

# **Servants by Design<sup>©</sup>**

## **Profile Report\***



**\*Your Unique Design<sup>©</sup> Edition**

**This report was prepared for  
Rosanne Elmore.**

**By  
Dr. Robert S. Maris and Dr. Jerry C. Richardson**

The *Servants by Design*<sup>©</sup> profile is a self-report inventory and tool, not a test. It is derived from the original Process Communications Model<sup>®</sup> of Dr. Taibi Kahler. Spiritual applications of the original Process Communication Model<sup>®</sup> were developed by Dr. Robert Maris for Living Hope Press, L.L.C.. This form of the profile was created for use by individuals to explore and understand their own unique design more fully. This manual and profile information may not be used to create any other profiles, manuals, seminars, books, or in any other ways to disseminate the information either in teaching, training, or consulting formats. This manual and profile may not be used in clinical or counseling settings. Other profiles, training and support materials are currently available or under development for applications of the Process Communication Model<sup>®</sup> to other dimensions of spiritual life.



## Introduction

The *Servants by Design*® inventory and profile report have been adapted, in part, from the Process Communication Model® developed by Dr. Taibi Kahler in the 1970's. Since its inception, this model, and adaptations of it, have been successfully used in industry, schools, correctional work, mentoring programs, clinical settings, marital seminars, vocational guidance and even as part of the selection process for NASA astronauts. It was chosen by NASA because of its accuracy in assessing compatibility between members of a team and because of the model's unique ability to predict how people are likely to react under stress. Over the past three decades tens of thousands of individuals around the globe have been introduced to the Process Communications Model® and profited from the insights and self-awareness it has fostered.

Dr. Kahler's original work was translated by Dr. Robert S. Maris for Living Hope Press, L.L.C. into *Your Great Design*®, an adaptation reflecting a biblical and Christian worldview. The *Servants by Design Profile - Your Unique Design Edition*® is a special application of the original model along with additional materials developed by Dr. Robert Maris and Dr. Jerry Richardson. These tools were designed specifically, and have been used successfully for several years, to help individuals in churches discover, learn to appreciate and develop their God-given gifts and find appropriate missions or works of service in which to utilize all that has been designed into them.

The *Servants by Design - Your Unique Design Edition*® Profile report contains these ten key features:

**Personality Structure** – your unique six-floor condominium

**Abilities** – the specific activities that best fit your design

**Personality Strengths** – the core assets of your design

**Setting** – the environment which best supports your design

**Viewpoint** – the perspective from which you view life

**Relationships** – leadership and supervision preferences

**Motivators** – the needs and wants that energize you

**Life Tips** – for connecting to others and motivating yourself

**Subject Matter** – the resources you enjoy working with most

**Potential Pitfalls** – ways you may react negatively to stress

## Personality Parts

Although each of us is "fearfully and wonderfully made" (Psalm 139), there are certain traits or areas of gifting which continue surfacing as identifiable and discrete parts of our design. We refer to these as Personality Parts. Each of us will express these Personality Parts, to a greater or lesser extent. Differences in design can be described in terms of the relative strengths and weaknesses we have in these various parts. Our personality strengths, the way we view our world, what motivates us and even how we move into negative, unproductive or self-defeating behaviors can be accurately predicted by knowing the amount of energy available in each personality part. A brief explanation of all six parts and the amount of energy available to you in each is summarized in "Your Personality Parts" on page 3. Your most influential parts, their characteristics and, the potential inherent in each are described in detail in the profile that follows.



## Your Personality Parts



**HARMONIZER** - This is the warm, nurturing and affectionate part of your personality that expresses love and concern emotionally through soft words, reassurance, permission, affirmation and appropriate touch. Your Harmonizer offers emotionally expressive, feeling-oriented, unconditional love.

This is the strongest part of your personality. You can draw on these abilities at all times and have the least chance of experiencing stress and moving into negative behavior when the tasks at hand call for this part.



**ENERGIZER** - This is the playful, emotional, and spontaneously expressive part of your personality. Much artistic expression and creativity comes from the Energizer part. Your Energizer cries, laughs, sighs and jumps for joy. This part allows you to express anger in healthy ways, without attacking or blaming someone else, and to experience and express deep grief or sorrow over losses and disappointments.

You have developed to a great extent the abilities of this personality part. You have excellent access to these strengths and, unless you are under significant stress, you will gain energy from using this part of your personality.



**ACHIEVER** - This is the logical, requesting, fact-finding part of your personality. Your Achiever part does not make demands or give directives. It does not even form opinions. It simply exchanges and processes information, asking questions, drawing conclusions and solving problems in a logical and sequential manner. Your Achiever crunches data with no emotions.

You have very good energy available in this part. You can call upon these traits consistently without experiencing undue stress or moving into negative behaviors as long as you continue to have your needs met in healthy ways.



**CATALYZER** - This is the part of your personality that gives commands (without attacks or threats). Your Catalyzer part gives directives, commands and imperatives aimed at getting something done. It calls others to action and/or compliance. Unlike a request, a message from your Catalyzer part does not ask someone to think or decide for themselves. It directs them to actions; to “do it”.

You have very good energy available in this part. You can call upon these traits consistently without experiencing undue stress or moving into negative behaviors as long as you continue to have your needs met in healthy ways.



**PERSISTER** - This is your protective part that evaluates and avoids danger. The Persister part of your personality is value-driven, measuring everyone and every experience against an internal system of your beliefs and standards.

You have fair energy available in this part. You can call upon these traits for a moderate time as long as you continue to meet the needs of the lower floors of your Personality Structure. You must still return to those more familiar floors to energize yourself on a regular basis and ongoing basis.



**DREAMER** - This is the part of your personality that focuses inward. The Dreamer part is the imaginative, conceptual and divergent thinking part of your personality that considers possibilities and asks “What if?” The Dreamer’s eyes are turned inward and this part does not initiate or even respond. In order to move outward, you must shift to some other part of your personality.

You have very little energy available in this part. You can call upon these traits very briefly, if at all. If called upon to use these traits consistently and/or exclusively, you will experience considerable stress and/or burnout.



## Personality Structure

In addition to looking at the influence and relative strength of each individual Personality Part, your responses to the inventory questions allow us to predict the order in which these parts are likely to have developed in your personality. “Your Personality Structure”, on page 5, shows the strongest, and earliest to develop, part of your personality at the bottom, like the foundation of a building. This base or “Foundation”, as we sometimes call it, is pivotal because it is the key Personality Part upon which your personality is constructed. As you will see later in the profile, your Foundation determines your strongest and most readily available “Personality Strengths”. It also determines through which of the six “Viewpoints” you will perceive, filter and evaluate your world and what things will be the strongest “Motivators” for you.

Your Personality Structure then builds upward, on top of this Foundation like the floors of a building, through other parts in which you may have considerable aptitude, gifting and energy. Our research has shown that a significant number of people are drawn to develop more fully some of the upper floors of their Personality Structure. If you have been drawn in such a way, you may find that the Motivation that is currently most important for you and the types of behaviors you demonstrate when under mild stress will not be those of your Foundation. Current Motivation and signs of mild distress will reflect the part that you are currently developing, sometimes called a “Phase”. It is as if God has awakened a new longing, new facets of your personality and, with it, the potential for new experience and expression of distressed behavior.

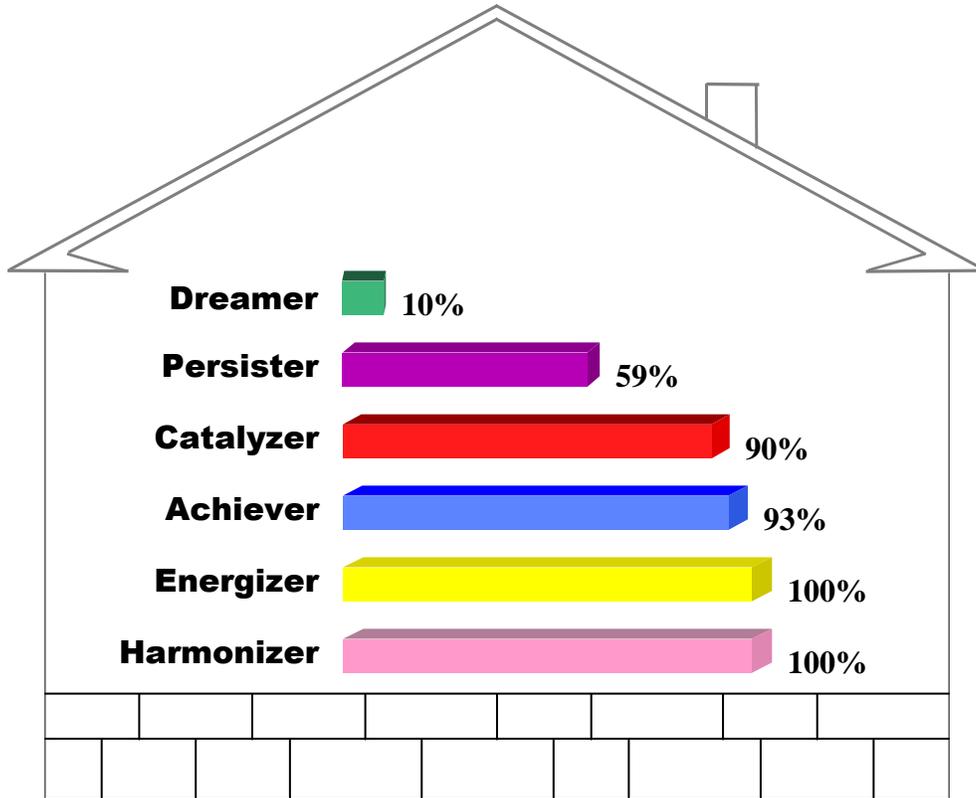
If you move from your Foundation to a Phase and then are drawn to develop even the next floor in your Personality Structure, you retain the abilities of your Foundation and those of what was your Phase. This “completed” Phase will show a value of 100% and is called a Stage. The next floor above it will now be your new Phase, which will provide new motivation and in which you will now develop your gifts and abilities.

Those parts that have relatively little energy and/or are likely to develop later in your life or not at all are in the top part of your Personality Structure. You may think of them as being in the “Attic”, seldom used and hard to reach. When encountering tasks and people that require the traits of your “Attic”, you will experience the most expenditure of energy, the greatest stretch, and the potential for fatigue and burnout. You may push up into your Attic floor to use the abilities housed there, but it is with considerable effort and, sometimes, awkwardness.

The lengths of the bar graphs and the percentages beside them represent the amount of energy available in, or relative strength of, each personality part. This unique feature of Dr. Kahler’s *Process Communications Model*® allows you to assess not only current strengths and needs, but also to predict what strengths and needs are likely to develop in the future. Because it describes relative weakness as well as strengths, it will help you to predict and understand that certain tasks and certain relationships will naturally take much more effort than others. Our life goal is not to fill out each bar or get 100% for each part. It is to become all that we were designed to be while appreciating the unique gifting and design of others.



## Your Personality Structure



### PERSONALITY STRENGTHS\*

#### Harmonizer Strengths



Those who know you best will quickly affirm that a compassionate, sensitive and warm heart directs your life. People feel comfortable sharing their feelings with you and can rely on you for an understanding ear. With an uncanny ability to empathize and sense the needs of others, you have been gifted to build others up in personally nurturing and emotionally supportive ways. People with whom you interact feel that they are important as people, not just for what they can do. With your sensitivity to and respect for each individual's needs, you may be a particularly effective peacemaker and arbitrator, seeing past the superficial problems and dealing with the hurt feelings that often lie below.

\* If you compare your "Personality Structure" with others, you will discover that some have lots of energy in one or two parts while others have strength in three, four, five or even six. This is also "by design". And those of us who are specialists, with one or two areas of gifting and interest, are no less valuable, developed or mature than those who are "generalists", having a broader range of skill, talent and interests. Our goal is to fully use what we have been given as servants in the Kingdom.



You are well-suited for sharing the love of Christ with others and feel that loving one another is essential in modeling your faith. You may tend to compare yourself to others in an unfavorable light, feeling that you are too sensitive or emotional, but rest assured that God knew exactly what He was doing when He designed, created and prepared that loving heart of yours for His work in the Kingdom. Although you may not see yourself as a leader, your willingness to take risks by sharing from your heart builds safety in any group where you participate and encourages others to share the things dear to them.

You are deeply touched by the suffering around you and reflect God's unconditional love and forgiveness to those who are hurting. In an impersonal world, you care deeply and minister personally, sharing Christ's love and investing yourself in the lives of others.

### OTHER STRENGTHS

In addition to your strongest **Harmonizer** part you have significant strength in other parts of your personality. Each of these is represented in your Personality Structure diagram as a level or bar with 100% energy available. This means that you may move in and out of using that part without experiencing undue stress or fatigue as long as your basic needs continue to be met. As you will see in the sections to follow, you also have some capacity to shift to the unique "Viewpoint" of people who have these as their strongest parts.

### Energizer Strengths



In addition to your **Harmonizer** part you have developed many characteristics of the Energizer. You can be spontaneous, fun-loving and creative. Often viewing things from a different perspective, you were challenged by what "can't be done". You may have experienced a desire to be expressive through music, visual arts, drama, dance and crafts. During that time you probably preferred working as part of a group, enjoying the process, interaction and activity of projects even more than the outcome. You tended to live in the moment, smelling the roses as you went. This childlike Energizer perspective brings a sense of freedom and joy which draws people to you and makes you a good motivator, able to turn a monotonous task into a game or time for lively joking and sharing with friends. You can turn an envelope-stuffing chore into a party.

The energy, spontaneity and joy of your Energizer part will continue to contribute both a unique and valuable perspective and motivation and pleasure to those with whom you serve. Turning work to fun and the impossible to a challenge, your Energizer part demonstrates that there is fun to be had in Christian fellowship and service. "Hide your light under a bushel? NO!" You're gonna let it shine.

### DEVELOPING STRENGTHS

Because you have developed your skills and arranged your life and circumstances to meet the needs of your basic, or foundational, Harmonizer part and other part you have developed (Energizer ), your currently developing Achiever part is likely to be the one that you are most aware of at this time in your life. You may be experiencing the longings and desires of your Achiever part, controlling your schedule, structuring your time and achieving desired goals



The extent to which you identify with the strengths and needs associated with this part will be determined by the extent to which it has already developed in you. If you have less than 50% or 60% energy in this part, as indicated in your Personality Structure graph, you may only be beginning to experience the longings and developing strengths associated with that part. If you have significantly more energy in that part, it may be very familiar to you and the associated strength may seem a natural part of who you understand yourself to be.

In order to move toward fulfillment and avoid distress and negative behaviors, you will need to plan for and exercise the strengths of your **Achiever** part and experience the unique and special rewards that accompany exercising these developing abilities, talents and gifts.

### YOUR VIEWPOINT

The term "Viewpoint" is used to describe the unique way or perspective from which each of the six personality parts views the world. Your strongest Viewpoint will be that of the first and most fully developed part, the bottom floor of your Personality Structure. As other parts develop, you may increase in your ability to see things from a different point of view, but your first will always be your strongest and most natural. Viewpoint is extremely important because most communications difficulties that arise seem to be based in a lack of understanding and appreciation for how those different from us see and evaluate their worlds.

#### Harmonizer Viewpoint: Feelings



Through the eyes of your strongest, Harmonizer part you have always viewed the world through the windows of that floor of your Personality Structure. Even though you may have developed other perspectives as you developed other parts of your personality or as you passed through other stages in your life, your Harmonizer Viewpoint remains the primary grid through which you view the world. You lead with your heart, **feeling** that if everyone would be sensitive to and care about the feelings of others as you do, this world would be a much more hospitable place. You are highly intuitive and rely on a well-honed ability to put yourself in the other person's shoes. Tending to evaluate everything from the perspective of your feelings, you will consider each problem from the perspective of how others will be affected, "How will they feel about it?" You are sensitive to subtle changes in mood and often adapt yourself, without even trying, to invite others to feel cared about and special.

#### Dreamer Attic Blindspots



In addition to certain advantages of your own style and preference for perceiving, you have "Blindspots" which are represented by the Attic floors of your Personality Structure. These areas, like other attics, are seldom visited, require considerable effort to enter and take even more effort to remain in for an extended period of time. Attics often contain valuable assets which, though infrequently used, are essential for maintaining a complete household.

Your only Attic is comprised of the Dreamer floor of your Personality Structure. You may experience considerable distress, fatigue, and difficulty if required in particular tasks or relationships to consistently **reflect**, involving



yourself primarily with your own thoughts, abstract ideas and images, or under a steady stream of direct and specific directions from a supervisor, co-worker or mate.

## MOTIVATORS

### Achiever Motivators



While in the process of developing your Achiever Part, you will be primarily motivated by your need to see that things are accomplished and on time. There is much work to be done in the Kingdom, so time must be used wisely. You are prompt and expect others to be. You may be frustrated by last minute changes or surprises that interrupt your schedule. Planning, organizing and efficiently completing projects or tasks – all these are a high priority for you.

God has also wired you to seek recognition for your achievements. Although you know when you have done a good job and do not need ongoing encouragement and praise, affirmation of your accomplishments from someone you respect and admire is important to you.

### Harmonizer Motivators



You will always retain to a large degree the longings and needs of your foundational Harmonizer part. This basic, God-given, motivational structure will be expressed in your ongoing need for relationships in which you feel special, unique and valued as a person. You will need to experience the love of God as it is expressed through friendship, compassion and genuine caring for others. You will also need to nurture yourself in ways that soothe and satisfy your senses, such as wearing comfortable and familiar clothing, drinking hot chocolate on a cold day, snuggling up under your grandmother's quilt, smelling bread bake and listening to music in a comfortable chair. A natural nurturer, it is important that you do this both for others and for yourself. If blocked from meeting these basic needs, you may experience severe distress. Affirming Christ's special relationship with you as "personal" friend and Savior will be essential during these times.



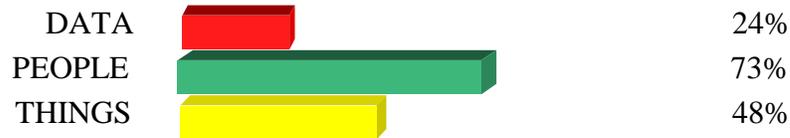
## YOUR DESIGN AT WORK

When your work calls upon your natural abilities and provides circumstances that naturally spark your interest and efforts, you will experience your work as motivating, satisfying, fulfilling and even fun. You will “enter into the joy of your Maker” as you experience yourself doing “good works” which were designed “beforehand” for you to do. According to your design, as measured by this inventory, situations with the following key elements are most likely to provide the satisfaction that comes from a perfect match of labor and laborer.

### SUBJECT MATTER

Subject matter refers to what you enjoy working with. This category can include concrete things, abstract ideas, people, data, or even experiences of your senses. The first table (Data \* People \* Things) shows the extent to which you prefer working with Data (both numbers and ideas), People (relationships of different degrees) and Things (physical objects or mechanisms).

#### DATA \* PEOPLE \* THINGS (DPT)



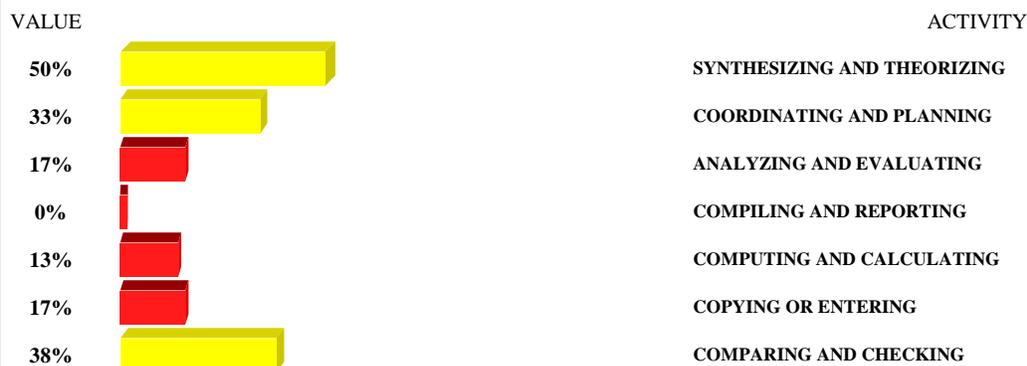
### ACTIVITIES

In addition to having a preference for working with certain Subject Matter -- either Data, People or Things -- in a general way, you will have specific strengths and interest in how you work with this Subject Matter. For example, you may generally enjoy and prefer to work in the context of personal relationships, dealing with People. You may prefer to work with people by providing personal services or as a mentor or counselor. “People” would be the generally preferred Subject Matter but a specific Activity would be serving or mentoring, respectively. It is helpful to know both the general Subject Matter and specific Activities for choosing a mission or area of service in which you might experience joy and satisfaction as your gifts are most effectively used by God.

In the three tables below, the Subject Matter (Data, People and Things) is broken down into specific Activities. Compare the relative strengths of the various Activities within each category of Subject Matter to begin getting ideas of the kinds of activities you are likely to enjoy and feel most effective.



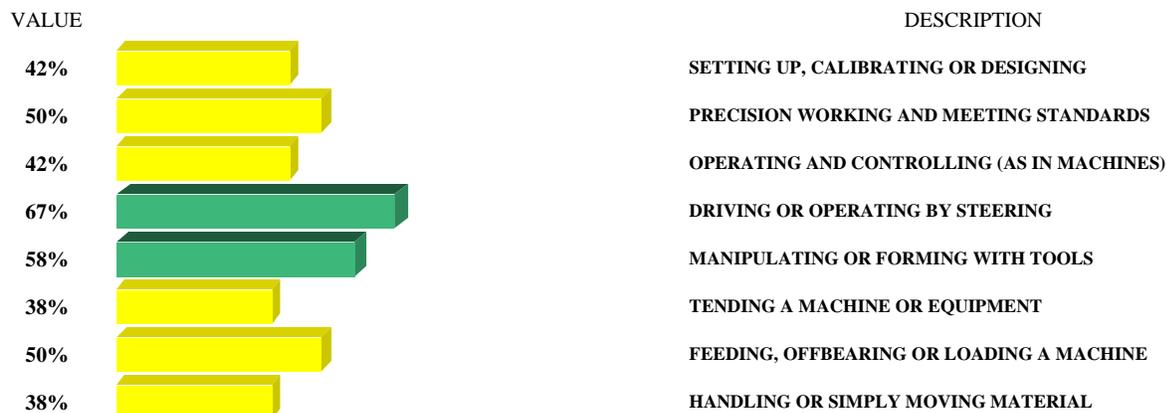
**DATA (Numbers and ideas)**



**PEOPLE**



**THINGS**





## ABILITIES

Your abilities spring out of the Personality Strengths that were described earlier in this profile. Below is a list and description of several more specific strengths that have been extrapolated from your answers on the profile instrument. As you recall activities and work situations in which you experienced a “good fit” between you and your work, consider the extent to which you called upon and utilized these particular abilities.

1. Based on your responses on the inventory, you appear to have special ability and significant interest in the general area of [Managing](#), especially by:

- managing others by setting a clear example and encouraging them to follow
- facilitating other by provide the support and means for them to accomplish their tasks or goals
- discovering, developing, and directing the gifts and abilities of others
- directing, managing and guiding from behind the scenes using indirect means

2. You also appear to have special ability and significant interest in the general area of [Acquiring New Information and/or Skills](#), especially by:

- copying, mimicking or duplicating what someone has just done
- noticing and examining directly through the senses by seeing, tasting, smelling, touching, etc.
- the process of experimenting or discovering for yourself
- acquiring a new skill or learning a procedure by practicing what I am learning
- committing something to memory by going over it again and again

3. In addition to [Managing](#) and [Acquiring New Information and/or Skills](#), you appear to have special ability and significant interest in the general area of [Starting things](#), especially by:

- blazing new ground, exploring, stepping out or pioneering
- taking a risk
- making recommendations, stirring up, initiating change
- making decisions to get things moving again
- supervising others to start a new project, program, department, organization

4. A fourth area to consider is the area of [Entertaining](#), especially by:

- dramatic reading
- giving a speech or presentation to entertain, educate or motivate people
- dancing
- acting out a role such as in a film, play, video, etc
- playing a musical instrument to entertain others

5. The fifth ranked area of special ability and significant interest for you is in the general area of [Caretaking](#), especially by:



- serving others as a means of nurturing or taking care of them
- tending to the physical needs of people by taking care of them in personal ways
- serving as a counselor, advisor, or mentor
- giving emotional support and encouragement to those who need it
- growing or raising plants and/or animals, insuring their health and growth

### **SETTING**

The term “Setting” is used to describe not only the physical environment in which you might best express your design, but also the emotional, intellectual and ethical milieu that will support your best efforts. It will include expectations, rules (or lack thereof) and many other aspects that make up the general climate of your work situation.

The setting that best unleashes your gifting will be one that will include: clear job descriptions and goals, an efficient schedule, clearly defined roles and responsibilities, and an appreciation for your hard work and clear thinking. Some of the things that will trigger you into effective action will be problems that need solutions, disorder that needs ordering, confusion that needs clarity, something broken that needs to be fixed.

The physical environment that might suit you best could be: organized, functional, and orderly with contemporary or traditional furniture, awards, certificates, plaques ... "Everything in its place".

### **RELATIONSHIPS**

Another important determiner of satisfaction is the types of relationships that you experience in your work setting. Each of us prefers to work in certain types of relationships with our coworkers and supervisors better than in other types of relationships. The following paragraph will describe the type of leadership or supervision under which you will work most productively and comfortably.

The leadership style that you respond to best is one that is based on group participation and decision making. The supervisor that fits you best is one that encourages interaction between and among others, solicits feedback and fosters independent thinking but keeps focused on the goals that need to be accomplished.



## YOUR LIFE TIPS



### HARMONIZER - TIPS FOR CONNECTING

- Your personal profile reveals that your core strengths include sensitivity, warmth and compassion.
- You will tend to see the world through emotions and feelings.
- You have a unique ability to empathize with what others are feeling.
- You will tend to describe the world around you in terms of how you feel: "The room is warm, the chair is comfortable, my shirt is scratchy, and the food tastes so good."



### ACHIEVER - TIPS FOR MOTIVATING

- You are energized by ideas and accomplishing goals.
- Being on time and the efficient use of time is important to you.
- You are motivated by recognition of your ideas and respect for a job well done.
- You likely enjoy keeping an up-to-date checklist of the things you want to get done.
- Your best work environment will provide you with clear goals and responsibilities.
- You enjoy organizing things by categorizing, packaging or arranging them.



### ACHIEVER - POTENTIAL PITFALLS

- A likely pitfall of yours is putting off time to relate, relax, and take care of yourself until "all your work is done."
- Over-explaining the reasons and facts about why you think or act as you do may result in others turning you off.
- In an overload situation, be careful of becoming overly controlling or critical of others who don't appear to be working as hard as you or thinking clearly.
- You may substitute anger for feelings of sadness, when sadness is the appropriate response.