

**PeopleKeys Report**

for

**Dale Gustavson**

**4/4/2005 8:21:32 PM**

**Position:**

**Small Group Pastor:Dale Gustavson**

**8424-94**

*For use by Sandy Kulkin - Ministry Keys only*



unlocking human potential

## **Dale's Temperament Style**

### **Dale's style is identified by the keyword "Advisor".**

Dale impresses most people with his/her warmth, sympathy and understanding. He/She possesses a casual kind of poise in most social situations. Many people will come to him/her because Dale is seen as a good listener. Dale can be demonstrative with people he/she trusts, and his/her emotions are clear to close friends around him/her. He/She will not attempt to force his/her ideas on others; in fact, he/she may be too indirect in expressing feelings or issuing orders. He/She tends to take criticism of his/her work as a personal affront. Dale can be overly tolerant and patient with those who are non-producers in the workplace.

Dale prefers to deal with people on a personal, intimate basis in a low pressure situation. He/She has a desire to produce quality results, and will take advantage of every moment he/she is given to get jobs done well. Although Dale tends to need personal attention and compliments in order for assignments to get his/her fullest attention. Dale loves to talk with and about people; he/she wants social intimacy with everyone he/she meets. He/She may have difficulty being honest about things if there is a fear that there will be devastating effects to a relationship, as relationships are extremely important to him/her.

While Dale is very stable, he/she is also flexible and can fit into almost any environment. He/She is seen as neighborly, as he/she seems to be accepting of others, even if he/she is judging others on the inside with the strong convictions that he/she holds. Once a bond is formed, Dale has no problem talking about personal subjects and extending trust. It may take a while to obtain that point of trust. Dale is family oriented - he/she works toward stability in these relationships. He/She is persistent in working to accomplish goals he/she has set.

### **General Characteristics**

- Friendly; Steady
- Trusting; Optimistic
- Persuasive; Talkative
- Relational; People Oriented

### **Value To The Team**

- Values relationships and the need for people
- Good listener and friend
- Motivates others to achieve
- Positive sense of humor
- Negotiates conflicts; peacemaker

### **Possible Weaknesses**

- May not put enough priority to tasks
- Social time and friendships dominate time
- May not follow through on details
- Does not like to be isolated from others

### **Greatest Fear**

- Loss of relationships and social recognition

### **Motivated by**

- Popularity and acceptance
- A friendly environment
- Freedom from many rules and regulations
- New experiences and relationships

### **Ideal Environment**

- Meeting new people
- Few conflicts and arguments
- Freedom from controls and details
- A forum to express ideas
- Group activities in professional and social environments

### **Remember, an Advisor may want:**

- Social esteem and acceptance, freedom from details and control, people to talk to, positive

working conditions, opportunity to motivate and influence others, loyalty from relationships

**When communicating with Dale, an Advisor, DO:**

- Build a favorable, friendly environment.
- Give opportunity for them to verbalize about ideas, people and their intuition
- Assist them in developing ways to transfer talk into action
- Share testimonials from others relating to proposed ideas
- Allow time for stimulating, sociable activities
- Help them to organize schedules
- Develop a participative relationship
- Create incentives for following through on tasks

**When communicating with, Dale, an Advisor, DON'T:**

- Eliminate social time
- Be overly aggressive or confrontational
- Ignore their ideas or accomplishments
- Make them work alone

**While analyzing information, Dale, an Advisor may:**

- Be a very good listener and encourager
- Dismiss facts as irrelevant
- Fail to begin an action plan
- Discuss the situation with others

**Advisors possess these positive characteristics in teams:**

- Instinctive communicators
- Participative managers – influence and inspire
- Motivate the team
- Spontaneous and agreeable
- Respond well to the unexpected
- Create an atmosphere of well-being
- Enthusiastic
- Will support the leader
- Express ideas well
- Work well with other people
- Make good spokespersons
- Will offer opinions
- Persuasive
- Have a positive attitude
- Accomplish goals through people
- Good sense of humor
- Accepting of others
- Strong in brainstorming sessions

**Personal Growth Areas for Advisors:**

- Rely on facts more than instincts
- Be more results oriented
- Exercise control over your actions, words and emotions
- Focus more on details and facts
- Remember to slow down your pace for other team members
- Consider and evaluate ideas from other team members
- Concentrate on following through with tasks

---

**Dale's VALUES Style - Internal Motivators:**

**High Style:** Justice

The characteristics of individuals with a high Justice values style are:

- Finding fulfillment through meaningful relationships and seeking fair and workable solutions.
- Bettering conditions of the environment for the common good, even at their own personal expense, as long as everyone will benefit.
- Avoiding situations that are unjust or conflicting with a sense of inner honesty.
- Improving the present quality of life even though the number of personal benefits may be

decreased.

Focus: Inner honesty

Outlook: Seeks personal acceptance with others for the common good

Goal: Acceptance into the group

Fear: Lack of personal harmony and injustice

Workstyle: Personal involvement

**Possible Limitations:** The more energy expended towards Justice, the greater the chance of overextending personal energies and personal resources.

---

### **Second Highest Style:** Loyalty

The characteristics of individuals with a high Loyalty values style are:

- Focusing on people working together for the greater good.
- Protecting from challenging situations by responsible living and pulling together.
- Avoiding the loss of social respect from others.
- Following the proper and correct way of doing things in accordance with established rules and authority.
- Conforming to traditional patterns through personal commitments and promises.

Focus: On traditions

Outlook: Recognizes established authority

Goal: Responsible living

Fear: Loss of social respect/disloyalty

Workstyle: Meaningful involvement

**Possible Limitations:** The more energy expended towards Loyalty, the greater the chance of becoming locked into a pattern of thinking.

---

### **Dale's TEAMS Style - Working within a team:**

#### **High Style:** Theorist

The Theorist is the member of the team who generates ideas, models and hypotheses. They have the capability to exhibit a high task orientation while remaining very sensitive to problems. Theorists have an innate ability to see problems and situations from different vantage points and thereby develop ideas and solutions that others may overlook. They are creative, determined and analytical in their approach to effective problem solving, and are highly unwilling to accept a "quick fix." Theorists initiate changes and improvements. They tend to be determined individuals and are often very sociable. These are the people who excel at "thinking outside the box." When they also possess high levels of interpersonal communication skills, they can be very effective at recruiting people to help implement their ideas. Theorists are a source of fresh insights, innovative concepts, inventive and unique approaches, and ground-breaking proposals. Once the ideas have been generated, Theorists will interact well with Strategists and Analyzers to determine the best methods for implementing their ideas.

**Potential Limitations:** The Theorist loves new ideas, and may have a tendency to focus on generating new ideas rather than focusing on completion. They need deadlines and will benefit from high levels of interaction with other team members who have the ability to help them focus on follow-through. When appropriate, their creative energy needs to be directed towards the implementation of their ideas rather than the creation of new ones.

---

#### **Second Highest Style:** Analyzer

The Analyzers are the members of the team who extract key elements of an idea and develop the process by which the idea can be implemented. One of the primary values that Analyzers bring to the team is their instinctive ability to detect procedural flaws, logical defects, and other potential problems. Their key strength within the team environment is the ability to examine the plans and programs which the team has developed with an eye towards the additions, deletions or changes that will be necessary to ensure successful implementation. They are unique in that they have a strong combination of people skills and orientation to detail, allowing them to articulate their concepts well in many different areas. They tend to use their communication skills to make sure that each area of a project will get done in the proper order and manner, focusing more on the tasks than the people doing the tasks. Analyzers may send ideas back to Theorists, Strategists or Managers several times, fine tuning them and developing an implementation plan that will ultimately work.

**Potential Limitations:** The Analyzer may tend to get bogged down in the details of the project. When this happens, they may even lose sight of the overall goal. They live in and love the world of

ideas, and will sometimes challenge and debate simply for the pleasure of the argument. Another potential limitation of the Analyzer is their tendency to choose a low-risk approach instead of one that may have a higher element of risk with a greater potential return.

## **Dale's Temperament Style**

Advisors impress most people with their warmth, sympathy and understanding. They possess a casual kind of poise in most social situations. Many people will come to them because Advisors are seen as good listeners. They are very demonstrative and their emotions are clear to those around them. They will not attempt to force their ideas on others; in fact, they may be too indirect in expressing feelings or issuing orders. They tend to take criticism of their work as a personal affront. They can be overly tolerant and patient with those who are non-producers in the workplace.

Advisors prefer to deal with people on a personal, intimate basis in a low pressure situation. They will take advantage of every moment they are given up until the end to get jobs done. They need personal attention and compliments for assignments well done. They love to talk to and about people; they want social intimacy with everyone they meet. While Advisors are very stable, they are also flexible and can fit into almost any environment. They are seen as neighborly, as they seem to be accepting of others, even if they inside are judging others with the strong convictions that they hold.

Once a bond is formed, Advisors have no problem talking about personal subjects and extending trust. It may take a while to obtain that point of trust. Advisors are family oriented - they work toward stability in these relationships. They are persistent in working to accomplish goals they have set.

MOTIVATING GOALS: To maintain trusting friendships; security

EVALUATES OTHERS BY: Positive acceptance; looks for the good in people

INFLUENCES OTHERS BY: Personal relationship insights; performing services

VALUE TO TEAM: Stable, dependable, good listener, patient, broad friendships

OVERUSES: Indirect approach; tolerance

REACTION TO PRESSURE: Becomes overly flexible; may hold grudges

GREATEST FEARS: Social rejection; being accused of causing harm

AREAS FOR IMPROVEMENT: Take initiative, develop a sense of urgency, set realistic deadlines, establish priorities

---

## **Dale's Internal Motivational Characteristics**

### **Justice**

A person with a Justice values style is likely to say:

- It doesn't matter if things are equal, as long as a "win-win" situation exists.
- To me, "how to live" and "how to play" are often more important than winning.
- It is crucial to me that I have a positive impact on the world around me.
- I take my responsibilities very seriously.
- I am motivated to act primarily by my conscience.
- I enjoy serving others and hold to a strong belief system revolving around everyone winning in some way.

A person with a Justice values style is likely to have a personal goal of acceptance with others. They may become overly demanding of themselves and what they can actually expect to accomplish within the limits of human energy and available resources. With a high Justice values style, one can become more effective by developing SELF-TOLERANCE and GREATER SELECTIVITY OF PROJECTS. They can do this by asking themselves these questions:

- "What can I suggest that will benefit and encourage everyone to do their part?"
- "How can we accomplish this goal without compromising our commitment to each other?"

---

### **Loyalty**

A person with a Loyalty values style is likely to say:

- I attempt to correct situations in which others have failed to follow through on their commitments.
- I expect others to share my work ethic and loyalty.

- I am concerned about what others think of me.
- I prefer to work within a cooperative group.
- I do not strive for or seek immediate rewards or gratification.
- I am very protective of my established "way of life."
- I am loyal to a mission or a belief system.

A person with a Loyalty values style is likely to have a personal goal of living in a responsible manner. This goal sometimes causes them to become more rigid and narrow-minded with others whose point of view differs from theirs. They like to align themselves with other loyal people who believe as they do. With a high Loyalty values style, one can become more effective by developing FLEXIBILITY and TEAMWORK. They can do this by asking themselves these questions:

- "What can I suggest that will help everyone, and develop a sense of teamwork and commitment?"
- "Is there common ground or a common denominator upon which we can all agree?"

**No hard skills were evaluated.**

## Mandatory Questions

Dale Gustavson answered True to the following question(s).

The information I provided is how I would most likely respond to situations for the Small Group & Discipleship Leader/Pastor position. If your answer is no, please use space in the following text box to provide further explanation.

---

## Standard Questions

What would you call a situation that requires long work hours?  
How you would handle a stressful situation at work?  
Briefly describe to me your last manager or employer?

---

## Public: Dominance In Range

### Questions you may want to ask...

- According to your survey, you desire change, but can also thrive when tasks become routine. How do you adapt to situations when you no longer feel challenged by repetitive tasks?
- Bottom-line results are important in your occupation, but so are the methods you use to produce your results. How do you feel about your results vs. your methods? Is one more important than the other? Please explain.

## Public: Influence In Range

### Questions you may want to ask...

- Some people are easier to please than others. According to your survey, you can cope well with rejection and difficult people. What is your personal strategy for managing conflict and motivating negative people?
- According to your survey, you like sociable environments, but will follow-through on tasks that are important. How do you prioritize and keep on track toward your objectives? How do you manage procrastination and talkative coworkers?

## Public: Security In Range

### Questions you may want to ask...

- According to your survey, you prefer predictable environments, but can cope in spontaneous, irregular surroundings as well. Name a work experience where your stable environment went through intense changes.
- The survey suggests that you are effective at reconciling conflicts. Can you give an example of a situation where you were diplomatic in creating a win-win situation between two adversarial parties?

## Public: Low Compliance

### Concerns:

- Tends to have little patience for detail work.
- Possible low appreciation for quality of work.
- May have difficulty with facts, figures and with systematic, controlled environments.

### Questions you may want to ask...

- There are times when the follow up of small details are important. How do you personally handle time management and how do you assure the details get done?
- 

## Private: Dominance In Range

### Questions you may want to ask...

See Above Questions

## Private: Low Influence

### Concerns:

- Becomes reserved and quiet in a social situation.
- Is not spontaneous when it comes to creating conversation or dialogue.
- May prefer to work alone rather than on a team.

### Questions you may want to ask...

- It is important to sometimes begin a conversation with a group or to encourage co-workers? How would you

handle this situation?

**Private: Security In Range**

**Questions you may want to ask...**

See Above Questions

**Private: Compliance In Range**

**Questions you may want to ask...**

- There will be times where you must take constructive criticism from someone to whom you report. Can you describe a past work experience where you learned, grew, or used a piece of constructive criticism to your advantage?
- Generally you'll be asked to satisfy objectives that someone has set for you. But at times, you may be asked to take a leadership role. Can you describe a situation where you had to take on a more authoritative role within a team or an organization?

---

**Mirror: Dominance In Range**

**Questions you may want to ask...**

See Above Questions

**Mirror: Influence In Range**

**Questions you may want to ask...**

See Above Questions

**Mirror: Security In Range**





**Questions you may want to ask...**

See Above Questions

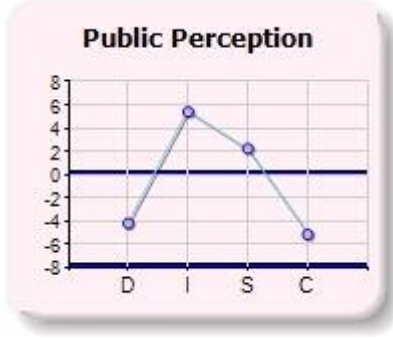
**Mirror: Compliance In Range**

**Questions you may want to ask...**

See Above Questions

OVERALL	Temperament	Team Focus	Work Values
 22/24	 10		

**Temperament Style Graphs 10/12**

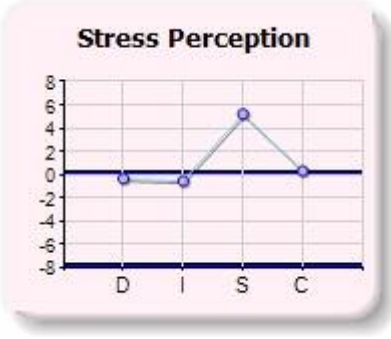


**Raw Scores:**  
D = 2, I = 8, S = 7, C = 1

**Benchmark High:**  
D = 1, I = 7, S = 7, C = 7

**Calculated Scores:**  
D -4.2, I 5.4, S 2.2, C -5.2 ↓

**Benchmark Low:**  
D = -7, I = 0.1, S = 0.1, C = -3

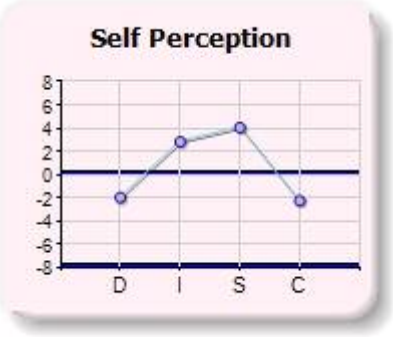


**Raw Scores:**  
D = 6, I = 5, S = 2, C = 6

**Benchmark High:**  
D = 1, I = 7, S = 7, C = 6

**Calculated Scores:**  
D -0.4, I -0.6 ↓, S 5.2, C 0.3

**Benchmark Low:**  
D = -7, I = 0.1, S = 0.1, C = -3



**Raw Scores:**  
D = -4, I = 3, S = 5, C = -5

**Benchmark High:**  
D = 1, I = 7, S = 7, C = 6

**Calculated Scores:**  
D -2, I 2.8, S 4, C -2.3

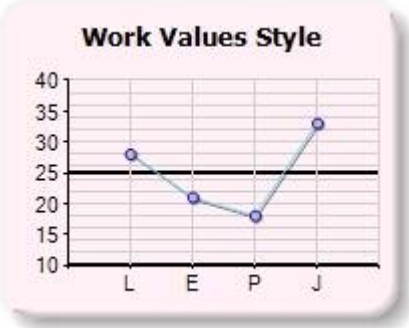
**Benchmark Low:**  
D = -7, I = 0.1, S = 0.1, C = -3

**Team Focus Graph: TEAMS 6/6**



**T: 37 E: 25 A: 31 M: 28 S: 29**

**Work Values Graph: LL 6/6**



**L: 28 E: 21 P: 18 J: 33**