
USING YOUR PERSONALITY TO GROW AT WORK



*Understand your strengths, overcome your
blindspots, and accelerate your career*

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Intro _____

**Know your
own abilities**

KNOW YOUR ABILITIES

How is your grammar? Do you think it's above average? What about your logical reasoning—do you think you make better decisions than most people? And what about your sense of humor? Are your jokes funnier than most?

Most people answer “yes” to those questions, even though it's only possible for 50% of them to be correct (at most). *It's tough to accurately assess our own skills and character traits, and many people tend to vastly overestimate themselves.*

Justin Kruger and David Dunning gave a few of these tests to Cornell undergraduates in 1999 to study how well they could assess their own abilities. After taking the assessments, students had to predict how well they had done in various tasks. The comparisons were stunning—most students had severely overestimated their abilities. Within each group of students, everyone—including those in the bottom 75% of the group—believed they'd be in the top percentile. So why is it that most of us are so blissfully unaware of our own blindspots?

This irrational, but predictable pattern of behavior is now known as the Dunning-Kruger Effect, and it creates a powerful psychological bias. We simply cannot accurately measure our own strengths and weaknesses when we ourselves are part of the equation—we have too much skin in the game. If we neglect to recognize the impact that this bias has on our self-perception, we might go through our whole lives blind to the gaps in our abilities, never making an effort to patch up our flaws and invest properly in our inherent talents. *If we don't have an accurate understanding of our strengths and weaknesses, we may feel out of control when we fall short of our expectations or never truly take advantage of our natural strengths.*

By making an effort to understand our strengths and recognize and address our natural weaknesses or blindspots, we can take control of our lives to become better, more balanced, more well-aligned people. While it may feel overwhelming and uncomfortable to begin a deeper process of self-discovery and growth, doing so will strengthen your relationships, improve your job performance, and enhance your life. Developing this deeper understanding of yourself, including your strengths and blindspots, is easy, once you understand your own personality.



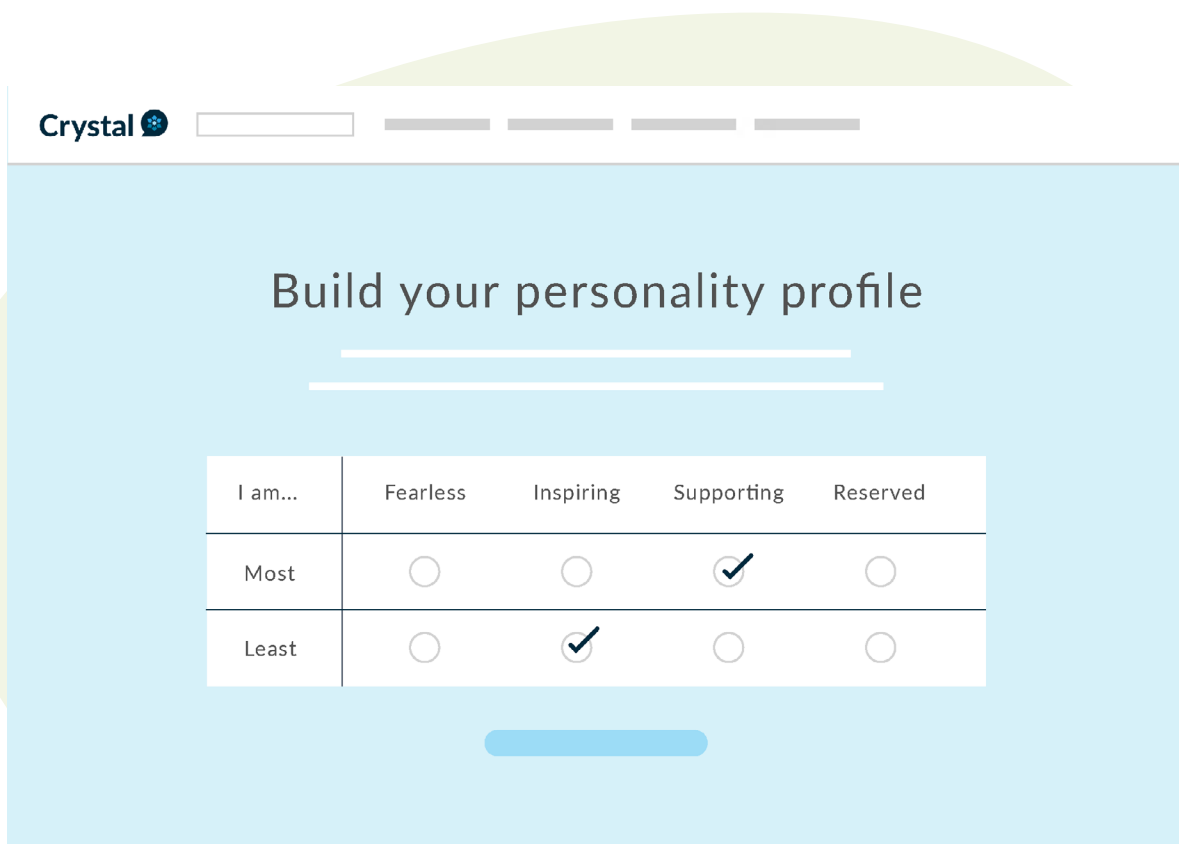
Section 1 _____

Understanding personality

UNDERSTANDING PERSONALITY

We built our product, Crystal, to help people improve their communication and build stronger relationships with others. We do this by inviting anyone to take a free personality test and view the results for themselves and any friends or coworkers they choose to share it with. By learning to understand people better, you can communicate with them in an empathetic way that accounts for the uniqueness of their personality.

When you can see personality insights, provided by tools like Crystal, you'll better understand how someone else thinks, acts, and prefers to communicate.



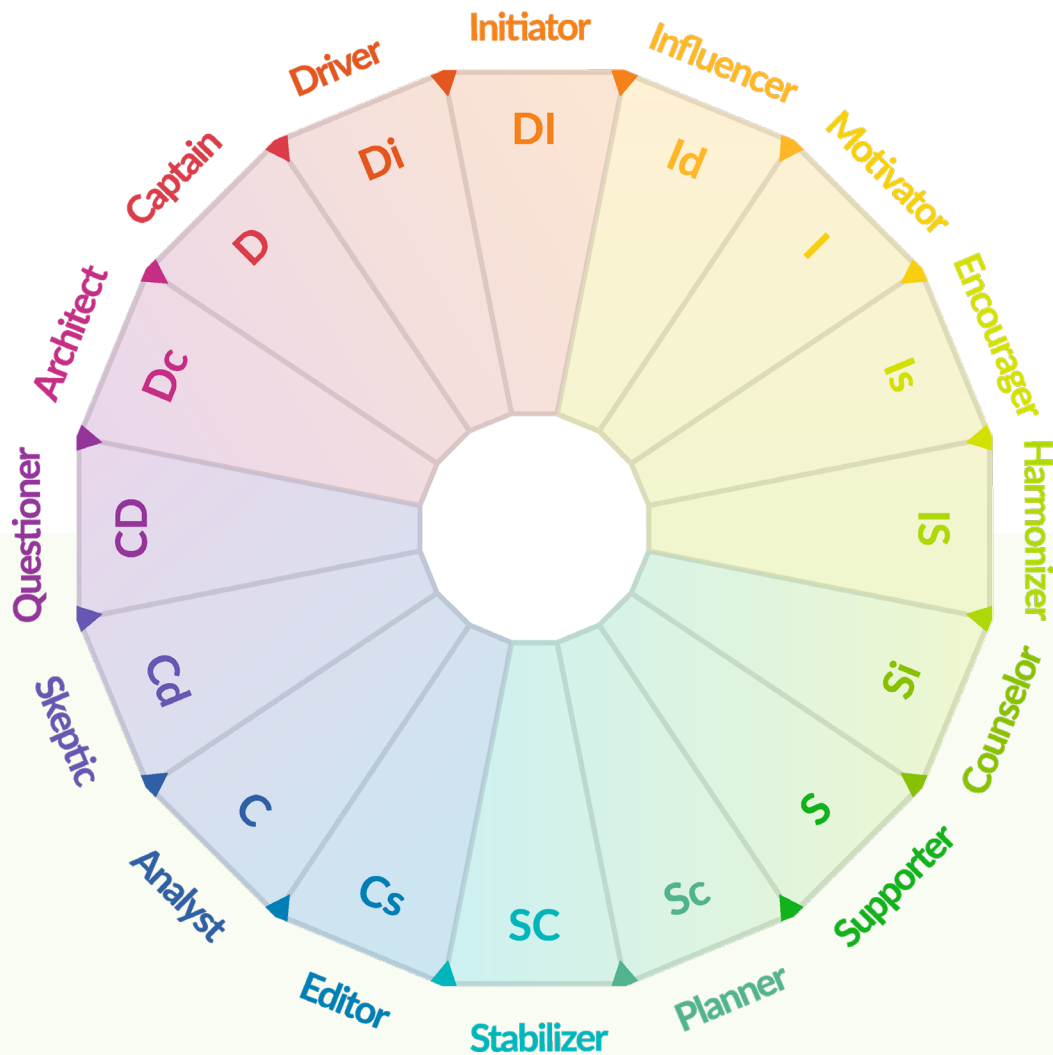
The screenshot shows the Crystal personality test interface. At the top, the Crystal logo is visible. Below it, the main heading reads "Build your personality profile". Underneath the heading is a table with four columns representing personality traits: Fearless, Inspiring, Supporting, and Reserved. The rows represent the frequency of each trait, with "Most" and "Least" options. The "Supporting" trait is selected for the "Most" frequency, and the "Inspiring" trait is selected for the "Least" frequency. A blue button is located at the bottom of the form.

I am...	Fearless	Inspiring	Supporting	Reserved
Most	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Least	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>



Without getting too technical, when Crystal determines someone's personality, it uses a framework called DISC to classify their personality into a few categories which we refer to as D (dominance), I (influence), S (steadiness), and C (conscientiousness). Each of us has a primary DISC type in one of these categories and sometimes a secondary DISC type in another. To keep things simple, we separate these into easy-to-remember labels called Archetypes.

You can see them all on this graphic called the Personality Map:



Below is a breakdown of common personality traits within each of the categories in DISC.

D Personality Types: *Captains, Drivers, Initiators, Architects*



- Motivated by control over the future and personal authority
- Tend to prefer instant, concrete results and having an advantage over competition
- Communicate clearly and succinctly

I Personality Types: *Influencer, Motivator, Encourager, Harmonizer*



- Motivated by innovative, unique, creative ideas and excited by the future
- Tend to prefer building new relationships and experiences
- Communicate in a casual, expressive way

S Personality Types: *Counselor, Supporter, Planner, Stabilizer*



- Motivated by peace, safety, and others' wellbeing
- Tend to prefer security, reliability and trust
- Communicate in a friendly and genuine way

C Personality Types: *Editor, Analyst, Skeptic, Questioner*



- Motivated by logic, information, and problem solving
- Tend to prefer accurate information and quality solutions (quality over quantity)
- Communicate in a business-like, fact-based way

These differences are extremely important for your approach in every conversation. For example, someone who is a warm, people-oriented Supporter (S) is less likely to engage in a discussion about facts and data. They'd usually prefer to engage in more personal, get-to-know-you conversation. An Analyst (C), on the other hand, tends to enjoy learning more about specific, concrete information.

By identifying someone's personality type, we can learn how to best communicate with them.



How can personality help with personal growth?

Once you understand more about yourself, including your natural strengths and blindspots, you'll be able to recognize areas in which you may need to grow. We all have our own weaknesses and need to pursue self-improvement. Personality assessments, like Crystal's, act like an unbiased coach for recognizing, addressing, and working through our growth areas.

It can be difficult to make a conscious effort to work through your blindspots, but by doing so, you can better serve your job, family, and community.



Section 2 _____

Personal growth

HOW D-TYPES CAN GROW

Fast-based, dominant D-types tend to be assertive and fast paced. They tend to communicate with quick messages and brief interactions. Their strengths tend to lie in their ability to make firm decisions, effectively lead groups of people, and comfortably take on responsibility. As D-types continue to pursue personal growth, they should take advantage of their strengths by continuing actions that are beneficial.

Here are a few practices they should feel confident in continuing:

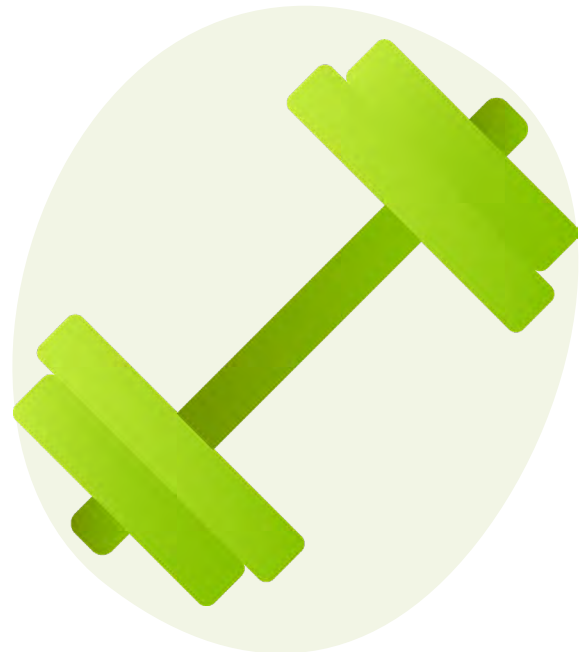
When *communicating*, continue being upfront about your intentions.

To be more *productive*, continue maintaining responsibility and ownership over results.

When *negotiating*, continue challenging both parties to come up with a better solution.

In times of *conflict*, continue bringing underlying issues or conflicts to the surface.

When *leading* others, continue providing constructive criticism without using too much force.



Common blindspots

- Working with a sense of urgency that may cause others unnecessary stress
- Using a very goal-oriented approach that might ignore important details
- Making changes quickly and decisively, potentially disrupting the work of others.
- Being overly brief in communication



Though overcoming our internal habits can seem challenging, most of the effort lies in recognizing the problems in the first place. If you can accept your blindspots, you can graciously work toward improving them. When you have a good understanding of your personal blindspots, try to come up with specific ways to correct for them.

Here are a few examples of ways to address the common blindspots we listed above:

- Practice letting go of the little things and avoid rushing others when it's not necessary
- Talk to other people to gain insight on details you might be overlooking
- Try phasing-in big changes or giving people a notice before they're implemented
- Make an effort to spend one-on-one time with people who need it

New approaches to consider

It takes time to build habits that will ultimately better you, but there are a few practices you can implement now.

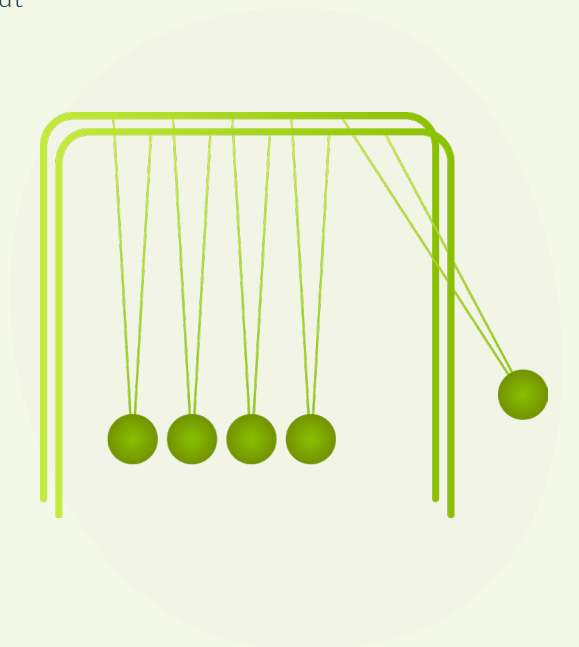
When *communicating*, try including more details or steps in your instructions.

To be more *productive*, try taking enough time to get other people on the same page before you start a major project.

When *negotiating*, try sitting on the “same side of the table” as the other person, literally or figuratively.

In times of *conflict*, try speaking with a calm, peaceful tone.

When *leading* others, try building trusting relationships by rewarding loyalty and consistency.



HOW I-TYPES CAN GROW

Optimistic, creative I-types tend to be comfortable with risk and communicating openly. They tend to enjoy pursuing new ideas and trusting their gut when making decisions. Their strengths tend to lie in thinking outside the box, building personal connections with a diverse group of people, and motivating others toward a goal. I-types should remember to utilize their strengths by continuing positive actions that benefit themselves and others.

Here are a few practices they should feel confident in continuing:

When *communicating*, continue bringing out the positive energy in other people.

To be more *productive*, continue solving problems by involving others and learning from them.

When *negotiating*, continue imagining creative scenarios to benefit both parties.

In times of *conflict*, continue understanding the emotional motivations of the other party.

When *leading* others, continue identifying the hidden abilities of people and allowing them to be creative.



Common blindspots

Just like any other personality type, though I personalities are fun-loving and open-minded, there are areas in which they're likely to struggle. For example, I-types may:

- Pursue too many new ideas or opportunities at once.
- Over-delegate the responsibility to follow through on details.
- Improvise or trust gut feelings when more planning is necessary.
- Display impatience when providing detailed instruction.



Though overcoming our internal habits can seem challenging, most of the effort lies in recognizing the problems in the first place. If you can accept your blindspots, you can graciously work toward improving them. When you have a good understanding of your personal blindspots, try to come up with specific ways to correct for them.

Here are a few examples of ways to address the common blindspots we listed above:

- Try to plan out projects by making lists, prioritizing ideas, and focusing on one or two things at a time.
- Make an effort to consider and follow through with some of the details involved in bringing an idea to fruition.
- Follow through on plans that affect others.
- Practice patience by empathizing with others, taking a quick break when needed, and writing out instructions, if you're becoming too easily frustrated.

New approaches to consider

It takes time to build habits that will ultimately better you, but there are a few practices you can implement now.

When *communicating*, try giving instructions with more clearly defined procedures and guidelines.

To be more *productive*, try using a more methodical, deliberate approach when making a decision that impacts other people.

When *negotiating*, try learning the details of what the other party is hoping to accomplish.

In times of *conflict*, try speaking with a cool, objective tone that keeps the conversation level headed.

When *leading* others, try digging deeper into problems until you find the truth.



HOW S-TYPES CAN GROW

Calm, supportive S-types tend to be naturally people-oriented and thoughtful. They tend to prefer following set plans and investing in relationships over time. Their strengths tend to lie in their ability to build strong, lasting connections with other people, provide a stabilizing presence in tough situations, and use low-risk or proven solutions. Because S-types have so much to offer in these areas, they should appreciate their natural strengths by continuing actions that benefit their team.

Here are a few practices they should feel confident in continuing:

When *communicating*, continue listening to other people and allowing them to freely share their thoughts, feelings, and concerns.

To be more *productive*, continue providing predictability and loyalty that other people can trust.

When *negotiating*, continue using silence and intentionally pausing to encourage the other party to say more.

In times of *conflict*, continue being compassionate and empathetic towards opposing viewpoints.

When *leading* others, continue being attentive to the needs and concerns of other people.



Common blindspots

S-types' skills in planning and patience can greatly benefit a team. But they also have a few blindspots that are likely to negatively affect their work. For example, S-types may:

- Minimize their feedback to others, leaving them unclear about the problem.
- Delay making decisions involving interpersonal conflict.
- Not be forceful or assertive when necessary.
- Have trouble adapting to sudden changes.



Though overcoming our internal habits can seem challenging, most of the effort lies in recognizing the problems in the first place. If you can accept your blindspots, you can graciously work toward improving them. When you have a good understanding of your personal blindspots, try to come up with specific ways to correct for them.

Here are a few examples of ways to address the common blindspots we listed above:

- Make an effort to directly share feedback with others when there's an issue that needs to be addressed
- Practice empathetic communication during times of conflict; remember that problems cannot be resolved without a mutual understanding of the issue.
- Learn to take charge of situations, when necessary; make sure people know you're in charge by intentionally asserting yourself in the decision making process.
- When an unexpected change occurs, try making a plan on how you can adapt, which may help you reorient yourself.

New approaches to consider

It takes time to build habits that will ultimately better you, but there are a few practices you can implement now.

When *communicating*, try being more upfront about your intentions.

To be more *productive*, try asking for more responsibility and ownership when you are confident that you are the best person for it.

When *negotiating*, try using more assertive language when the other party starts to push too hard.

In times of *conflict*, try bringing underlying issues or conflicts to the surface.

When *leading* others, try encouraging others to improve their performance and become more efficient.



HOW C-TYPES CAN GROW

Methodical, reserved C-types tend to be very organized, logical problem-solvers. They usually prefer to communicate infrequently, often opting to send updates in writing. Their strengths often lie in their ability to remain realistic, carefully consider decisions, and identify specific issues or errors. C-types can make best use of these strengths by continuing to utilize them through actions that they likely already do, which benefits themselves and others.

Here are a few practices they should feel confident in continuing:

When *communicating*, continue giving instructions with clearly defined procedures and guidelines.

To be more *productive*, continue documenting progress and writing down your insights.

When *negotiating*, continue asking discovery questions to learn all of the relevant details.

In times of *conflict*, continue using facts and data where applicable.

When *leading* others, continue precisely defining expectations and measuring performance objectively.



Common blindspots

Though C-types are gifted in analysis and organization, there are a few areas in which they lack natural skill. For example, C-types may:

- Do important work independently to be sure it is done correctly, without communicating status updates.
- Expect others to be as organized and attentive to detail as they are.
- Resist people who do not use a systematic approach to organizing work.
- Overcomplicate solutions to simple problems.



Though overcoming our internal habits can seem challenging, most of the effort lies in recognizing the problems in the first place. If you can accept your blindspots, you can graciously work toward improving them. When you have a good understanding of your personal blindspots, try to come up with specific ways to correct for them.

Here are a few examples of ways to address the common blindspots we listed above:

- Share updates about the work you're doing with the rest of the team, even if it's just in a brief message.
- Understand that there are natural differences in strengths; one of yours is likely your organization, so there will likely be many scenarios in which it's best for you to adopt the organizational responsibilities.
- Remain open-minded to others' unique strengths, even if they seem frustratingly different from your own; people will often surprise you with their capabilities.
- Work with others who might have a more simple, direct approach to problem-solving.

New approaches to consider

It takes time to build habits that will ultimately better you, but there are a few practices you can implement now.

When *communicating*, try responding to questions with patience and understanding.

To be more *productive*, try trusting your intuition when the situation dictates a quick decision.

When *negotiating*, try increasing your emotional energy when you engage with the other party

In times of *conflict*, try to better understand the other person's perspective.

When *leading* others, try to include more collaboration and team building.



WORK TOWARD GROWTH

Our flaws are natural and human, but we should always be working to pursue growth by overcoming our blindspots when we can. Though it can feel overwhelming for some to recognize personal problems, accepting them is the first step to solving them.

With a healthy level of self-awareness and a plan to work through issues, you can begin to overcome your blindspots to feel more confident and productive.



Create lasting value *for your clients*

Thousands of coaches and consultants use Crystal to share easy-to-use personality insights with their clients, enhance their workshops, and improve retention.



TAKES TIME TO DECIDE

MAY BE OVERLY IDEALISTIC



TRY IT TODAY

Click to learn more

UPGRADE TO PREMIUM