input type="radio"/>	Easily led, follower	3	<input type="radio"/>	Willing, go along with
<input type="radio"/>	<input type="radio"/>	Bold, daring		<input type="radio"/>	Eager, anxious
<input type="radio"/>	<input type="radio"/>	Loyal, faithful, devoted		<input type="radio"/>	Agreeable, consenting
<input type="radio"/>	<input type="radio"/>	Charming, delightful		<input type="radio"/>	High-spirited, lively, enthusiastic
<input type="radio"/>	<input type="radio"/>	Open-minded, receptive	4	<input type="radio"/>	Confident, believes in self, assured
<input type="radio"/>	<input type="radio"/>	Obliging, helpful		<input type="radio"/>	Sympathetic, compassionate, understanding
<input type="radio"/>	<input type="radio"/>	Willpower, strong-willed		<input type="radio"/>	Tolerant
<input type="radio"/>	<input type="radio"/>	Cheerful, joyful		<input type="radio"/>	Assertive, aggressive
<input type="radio"/>	<input type="radio"/>	Jovial, joking	5	<input type="radio"/>	Well-disciplined, self-controlled
<input type="radio"/>	<input type="radio"/>	Precise, exact		<input type="radio"/>	Generous, willing to share
<input type="radio"/>	<input type="radio"/>	Nervy, gutsy, brazen		<input type="radio"/>	Animated, uses gestures for expression
<input type="radio"/>	<input type="radio"/>	Even-tempered, calm, not easily excited		<input type="radio"/>	Persistent, unrelenting, refuses to quit
<input type="radio"/>	<input type="radio"/>	Competitive, seeking to win	6	<input type="radio"/>	Admirable, deserving of praise
<input type="radio"/>	<input type="radio"/>	Considerate, caring, thoughtful		<input type="radio"/>	Kind, willing to give or help
<input type="radio"/>	<input type="radio"/>	Outgoing, fun-loving, socially striving		<input type="radio"/>	Resigned, gives in
<input type="radio"/>	<input type="radio"/>	Harmonious, agreeable		<input type="radio"/>	Force of character, powerful
<input type="radio"/>	<input type="radio"/>	Fussy, hard to please	7	<input type="radio"/>	Respectful, shows respect
<input type="radio"/>	<input type="radio"/>	Obedient, will do as told, dutiful		<input type="radio"/>	Pioneering, exploring, enterprising
<input type="radio"/>	<input type="radio"/>	Unconquerable, determined		<input type="radio"/>	Optimistic, positive view
<input type="radio"/>	<input type="radio"/>	Playful, frisky, full of fun		<input type="radio"/>	Accommodating, willing to please, ready to help
<input type="radio"/>	<input type="radio"/>	Brave, unafraid, courageous	8	<input type="radio"/>	Argumentative, confronting
<input type="radio"/>	<input type="radio"/>	Inspiring, stimulating, motivating		<input type="radio"/>	Adaptable, flexible
<input type="radio"/>	<input type="radio"/>	Submissive, yielding, gives in		<input type="radio"/>	Nonchalant, casually indifferent, lack of concern
<input type="radio"/>	<input type="radio"/>	Timid, shy, quiet		<input type="radio"/>	Light-hearted, carefree
<input type="radio"/>	<input type="radio"/>	Sociable, enjoys the company of others	9	<input type="radio"/>	Trusting, faith in others
<input type="radio"/>	<input type="radio"/>	Patient, steady, tolerant		<input type="radio"/>	Contented, satisfied
<input type="radio"/>	<input type="radio"/>	Self-reliant, independent		<input type="radio"/>	Positive, admitting no doubt
<input type="radio"/>	<input type="radio"/>	Soft-spoken, mild, reserved		<input type="radio"/>	Peaceful, tranquil
<input type="radio"/>	<input type="radio"/>	Adventurous, willing to take chances	10	<input type="radio"/>	Good mixer, likes being with others
<input type="radio"/>	<input type="radio"/>	Receptive, open to suggestions		<input type="radio"/>	Cultured, educated, knowledgeable
<input type="radio"/>	<input type="radio"/>	Cordial, warm, friendly		<input type="radio"/>	Vigorous, energetic
<input type="radio"/>	<input type="radio"/>	Moderate, avoids extremes		<input type="radio"/>	Lenient, not overly strict, tolerant of others actions
<input type="radio"/>	<input type="radio"/>	Talkative, chatty	11	<input type="radio"/>	Companionable, easy to be with
<input type="radio"/>	<input type="radio"/>	Controlled, restrained		<input type="radio"/>	Accurate, correct
<input type="radio"/>	<input type="radio"/>	Conventional, doing it the usual way, customary		<input type="radio"/>	Outspoken, speaks freely and boldly
<input type="radio"/>	<input type="radio"/>	Decisive, certain, firm in making a decision		<input type="radio"/>	Restrained, reserved, controlled
<input type="radio"/>	<input type="radio"/>	Polished, smooth talker	12	<input type="radio"/>	Restless, unable to rest or relax
<input type="radio"/>	<input type="radio"/>	Daring, risk-taker		<input type="radio"/>	Neighborhoodly, friendly
<input type="radio"/>	<input type="radio"/>	Diplomatic, tactful to people		<input type="radio"/>	Popular, liked by many or most people
<input type="radio"/>	<input type="radio"/>	Satisfied, content, pleased		<input type="radio"/>	Orderly, neat, organized

Copyright © 1986-2001 Ministry Insights International, Inc. All Rights Reserved.



## UNDERSTANDING THE STRENGTHS CHART

1. The Strengths Chart is a person's NATURAL STRENGTHS.
  - By reading this graph we can predict how a person will naturally respond when Problem Solving, Processing Information, Managing Change and Facing Risk.
  - We can predict that these behavior will exist strongly when some one is placed under extreme pressure or becomes stressed out.
  - These predicted behaviors are observable.
  - We do not measure cognitive reasoning, aptitude, motivation or detrimental behaviors.
  
2. The Strengths Chart is generated from the LEAST responses on the questionnaire.
  - The descriptors chosen as LEAST like by the respondent determine the plot points for the Strengths Chart.
  - Research indicates that people are most truthful in their responses when asked what they are least like.
  
3. The Strengths Chart is the LEAST CHANGEABLE.
  - The Strengths Chart is generally set before a person is 13 years old and will seldom change significantly throughout their lifetime.
  - If the Strengths Chart changes dramatically over time it normally is and indicator that the person has been through a significant, life-changing event such as major surgery, a car accident, the death of a loved one, or some other event that caused a deep, personal change. Without such an event, the Strengths Chart will remain fairly consistent throughout a person's lifetime.
  - When a person takes a profile more than once and the plot points on the Strengths Chart shift more than 5 points or crosses the Energy Line, this is a significant change and you should explore.



## READING THE STRENGTHS CHART

### The Energy Line Defined

The Energy Line is the center line of the chart and is the foundation from which intensity levels of the eight strengths can be measured. What is unique about our profiles is that in order to understand the totality of an individual's strengths, we measure the intensity of the strengths and their correlation to the Energy Line and to each other.

### The Four Continuums and Eight Strengths Defined

1. Problem Solving – Aggressive or Reflective
2. Processing Information – Optimistic or Realistic
3. Managing Change – Predictable Or Dynamic
4. Facing Risk – Structured or Pioneering

### The 10 Scale Defined

At the top of the Strengths Chart you will see two 10 scales. Each scale is connected to the Energy Line with a neutral 0. Each scale measure the intensity of the strengths therefore the higher the number the stronger the strength. The number printed at the end of each strengths plotted correspond to its relative point on the 10 scale.

The Strengths Chart is designed so one strength is not displayed in a more favorable way than another. Every strength has equal wait and is equally important. No mater where a person plots they have a unique strengths mix.

## 4-STEP PROCESS TO GREATER UNDERSTANDING OF STRENGTHS

1. Determine the dominant strengths from the Strengths Chart and assign Descriptors.
2. Identify Strong, Moderate and Weak Correlations within the Chart and explain.
3. Study the emotions of the four continuums and explain.
4. Check for disparity between the Strengths Chart and the Strengths Movement Chart.

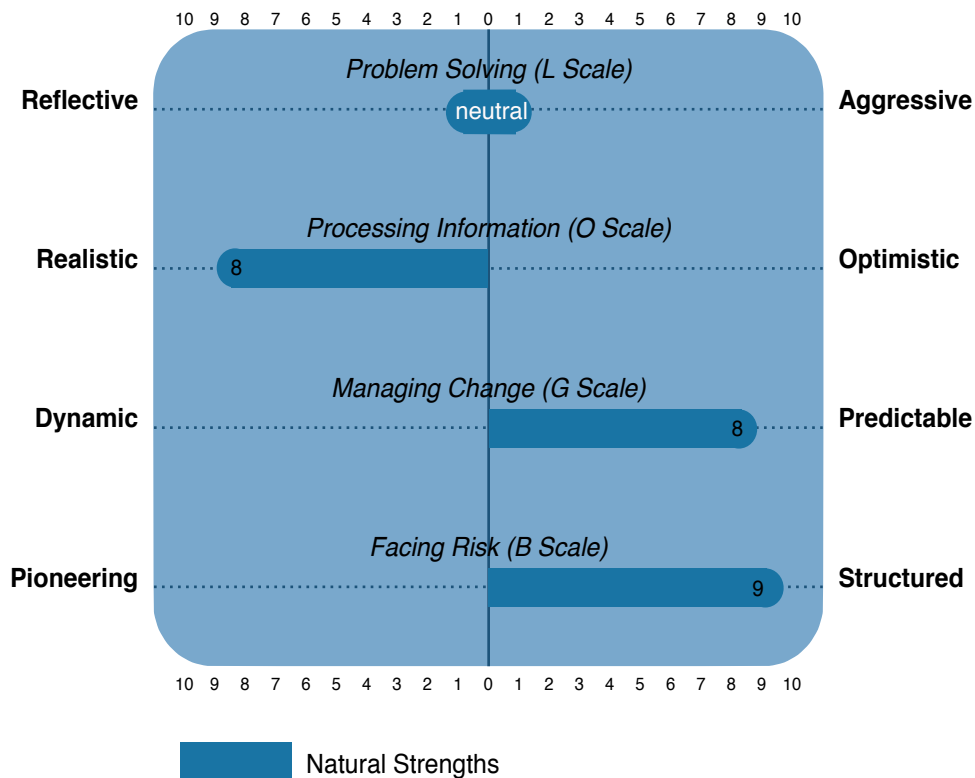
The graph reading process begins first with the Strengths Chart. After the Strengths Chart has been analyzed the same process can be applied to the Strengths Movement Chart.



## STEP 1 – DETERMINE THE DOMINANT STRENGTHS AND ASSIGN DESCRIPTORS

The dominate strengths are determined by the highest score on either side of the energy line.

### Example Chart



**Dominate Strengths** – Structured, Predictable and Realistic

**Assign Descriptors** – To assign descriptors to the Dominant Strengths see Appendix B.

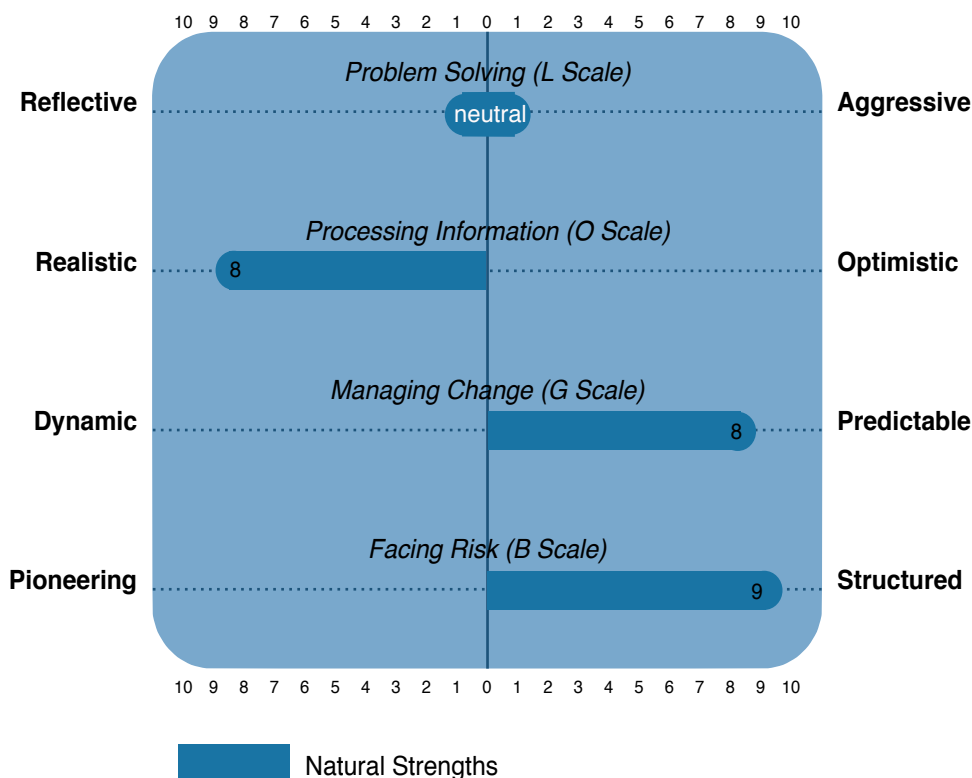
Structured	Predictable	Realist
Painstaking	Amiable	Critical
Wary	Systematic	Calculating
Meticulous	Methodical	Skeptical
Precise	Deliberate	Undemonstrative
Quality Conscious	Planned	
Perfectionist		
Exacting		



## STEP 2 – IDENTIFY STRONG, MODERATE, AND WEAK CORRELATIONS

In order to understand Strong, Moderate, and Weak correlations we must first explain Point Spread. The Point Spread is the distance between all points left and right of the energy line and their respective relationship to each other.

### Example 1



1. Start by finding the plot point for the strengths that are furthest away from each other working right to left. In this example, one correlation would be the Structured and Realistic. This correlation is called Structured Realistic.
2. Next, find the other correlations between plot points always working from right to left. The next correlation would be Structured Reflective then Predictable Realist and then Predictable Reflective.

You will notice in the example above a 10 scale at the top of the chart moving from the Energy line to the ends of the areas of measurement. Each strength is given a numeric score that establishes the intensity for that strength. The higher the number the more dominate the strength.



In our example, working from right to left, we would look at the correlations between strengths and find the sum of their point values to arrive at the Point Spread.

CORRELATION	SCORES	SPREAD
Structured Realistic	(9) + (8)	17
Structured Reflective	(9) + (0)	9
Predictable Realistic	(8) + (8)	16
Predictable Reflective	(8) + (0)	8

Now that we know the Point Spread, we can identify Strong, Moderate and Weak correlations.

**STRONG correlation** = A Point Spread greater than or equal to 10

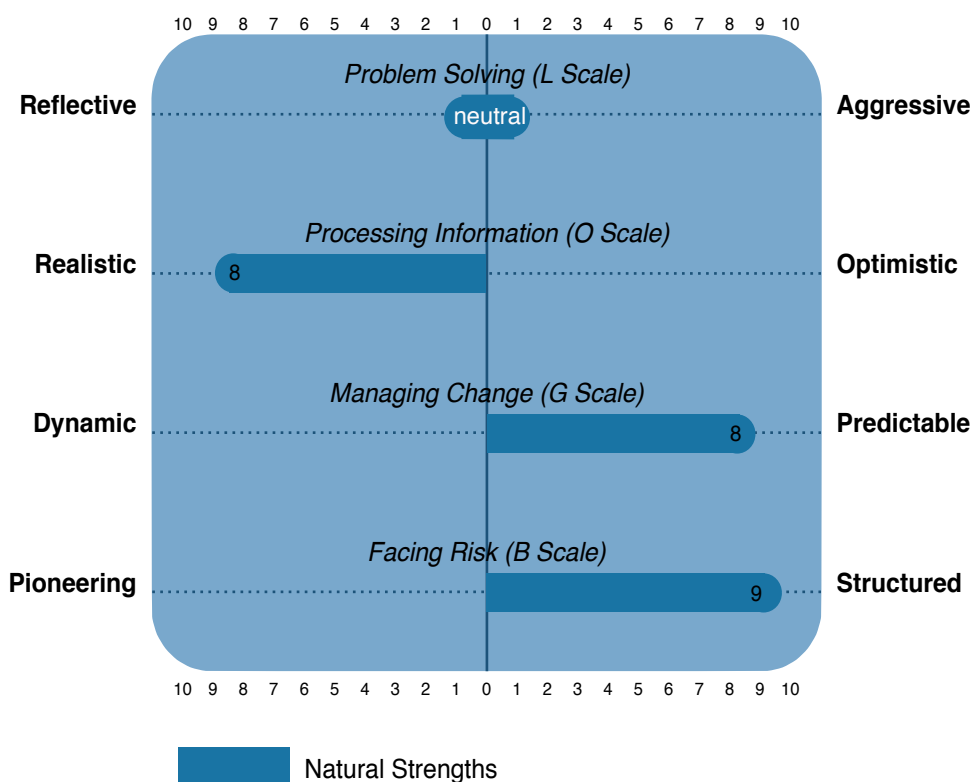
Statements in the profile will read strong and the respondent will normally connect to these statements strongly.

**MODERATE correlation** = A Point Spread of 5-9

Statements in the profile will read moderate and the respondent will normally connect to these statements in a strong to moderate way.

**WEAK correlation** = A Point Spread of 4 or less

Statements in the profile will read general and the respondent will normally not connect strongly to these statements.

**Example 1**

Returning to our example and looking specifically at the Point Spreads, we can label each correlation as being Strong, Moderate or Weak.

CORRELATION	SCORES	SPREAD	LABEL
Structured Realistic	(9) + (8)	17	Strong
Structured Reflective	(9) + (0)	9	Moderate
Predictable Realistic	(8) + (8)	16	Strong
Predictable Reflective	(8) + (0)	8	Moderate

We have now, by calculating Point Spreads, identified each of the correlations as Strong, Moderate or Weak. Now we need to associated descriptors and statements for each of the strong and moderate correlations.



Using Example 1 we can explained each correlation using the reference pages in Appendix C.

CORRELATION	DESCRIPTORS	STATEMENTS
Structured Realistic	Precise, Accurate, Perfectionist, Rational, Logical, Analytical	Precise, with utmost concern for quality. Analytical rather than persuasive in efforts to achieve perfection.
Structured Reflective	Precise, Accurate, Precise, Low-Keyed, Agreeable, Cautious	Willing to adapt rather than risk confrontation. Will communicate procedure in writing to enforce established and respected systems and procedures.
Predictable Realistic	Patient, Stable, Predictable, Objective, Rational, Logical	Able to focus and not be distracted for long periods of time. Will logically and systematically center all attention on current needs.
Predictable Reflective	Patient, Stable, Nonchalant, Low-Keyed, Agreeable	Patient and stable under pressure. Prefers to wait out problems and difficult encounters rather than confront them.

Remember, the Strong correlations will give the most accurate descriptors of strengths and should be viewed with the highest priority. Next, the Moderate correlations should be considered. A Weak correlation may or may not be accurate enough to give full consideration.

### STEP 3 – STUDY THE EMOTIONS OF THE FOUR FACTORS

Referring to Example 1, the emotions of the four factors in this Strengths Chart are as follows:

STRENGTHS	NORMAL EMOTIONS	EMOTIONS WHEN THREATENED
Structured	Cautious	Feels reckless and clutches rules.
Predictable	Unemotional	Feels out of control and slows down.
Realistic	Skeptical	Feels anxious and withdraws trust.
Reflective	Patient	Feels rejected and stop participating.

A complete listing of all the emotions associated with each strength can be found in Appendix D. This discussion of emotions related to strengths applies equally to an individual's Strengths Movement Chart.

## UNDERSTANDING THE STRENGTHS MOVEMENT CHART

1. The Strengths Movement Chart identifies a person's "MASK".
  - This chart indicated how the person feels they should respond to be successful in their current environment.
  - Reward and punishment are the primary drives of the mask – in other words, the person will put on the face needed to satisfies the environmental demands.
  - Strengths movement can come from 5 primary sources.
    - a. Identity and Self Image
    - b. Financial
    - c. Medical
    - d. Professional
    - e. Relational
2. The Strengths Movement Chart is generated from the MOST responses.
3. The Strengths Movement Chart is the MOST CHANGEABLE.
  - We adapt our strengths to our environment therefore the Strengths Movement Chart shows these adaptations for each of the four factors, Problem Solving, Processing Information, Managing Change and Facing Risk.
  - Our Strengths Movement Chart can change depending on the environment (context) we focus on. (Example: Employment, marriage, parent or ministry...)
    1. Example, a person may be a businessman and a father who may respond differently in his work and home environments. Such changes can also occur within the same environment if our responsibilities change significantly.
    2. Example, a church staff person moving from a task-focused position like bookkeeping to a pastoral position in another ministry area will need to utilize more people skills in order to succeed.

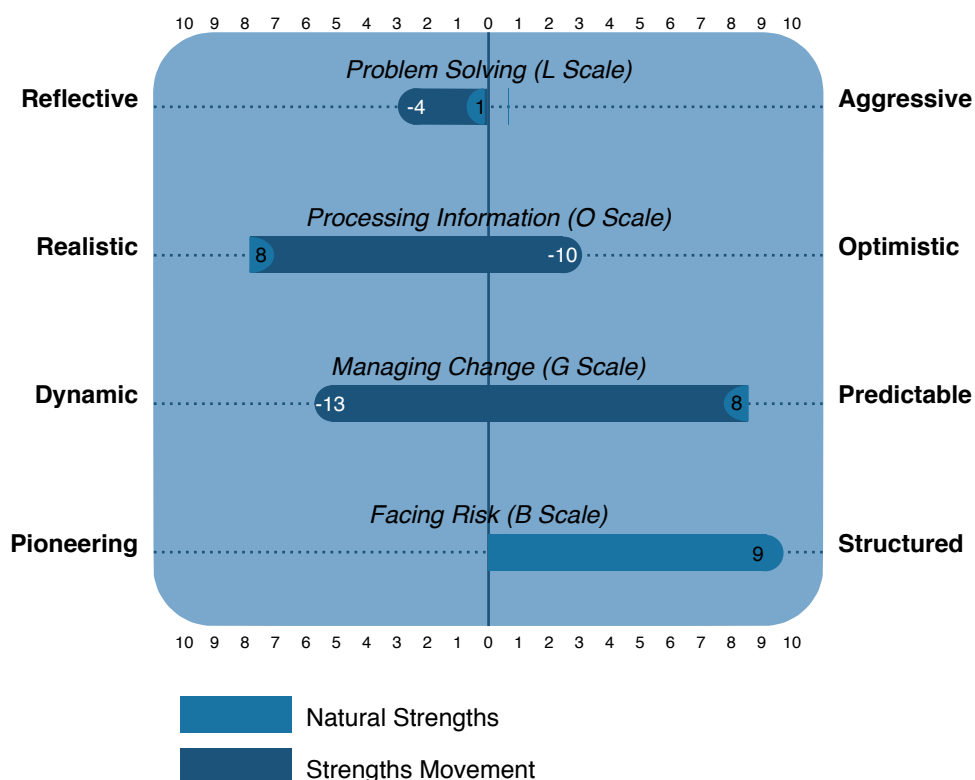
Movements of (+/-) 5 points or more in the Strengths Movement Chart should be explored. It is an indicator that the person's attempt to be successful in their current environment is probably causing them some level of stress. The greater the difference, the greater potential stress.



Research indicates that the disparity between the Strengths Chart and Strengths Movement Chart has a correlation with work/job/relationship satisfaction, health problems, and stress. Although further research needs to be completed, the initial finding shows that when there is disparity between the charts or strengths, a persons situational satisfaction goes down over a period of time and health problems increase.

Common sense tells us that a person who is naturally introverted and prone to being more passive would have to put more energy into adapting to an environment that calls for him or her to be consistently “in the spotlight” and influencing others.

### Example – Strengths Movement Chart



The person in the example above masks his true strengths in order to succeed in his environment. This person can be expending a great amount of energy to “maintain the mask”. The chart is designed to explore why this might be occurring.

A person can tolerate this type of change for a period of time. This period of time that such adapted Strengths is tolerable expands if the person’s passion, beliefs and value needs are being met. If not, this person will look for ways to change or leave their current environment to escape the stress and frustration.



## STEP 4 – CHECK STRENGTHS AND STRENGTHS MOVEMENT CHART DISPARITY

### STRENGTHS MOVEMENT

Strengths movement is the change between the Strengths Chart and the Strengths Movement Chart for each area measured. If there is a lot of disparity between the charts you should explore the reasons why.

There are five sources of stress that cause a shift in the Strengths Movement Chart:

1. Identity and Self Image
2. Financial
3. Medical
4. Professional
5. Relational

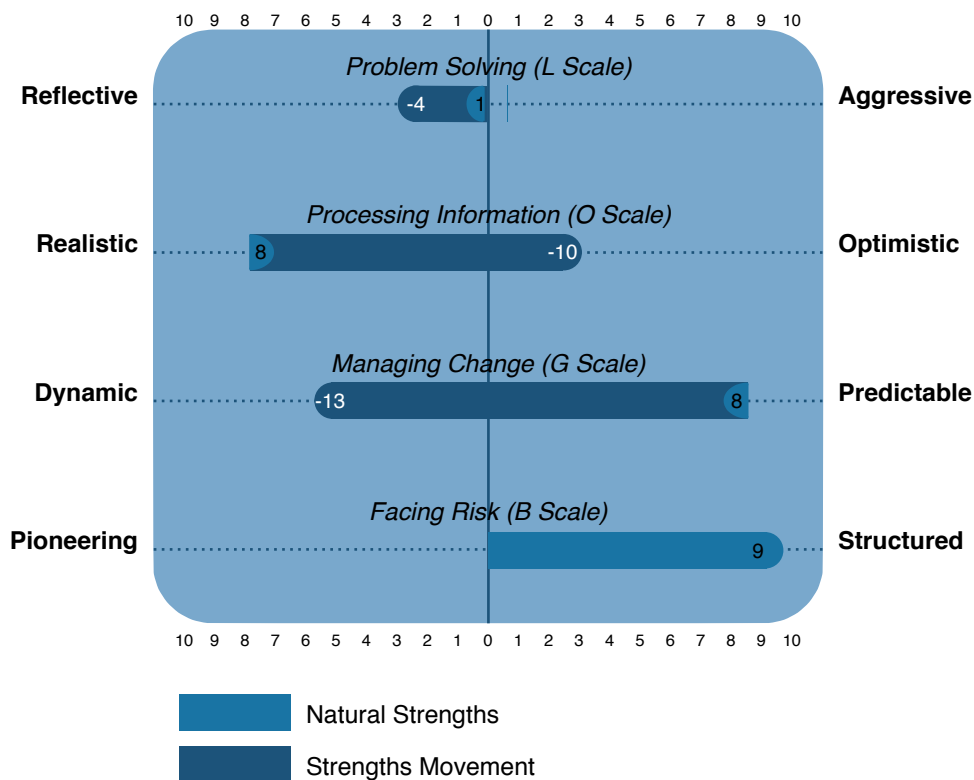
The following information will give you insights into what the movement in factors typically means. However, until a person's environment is discussed and analyzed, we can only give you some ideas as to what typical movement means. Why a person is adapting their strengths is important to discover and is a key to understanding how to establish an affect action plan to help people lead from their strengths.

	DESCRIPTION	MOVEMENT	DESCRIPTION	FEAR-RESPONSE
Problem Solving	Slow to React, Long Fuse, Passive, Safety	↔	Quick to React, Short Fuse, Aggressive, Risk	Being Used Controlling
Processing Information	Realistic, Ask Tough Questions, Logic Data, Skeptical	↔	Optimistic, Trust Me, Outgoing, Accepting	Social Rejection People Pleaser
Managing Change	Emotional, Expressive, Multi-tasking, Change Agent	↔	Non-Emotional, Stoic, Single Person Focus, Resist Change	Loss of Security Resistance
Facing Risk	Fearless, High Risk, Independent, Establish Own Rules	↔	Cautious, Low Risk, Conservative, Comply With Rules	Making Mistakes Judgmental

Take a moment now to work through the Strengths Chart Movement Exercise found under the Purposeful Interaction section page 34 and 35. This will help you identify one or more of the five sources of stress that might be influencing your behavior.



## Example 2



If the plot points on the Strengths Movement Chart shift more than 5 points (+/-) or crosses the Energy Line; this is a sign of significant adaptation and should be explored.

## SIGNIFICANCE OF MOVEMENT

1. Problem Solving – Not Significant
2. Processing Information – Significant
3. Managing Change – Significant
4. Facing Risk – Not Significant

## POSSIBLE INTERPRETATION

1. Processing Information – Stop validating information and start trusting at a surface value.
2. Managing Change – Moving too slow and need to speed up and juggle more projects.

A list of additional strengths movement meanings can be found in Appendix D.



## THE STRENGTHS WHEEL

### OVERVIEW OF THE STRENGTHS WHEEL

The Strengths Wheel is a powerful visual tool to help you see the natural strengths of a team or group of people. It can also help you understand how the team or group is moving their strengths collectively to meet the demands of their current environment. If you are part of a group or team who also took the assessment, it would be advantageous to use each person's Strengths Wheel to create a master Strengths Wheel that contains each person's "Natural Strengths" and "Strengths Movement". This allows for quick identification of potential issues and alignment.

The circle represents your natural strengths. The star represents your strengths movement. The Strengths Wheel is divided down and across the middle. By looking at the top of the Strengths Wheel you will see that these scales have something in common. They both represent task orientation. At the bottom of the wheel you will see that scales represent people orientation. Therefore if a team or group clusters in the top of the wheel we can predict the team will be task oriented and vice versa.

Taking another look at the wheel and you will see on the left side scales have something in common as well. They are slower paced. The opposite side of the wheel you will see that these scales are faster paced. Therefore if the team or group plotted on the left side of the wheel we could predict a slower paced environment and so on.

Putting all the pieces together can give us a powerful picture of a team. It can drive objective discussion about what the natural strengths of the team are and how the team feels it needs to move, as a whole, to succeed in the current environment.

A word of caution before we move on. There are only 60 statistical plot possibilities on the Strengths Wheel and is not designed to be used primarily for individual feedback. It is designed to give groups of people feedback to gain a powerful visual picture of the group.

### THE NUMBERING SYSTEM

You will notice 60 numbers indicated on the wheel starting at 1 o'clock and moving sequentially around the wheel. Dropping in one ring at 12 o'clock and continuing sequentially from there. The numbers give us a common point of references and have no other significance.

Ring 1 represents the strongest observable behaviors on the wheel. When teams cluster in this ring the team will exhibit strong behaviors and might even clash at times.

Ring 2 and 3 represent the vast majority of the population and will exhibit moderate tendencies based on the descriptors found on the wheel.



Ring 4 on the wheel indicates that a behavior across the wheel being pulled from the opposite side. Therefore we indicate the (ACROSS) pattern in the legend. The styles that pull from “across” the wheel are a little more complicated. Some behaviors seem to work in tandem at times, however at other times the behaviors may seem to argue from time to time.

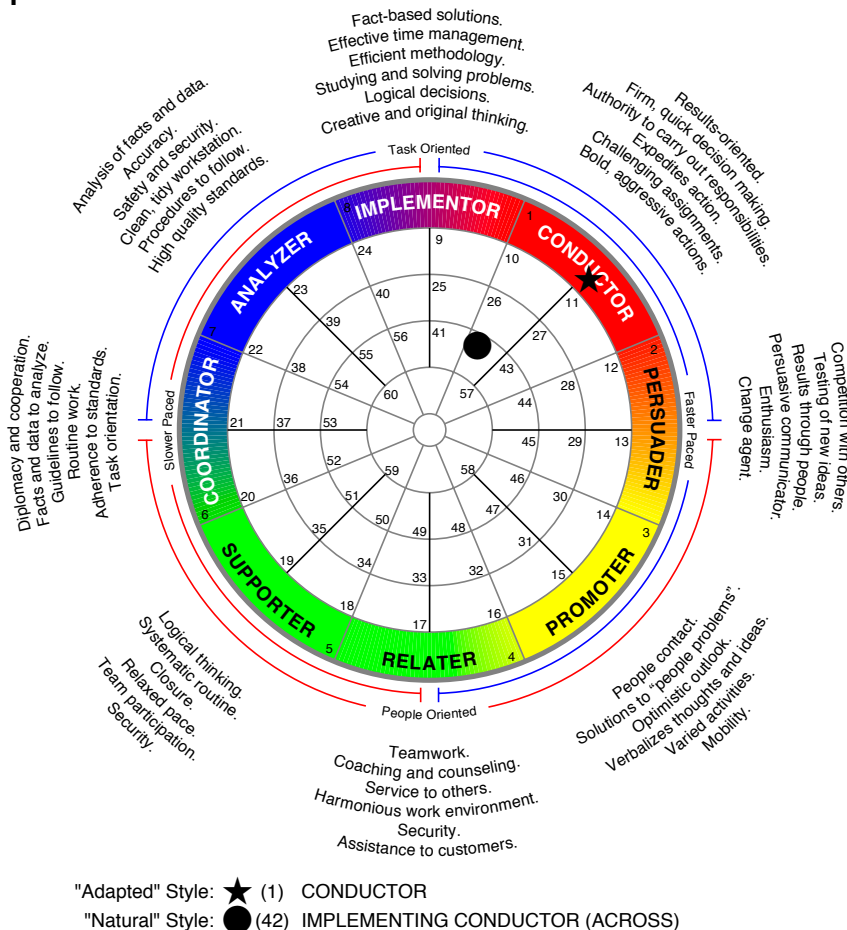
Behavior styles 57-60 (Inner-most Ring) indicate the me-me conflict. In other words they are pulling opposite tendencies (ACROSS) the wheel and they are in conflict.

## THE DESCRIPTORS

There are eight descriptors around the wheel that are general descriptive words of the graphs in that category. They are there to allow the participant to use a word that generally describes their combination of behaviors. The general definitions are below:

Conductor - direct and results oriented	Persuader - optimistic and flexible
Promoter - verbal and trusting	Relater - cooperative team player
Supporter - accommodating and persistent	Coordinator - cautious and self-disciplined
Analyzer - precise and detail-oriented	Implementer - creative and indecisive

FIGURE 1





## Section

# 3

## Purposeful Interactions



## GENERAL CHARACTERISTICS

Please turn to the “General Characteristics” section of your profile. From paragraph one, pick three statements that cause you to nod your head and say to yourself, “That’s me!”

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_

From paragraph two, pick three statements that seem to fit you best.

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_

From paragraph three, list three statements that best describe you.

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_



## SHARING TIME

Now share the first statement you selected and keep the following in mind:

- Feel free to clarify as you read each statement.
- Keep the conversation uplifting and positive.
- Share an example of how this strength brings value to the relationship.



## COMMUNICATION CHECKLIST

Please turn to the “Checklist for Communicating” and “Don’ts on Communicating” sections of your profile. As you answer each question. Feel free to put observations from the profile in your own words. Be prepared to share with your team.

Select three or four statements from the list of Do’s that you feel are most descriptive of how you like others to communicate with you:

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_

List three or four statements from the list of Don’ts that describe the way you DO NOT like to be communicated with:

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_



## SHARING TIME

Now share the first statement you selected and keep the following in mind:

- Feel free to clarify as you read each statement.
- Keep the conversation uplifting and positive.
- Share an example of how this strength brings value to the relationship.

STRENGTHS MOVEMENT CHART

Turn to the Strengths Movement Chart of your Leading From Your Strengths Profile.

Document your strengths movement scores in the chart below from each of the scales and answer the questions that follow.

	Movement Score (+/-)
Problem Solving Scale	
Processing Information Scale	
Managing Change Scale	
Facing Risk Scale	

If the plot points on the Strengths Movement Chart shift more than 5 points (+/-) or crosses the Energy Line; this is a sign of significant adaptation and should be explored.

Look at the areas equal to or greater than 5. Is the movement frustrating you? If so, list who or what in your present environment is communicating that this movement is needed? (Be as specific as possible.)



Use the table below to categorize the items you listed on the previous page as either controlled by you or controlled by others.

Controlled by You	Controlled by Others

---

---

---

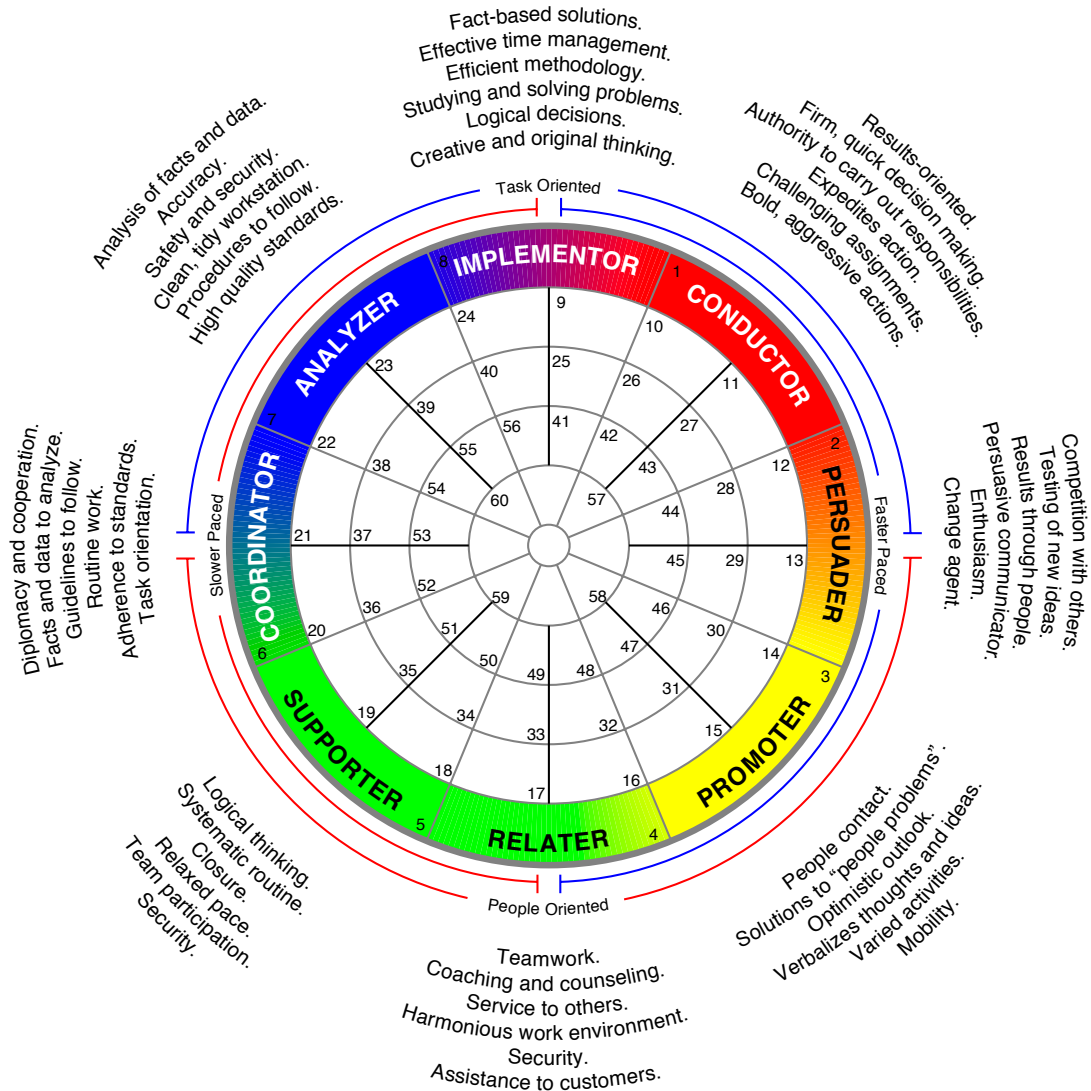
---

---



## THE STRENGTHS WHEEL

Take a moment and plot each team members DOT on the wheel below.



The Strengths Wheel is divided into four large quadrants (i.e. "Task Oriented," "People Oriented", "Slow Paced" and "Fast Paced"). These large quadrants are then divided into eight segmented sections, each noted by a descriptor (i.e. "Conductor," "Implementor," "Persuader", "Promoter..."). As you plot your team these quadrants and sections will start to paint a picture. As you might imagine, it's good to see teams with dots all around the wheel and in various locations. If the team is clustered in one quadrant, it is possible that the team is missing other key strengths that are needed to achieve current and future goals. If the team is fractured it could explain the lack of team focus.

Your goal is to explore and discuss the following questions.



## DISCUSSION QUESTIONS

What does the Strengths Wheel say about the overall direction of the team?

---

---

---

What are some observations you might have about the team based on the information presented on the Strengths Wheel?

---

---

---

Does the Strengths Wheel say anything about team members you may need to add? If so what?

---

---

---

## ON YOUR OWN, ANSWER THESE QUESTIONS

What have you learned about your unique contribution to the team?

---

---

---

---

---

---



## APPENDIX A – VALIDITY STUDY

### Answering Common Questions

The Ministry Insights and Marriage Insights Assessments are online tools designed to aid helping professionals, pastors, ministry and lay leaders, and couples and families identify the behavioral styles of individuals who respond to the 24-item, online survey. Here are a few items to help you explain what the survey measures and what the reports confirm to each respondent.

- A person's general manner of responding to problems and challenges
- How a person influences others to his or her point of view
- The ways in which a person responds to the pace of his or her environment
- A person's general and specific responses to rules and procedures set by others

### WHERE DID THE MINISTRY INSIGHTS ASSESSMENTS AND REPORTS COME FROM?

The Ministry Insights assessment model is based on the universally accepted DISC language, which was borne from the theories of William Moulton Marston in 1928 (The Emotions of Normal People). Although Marston did not invent the DISC measurement systems we use today, his contribution of dividing human behavior into four distinct categories and using measurements of the strength of these responses as a means to predict human behavior remains undiminished (Bonnstetter, et. al., "The Universal Language DISC", Target Training Int., 1993). The Ministry Insights model highlights four quadrants of behavior that are all represented in varying degrees by every person. These four behavioral patterns are Dominance, Influencing, Steadiness and Compliance.

### WHY DO YOU USE FOUR ANIMALS ON YOUR REPORTS?

The Ministry Insights tools further equate each of the four styles with a "word picture" based on the original work of award-winning author, Dr. John Trent. The Ministry Insights tools pair the four DISC factors with the "pictures" of four animals in order to create more memorable, descriptive and applicable keys to an individual's behavioral style. The animal descriptors correlate with the DISC factors as follows:

- The Problem Solving Scale (**Lion**) – **Dominance**
- The Processing Information Scale (**Otter**) – **Influencing**
- The Managing Change Scale (**Golden Retriever**) – **Steadiness**
- The Facing Risk Scale (**Beaver**) – **Compliance**

These added descriptors give the Ministry Insights reports a unique approachability for the respondent that is not found in other behavioral measurement models and assessment tools. The original work on the four animal styles apart from the DISC assessment is the book, The Two Sides of Love (Smalley and Trent, Tyndale House, 1992).



## WHAT ABOUT RELIABILITY AND VALIDITY?

After Marston's theory on the four behavioral styles, Walter Clark, (1950) was the first to develop an instrument based on the Marston Theory. His instrument was called the "Activity Vector Analysis" (Bonnstetter, et al., 1993). Since then, many people and organizations have contributed to the DISC model, including our company, Ministry Insights International, with the help of Target Training International, which has done extensive research and development on the scoring and interpretation of the DISC model. Target Training International has developed comprehensive, computerized scoring and delivery systems of the assessment results that are the driving forces behind the Ministry Insights Assessments and Reports.

## DO THE MINISTRY INSIGHTS ASSESSMENTS MEASURE WHAT WE SAY THEY MEASURE?

Yes! The Ministry Insights and Marriage Insights Assessments meet very high construct validity criteria. The words used in each of our 24 "most" and "least" items have been continually subjected to Item Analyses. The words used to factor the Lion, Otter, Golden Retriever and Beaver are positively correlated at a high level. In any four-factor model, the words or phrases used in the assessment should identify one of the four dimensions. The Ministry Insights assessment provides significant correlations across all four-style (DISC) dimensions. Using the Spearman-Brown split halves and the Kuder-Richardson Formula 21 Reliability Coefficients, to compare the internal consistency of our model with other instruments, we have found the following correlations (James Hall, Ph. D., F.A.B.M.P., University of North Texas Health Science Center, 1999):

Mean coefficients for each dimension between the Profiles and the Patient Communication Instrument:

SCALE	COEFFICIENTS
Problem Solving Scale (Lion) (D)	R = .92
Processing Information Scale (Otter) (I)	R = .71
Managing Change Scale (Golden Retriever) (S)	R = .72
Facing Risk Scale (Beaver) (C)	R = .74

Mean coefficients for each dimension between the Ministry Insights Assessment and the Self DISCRIPTION:

SCALE	COEFFICIENTS
Problem Solving Scale (Lion) (D)	R = .93
Processing Information Scale (Otter) (I)	R = .92
Managing Change Scale (Golden Retriever) (S)	R = .81
Facing Risk Scale (Beaver) (C)	R = .86



Before the above study, Dr. Russell Watson of Wheaton College (1989) had done a statistical comparison of our assessment and the popular Performax Personal Profile System and has found that the mean coefficients for each dimension were:

SCALE	COEFFICIENTS
Problem Solving Scale (Lion) (D)	R = .91
Processing Information Scale (Otter) (I)	R = .90
Managing Change Scale (Golden Retriever) (S)	R = .92
Facing Risk Scale (Beaver) (C)	R = .89

### DO PEOPLE REALLY THINK THAT OUR INSTRUMENTS ARE ACCURATE?

Dr. Watson of Wheaton College also did a study of face validity for the current assessment that Ministry Insights uses. In this study the participants were asked to evaluate the “perceived accuracy” of their own computer generated reports. The perceived accuracy of the reports was 88.49% with a standard deviation of 6.43%. The perceived accuracy of the reports along the key dimensions were as follows:

SCALE	Perceived Accuracy
Problem Solving Scale (Lion) (D)	91%
Processing Information Scale (Otter) (I)	94%
Managing Change Scale (Golden Retriever) (S)	85%
Facing Risk Scale (Beaver) (C)	82%

This study reveals that people with these different styles see the world in different ways!

**Conclusion** – The Ministry Insights Assessment model has been compared to other Marston-based instruments and has shown a high degree of validity. Our tool has solid evidence of constructive validity and similar instruments have been administered to millions of people worldwide and earned the respect of many professionals based on its accuracy and validity. You be the judge! Take the Ministry Insights Assessment today and decide for yourself if the results of your Report are on target.



## APPENDIX B — ONE WORD DESCRIPTORS

### Problem Solving (L Scale)

REFLECTIVE Slow to Anger “Long Fuse”		NEUTRAL	AGGRESSIVE Quick to Anger “Short Fuse”	
1	Moderate	Responsible	Driving	10
	Modest	Purposeful	Demanding	
2	Cooperative	Resolved	Commanding	9
	Mild		Unconquerable	
3	Gentle		Contentious	8
	Accommodating		Aggressive	
4	Conservative		Pioneering	7
	Cautious		Brave	
5	Low-Keyed		Forceful	6
	Agreeable		Competitive	
6	Unobtrusive		Original	5
	Unpretentious		Goal-oriented	
7	Peaceful		Decisive	4
	Unassuming		Assertive	
8	Humble		Enterprising	3
	Docile		Strong	
9	Acquiescent		Determined	2
10	Meek		Direct	1

### Processing Information (O Scale)

REALISTIC “Validates Information”		NEUTRAL	OPTIMISTIC “Trust Information”	
1	Factual	Compassionate	Effusive	10
	Objective	Amiable	Charismatic	
2	Cool	Sociable	Inspiring	9
	Rational	Charming	Optimistic	
3	Logical		Demonstrative	8
	Discreet		Enthusiastic	
4	Detached		Effervescent	7
	Analytical		Persuasive	
5	Critical		Convincing	6
	Calculating		Encouraging	
6	Skeptical		Animated	5
	Undemonstrative		Outgoing	
7	Introspective		Trusting	4
	Withdrawn		Poised	
8	Contemplative		Warm	3
	Reclusive		Friendly	
9				2
10				1

## Managing Change (G Scale)

DYNAMIC “Fast Paced”		NEUTRAL	PREDICTABLE “Slow Paced”	
1	Animated	Flexible	Phlegmatic	10
2	Industrious	Involved	Static	9
	Energetic	Patient	Systematic	
3	Impatient	Unruffled	Methodical	8
4	Restless		Deliberate	7
	Versatile		Habitual	
5	Dynamic		Unhurried	6
	Hurried		Consistent	
6	Progressive		Possessive	5
7	Intense		Steady	4
	Pressured		Stable	
8	Impetuous		Calm	3
9	Excited		Composed	2
	Frenetic		Relaxed	
10			Loyal	1

## Facing Risk (B Scale)

PIONEERING “High Risk Taker”		NEUTRAL	STRUCTURED “Low Risk Taker”	
1	Firm	Tactful	Zealous	10
2	Determined	Diplomatic	Wary	9
	Original	Conventional	Meticulous	
3	Self-reliant	Agreeable	Precise	8
4	Confident		Quality-conscious	7
	Independent		Perfectionist	
5	Unconventional		Exacting	6
	Resourceful		Accurate	
6	Radical		Prudent	5
7	Fearless		Compliant	4
	Free-spirited		Cautious	
8	Uninhibited		Controlled	3
	Revolutionary		Orderly	
9	Reckless		Neat	2
10			Conservative	1

Notice intensity of the words as the 10 scale grows. The higher the number the more observable the behaviors associated with the strength measured.



## APPENDIX C – COMBINED DESCRIPTORS

### Top Factor **Aggressive** Combinations

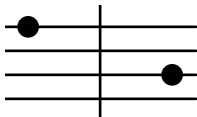
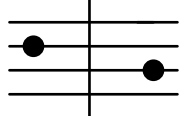
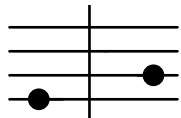
SCALE	COMBINATION	DESCRIPTORS	STATEMENTS
L1	<b>Aggressive/Realistic</b> 	Driving, Demanding, Commanding, Aggressive, Reflective, Analytical, Calculating, Contemplative	Seeks and solves problems in an independent, direct manner. Any problem can be faced and solved with a calculated approach.
L2	<b>Aggressive/Dynamic</b> 	Results-oriented, Urgent, Driving, Deadline conscious, Self-starter, Wide scope of activities	Anxious and impatient to overcome obstacles and competition in the most expedient way. Will be involved in all decisions and will not be overlooked. Driven to succeed.
L3	<b>Aggressive/Pioneer</b> 	Decisive individualist, Daring, Bold, Gutsy, Risk-taker, Venturesome, Pioneering	Aggressively and independently tackles problems with little regard for possible drawbacks in choice of solutions. Will do so with little regard for how it has been done in the past.

### Top Factor **Optimistic** Combinations



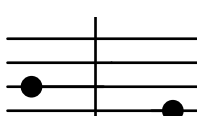
SCALE	COMBINATION	DESCRIPTORS	STATEMENTS
01	<b>Optimistic/Reflective</b> 	Inspiring, Charismatic, Persuasive, Conservative, Agreeable	Persuades people to their point of view using words. Looks to people for agreement before taking the next step.
02	<b>Optimistic/Dynamic</b> 	Warm, Friendly, Poised, Flexible, Impatient, Restless, Needs to Move	Actively seeks others to communicate with and builds relationships with a variety of people. Will normally build more surface relationships.
03	<b>Optimistic/Pioneer</b> 	Warm, Friendly, Poised, Individualistic, Confident, Fearless	Confident and relaxed with others, even in social situations that may seem risky and uncertain. Sees people for their qualities rather than as a threat.



### Top Factor **Predictable** Combinations

SCALE	COMBINATION	DESCRIPTORS	STATEMENTS
G1	<b>Predictable/Reflective</b> 	Patient, Stable, Nonchalant, Low-Keyed, Agreeable	Patient and stable under pressure. Prefers to wait out problems and difficult encounters rather than confront them.
G2	<b>Predictable/Realistic</b> 	Patient, Stable, Predictable, Objective, Rational, Logical	Able to focus and not be distracted for long periods of time. Will logically and systematically center all attention on current needs.
G3	<b>Predictable/Pioneer</b> 	Patient, Stable, Nonchalant, Unconventional, Resourceful, Individualistic	Persistently holds to views, even when they are contrary to the opinions of others. May be unconventional in their approaches to solving problems and challenges.

### Top Factor **Structured** Combinations

SCALE	COMBINATION	DESCRIPTORS	STATEMENTS
B1	<b>Structured/Reflective</b> 	Precise, Accurate, Low-Keyed, Agreeable, Cautious	Willing to adapt rather than risk confrontation. Will communicate procedure in writing to enforce established and respected systems and procedures.
B2	<b>Structured/Realistic</b> 	Precise, Accurate, Perfectionist, Rational, Logical, Analytical	Precise, with utmost concern for quality. Analytical rather than persuasive in efforts to achieve perfection.
B3	<b>Structured/Dynamic</b> 	Sensitive to problems, Controls, Dangers, Mistakes, Errors, Restless, Energetic, Hurried, Progressive	Will confront if respected and established systems and procedures are not followed. Will dynamically present all the facts prior to a decision.



## APPENDIX D — EMOTIONS OF THE FACTORS

STRENGTHS	NORMAL EMOTIONS	EMOTIONS WHEN THREATENED
Aggressive	Urgency	Feels angry and takes charge.
Reflective	Patience	Feels rejected and stop participating.
Optimistic	Trust	Feels undervalued and not trusted.
Realistic	Skeptical	Feels anxious and withdraws trust.
Predictable	Unemotional	Feels out of control and slows down.
Dynamic	Emotional	Feels unproductive and speeds up.
Structured	Cautious	Feels reckless and clutches rules.
Pioneering	Bold	Feels constrained and questions rules.

### ADDITIONAL STRENGTHS MOVEMENT MEANINGS

STRENGTH MOVEMENT	POSSIBLE MEANING
Moving Toward Reflective	Becomes less assertive, withdraws and more passive.
Moving Toward Aggressive	Becomes more assertive and takes charge.
Moving Toward Realistic	Becomes less trusting, more skeptical and less verbal.
Moving Toward Optimistic	Becomes more outgoing, trusting and more verbal.
Moving Toward Dynamic	Increases activity level, starts projects and speeds up the pace.
Moving Toward Predictable	Decreases activity level, focused on completing one project at a time and slows down the pace.
Moving Toward Pioneer	Becomes more independent, questions the status quo and takes more risk.
Moving Toward Structure	Becomes more ridged and enforces policies, cross the T's and dots I's and avoids risk.



## APPENDIX E – UNUSUAL PATTERNS

Although the Profiles are designed to measure NORMAL BEHAVIOR, there are three patterns that can occur which indicate unusual behavior. The Profiles are not a clinical assessment. However, many professionals use profiles as a tool to assist people in clinical settings to understanding their behavior.

Over-shift	Under-shift	Tight
<p>The Over-shift graph shows four scales: Problem Solving (L Scale), Processing Information (O Scale), Managing Change (G Scale), and Facing Risk (B Scale). All plot points are to the right of the Energy Line (score 5). The scales are labeled Reflective, Realistic, Dynamic, and Pioneering on the left, and Aggressive, Optimistic, Predictable, and Structured on the right.</p>	<p>The Under-shift graph shows the same four scales as the Over-shift graph. All plot points are to the left of the Energy Line (score 5). The scales are labeled Reflective, Realistic, Dynamic, and Pioneering on the left, and Aggressive, Optimistic, Predictable, and Structured on the right.</p>	<p>The Tight graph shows the same four scales as the other two. All plot points are at the neutral score of 5. The scales are labeled Reflective, Realistic, Dynamic, and Pioneering on the left, and Aggressive, Optimistic, Predictable, and Structured on the right.</p>
All plot points to the right of the Energy Line	All plot points to the left of the Energy Line	All plot points are Neutral.

Occurrence in population of Unusual Graphs (N = 2,771)

### STRENGTHS CHART UNUSUAL PATTERNS (OVER SHIFT –UNDER SHIFT – TIGHT)

1. Did not complete the profile in one uninterrupted setting.
2. Attempting to outsmart the assessment process.
3. Over-analyzing by taking too long to respond to the questionnaire.
4. Experiencing a significant emotional event or a personal trauma (Tight Graph only).
5. Under pressure to “be all things to all people” (Over shift Graph only).

When an unusual pattern appears in the Core Graph, it should be taken seriously. This person is experiencing stress or discomfort and the result will have a direct effect on performance. Many times professional help is needed for this person to discover who he/she really is, or what factors are influencing his/her graph results.



## STRENGTHS MOVEMENT CHART UNUSUAL PATTERNS (OVER SHIFT – UNDER SHIFT –TIGHT)

1. Attempting to outsmart the assessment process.
2. Trying to be an overachiever.
3. Over-analyzing by taking too long to respond.
4. Being new to an environment and not understanding the behavior required to be successful.
5. Trying to be all things to all people.

PATTERN	STRENGTHS CHART	MOVEMENT CHART
Over Shift	0.9%	1.3%
Under Shift	0%	0%
Tight	3%	0%

Unusual patterns in Adapted Graphs are usually temporary. Having the person respond to another Assessment with a proper focus or context will usually result in a more accurate graph. Also, a person new to a work or ministry position needs to wait a few weeks before responding to the second Assessment, so he or she has the opportunity to determine the behavior needed to be successful.

## RESPONSE NOTE

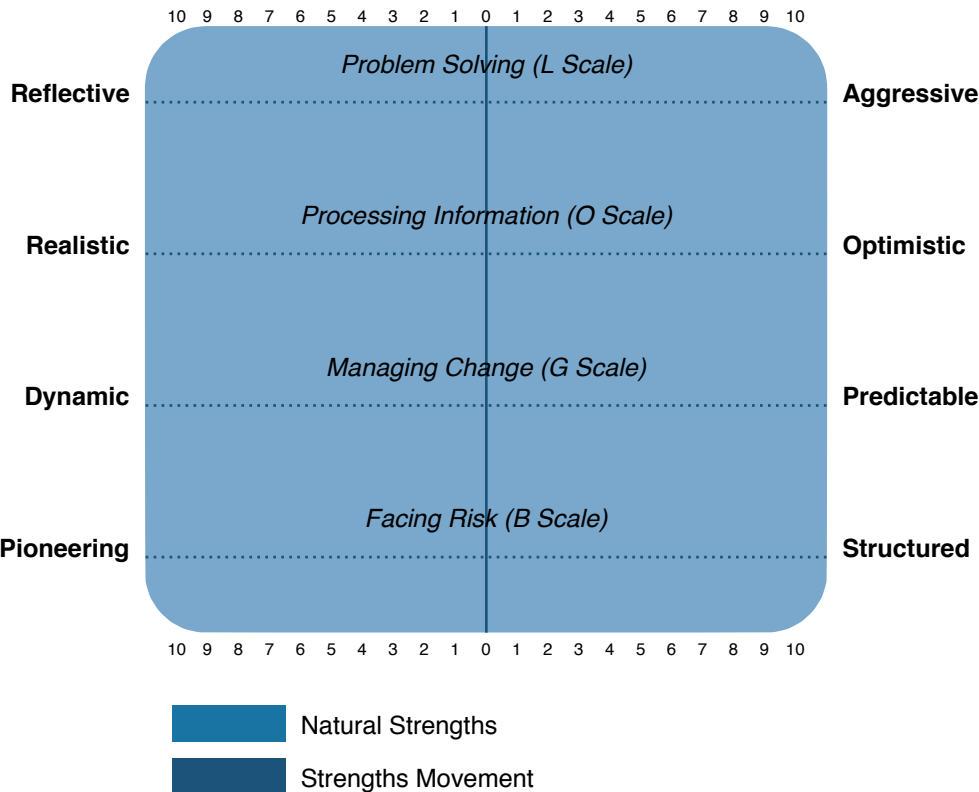
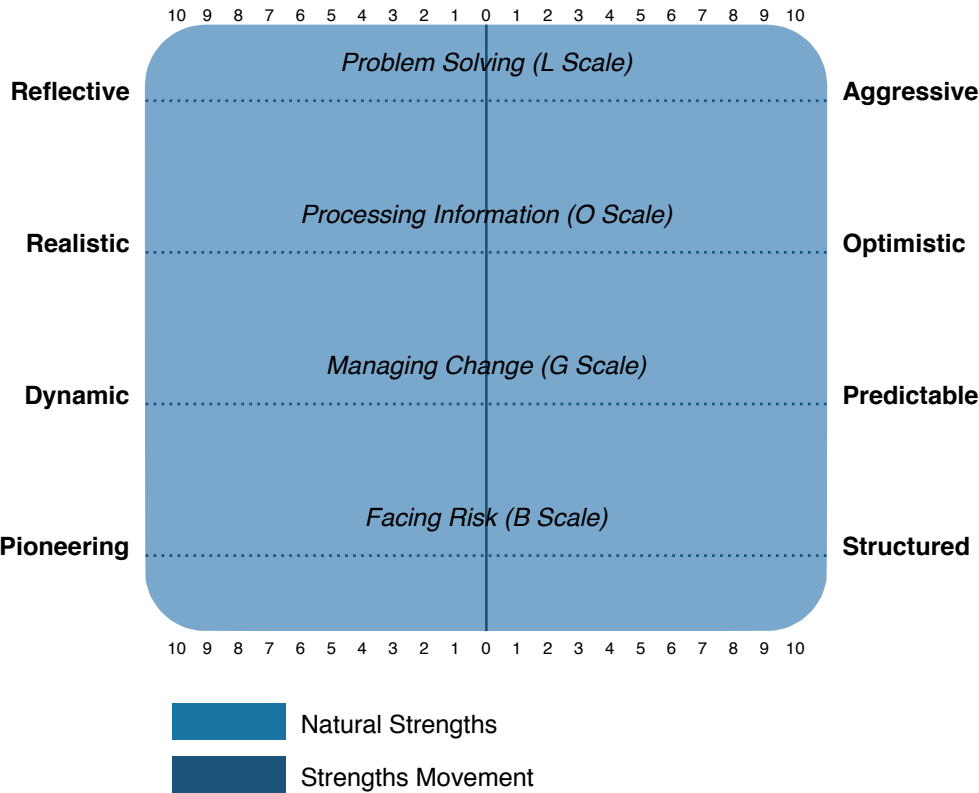
INSTRUMENT RESPONSE NOTES: John Doe

The adjectives John selected as being least like him may indicate that he is going through some type of transition or change in his personal life. This can be a result of his being in a new job or changing home environment. It may also result from a change in roles or responsibilities in the present environment. External pressures not directly related to the focus environment may be on his mind. Any of the aforementioned may cause temporary stress or anxiety which in turn may have altered the responses to the instrument.

Therefore, we recommend that the report be carefully scrutinized to ensure the greatest of accuracy in the information presented about John. In addition, he may want to consider retaking the instrument later at a less stressful time.



# APPENDIX F – GRAPH EXAMPLES EXERCISE





Step 1 – Determine The Dominant Strengths And Assign Descriptors

---

---

---

---

---

---

Step 2 – Identify Strong, Moderate, And Weak Correlations

---

---

---

---

---

---

Step 3 – Study The Emotions Of The Four Factors

---

---

---

---

---





**John Trent, Ph.D.** is founding president of StrongFamilies.com, a ministry committed to strengthening marriage and family relationships worldwide. Dr. Trent is a best-selling author and popular speaker with more than 25 years experience serving and strengthening families. John and his wife Cindy live in Phoenix, Arizona, have been married since 1979 and have two daughters. John has spoken to more than 100,000 people in more than 65 major cities in the past five years alone, as well as 750,000 men at Promise Keepers conferences. He has authored and coauthored more than a dozen award winning and best-selling books.

**Rodney Cox** is president and founder of Ministry Insights International, a ministry with the mission of Transforming Relationships Globally. This mission is driven from his love for pastors, staffs, couples, and families and his hearts desire to unify the Body of Christ by helping everyone everywhere understand and lead from their strengths. His Leading From Your Strength message has impacted more than 250,000 individuals and teams both nationally and internationally as part of the growing Leading From Your Strength Movement. Rodney is a sought after speaker who challenges his audiences to build relationships based on their God-given strengths. He reveals God's plan that differences are designed to complete and therefore unite, not divide, relationships. Rodney and his wife Beth were married in 1984 and live in Scottsdale, Arizona, with their two daughters.



**MINISTRY | INSIGHTS**  
*discovering uniqueness — developing unity*

8679 E Preserve Way — Scottsdale, Arizona — [www.MinistryInsights.com](http://www.MinistryInsights.com)