



Chapter 3: Self-Assessment

As a small business owner, you're in a very interesting position of operating many functions. If you are the only employee, you are the chief executive officer, the chief financial officer, and the chief marketing officer. You are also the director of operations, and the customer relations specialist. Even if yours is a small business with several employees, you ultimately have responsibility for each of these areas. Therefore, understanding yourself as a person and as a business owner, and viewing your personal contributions to your business as intertwined, is essential for the success of your business.

In the previous chapters you looked backward, reflecting on why you started the business and what the purpose of the business was. You also looked forward, setting goals, a vision and a mission for where you want to go. Next you looked outward at your customers and their wants, needs, and fears, and worked to understand the value that your product or service brings to those customers.

Each of these perspectives is valuable, but it is equally important to understand and take the time to look inward. We can view all the other conversations essentially as understanding history and understanding the environment in which we are trying to operate. It is vital for us to provide context by looking inward to understand ourselves and our business.

There are many tools for doing this. In this chapter, we will touch on a few that provide unique perspectives on understanding yourself, understanding your personality or your behavior, and/or understanding the way your business operates.

DISC

First, there's the DISC assessment. The DISC assessment evaluates your behaviors in the workplace and defines your behaviors in four categories: dominance, influence, steadiness, and compliance. In this section we will explain the four categories, and the motivations, fears, and limitations that each of the behavior traits carries.

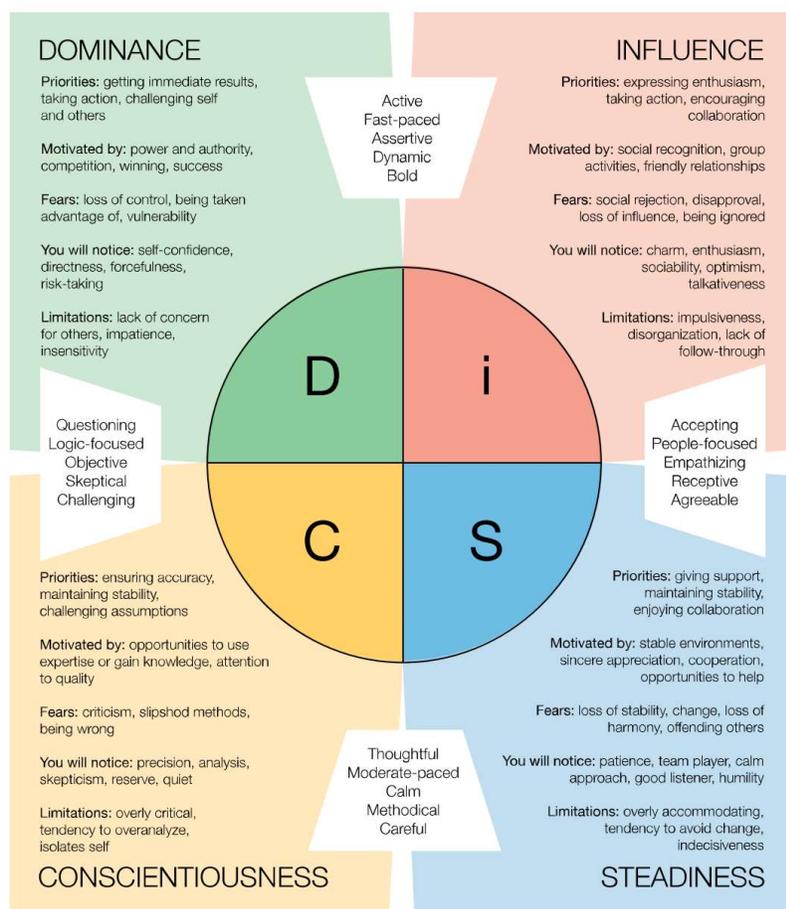
Dominance can sound negative, but here it defines and measures your degree of ambition and focus. Are you so focused on a mission you seek to accomplish that you only focus on the task at hand? If you drive towards accomplishing a task and yet you don't pay attention to those around you, you could be seen as self-centered, overly focused, and perhaps a bit rude or abrupt. Characteristics of a leader with the D style are that they tend to be direct, results-oriented, firm, strong-willed, and forceful. Their priorities include getting immediate results, taking action, and challenging self and others. The motivation for the D's tend to be power and authority, competition, winning, and success. Fears D's may encounter are a loss of control, vulnerability and being taken advantage. Limitations for a "dominance" trait are that they may be seen to lack concern for others, are often impatient, and lack sensitivity.

As an "*Influencer*" you may be perceived as outgoing, enthusiastic, optimistic, high-spirited and



lively. When working you place emphasis on expressing enthusiasm, and taking action. You value the benefits and community associated with collaboration. All of this comes from a motivation for social recognition, the need to be involved in group activities, and fostering friendly relationships. Given the need for relationship, it is no surprise that the fears of an “I” include a fear of social rejection, disapproval, loss of influence, and being ignored. While there are great strengths in having enthusiasm and building teams and collaboration, often “I”s are limited in their success by impulsiveness, disorganization, and lack of follow-through.

The *Steadiness* behavioral trait implies a person who generally likes the status quo—they work to maintain. Given this, they tend to be even-tempered and may be accommodating to allow things to



stay the same. They demonstrate patience, humility, and tact. People with this trait place a priority on giving support and enjoying collaboration. They are motivated by stable environments, value sincere appreciation, cooperation, and opportunities to help. Given their desire and need for stability, it is no surprise that their fears include a loss of that stability, change, discord in the workplace, and offending others. Certainly, when one seeks stability then limitations are that they may be overly accommodating, and have a tendency to avoid change. This can include a perception that they are indecisive.

Compliance is the fourth behavioral trait. A person with this trait tends to be more

analytical; they like to see the data. They are more private and reserved, value precision, and take a systematic approach. These people prioritize accuracy, maintaining stability, and yet are consistently challenging assumptions as they review data. “Compliance” people are motivated by opportunities to use expertise, learn new things, and pay attention to details and quality. Given their attention to detail, they fear criticism and being shown to be wrong. They work hard to “get it right” and don’t want to find out they did not succeed. Given their attention to detail and their private nature, they tend to overanalyze, being overly critical when others don’t show the same attention to detail, and isolate themselves.



A DISC assessment tells you what your behaviors are like across these four categories. This knowledge is important: knowing your characteristics, and your limitations, will allow you to find people who balance your traits. And, if you are not in a position to hire, then seek mentors and accountability partners (such as a spouse) to help you shore-up those areas in your life.

Once you complete the DISC assessment and understand a little bit more about yourself, we encourage you to do more research in the DISC assessment tool and what that can mean about you and how you operate in your business setting.

Another effective use of DISC is to help you understand those around you. When all members of a work team take the DISC assessment, and share their results with one another, they can begin to see the “why” in how they each behave. Understanding that someone is an “influencer” and seeks positive affirmation from coworkers could lead you to provide them the feedback they crave, ultimately enhancing their performance. Others, who are more “steadiness” or “compliance” oriented, may seek solitude. Insisting they “join in” without any further inputs can make them uncomfortable in the workspace and cause them to be less productive. Reaching out to the compliance-oriented team member, and asking for their insights and analysis, can not only provide you with better decisions, but reaffirm to them that you understand them, and value what they do.

Myers-Briggs Type Indicator (MBTI)

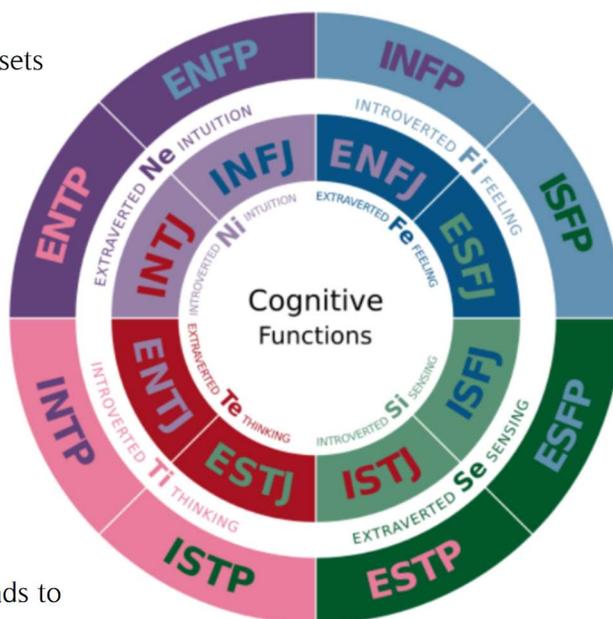
The Myers-Briggs Type Indicator is a self-test in regular use across many disciplines, including the business world. The MBTI is designed to assess how we each perceive the world, and how that impacts our interests, needs, values, and motivations. Specifically, there are four sets of two preferences for seeing the world. These are viewed along a continuum. They are:

Introverted – Extroverted

Intuition – Sensing

Feeling – Thinking

Perception – Judging



As you can see from the graphic, this leads to one of 16 possible combinations of the 4 trait categories. Each of these trait “collections” has certain tendencies that play out in people’s lives. Understanding which set best fits you allows you to better understand your general tendencies and how you view and interact with the world.



Just as there are certain characteristics, limitations, fears, and motivations associated with the DISC behavioral types, so there are similar attributes with the MBTI. While there are some overlaps in these areas it is worth noting that DISC assessments are evaluating behavior and the creators of the DISC assessment put forward that behaviors change over time, and depend on situations. You might be a D, or combination DS, in one situation, but in another the “i” might prove dominant. The MBTI assessment focuses more on inherent personality types. While these also might change that change will be more gradual and reflective of long term personal growth and not situational dependent.

As mentioned, there are 16 MBTI types. We will include an excerpt from the MBTI Foundation website describing these type in the appendix. Each type at the most basic is described in a paragraph or so. For example, (from the website):

ISTJ

Quiet, serious, earn success by thoroughness and dependability. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized - their work, their home, their life. Value traditions and loyalty.

Or, for an “opposite” perspective:

ENFP

Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.

The MBTI personality type assessment and the DISC behavior type assessment are useful tools for understanding yourself, and those with whom you work. These are the two most commonly used tools in the business world, but are by no means the only ones available. Be sure to check the online resources section of this chapter, and on our website, for links to free resources and testing sites.

SWOT

In this section we're going to talk about a SWOT, or “strengths, weaknesses, opportunities and threats” analysis. Typically, when talking about SWOT analysis, we only discuss evaluating your business’s strengths, weaknesses, opportunities, and threats. In this chapter, we are also going to introduce you to two other ways of looking at a SWOT analysis. We're going to talk about doing a Personal SWOT and then conduct an Owner SWOT analysis — then finally we will do the Business SWOT.



Why are we looking at it from these three different perspectives? First and foremost, we must understand that as a small business owner, and often sole-proprietor, our business is us. When we represent our business, our strengths tend to carry over to the business SWOT. So, what we are strong at in our business tends to be strengths personally, and what we're weak at in our business we may have as a personal weakness. When we look at ourselves by using an assessment that helps us look internally at our own strengths and weaknesses, then we start to see where we need to adapt, leading to opportunities for growth and for change.

Personal SWOT

Let's look at the Personal SWOT analysis, answering the question: why do I want to analyze myself rather than my business? We're analyzing ourselves so that we can be better people, and therefore be better business owners. Self-awareness allows us to more effectively interact with those we work with and around, whether they are employees, vendors, customers or just the population at large.

Personal Strengths

When we start looking at personal strengths, the first question you need to ask yourself is, "what do I do better than anyone else?" This may seem egotistical, but it's part of self-discovery. Don't worry about appearing prideful here; we're going to talk about weaknesses next. But first, let us acknowledge that you have areas where you excel. Maybe you see problems in ways that other people don't see, or you're a very organized and structured individual. Or, you can see serendipitous relationships and opportunities that others cannot. Mathematics, or creative arts, or command of the English language may be your strength. When it comes to running your business, you find that you used your hobby to make a business and so you have a passion for a hobby; that passion can be a strength.

Continuing to evaluate your personal strengths, look at those non-work-related aspects of your life. What other things do you enjoy? What hobbies do you have outside of work? What things do you do that when you think about it, it can tie back to you being a healthier, more exciting, or more vibrant individual?

You can list your achievements in serving your community, or your church, or the school district, and those ways that you've served and how you're able to do that to help your community. Maybe another strength you have is your sense of commitment and values that you bring. If you are someone who has a sense of right and wrong that really drives and dictates how you run your business or how you live your life, that is a noteworthy strength.

Finally, this is a great place for you to document what sort of compliments or positive feedback you've received from people in your personal life. Whether it's your spouse, your family, your friends that live and work around you. Did you participate in sporting events, from your kid's school or from when you were in school? Think about that and what people say about you when they compliment



you. Taking a compliment can be challenging - but now is the time to reflect on them! Think about what they're trying to tell you about you and what they've recognized in you.

Once you have these personal strengths identified, you will want to spend some time thinking about how to capitalize on those personal strengths. They are personal strengths because it is who you are as a person. We are going to talk later about capitalizing it in your business, but maybe this is where you look at these strengths and say, “Hey, I need to be more involved in my local school because I have these strengths,” or “I need to be involved in the church, or synagogue, or in my community.” Just see what these strengths say about you and how you can capitalize on them to benefit yourself and those around you.

Personal Weaknesses

None of us like to confront personal weakness. We all know it's there. In fact, that's why we often don't take compliments well. There are always things we wish we could do better. Here is where you document that. Maybe you have consistently struggled with math. If you are overly obsessed with organization and structure, is it becoming a weakness rather than a strength for you? You might happen to know that you are a little disheveled or disorganized. Maybe you'd like to be better at doing things such as reaching out and getting to know people in your neighborhood. I know many people, when you talk to them, are a little shy. When asked “who is in your neighborhood?” they don't know the answer, in part because they feel uncomfortable meeting new people. Start thinking about those types of things. What do you wish you could do better, or with more competence than you're doing now? In addition, think back to those things that you avoid. If there are tasks you do not like to accomplish – what is it about those tasks that are off-putting? What don't you like to do? Or conversely, along the lines of regrets, what do you regret not doing when you look back to your past? Do you regret not taking a course? Do you regret not following a course of action?

And then finally, look at the people around you and think, what personality traits do I view in other people and wish I had? *Do you wish you had the ability to meet people you didn't know? Do you wish you had the ability to know when to not say things, or to know when you should say certain things? What are those personality traits that you see in others that perhaps you want to document?* Now take that last step in personal weakness and say to yourself, okay, I've identified my weaknesses. Now, what do I do to overcome these if/or when I overcome them? What are the benefits that I hope to achieve? Personally, these benefits might be getting to know your neighbors better. These benefits might be building stronger relationships with those around you because you're doing things that you haven't done in the past and they say people will see you in a different light.

Personal Opportunities

Whenever we do a “strengths, weaknesses, opportunities, and threats” analysis, the strengths and weaknesses are internal, and the opportunities and threats are external. So, the first two were introspective. It's looking at yourself and learning more about you by asking yourself a series of



questions. When we look at personal opportunities and personal threats, we're now looking at the world around us and seeing what's in the realm of the possible and what's holding us back.

Looking at personal opportunities, we need to see what resources are available to us. What do I have available (external to me) that can help grow my strengths, or tackle and restructure and overcome some of my weaknesses? Maybe what I need to do is participate in some organizations that have me speaking more if speaking in public is a weakness that I have identified. Now might be the time to look at courses offered at local colleges and see what, if any, would meet my needs.

As part of exploring opportunities you might want to consider finding a mentor—someone who can guide you as you go through life's journey. You can just meet for coffee and have conversations about life, the things that bother you, the things that encourage you, and together you and your mentor can work to reshape that. Remember, this is your personal SWOT analysis, this is you looking at you and how you can be a better you.

Personal Threats

Finally, when we look at threats, we are again looking at the external. Look around you, and ask “what is it that's holding me back from being the me I want to be?” Maybe that personal threat is work. Maybe it's the fact that you're so engaged with your business that work is keeping you from doing those things that you feel would really make you a better person.

Is lack of education what's holding you back? Maybe the threat that you don't know enough keeps you from moving forward. So, this threat can translate to opportunities to take additional courses, now that you have identified the threat.

You've identified your personal strengths, the weaknesses that are involved in your inner turmoil, the opportunities that are available to you, and the threats that are holding you back. Now, take the opportunity to look at these four as a whole. Your strengths and weaknesses are interrelated. The same is true with opportunities and threats. Now you need to find those relationships. How do they complement or balance one another? How can we leverage one without neglecting the other? Once we start addressing that, look for new opportunities for personal growth and ways that you can feel more fulfilled as an individual - whether that's engaging with your community, your church, a school, or just getting to know the people around you. Create a list of ways that you can actively achieve these new goals that you've set for yourself.

Owner SWOT

Looking at Strengths, Weaknesses, Opportunities, and Threats, as an individual allows us to see how we personally can grow and change. Of course this is important, as we should always be looking for ways to improve ourselves as individuals, and working with those around us.



We also need to take the time, to look and see what our strengths, weaknesses, opportunities and threats are in our business. When we look at these categories as a business owner, we're now looking at it strictly in the context of operating, running and managing a business. This means looking at it in terms of how we manage production, or the delivery of a service, how effectively we are managing our team members, our staff and employees, and understanding how we relate to customers. We look at how we relate to our vendors or suppliers, as well as the other businesses. By understanding our strengths and our weaknesses as we run our business, the opportunities that we personally have, and the threats that get in the way of us succeeding as business owners, we start to find out new things about ourselves and how we can improve the business itself.

The approach here is similar to the one followed in the personal SWOT. In fact, many of the questions you should ask yourself are the same. The only difference is the lens through which you conduct the assessment. In this case, the elements of SWOT are couched with the phrase “in my business I...”

Strengths as the Owner

Let's start with strengths. When we look at strengths as a business owner, we look to see what inherent advantages we have that others don't. For example, if I have a certification, or a certain educational background, that qualifies me for a job i.e. photography or culinary arts, that enables the start-up of a photography business, or enables me to be an amazing chef.

These are skill-based strengths that you can bring to the table and use to further your business. Perhaps you have significant business connections, and so, you are able to leverage your connections within the business world and your community. This way you can convince others to support your business, be part of your business and ultimately help your business grow.

When you look around at other strengths you may have, it could be that you have personal skills such as public speaking skills, or organizational skills, or mathematical skills. You have these personal resources or skills that you can tap into to run your business more effectively. Go back to the first few chapters. We talked about the passion for “the thing,” and we talked about the passion for business. This is where you find your strengths. Tie in with those passions, and you're able to take the passion that you have for something driven by the strength that you have to run your business. Maybe what you have is a passion for business, but not necessarily the skills or the passion for the business that you run. This is where you identify those strengths.

The next question is, how do you capitalize on those strengths? Think about that in relation to those people around you that we just mentioned. If you're great with numbers, then it turns out that it's not just a strength in your current role, it may be a necessity. Look at the skills you have and the way you're executing them. You can begin to identify the things you do very well. Those are your strengths as a business owner, and you want to figure out ways to capitalize on those strengths and use them to the best advantage.



Weaknesses as the Owner

It's easy for me to say, "to identify your weaknesses, look at your strengths and figure out what you're not doing". That really is kind of a cop out, isn't it? When you want to figure out what weaknesses you may have, you may have to dig a little bit deeper.

The first question you need to ask yourself is "What in my business do I avoid doing because I don't feel as confident or comfortable doing it as I might otherwise?" You may have others do things because you can't do them very well—a totally acceptable way to go about it. But if there are things that you avoid doing as a small business owner because you don't feel comfortable or confident in those things, it can be a serious problem when you are a sole proprietorship. Perhaps you need to go back and look and ask yourself some questions about your educational background as it pertains to your business. Earlier we talked about strengths and weaknesses in terms of education, and we even talked about it as a strength in business. But the most important part in business education is the education you need in order to help you conduct business more effectively. Think about this - are you comfortable reading and understanding what your profit and loss statement is telling you? Are you confident in your marketing strategy? Do you feel that the marketing approach you're taking is an informed and an educated one?

In addition, you may have negative work habits. Perhaps you show up consistently late for work as the owner. Do you open the store late but think to yourself that it's okay since you are the owner? Perhaps you're disorganized. Do you have a short temper? Do you not handle stress? Do you find yourself overwhelmed with work, perhaps complaining to yourself, your spouse or others about how much work you must do, and it's bogging you down?

That might be a weakness for you.

Opportunities as the Owner

Once again, we follow the same process used with the personal SWOT, but the opportunities are focused on ways to improve as a business owner. In this context, one might find that professional organizations that bring business owners together could be beneficial. Here, one can capitalize on opportunities to learn from other business owners. Work on identifying challenges that they've had, and listening to how they resolve their challenges, and seeing if there's perhaps lessons or examples that you can take back and apply in your own personal setting.

If you've identified that organizational and work habits are a problem for you, there might be some technology, some applications on your phone, some apps that you can use that would help you provide a little bit of structure. Of course, all the best applications in the world won't do any good if you don't have the discipline to use the tools. Technology can help but it isn't a silver bullet. If your weakness happens to be organization, perhaps what you need is to use tools or apply existing



technology and tie that with a network of strategic contacts such as the business contacts we talked about before. Accountability partners are a popular concept when it comes to many areas of self-improvement and health, but rarely leveraged in the business world. Connecting with another business owner and making sure you check in regularly can help you both focus on accomplishing the goals you set for yourself.

We identified in a previous chapter the role of your industry and understanding your industry for who you are and what your business does. There may be conferences or workshops directly addressing challenges that you're having, not for the business necessarily but for you as a business owner. Other owners have gone through the same sorts of things in your very specific industry, and workshops or conferences can help you there. Perhaps there's workshops and conferences that aren't related to your industry but are general for business owners. These will help you address some of the strengths, reinforce some of the areas that you're strong in, as well as address some of the weaknesses and allow you to work through those. When you can't solve the biggest weakness problem as an owner, it is possible to hire someone who offsets your weaknesses.

Threats as the Owner

As you look around, and you operate inside that business network we just talked about, you may find that there are other colleagues that are out there competing with you for the same customer base. They are bidding on the same projects that you're bidding on, and they may be pitching the same product or service to the same customers. These are threats for you. So now you need to start looking at yourself through owner strengths, weaknesses, opportunities and threats and asking the question, what about my strengths and my weaknesses are going to help me or hinder me as I work towards winning this work away from my competitor?

Perhaps you're finding that the job you have is changing. You thought your business was going to go in a certain direction, and your finding that the demands being placed on you as the owner are pulling you away from what you want to be doing, or where you want to be as a business. Some of that is going to simply be the business of being a business. Or it might be the fact that often we chase “new opportunities” and we detract and pull ourselves away from the direction we wanted the business to go. That's easy for us as owners to find happening as we struggle for continued growth and success.

One of the threats might be the technology involved in your job. What you do may phase out because technology is being replaced by advancements and larger entities. If you have a business where someone can do the same thing remotely, you may feel competitive pressures and pricing pressures or time availability pressures. You could perceive these as threats as well.

Regardless of the threats, you need to identify and list them. Once you have the list of threats, again determine which ones need to be addressed, and how you can leverage your strengths, and bolster your weaknesses, to mitigate them.



Business SWOT

The final SWOT to consider is the business SWOT analysis. For the business we are going to be identifying the same four categories; Strengths, Weaknesses, Opportunities, and Threats. When we look at these, we are asking, again, the same sorts of questions. But now the question is focused on the business, not on you (person/owner).

Strengths of the Business

When we look at strengths for your business, we are looking to understand what your business does. What is the product or service that you deliver? What's the value proposition? And how do you do it better than your competitors? Look around and see what makes you unique and attractive to customers. Is it your price? Is it levels of service? Or perhaps it's just that you deliver a higher quality product. Those could all be strengths.

The question then becomes how can you capitalize on that? Almost inevitably it comes down to sharing the value and making sure that value proposition is presented to your customers.

Weaknesses in the Business

These are the same sorts of questions we asked before, but we're focusing on the business' weaknesses. We want to know what parts of your business are not profitable. Are there areas of your business where you spend a lot of time and you don't see a whole lot of return? Perhaps there's portions of your business where you feel that the value that you're delivering to your customers isn't satisfactory. Simply ask yourself the question "What is the greatest costs to us in our business on time or money?" Once you've identified these you can start looking at ways to overcome them.

Some of it might just simply be restructuring your business to make it more efficient or that you need to drop certain products you carry and focus on the more profitable entity.

Opportunities for the Business

Through the first couple of chapters, you focused on your business goals, your vision, and your mission. What are the business goals that you're working towards? Once you have those in hand look and see what more you can do with your existing customers. Are you able to expand your product or service offerings to them in a way that provides greater value to them and allows you to leverage an existing customer base? Are there ways for you to perhaps use technology to deliver what you do more efficiently, driving costs out of the system and perhaps saving time, allowing you to increase productivity? Are there ways that you can find new target markets using new marketing tools including Facebook or Google Adwords?



Threats to the Business

If you're not paying attention to your competitors, you're already dying. You need to know who they are, where they are and how they are competing with you. This doesn't mean competitors that are down the street or the next town over. In this actively engaged internet world your competitor may be halfway across the globe. Being aware of your industry as a whole, and understanding how and where people spend their money is vital in understanding where you stand in the marketplace.

There may be opportunities for you to reach local customers, but if your customers are seeing opportunities to become clients of overseas companies, then you run the risk of losing them—potentially forever. There are other things going on as well. The economy could be growing and therefore the workforce pool is tightening, or your industry might be seeing a decline or shift, and with that the customer base could be shifting. There might be various threats coming from the perspective of technology or competition or demographic changes for your customers. All of these things need to be considered as threats.

How do I overcome those threats?

The first step is identifying the threats and knowing what they are and who they are. Once you've identified them, take the time to identify what about your threats you can compete with and then how you can structure your business to compete with those threats.

This chapter is founded on the concept of looking inward - being reflective. Through this chapter we've discussed three different types of tools that are available to you. Starting with the DISC assessment, then the Myers Briggs Type Indicator and various ways of applying the SWOT analysis; each one of these tools provide you an opportunity to better understand yourself and your business in a way that allows you to pivot, change, and grow your business.

Take the time to do one or more of these exercises and learn about yourself, about your business, and about your business team.



Appendix

<https://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/the-16-mbti-types.htm>

The 16 MBTI Types:

ISTJ

Quiet, serious, earn success by thoroughness and dependability. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized - their work, their home, their life. Value traditions and loyalty.

ISFJ

Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.

INFJ

Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.

INTJ

Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance - for themselves and others.

ISTP

Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.

ISFP

Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, do not force their opinions or values on others.

INFP

Idealistic, loyal to their values and to people who are important to them. Want an external life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened.



INTP

Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.

ESTP

Flexible and tolerant, they take a pragmatic approach focused on immediate results. Theories and conceptual explanations bore them - they want to act energetically to solve the problem. Focus on the here-and-now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.

ESFP

Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.

ENFP

Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.

ESTJ

Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.

ESFJ

Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-by-day lives and try to provide it. Want to be appreciated for who they are and for what they contribute.

ENFJ

Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.

ENTJ

Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.



RESOURCES:

NOTE: Inclusion of these resources is not intended as an endorsement of any organization but is provided for your convenience.

DiSC:

You can find free DiSC assessments online. One test can be found at:

<https://openpsychometrics.org/tests/ODAT/>

One resource for a more complete DiSC assessment is the Holyfield International group.

<https://www.holyfieldinternational.com/product-page/DiSC-assessment>

Myers Briggs Type Indicator (MBTI):

The Myers Briggs Foundation:

<https://www.myersbriggs.org/>

The 16 MBTI personality types:

<https://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/the-16-mbti-types.htm>

SWOT:

SWOT For personal development

<http://pestleanalysis.com/swot-analysis-in-personal-development/>

Mindtools SWOT tools:

https://www.mindtools.com/pages/article/newTMC_05.htm

Worksheet for personal SWOT analysis:

https://www.mindtools.com/worksheets/Personal_SWOT_Analysis_Worksheet.pdf



DISC Assessment

The DISC online assessment is an invaluable behavior profiling system that teaches users how to identify — and use to their advantage — the predictable aspects of communication. Based on the research of Dr. William Moulton Marston, this is the most widely used behavior profiling tool kits of its kind, supported by decades of research and validation. Whether you're a member of a large or small organization, The DISC report offers the greatest accuracy for a range of dynamic business applications...



Sales Training

The DISC sales report teaches users to know their natural behavior tendencies and adapt their selling style to best fit the customers buying style.



Hiring & Selection

This is a Cornerstone assessment utilized each of our hiring and selection pool is the average employee costs his or her company three times their salary once training benefits and other ancillary expenses are calculated. The right person in the right job is priceless the wrong person is a nightmare waiting to happen.



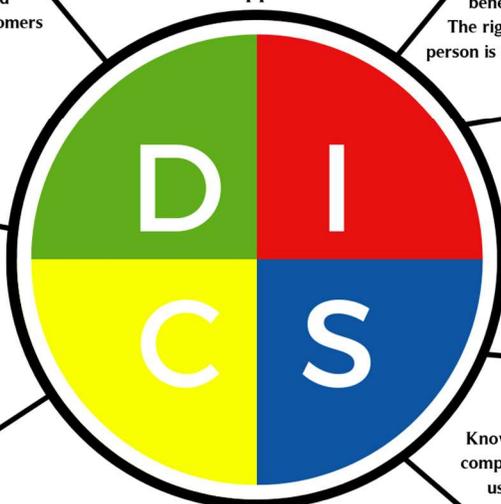
Communication Management

Use DISC to bring clarity and newfound understanding among otherwise contrasting behavior styles. Optimize your "communication environment" for more productive and profitable outcome.



Performance Evaluations

Use DISC to identify strengths and struggles before they manifest in the work place, then establish measurable benchmarks for improvement.



Team Building

Know who fits with whom. Create teams based on compatible skills and traits, not merely by rounding up the usual suspects, especially when you need a top performing team. You must find out who will mesh and who will clash.



Customer Service Training

Use Disc to train anyone how to exceed customer for expectations for courteous treatment and professionalism. Your staff will be equipped to deal with any behavioral style.



Leadership Development

The DISC Leadership Report trains managers on how to know their natural behavior tendencies, identify their employees observable behaviors and leadership style to optimize the team work style.





Chapter 3 – Self Assessment: Worksheet

The most effective leaders and business owners have a deep understanding of the strengths and weaknesses they possess, along with those within their business. This worksheet is designed to help you gain insight into areas where you are already thriving, along with those that could use improvement, or even outsourcing. After working through the SWOT analysis matrix that is attached, start thinking about these questions below. You've identified WHAT your strength/weaknesses are, but now what do you do with that information?

Owner SWOT

This analysis pertains to my business because _____

I've identified my strengths. Now I can capitalize on them by _____

I realize that I avoid or dread tasks such as _____

I can overcome or compensate for my weaknesses by _____

I can achieve these goals by taking specific actions. Some actions I can start implementing now are:

Business SWOT

What advantages do I have over my competitors? _____

Why do customers continue to come to me rather than my competitor? What do I do that is unique?

Areas in which I lack experience or training are: _____

I can overcome this by _____

Some things I can do to enhance the experience for my current customers

are: _____

Change presents opportunities to reach a new audience. A new potential target customer for me

is: _____



SWOT Analysis Worksheet

- For instructions on using SWOT Analysis, visit www.mindtools.com/rs/SWOT.

Strengths What do you do well? What unique resources can you draw on? What do others see as your strengths?	Weaknesses What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?
Opportunities What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?	Threats What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to?



SWOT Analysis Worksheet

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