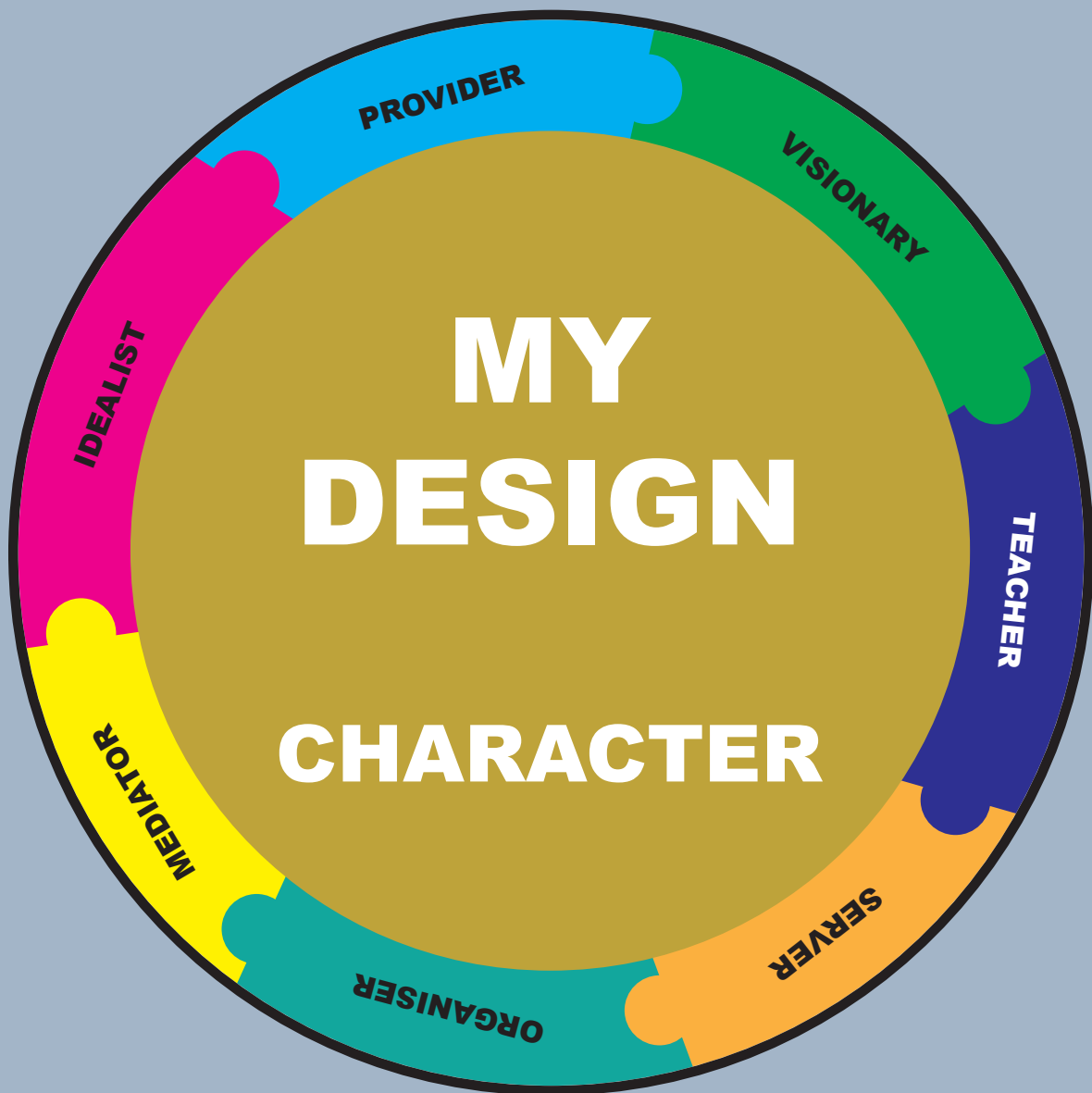
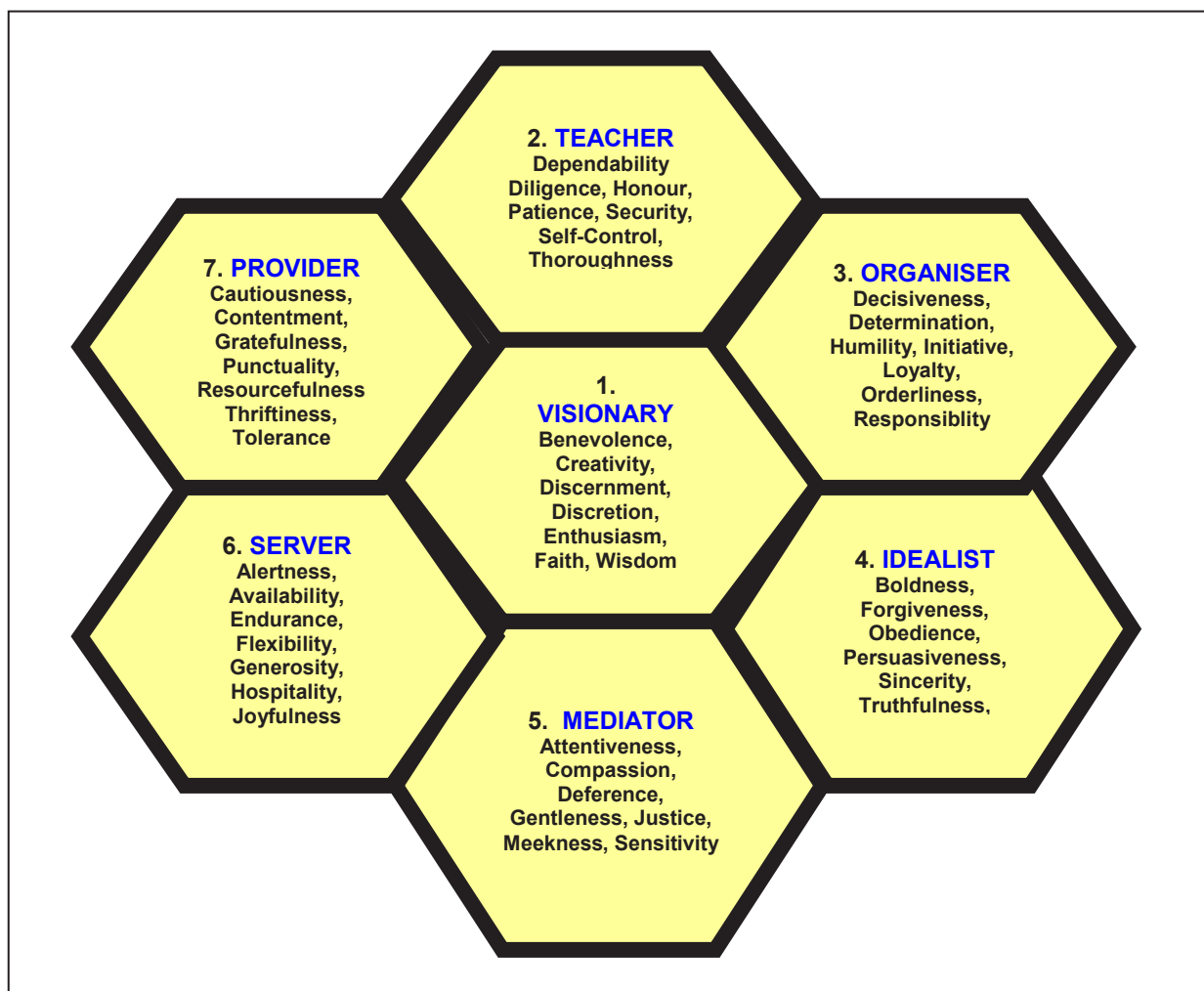


# MY DESIGN CHARACTER



Dr Mario Denton





iKnow  
**MyDesign**<sup>®</sup>  
Character

Name: ..... Email: .....

Date .....

### Instructions

1. Your participation in this survey is completely confidential.
2. You can be ensured and feel free to answer any question **HONESTLY** as you feel about it.
3. When you answer the questionnaire, think about the way in which you operate and how the Character qualities relate to you right now.
4. Let me repeat” **be bluntly honest** with yourself
5. Complete the survey by following the instructions below

**1 – Very seldom true of me**

**2 – Seldom true of me**

**3 – Sometimes true of me**

**4 – Very Often true of me**

**5 – True of me Almost always**

	<b>PART ONE</b>					
1	I detect problems before they fully develop.	1	2	3	4	5
2	I protect my good name by doing what is right.	1	2	3	4	5
3	I reject all whisperers, talebearers and gossipers in my life.	1	2	3	4	5
4	I am not prepared for the challenges that come my way.	1	2	3	4	5
5	I deal with issues promptly and do not ignore problems, hoping that they will go away.	1	2	3	4	5
6	I always surround myself with wise and mature counsellors.	1	2	3	4	5
7	I am able to recall exact details after a discussion.	1	2	3	4	5
8	When given direction, I make sure that I fully understand.	1	2	3	4	5
9	I give undivided attention when people speak to me.	1	2	3	4	5
10	I do not distract others with my action or speech.	1	2	3	4	5
11	I also work to make others successful in my community/team.	1	2	3	4	5
12	I tend to get discouraged.	1	2	3	4	5
13	I want to give up when everything seems to go wrong.	1	2	3	4	5
14	I keep my personal responsibilities to a minimum so that I have more time to	1	2	3	4	5

	serve other people.					
15	I am the type of person that people go to for help.	1	2	3	4	5
16	I do not harbour grudges against those who have hurt me.	1	2	3	4	5
17	Others consider me to be really compassionate.	1	2	3	4	5
18	I am concern about others' real needs.	1	2	3	4	5
19	I easily get irritated or exasperated with others.	1	2	3	4	5
20	I tend to want my own way and argue when I do not get it.	1	2	3	4	5
21	I will always be prepared to give a ready answer for the hope that lies within me.	1	2	3	4	5
22	My integrity does not warrant a hearing.	1	2	3	4	5
23	I will do anything when I see error and injustice.	1	2	3	4	5
23	I avoid dealing with" someone else's problems.	1	2	3	4	5
25	I promote justice and will validate my opinion.	1	2	3	4	5
26	I ask for counsel from wise and experienced people.	1	2	3	4	5
27	I do think about what I am going to say before I speak	1	2	3	4	5
28	I plan ahead and count the cost, especially for big endeavours.	1	2	3	4	5
29	When I make choices, I take responsibility for the possible effect on others.	1	2	3	4	5
30	I develop sound methods and stick to the plan.	1	2	3	4	5
31	I try to put myself in other people's shoes to understand their perspective.	1	2	3	4	5
32	I do look for ways to help those who can never repay me.	1	2	3	4	5
33	When I see needs, I do ask myself how I can help.	1	2	3	4	5
34	I enjoy taking time form my own schedule to assist colleagues or friends who need help.	1	2	3	4	5
35	I have avoided loved ones because I did not want to feel the weight of their recurring problems.	1	2	3	4	5
	<b>PART TWO</b>					
36	I rejoice in the wealth of things that money cannot buy more than temporal possessions.	1	2	3	4	5
37	I do not make impulsive purchases.	1	2	3	4	5
38	I use what I have with gratefulness.	1	2	3	4	5
39	I have prioritized my spending where it will do the most good.	1	2	3	4	5
40	I cultivate the appearance of prosperity.	1	2	3	4	5
41	Sometimes my ideas seem unusual or unconventional.	1	2	3	4	5
42	I stick to tried and true ways of tackling challenges.	1	2	3	4	5
43	I have individuals with whom I can discuss creative ideas.	1	2	3	4	5
44	I have not allowed the fear of failure to prevent me from making improvements.	1	2	3	4	5
45	I found better ways to try again and to think big.	1	2	3	4	5
46	I put off making big decisions.	1	2	3	4	5
47	I seek wise counsel before making a decision.	1	2	3	4	5
48	I enjoy making big decisions.	1	2	3	4	5
49	I have made a commitment to do what is right, regardless of the cost.	1	2	3	4	5
50	I am comfortable making decisions promptly.	1	2	3	4	5
51	I offend others by the things that I say or do.	1	2	3	4	5
52	I merely avoid conflict.	1	2	3	4	5
53	I am more interested in arguing than in understanding.	1	2	3	4	5
54	Others say they honour me.	1	2	3	4	5

55	I do not offend people of other cultures or ethnic groups (backgrounds and philosophies) by the words I use to describe them.	1	2	3	4	5
56	If I experience unexpected difficulties, I do not use them as excuses for not finishing a task.	1	2	3	4	5
57	When I give your word to do something, others always can count on me to do it, even if it is more difficult than I expected.	1	2	3	4	5
58	I graciously but firmly decline invitations that will distract me from fulfilling my accountabilities.	1	2	3	4	5
59	I am not less diligent in "little things".	1	2	3	4	5
60	I make sure that I over deliver on my promises even when it is difficult.	1	2	3	4	5
61	I commit to reach a goal and overcome any obstacles I encounter along the way.	1	2	3	4	5
62	I have a motivating purpose in life.	1	2	3	4	5
63	I don't let anything stand in my way of achieving what I want.	1	2	3	4	5
64	I do not allow problems or failures to keep me from trying again.	1	2	3	4	5
65	I set goals, daily actions and schedule the steps to reach them.	1	2	3	4	5
66	I plan ahead in order to do a job in the most efficient way.	1	2	3	4	5
67	I pursue excellence and quality of work.	1	2	3	4	5
68	I have developed habits to help me to avoid distractions.	1	2	3	4	5
69	I am known for getting things done.	1	2	3	4	5
70	I work wholeheartedly to complete each job.	1	2	3	4	5
<b>PART THREE</b>						
71	I can see past symptoms and identify root problems.	1	2	3	4	5
72	I consider all the facts and perceptions.	1	2	3	4	5
73	I maintain control of my anger and other emotions.	1	2	3	4	5
74	I live and work by a set of strict principles that are important to me.	1	2	3	4	5
75	I fully consider the consequences of my actions.	1	2	3	4	5
76	I choose words carefully or expect others to understand.	1	2	3	4	5
77	I say what is on my mind by always first evaluating its possible effect on others.	1	2	3	4	5
78	I seriously refrain from spreading gossip, slander and damaging reports.	1	2	3	4	5
79	I discern what caused a mistake and take steps to avoid repeating it.	1	2	3	4	5
80	I avoid trouble when possible.	1	2	3	4	5
81	When I feel uptight or stressed I take action to manage my anxiety.	1	2	3	4	5
82	I take the next step rather than become overwhelmed by obstacles.	1	2	3	4	5
83	I surrounded myself with a support group who can help me not to give up or quit.	1	2	3	4	5
84	I balance time devoted to work, family and rest.	1	2	3	4	5
85	I have a good ability to block out difficulties and focus on the task at hand.	1	2	3	4	5
86	I give energy to all those around me by being an example of enthusiasm.	1	2	3	4	5
87	I give everyone a warm, enthusiastic smile when we meet.	1	2	3	4	5
88	I am very interested in the work I do.	1	2	3	4	5
89	I feel energised by my work.	1	2	3	4	5
90	I like to make people smile.	1	2	3	4	5
91	I have examples in my life of things working supernaturally through my faith.	1	2	3	4	5
92	I actively increase my knowledge and learn from my experience.	1	2	3	4	5
93	After a setback or big obstacle, I don't stay down for long.	1	2	3	4	5
94	I have stood alone for what I believed to be right.	1	2	3	4	5

95	I like to think and believe about the deeper meaning of things.	1	2	3	4	5
96	When plans are changed, I enjoy trying out the new things.	1	2	3	4	5
97	I can easily see the opportunities that come with change.	1	2	3	4	5
98	I am known to be stubborn or set in my ways.	1	2	3	4	5
99	I act on what is right even when the outcome is in doubt.	1	2	3	4	5
100	I feel frustrated when other people give me advice how to do my work differently.	1	2	3	4	5
101	I can easily move on after having a disagreement with a co-worker.	1	2	3	4	5
102	The thought of certain offenders bring pain and hurt to me.	1	2	3	4	5
103	I control my anger when others offend me.	1	2	3	4	5
104	I covet my problems and allow them to fester in my mind.	1	2	3	4	5
105	I don't hold a grudge.	1	2	3	4	5
<b>PART FOUR</b>						
106	I manage my resources in a way that allows me to be generous.	1	2	3	4	5
107	I freely give of my time and resources.	1	2	3	4	5
108	I seriously look for ways to help others.	1	2	3	4	5
109	I like to give gifts.	1	2	3	4	5
110	I have often have sacrificed things I wanted in order to give to the needs of others.	1	2	3	4	5
111	I have developed self-discipline and humility in order to be attentive to the hurts and needs of others.	1	2	3	4	5
112	I give a soft answer so that I do not offend or discourage others.	1	2	3	4	5
113	I make an effort to help others in maintaining sound relationships.	1	2	3	4	5
114	I look for the truth to personally understand others.	1	2	3	4	5
115	I become irritable and reactionary when people with needs intrude upon my time and energy.	1	2	3	4	5
116	I quickly express thanks (public recognition) to other people who have helped me.	1	2	3	4	5
117	I rejoice in trials and tribulations.	1	2	3	4	5
118	I honestly appreciate those who have invested time and effort in my life.	1	2	3	4	5
119	I often acknowledge others for their hard work.	1	2	3	4	5
120	My gratitude motivates people to freely invest in others.	1	2	3	4	5
121	I look for ways to praise others and to deflect praise when I receive it.	1	2	3	4	5
122	I value each person and fully and sincerely honour them.	1	2	3	4	5
123	I demonstrate a cooperative attitude.	1	2	3	4	5
124	My actions communicate genuine respect.	1	2	3	4	5
125	I admire consistent brutal integrity.	1	2	3	4	5
126	I have purposed to develop and demonstrate a spirit of hospitality wherever I go.	1	2	3	4	5
127	During conversations, I focus on the interests of the people in the conversation.	1	2	3	4	5
128	I greet others courteously and ask them about themselves.	1	2	3	4	5
129	I easily note others' needs and preferences.	1	2	3	4	5
130	I have allowed myself to become so busy that I overlook others.	1	2	3	4	5
131	When people disagree with me, I argue to defend my position.	1	2	3	4	5
132	I inwardly react to criticism.	1	2	3	4	5
133	I find in general difficult to admit that I am wrong.	1	2	3	4	5

134	I talk more than I listen.	1	2	3	4	5
135	I seek advice and listen to criticism without becoming defensive.	1	2	3	4	5
136	I show initiative by constantly asking for new and better ways of doing things.	1	2	3	4	5
137	I create processes to make work easier for others.	1	2	3	4	5
138	I sat down and talk through projects to find out better ways to do it.	1	2	3	4	5
139	I manage my time optimally so that I can give my best effort.	1	2	3	4	5
140	I prefer others to take the lead and initiative.	1	2	3	4	5
<b>PART FIVE</b>						
141	People see a bright countenance when they look at me.	1	2	3	4	5
142	I look for opportunities to share joyful experiences with others.	1	2	3	4	5
143	I put my whole heart and mind into the jobs I am given.	1	2	3	4	5
144	I definitely focus on the good things in life so that my environment encourages a good attitude in others.	1	2	3	4	5
145	I relieve tough situations with good, appropriate emotions and a positive attitude.	1	2	3	4	5
146	My life exemplifies justice and telling a lie is not okay.	1	2	3	4	5
147	I take appropriate action when I see injustice.	1	2	3	4	5
148	All my methods and goals demonstrate justice.	1	2	3	4	5
149	I appreciate others confronting me and seriously consider what they have to say.	1	2	3	4	5
150	All my decisions are motivated by what is right, just and fair.	1	2	3	4	5
151	I speak well of my authorities even during difficult times versus murmur and complain.	1	2	3	4	5
152	I protect my team even when circumstances make it difficult.	1	2	3	4	5
153	I remain true to all my commitments despite hardship.	1	2	3	4	5
154	Even when I disagree with a moral decision made by my leaders, I will always support it 100%.	1	2	3	4	5
155	I will always treat other members as I would want to be treated.	1	2	3	4	5
156	Others praise me for a meek and quiet influence.	1	2	3	4	5
157	I evaluate situations according to the standards of character first.	1	2	3	4	5
158	I determine what upsets me before I just react.	1	2	3	4	5
159	I quickly refocused on my responsibilities when others irritated me.	1	2	3	4	5
160	I first sought a constructive solution before reacted to the personalities involved.	1	2	3	4	5
161	I set aside distractions when listening to instructions.	1	2	3	4	5
162	Others would say that I cheerfully do and immediately obey what is asked for.	1	2	3	4	5
163	I procrastinate on tasks that I do not enjoy.	1	2	3	4	5
164	I ask for reasons when my request is denied.	1	2	3	4	5
165	My authorities have confidence that I will fulfil their direction.	1	2	3	4	5
166	I have a method by which to set and balance personal, family and work goals.	1	2	3	4	5
167	I plan out what needs to get done at the beginning of the day.	1	2	3	4	5
168	My life is marked by clutter and chaos.	1	2	3	4	5
169	Those who know you best would say that you are orderly.	1	2	3	4	5
170	I have established standard operating procedures both on and off the job.	1	2	3	4	5
171	I can be perceived as steam trolling people to drive results.	1	2	3	4	5
172	I patiently instruct those for whom I am responsible.	1	2	3	4	5
173	I rejoice in trials instead of becoming bitter.	1	2	3	4	5



174	I don't skipped steps in a process just to get things done faster.	1	2	3	4	5
175	When I fail, I examine immediately the rightness of the cause and try again.	1	2	3	4	5
<b>PART SIX</b>						
176	I tend to ask a lot of questions when trying to get to the root of a problem or issue.	1	2	3	4	5
177	I often think about how I can approach a person to better communicate with him or her.	1	2	3	4	5
178	I present facts versus just opinions.	1	2	3	4	5
179	I care what is right and do want others to agree with me.	1	2	3	4	5
180	I have a testimony or stories concerning various areas of my life so that others would be persuaded to follow my example.	1	2	3	4	5
181	I am always on time to meetings and appointments.	1	2	3	4	5
182	I allow sufficient time so that minor delays do not foil my plans so that we can finish projects on time.	1	2	3	4	5
183	I don't mind being a few minutes late to a meeting if I am in the middle of something important.	1	2	3	4	5
184	I promptly pay my bills.	1	2	3	4	5
185	I fulfil the promises I have made to others.	1	2	3	4	5
186	I see needs and address them at a minimum expense.	1	2	3	4	5
187	I look for new ways to use old resources.	1	2	3	4	5
188	I have learned to make what I have more useful.	1	2	3	4	5
189	I make well use of all my talents.	1	2	3	4	5
190	I do not hoard resources but put them to better use by sharing with others	1	2	3	4	5
191	I work hard to be kind and considerate to everyone, not just the co-workers who are my friends.	1	2	3	4	5
192	I know exactly what is expected of me at work.	1	2	3	4	5
193	I fulfil all my responsibilities in my job.	1	2	3	4	5
194	I accept personal responsibility for all my thoughts, words, actions and attitudes.	1	2	3	4	5
195	I take full responsibility for my own health and well-being.	1	2	3	4	5
196	I concentrate definitely more on spiritual strength rather than on building physical strength.	1	2	3	4	5
197	I have clearly defined what I should value most.	1	2	3	4	5
198	My decisions are guided by solid principles.	1	2	3	4	5
199	I respond with absolute integrity when something needs to change.	1	2	3	4	5
200	I take efforts to help others in their crises.	1	2	3	4	5
201	I control my eating and don't allow myself to indulge in food.	1	2	3	4	5
202	I don't hesitate to speak up when I don't agree with something.	1	2	3	4	5
203	I do not ever erupt in uncontrollable anger.	1	2	3	4	5
204	I would describe myself as a go-getter.	1	2	3	4	5
205	I like to get even with those who do me wrong.	1	2	3	4	5
206	I cut off communication with other members if I do not understand them.	1	2	3	4	5
207	I easily observe others' behaviour and discern when something may be wrong.	1	2	3	4	5
208	I feel others' joy, pain, frustration, anger, disappointments.	1	2	3	4	5
209	I ask sole searching questions in order to understand others.	1	2	3	4	5
210	I have neglected to help when I knew you could have.	1	2	3	4	5
<b>PART SEVEN</b>						
211	I am the same on the outside as you are on the inside.	1	2	3	4	5



212	I do not judge others about things of which I am guilty as well.	1	2	3	4	5
213	I deeply consider how you say things so that others fully understand me.	1	2	3	4	5
214	My words and actions can give others a false impression.	1	2	3	4	5
215	My words and actions are consistent.	1	2	3	4	5
216	I am a detailed oriented person.	1	2	3	4	5
217	I am consistently committed to practice habits of thoroughness in all I do.	1	2	3	4	5
218	I double check my work before finalizing it.	1	2	3	4	5
219	I check my work periodically to look for ways to become more efficient and improve my methods.	1	2	3	4	5
220	I have written down the objectives and critical details of all my projects.	1	2	3	4	5
221	I study procedures to see how they can be more efficient and less costly.	1	2	3	4	5
222	I keep detailed records of my resources so I know how they are being spent.	1	2	3	4	5
223	I research possibilities very carefully and look for the best buy.	1	2	3	4	5
224	I keep track of each income and expense according to my spending plan.	1	2	3	4	5
225	I am preparing for emergencies and major purchases.	1	2	3	4	5
226	I look for common ground with people of different viewpoints and behaviour rather than focusing solely on differing opinions and standards.	1	2	3	4	5
227	I get to know others before forming opinions.	1	2	3	4	5
228	I encourage growth and development in those around me.	1	2	3	4	5
229	I maintain very high standards when others irritate me.	1	2	3	4	5
230	I keep problems in their proper perspective.	1	2	3	4	5
231	I ask others to point out faults of which I may be unaware.	1	2	3	4	5
232	I do not speak vaguely or tell only part of the truth to escape the consequences of my actions.	1	2	3	4	5
233	I do not exaggerate my achievements to others.	1	2	3	4	5
234	I address problems and don't ignore them and hope they go away.	1	2	3	4	5
235	I do not lie or hide the truth for fear of rejection.	1	2	3	4	5
236	Others ask me for counsel for the problems they are facing in their lives.	1	2	3	4	5
237	I am more concerned with acting rightly or with acting popularly.	1	2	3	4	5
238	I set a very good example for others.	1	2	3	4	5
239	I consistently do what is right.	1	2	3	4	5
240	There are influences in my life that corrupts my virtue.	1	2	3	4	5
241	I have developed skills so that I can do things with excellence.	1	2	3	4	5
242	I seek the counsel of wise and credible advisors.	1	2	3	4	5
243	My heart is filled with truth so that I can control my tongue.	1	2	3	4	5
244	I have identified situations and my God Calling where I can apply what I have learned.	1	2	3	4	5
245	I make tough daily choices to do what is best.	1	2	3	4	5
246	I am satisfied with my life	1	2	3	4	5
247	I am very sensitive to the feelings of other	1	2	3	4	5
248	I never tell lies	1	2	3	4	5
249	Things bother me	1	2	3	4	5
250	I have completed this assessment with utmost integrity	1	2	3	4	5

## SCORING OF MY LEADERSHIP PERSPECTIVES (CLUSTERS)

A *leadership perspective* is the viewpoint from which a leader sees life, analyses problems, negotiates issues, makes decisions, and interacts with others. Just as a globe appears different from varying vantage points, so circumstances appear different from varying leadership perspectives.

Each individual has one of the seven leadership perspectives. A wise leader will learn to work with the strengths and weaknesses of each perspective, greatly reducing difficulties in relationships.

### **1. Visionary (*Thinker and Dreamer*)**

**Is committed to growth, looks beyond problems to causes, and develops precise solutions for success.**

### **2. Teacher**

**Imparts wisdom, maturity, and skill to others; validates direction; and ensures completeness**

### **3. Server**

**Sees and meets others' practical needs, frees them to accomplish their goals, and invests time and energy in their success.**

### **4. Organizer**

**Visualizes final results and directs resources for the successful completion of goals.**

### **5. Mediator**

**Is deeply loyal and compassionate, analysing the benefits and problems of a given direction.**

### **6. Idealist**

**Seeks excellence in thought, word, and deed; identifies problems as they arise and speaks truth boldly.**

### **7. Provider**

**Is resourceful, prudent, and thrifty, constantly ensuring the best use of all available resources.**

**Thank you for completing the questionnaire**

**FACILITATED BY: Dr Mario Denton (MBA, MeCon, PhD)**

Mario is an optimist who has a passion for people and tutoring and a real love for life. He has devoted his career to people management and facilitating complex and perpetual change. Mario uses his strong academic and corporate background and his uniquely effective coaching style to help people tap into their inner being to utilize their strengths and expand their skills. He has been the study leader of 160 MBA research projects to date, has published 15 books and various articles and has read papers at 32 conferences worldwide. He is an international teacher and industrial psychologist. He is a business consultant. Dr Mario Denton is a passionate Career Direct Master Trainer and Business Coach. He is also very passionate about optimizing the human talent. He has a real heart for people.

E-mail address: [marden@mweb.co.za](mailto:marden@mweb.co.za) website:

**PO Box 3092, Tygervally, 7536. Cell 082 882 9903 or Office: + 27 (0)21 913 9603  
16 Gloxiniastreet, Welgemoed Bellville, Cape Town, South Africa 7530**

**For more information please contact:**

**082 882 9903 Dr Mario Denton  
marden@mweb.co.za**

**021 979 3198 Lynette Barnard (Project Manager)  
prstrongmessage@gmail.com**

**[www.thestrongmessage.com](http://www.thestrongmessage.com)**





## **DR MARIO and MARIENE DENTON**

**(MEcon, MBA, PhD)**

### **INDUSTRIAL PSYCHOLOGIST**

Mario Denton was born in 1955 in the province of Cape Town, South Africa. He has a solid Christian praying and committed family background. Mario came to Christ when he was 16 years old.

Mario Denton is the study leader of 160 MBA research projects, published 15 books, two case studies, a chapter in book and published 6 international articles and delivering papers at 32 conferences world-wide.

He is an Industrial Psychologist, international teacher. He has two counseling diplomas and two master's degrees, (M Econ and MBA) and completed his PhD as well as DBA in Organizational Behavior and Business Administration.

He has presented People Management practices 44 times consecutively to MBA students and trained about 3000 participants of which 300 MBA students in Emotional Intelligence. Mario is currently the CEO for Strong Message Business Consultancy, the True Africa Leadership Institute Director for Africa plus the Africa Director for 2=1 and Character First.

Mario uses his strong Christian, academic, corporate background and his uniquely effective coaching to help people tap into their inner being to utilize their strengths and expand their skills and to make a difference in the workplace.

He teaches people management, leadership, emotional and spiritual intelligence, and organizational behavior and change management. Mario is an optimist who possesses a passion for people and tutoring and a real love for life and has devoted his career so far to people management and facilitating complex and perpetual change.

Mario taught at various universities across the world for example at the AACSB Leipzig Business School and Euromed Management. He also lectured for 11 times at Reims Management School in France. Life has been good to me and he also presented Competitive People Management practices 44 times at the EQUIS and AMBA University of Stellenbosch Business School.

He is actively involved in training marketplace leaders in stewardship, Business by the Book and other Kingdom training programs and also involved with the local Haggai group in Cape Town.

Dr Mario Denton is a passionate Career Direct Master Trainer and Business Coach.

**FOR FURTHER INFORMATION CONTACT:**

**+27 (0)21 979 3198 / 082 882 9903**

**Mario Denton: [marden@mweb.co.za](mailto:marden@mweb.co.za) / Lynette Barnard: [prstrongmessage@gmail.com](mailto:prstrongmessage@gmail.com)  
[www.thestrongmessage.com](http://www.thestrongmessage.com)**