DISC 360°

How Others View Your Behavioral Style

Report For: **Sample Report**

Self Style**: SD/Ds**

Observer Style: **Csd**

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Why is Independently Tested Accuracy of this Assessment Important?

A recent review revealed **a significant majority of assessments available today were absent the studies & reporting to confirm their accuracy**. Of the small minority which claimed reporting, the significant majority of those were conducted privately; oftentimes by the assessment provider itself, rather than an objective and scientifically qualified third party. However, we are leading by example in this otherwise unregulated industry. How are we doing this? By submitting our assessments to an objective, independently conducted battery of tests: Construct Validity, Reliability, and Disparate Impact - all by a qualified scientific authority (*Assessment Standards Institute*). Our goal? Ensuring the trust and confidence of our users by producing the industry's most accurate and class protected assessments. Please turn to the last page of this report to learn more on this topic, and the steps we've taken to safeguard the scientific accuracy of this assessment.

Welcome to the DISC Self 360° Online Report

INTRODUCTION

DISC is a simple, practical, easy to remember and universally applicable model. It focuses on individual patterns of external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four DISC styles.

DISC is an acronym for the four primary behavioral drivers: dominance, influence, steadiness and conscientiousness. Dominant (High 'D' Styles) styles are decisive risk-takers who speak boldly and confidently. Those styles driven by influence (High 'I' Styles) are apt to intertwine emotion with work, and they are interested in forming social bonds. Steady (High 'S' Styles) styles are cooperative and composed, and approach their work consistently and methodically. Styles with a bent towards conscientiousness (High 'C' Styles) prioritize accuracy and precision, and tend to me more guarded and tactful in their expression.

Using the DISC model, it is easy to identify and understand our own style, recognize and cognitively adapt to different styles, and develop a process to communicate more effectively with others.

HOW TO USE THIS REPORT

The DISC report is divided into 3 parts introducing the DISC model, helping you understand your own style, and identifying ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of others.

- **Part I** focuses on understanding each of the DISC styles and identifying characteristics, including the tendencies of each behavioral style.

- **Part II** is about understanding yourself and will reveal information about the tendencies that make you unique. The best part of this section is that much of the information about your behavior is from the composite feedback of your observers. Now you get to see your behavior through the eyes of others. What a gift!

- **Part III** examines and explores adaptability and offers actionable recommendations for you and others who interact with you.

With this personalized and comprehensive report, DISC gives you tools to help you become a better you - to develop and use more of your natural strengths while recognizing, improving upon, and modifying your limitations. Then, because you can easily see and hear these behaviors, you can quickly and accurately "read" other people and use your knowledge to enhance interpersonal communication and grow your relationships.

Please Note: Any behavioral descriptions mentioned in this report are only **tendencies** for your DISC style group and may or may not specifically apply to you personally.

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Part I Understanding DISC

BEHAVIORAL STYLES

Historical and contemporary research reveal more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into **four basic categories**.

The DISC styles are **Dominance, Influence, Steadiness, and Conscientious.** There is no "best" style. Each style has its unique strengths and opportunities for continuing improvement and growth.

The DISCstyles™ assessment examines external and easily observable behaviors and measures tendencies using scales of **directness** and **openness** that each style exhibits.

BEHAVIOR DESCRIPTORS OF EACH

DOMINANCE	INFLUENCE	STEADINESS	CONSCIENTIOUS
Decisive	Charming	Understanding	Accurate
Competitive	Confident	Friendly	Precise
Daring	Convincing	Good Listener	Analytical
Direct	Enthusiastic	Patient	Compliant
Innovative	Inspiring	Relaxed	Courteous
Persistent	Optimistic	Sincere	Diplomatic
Adventurous	Persuasive	Stable	Detailed
Problem-Solver	Sociable	Steady	Fact-Finder
Results-Oriented	Trusting	Team Player	Objective

RECOGNIZING THE DIRECTNESS, OPENNESS, PACE AND PRIORITY OF EACH STYLE

DIRECTNESS AND OPENNESS OF EACH STYLE

STYLE	TENDENCIES
DOMINANCE	Tends to be direct and guarded
INFLUENCE	Tends to be direct and open
STEADINESS	Tends to be indirect and open
CONSCIENTIOUS	Tends to be indirect and guarded

PACE AND PRIORITY OF EACH STYLE

STYLE	TENDENCIES
DOMINANCE	Fast-paced and task-oriented
INFLUENCE	Fast-paced and people-oriented
STEADINESS	Slow-paced and people-oriented
CONSCIENTIOUS	Slow-paced and task-oriented

A DEEPER LOOK AT THE FOUR DISCStyles™

Below is a chart to help you understand some of the characteristics of each of the Four Basic DISC Styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived, in personal, social and work situations.

	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
Tends to Act	Assertive	Persuasive	Patient	Contemplative
When in Conflict, this Style	Demands	Attacks	Complies	Avoids
Needs	Control	Approval	Routine	Standards
Primary Drive	Independence	Interaction	Stability	Correctness
Preferred Tasks	Challenging	People related	Scheduled	Structured
Comfortable with	Being decisive	Social friendliness	Being part of a team	Order and planning
Personal Strength	Problem-solver	Encourager	Supporter	Organizer
Strength Overextended	Preoccupation- goals over people	Speaking without thinking	Procrastination in addressing change	Overanalyzing everything
Personal Limitation	Too direct and intense	Too disorganized and nontraditional	Too indecisive and indirect	Too detailed and impersonal
Personal Wants	Control, Variety	Approval, Less Structure	Routine, Harmony	Standards, Logic
Personal Fear	Losing	Rejection	Sudden Change	Being Wrong
Blind Spots	Being held accountable	Follow through on commitments	Embracing need for change	Struggle to make decisions without overanalyzing
Needs to Work on	Empathy, Patience	Controlling emotions, Follow through	Being assertive when pressured	Worrying less about everything
Measuring Maturity	Giving up control	Objectively handling rejection	Standing up for self when confronted	Not being defensive when criticized
Under Stress May Become	Dictatorial, Critical	Sarcastic, Superficial	Submissive, Indecisive	Withdrawn, Headstrong
Measures Worth by	Impact or results, Track record	Acknowledgments, Compliments	Compatibility, Contributions	Precision, Accuracy, Quality of results

COMMUNICATING WITH THE DISCStyles™

Communicating with the DOMINANT Style

D CHARACTERISTICS:	SO YOU SHOULD…
Concerned with being #1	Show them how to win, new opportunities
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goal and boundaries, the support or get out of their way
Like personal choices	Allow them to "do their thing," within limits
Like changes	Vary routine
Prefer to delegate	Look for opportunities to modify their workload focus
Want others to notice accomplishments	Compliment them on what they've done
Need to be in charge	Let them take the lead, when appropriate, but give them parameters
Tendency towards conflict	If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a "personality" basis

Communicating with the INFLUENCING Style

I CHARACTERISTICS:	SO YOU SHOULD…
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the "big picture"
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they "look good"	Mention their accomplishments, progress and your other genuine appreciation

Communicating with the STEADY Style

S CHARACTERISTICS:	SO YOU SHOULD…
Concerned with stability	Show how your idea minimizes risk
Think logically	Show reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and/or one-two-three instructions as you personally "walk them through"
Want others to notice their patient perseverance	Compliment them for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest or needed support
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide a relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they're appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate

Communicating with the CONSCIENTIOUS Style

C CHARACTERISTICS:	SO YOU SHOULD…
Concerned with aggressive approaches	Approach them in an indirect, nonthreatening way
Think logically	Show your reasoning
Seek data	Give data to them in writing
Need to know the process	Provide explanations and rationale
Utilize caution	Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	When delegating, let them check procedures, and other progress and performance before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or "correct" answer, within available limits
Like to contemplate	Tell them "why" and "how

The first step to building stronger communication is awareness. By identifying how we are similar and different, we can make cognitive choices when interacting to create stronger, more engaged relationships.

PART II - Understanding Yourself

General Characteristics

The narration below serves as a general overview of your behavioral tendencies as you see yourself, based on your responses to the assessment.

You score like those who have a desire to blend personal and group goals for optimal success. You are most motivated by projects which fit your skill set and, conversely, may suffer from a lack of motivation when the fit is not ideal.

Sample, you tend to judge others by their ability to achieve the bottom-line, concrete results that you expect from yourself. You also score like those who have the ability to detach emotionally from important decisions, and reach a judgment based on objective analysis of the facts.

Others may perceive you as determined, analytical, and very independent in your thinking. Those who score like you tend not to be persuaded by the newest gadgets and gimmicks, instead making their decisions based on facts and results. You may sometimes find yourself in the minority on an issue, but since your opinion is based on factual analysis, your side may often win out.

You tend to remain unruffled in conflict situations. This means, Sample, that you have the ability to maintain a higher level of patience than others on the team, and to direct the team back to the task at hand by performing, rather than dictating. In addition, you have the potential to reassure and calm agitated team members, allowing them to consider alternative viewpoints.

You are naturally curious, usually willing to try your hand at any challenge. This is a strength that can impact the team in positive ways, perhaps motivating others to try new ideas or approaches. While you may not be the first to take up the reins, you are likely to embrace a task, roll up your sleeves, and stick with it until the work is done.

You are generally direct, positive, and straightforward in your communication with others. Being able to "tell it like it is" can be a great asset, especially when coupled with a calm, objective presentation style. Others on the team may look up to you due to your diligence and sense of authority.

Sample, you score like those who find satisfaction in hard work and individual action, rather than motivating others to achieve. At the end of the day, you may measure achievement by what has been done, rather than the number of people on board. Due to your high degree of patience, you may neglect to discipline or correct others along the way, perhaps choosing instead to complain in private, after the fact.

Sample, you have a tendency to think, "If I want a job done right, I should do it myself." This may be sufficient in getting the job done correctly, but you risk bogging yourself down with an overly long to-do list. You may be able to manage your time and effort more efficiently by beginning with small steps, such as delegating certain tasks to others whom you trust. Realize also that you'll need to prioritize certain tasks, and not assign top priority to every task that hits your desk.

How Others Perceive and Describe You

General Characteristics

The narration below serves as a general overview of your behavioral tendencies as your observers see you. This is a result of how your observers responded to the assessments and uses the average of the graph scores.

Sample, you score like those who maintain a high sense of urgency in most things they do. You are always thinking about more efficient or effective ways of getting things done. This urgent tempo can help propel you and your team to new successes, but may sometimes cause frustration on your part when faced with setbacks.

Careful analysis of your response pattern indicates that you may tend to have dichotomous ambitions: On one hand, you are driven to achieve quick, visible results, but you are equally motivated by strong quality control and perfection. In an ideal world, these drives could work in harmony, but in reality, they might well prove detrimental to the result. You may sometimes seek quick results at the expense of quality, or vice versa.

Sample, your response pattern on the instrument indicates that you evaluate others by their ability to bring about change and accomplish a task quickly and accurately. That is, you hold others to the same standards to which you hold yourself. There may be some peers and team members that struggle to meet that standard. It's important that you provide others on the team with the resources and tools to assist them in prioritizing tasks, making decisions, and practicing good quality control.

When in high thought-processing gear, you may be somewhat restrained in sharing ideas or expressing feelings. You score like those who may be perceived by others as somewhat cool or aloof. This is especially true when you are faced with decisions of very high importance. You tend to internalize the thought processes and not share them with others as you are evaluating the possibilities. By opening up a bit, you might reduce the potential for internal stress, and also be perceived as more of a collaborative decision maker.

You tend to handle assertive and aggressive people in a blunt and critical way. If someone is "dishing it out," you can take it and also dish it right back to them. This may be somewhat intimidating to those in the workplace who prefer a softer approach, so be careful not to overreact. In your communication with others, you tend to provide just the facts and information needed to get the job done, or the question answered. Sometimes, however, it may be necessary to tolerate some off-topic discussion in order to build a rapport with others on the team.

You make day-to-day operational decisions very quickly and easily. You put substantially more time, effort, and caution into larger decisions. You score like some who tend to be worriers, in a good sense, because of the level of detail and quality of thought behind the important decisions you make. At times, you may present yourself with "double-bind" situations: "damned if you do, and damned if you don't." You may reduce stress in these types of situations by seeking input from trusted advisors.

You like to be perceived as a pacesetter -- one who comes up with new ideas and creative solutions. This theme will emerge in other parts of this report due to its importance. You bring a creative spin to the way you solve problems and find solutions. You have the ability to evaluate the whole range of possibilities, and provide deep mindshare on the decisions you make. This comes from both your decision-making ability and your deep concern for details.

Your decisiveness and reaction time may suffer due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. Your detail-oriented nature may work against you by creating an internal bottleneck.

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Style Overview Comparison

Compare your self-perception (left column) with your observers' perception (right column).

Your Behavioral Style (Self): Finisher

Finishers possess a strong sense of personal accountability and results orientation. They will likely demonstrate a keen interest in the quality of the work being done. Because Finishers have a high opinion for the quality of their own work, they can often either do a task themselves or take back a delegated task so that It's done right. Finishers operate at a high efficiency and expect acknowledgement and rewards for their efforts.

Below are some key behavioral insights to keep in mind and share with others to strengthen your relationships.

- **Emotional characteristic:** Industrious, diligent, can display frustration.

- **Goals:** Personal accomplishments and results. Goals can be pursued at the expense of others

- **How others are valued:** By the results others achieve.

- **Influences group:** Will be responsible and accountable for their own actions.

- **Value to the organization:** Will establish and accomplish the goals they set for themselves.

- **Cautions:** May become too self-reliant and task-oriented.

- **Under Pressure:** May become frustrated and impatient with others; communications can degrade and the Finisher may become more "hands on" rather than share or delegate activities to others.

- **Fears:** Competing work standards or acceptance of poor work product standards.

Your Behavioral Style (Observers): Explorer

Explorers display opposing directions in their behaviors. There is a desire for results and goal achievement AND a competing desire for those results to be perfect. Explorers shift between aggression and sensitivity, the desire for immediate results vs. consideration of alternatives. They often make routine decisions quickly but may need to exercise caution for bigger ones. They are change agents who will want the space and flexibility to explore by retesting and revisiting their conclusions over time. They can be seen as emotionally distant and sometimes surprisingly direct.

Below are some key behavioral insights to keep in mind and share with others to strengthen your relationships.

- **Emotional characteristic:** May shift between being aggressive or restrained.

- **Goals:** Achieving dominance and reaching unique goals.

- **How others are valued:** Do others meet their standards? Can others present unique ideas that move things forward both effectively and accurately?

- **Influences group:** Will establish an observable focus on building structures to help the group achieve objectives and accomplish goals.

- **Value to the organization:** Will initiate or adjust tactics and plans.

- **Cautions:** Can become overly critical, blunt with others and sometime look down at other peoples ideas.

- **Under Pressure:** Can become bored with routine tasks. Does not respond well to micro-management. Can attempt to dominate situations and trailblaze.

- **Fears:** Situations without personal influence; will struggle with personal poor performance.

WORD SKETCH - As your observers see you

DISC is an observable "needs-motivated" instrument based on the idea that emotions and behaviors are neither "good" nor "bad." Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one's actions, it is easier to "read" and anticipate their likely motivators and needs.

This chart shows your DISC Graph as a "Word Sketch." Use it with examples to describe why you do what you do and what's important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

DISC Focus	**D** Problems/Challenges	**I** People/Contacts	**S** Pace/Consistency	**C** Procedures/Constraints
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

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	D	**I**	**S**	**C**
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DISCstyles Graphs for Sample Report

Your Adapted Style indicates you tend to use the behavioral traits of the SD style(s) in your selected Work focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the Ds style(s).

Your Adapted Style is your graph displayed on the left. **It is your perception of the behavioral tendencies you think you should use in your environment.** This graph may change when you change roles or situations.
The graph on the right is your Natural Style **and indicates the intensity of your instinctive behaviors and motivators**. It is often a better indicator of the "real you". This is how you act when you feel comfortable in your environment and are not attempting to mask your behaviors. It is also what shows up in stressful situations. This graph tends to be consistent, even in different environments.

The solid bar graphs are your self-perception and the striped bar graphs are the average observer scores.

Adapted Style - Graph I
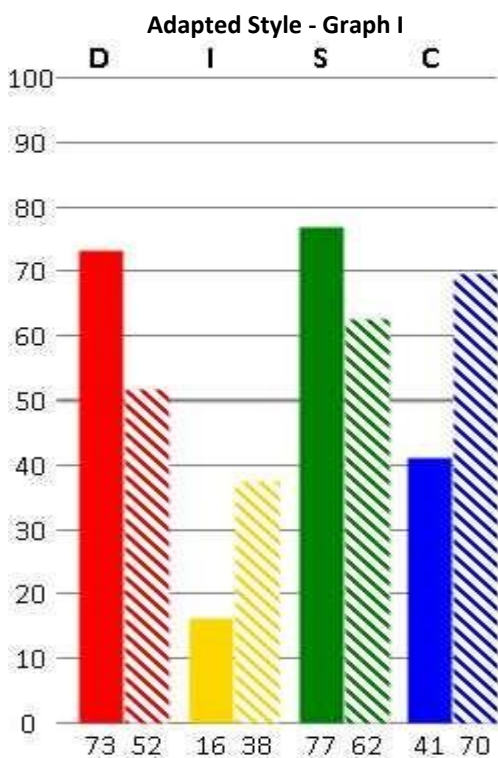
Self Pattern: SD
Observer Pattern: Csd

Natural Style - Graph II
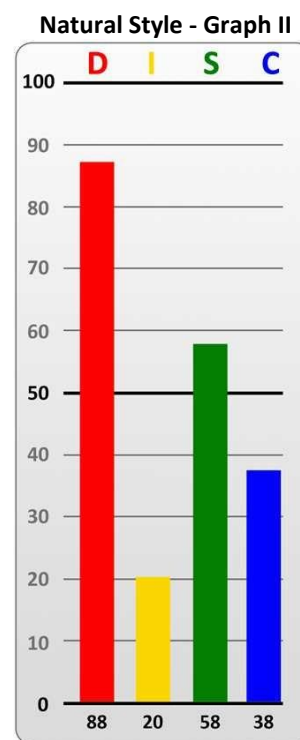
Self Pattern: Ds

If you have scores under 10 or over 90, these are extended scores where the behavior becomes a *need.* If expressing that behavior isn't possible, you'll likely create situations where that *behavioral need* can be met.

If the bars are similar, it means that you tend to use your same natural behaviors in either environment. If your Adapted Style is different from your Natural Style, this may cause stress if over a long period of time. You are then using behaviors that are not as comfortable or natural for you.

The higher or lower each D, I, S, C point is on your graph, the greater or lesser your behavior impacts your results at work and with others around you. Once aware, you can adapt your style to be more effective. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioral change comes only with awareness and practice.

Behavioral Pattern View

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the BPV identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the BPV, two and even three traits combine to moderate the intensity of your style descriptors. +The plus sign indicates that the preceding style score is higher, moving you closer to that style zone (i.e. CD+S: The D score is stronger than in CDS so it plots closer to the D behavioral zone).

THE SCORING LEGEND

D = Dominance: How you deal with Problems and Challenges
I = Influence: How you deal with People and Contacts
S = Steadiness: How you deal with Pace and Consistency
C = Conscientious/Compliance/Structure: How you deal with Procedure and Constraints

Efficient, Analytical, Organized, Factual, Aware of the Consequences of their Actions, Practical and Innovative.

Data, Fact & Analysis Based. Precise & Accurate Trusts in the Value of Structure, Standards & Order. Sees the value of "Rules".

Assertive, Results Focused, Rapid Decisions, Will Seek Challenges, Can be Aggressive and Impatient, Desires to Lead.

Balances & Values Data & Diplomacy, Mindful of the "Rules". Will be Goal Focused, Dislikes Confusion and Ambiguity.

Both Assertive and Persuasive, Likely to embrace New Concepts, Often a Mover and a Shaker, Can be very outgoing with High Energy and Engaging Effort.

Very Patient & Favors Stability and Structure. Not a Risk Taker, Likes to operate at a Steady, Even Pace.

Very Outgoing & Persuasive, Very People Oriented, Quite Optimistic Outlook, Strong Communication Skills, Likes to have Variety in their day.
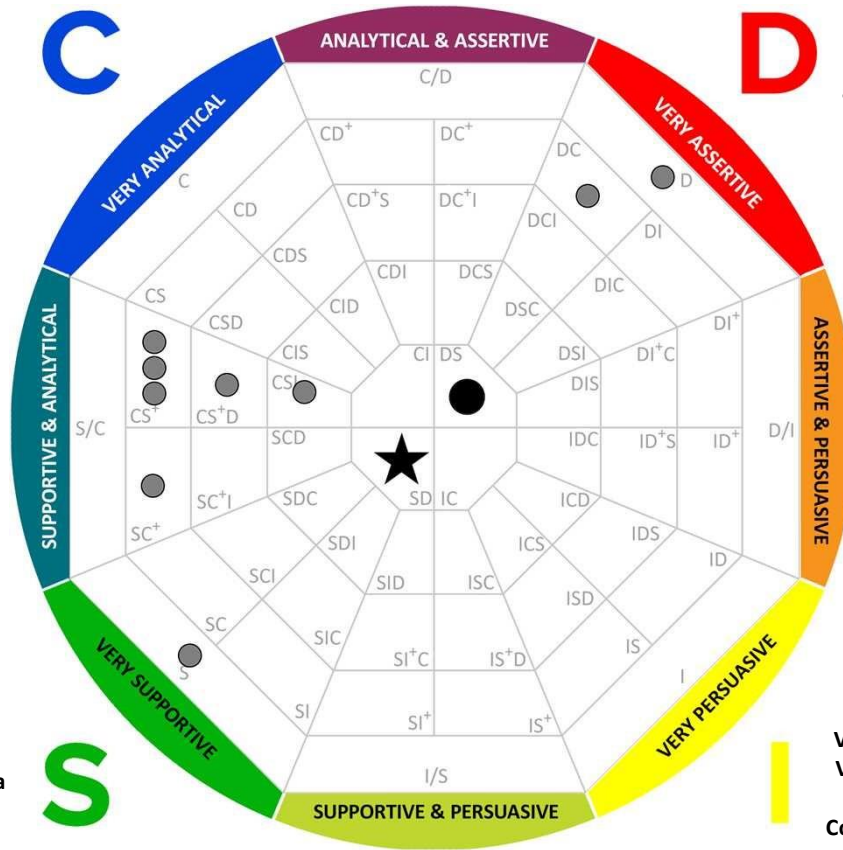
Supportive & Persuasive, Good Team Player, Creates Good Will & provides Good Customer Service.

● = Natural Style seen by you

★ = Adapted Style seen by you

⬤ = Style seen by each observer

Communication Tips

The following suggestions, as your observers perceive your communication preferences, can help you interact with others.

When Communicating with Sample, DO:

- When you disagree, take issue with the methods or procedures, not with the person.
- Be efficient: Hit the major points first.
- Remember these three rules: Be brief, be bright, and be gone.
- When you agree, support the ideas and potential results, rather than supporting the person responsible for the results.
- Give Sample time to verify the issues and potential outcomes.
- Be specific about what's needed, and who is going to do it.
- Be prepared to handle some objections.

When Communicating with Sample, DON'T:

- Engage in rambling discussion, and waste Sample's time.
- Try to develop "too close" a relationship, especially too quickly.
- Forget or lose things necessary for the meeting or project.
- Confuse or distract Sample from the issues at hand.
- Use unreliable evidence or testimonials.
- Fail to follow through. If you say you're going to do something, do it.
- Provide incomplete or unclear directions or instructions.

Your Motivators: Wants and Needs

Motivation is the enthusiasm or willingness to do something. Everybody is motivated; however, people are motivated for their own reasons, not somebody else's. People are motivated by what they want. Our behaviors are also driven by our needs. Each style has different needs. If one person is stressed, they may need quiet time alone; another may need social time around others. Each has different ways to meet their needs. The more fully our needs are met, the easier it is to perform at an optimal level. The bullet points below are based on your observers' views of your style.

You Tend to Be Motivated By:

- High standards of quality that all members of the team honor and support.
- Immediate results for the high quality effort provided on any project.
- Time to analyze facts and data prior to making a final decision.
- New experiences, and new challenges to meet.
- Efficient methods which get things done faster, without sacrificing quality.
- Time to react to sudden changes, and to analyze the impact on overall quality.
- Things being done correctly the first time, so that later corrections aren't necessary.

People with Patterns Like You Tend to Need:

- A minimum of oversight, interference, and organizational politics getting in the way of the creative processes.
- Opportunities to use your professional expertise to solve problems by finding creative solutions.
- To seek more input from others for a more effective team cooperation.
- To verbalize more of your reasons for decisions, and to include others in the decision-making process.
- To be able to trust the competence and high standards of others on the team.
- To focus on reaching closure on projects, as you tend to resist finalizing because there is always something that could be improved.
- Fewer daily critical decisions, as you may hesitate when under too much pressure due to the desire for a high-quality result.

What You Bring to the Organization

This page provides useful insights for your job or as you work with others on a team or family project. These are the talents and tendencies you bring… as your observers perceive your behavioral strengths. When used in environments in which you are most effective, you are likely to be self-motivated to accomplish great things. It is possible that you may not always be in an environment that allows you to be your best.

Your Strengths:

- You are a very creative thinker and innovator.
- You maintain a strong, businesslike focus on problems, ideas, and solutions.
- You have the ability to use your imagination and take calculated risks in developing new solutions to problems.
- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You are able to find solutions quickly, with a high degree of quality control.
- You tend to be a strong agent of change.
- You consider many alternatives, theories, and possibilities in your problem-solving approach.

Your Work Style Tendencies:

- You enjoy developing new systems and procedures to increase efficiency or quality control.
- You are motivated to be an initiator of creative new ideas, and may be seen as an agent of change within an organization.
- You are motivated to be creative and tend to become bored with routine work.
- You motivate others on the team with a sense of competition and urgency.
- You sometimes hesitate in making decisions due to a desire to investigate all facets of a problem, and all potential solutions.
- Your ability to quickly analyze the facts allows you to show dominance in many new situations.
- You tend to make day-to-day operational decisions very quickly and easily. You devote substantially more time, effort, and caution to larger decisions.

You Tend to Be Most Effective in Environments That Provide:

- Freedom to create in new and different ways.
- Freedom from external pressure, while allowing for self-imposed pressure and urgency.
- Security and confidence in quality control measures.
- Support of some occasional vacillation in decisions or ideas.
- Support which allows you to focus maximum effort on the job tasks, and not to be concerned with social protocol.
- Opportunity for advancement to positions allowing for creativity.
- Time to react to alternatives, but also support for the fact that the clock is ticking.

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The C Style
Behavior and Needs Under Stress

Stress is unavoidable. The way we behave under stress can create a perception that is not what we intend, which can influence our effectiveness and our interaction with others. We may need additional support during periods of stress. By knowing "how we show up" and what support could be helpful. By being able to prepare ourselves for how we behave in conflict, as well as identifying strategies to reduce conflict, we can be much more successful in stressful circumstances. The bullet points below are based on your observers' views of your style.

Under Stress You May Appear:
- Slow to begin work
- Resentful
- Resistant to change
- Unable to meet deadlines
- Unimaginative

Under Stress You Need:
- A slow pace for "processing" information
- Accuracy
- Understanding of principles and details

Your Typical Behaviors in Conflict:
- You appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, you are often just withdrawing to prepare for a future, probably covert, attempt to reestablish your position.
- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.
- Your tendency to be something of a loner may make it more difficult for other people to trust you, although your demonstrated reliability tends to offset this.

Strategies to Reduce Conflict and Increase Harmony:
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.

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Potential Areas for Improvement

Everyone has struggles, limitations, or weaknesses. Oftentimes, it's simply an overextension of our strengths which may become a weakness. For example, a High D's directness may be a strength in certain environments, but when overextended, they may tend to become bossy.

As you consider ways to continue to improve to be a better communicator, we recommend you focus on no more than two potential areas of improvement at a time, practice and strengthen them, and then choose another area or two to focus on and improve. The bullet points below are based on your observers' views of your style.

Potential Areas for Improvement:

- Others may have difficulty keeping up with your opposing desires for quick, yet perfect results.
- You may sulk or withdraw if not given attention and/or credit for ideas submitted.
- You have a strong need for perfection and may not be satisfied until it has been reached.
- You could use some assistance in prioritizing issues.
- You may tend to work in rapid bursts, followed by periods of quiet reflection. This style may be confusing to others who might prefer a more consistent approach.
- You may like to work under pressure, and thus you put others under unwelcome pressure sometimes.
- You tend to be unconcerned about social poise and may appear somewhat abrupt or aloof toward others without being aware of this. You could build more bridges by showing more sensitivity to their feelings.

12 Behavioral Tendencies - Summary

The primary styles - **D, I, S, and C** - are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way your DISC styles combine and influence one another. On this page, you'll see all 12 Behavioral Tendencies in Summary, and the following pages deliver more detail about each of these measurements. You can see both your Self and your Observers information for comparison.

= Self Perspective: Adapted

= Observer Perspective

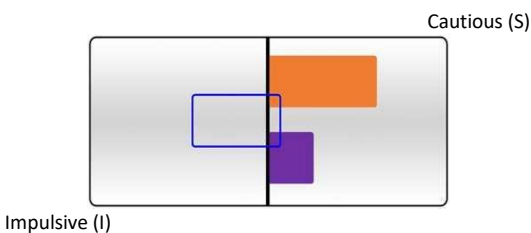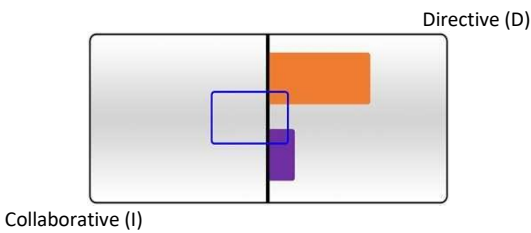| Behaviors	Self	Observer
Careful Decision Making *How this individual approaches decisions and actions.*	**Cautious (S)**	**Cautious (S)**
Self-Reliance *How this individual works within a team.*	**Directive (D)**	**Situational**
Work Process Alignment *How this individual focuses on process to follow through on work.*	**Consistency (S)**	**Situational**
Providing Instruction *How this individual dictates directions and expectations.*	**Directive & Compulsive (D)**	**Situational**
Reasoning *How this individual uses evidence to think through and solve problems.*	**Evidence-based (C)**	**Evidence-based (C)**
Change Resistance *How this individual resists engaging with change.*	**Situational**	**Situational**
Personal Drive *How this individual's own goals move things forward.*	**Situational**	**Situational**
Expressing Openness *How this individual is most comfortable expressing themselves.*	**Structural (C)**	**Structural (C)**
Prioritizing *How this individual determines the order for dealing with items or tasks based on established rules and structure.*	**Results (D)**	**Situational**
Accuracy *How this individual focuses on correctness and exactness.*	**Predictability (S)**	**Situational**
Building Rapport *How this individual focuses when interacting with others.*	**Results-Focused (D)**	**Situational**
Customer & Team Interaction *How this individual engages with customers and stakeholders, internal and external.*	**Supporting (S)**	**Supporting (S)**

12 Behavioral Tendencies – Details & Graphs

For each of the 12, you will see a graph and personalized statement showing your Self Style and your Observers Style. These scores and statements reveal which of your behavioral combinations are most observable and describe how you express that tendency based on your DISC blend.

Interpretation Notes:
1. **Frequency Observed**: The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed, according to your Self Style.
   - o**HI** – Clearly observed in most situations, seen more often
   - o**HM** – Frequently observed in many situations
   - o**MOD** – May or may not be observed depending on the situation
   - o**LM** – Sometimes observed in some situations
   - o**LOW** – Absence of the behavior in most situations
2. **Direction of your score** – As the graph **moves to the right or left**, it describes how you will likely express the behavior. If the graphs are near the center, the result is a balancing behavioral effect that will depend on the situation.
3. **General Population Comparison** – The **blue box** represents the general population in this behavioral tendency. Approximately 68% of people score in this range.

█ **= Self Perspective: Adapted**

█ **= Observer Perspective**

### Careful Decision Making	Cautious (S)
Self (HI): You are deliberate and cautious, taking time for thorough, careful consideration of risks and benefits ensuring that you are prepared for any outcome. You are likely to approach decisions with thoughtfulness often weighing pros and cons before moving forward. There are times when it can be appropriate to do what feels right. Don't let logic be the only ruler.	
Observers (HM): You often carefully and cautiously consider the risks and benefits, while weighing the pros and cons to prepare for the outcome. You are likely to approach decisions with thoughtfulness before moving forward. There are times when it can be appropriate to do what feels right. Don't let logic be the only ruler.	Impulsive (I)
### Self-Reliance	Directive (D)
Self (HM): You are quite results driven, focused on accomplishing things quickly and efficiently and are likely to do so mostly independently and directively. You will likely do your best work independently when you can manage your productivity and efficiency autonomously. Be sure you are not distancing yourself too much.	
Observers (MOD): You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work.	Collaborative (I)

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Work Process Alignment

Self (HM): Your process and follow through is often driven by a desire to keep things consistent and moving forward at a methodical, steady pace. You are likely to process information and follow through with consistency and predictability as your focus. Don't forget that accuracy is an important part of reliability and stability.

Observers (MOD): Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.

Consistency (S)

Accuracy (C)
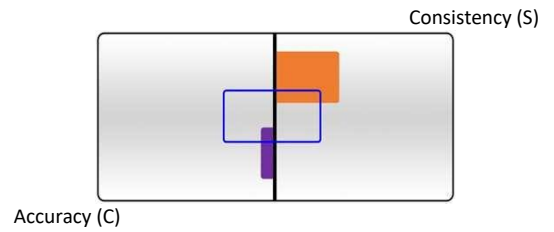
Providing Instruction

Self (HM): You are somewhat direct and results-focused, and may prefer to set the course and direct others, rather than following the set expectations. Engaging with others for additional thoughts and perspectives can lead to better outcomes.

Observers (MOD): You are able to balance the desire to set the expectations or uphold the protocol based on the situation and what is most relevant. You may follow the established structural and procedural guideline if they support the objectives. Keep in mind that sometimes this may come through as difficult for styles that are less focused on tasks and more focused on relationship.

Directive & Compulsive (D)

Reserved & Detailed (C)
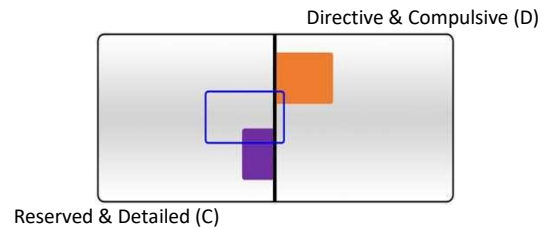
Reasoning

Self (HM): You often rely on data and evidence to ensure decisions reflect the right thing to do, and will seek verification to make complete and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.
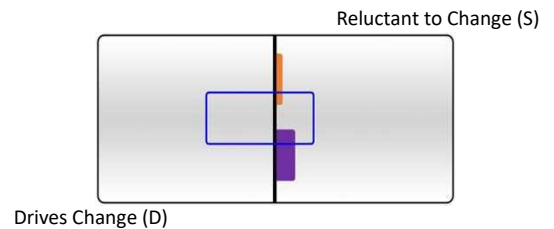
Observers (HM): Consistent with Self style

Evidence-based (C)

Intuition-based (I)
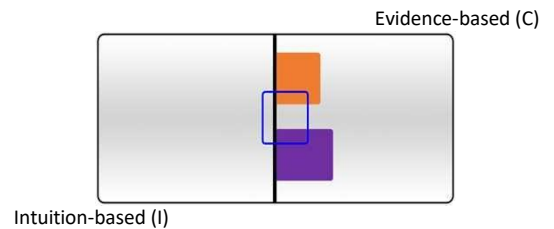
Change Resistance

Self (MOD): You can be slow to accept or embrace change or more committed to your own thoughts and ideas during times of change, depending on the level of risk and expected outcome. There may be times when you actively accept and engage in change and other times you feel like more information and planning would be beneficial. You are likely to be on board, as long as things make sense.

Observers (MOD): Consistent with Self style

Reluctant to Change (S)

Drives Change (D)

Personal Drive

Self (MOD): Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions. You are likely driven by both a desire to meet your own needs and motivations, and support and help others in the process.

Observers (MOD): Consistent with Self style

Self-Driven (D)

Others-driven (S)

Expressing Openness

Self (LM): You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.

Observers (LM): Consistent with Self style

Social (I)

Structural (C)

Prioritizing

Self (LM): You often focus specifically and directly on results now and take actions that target immediate accomplishment, and are less concerned with the established guidelines. You will likely prioritize and focus on the results and the bottom line. While the end result is certainly a key component of what should take priority, be sure you are also aware of the rules and constraints of your situation.

Observers (MOD): You are attentive to established guidelines to ensure high-quality results now and are focused on actions that target immediate accomplishment. You likely balance both rules and results when prioritizing, recognizing that both have significance in a successful experience and outcome.

Rules (C)

Results (D)

Accuracy

Self (LM): Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome. You are likely to focus on risk-aversion when planning. Predictability and consistency are incredibly important when taking things from start to finish, but remember correctness is important too.

Observers (MOD): Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will have more positive outcomes when using balanced planning.

Precision (C)

Predictability (S)
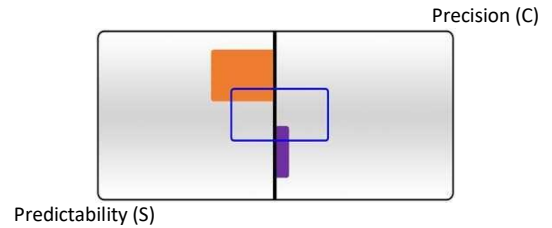
Building Rapport

Self (LM): You are somewhat results driven in your interactions, preferring not to connect socially unless there is a specific outcome or purpose. You are more likely to focus on results with a desire to reach a goal or complete a task, rather than connecting or building relationship. Remember, others may like to get to know you more when working together.

Observers (MOD): Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!

Relationships-Focused (I)

Results-Focused (D)
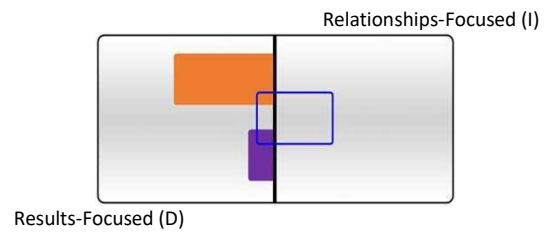
Customer & Team Interaction

Self (LOW): You are consistently providing optimal support, bringing a grounding and calming presence to others, and providing the best care possible for their needs to build trust and confidence and rapport. You are more likely to do whatever you can to make sure others are taken care of and get what they require. It is important to also be attentive to the needs of the business too.

Observers (LM): You are likely to focus on providing support and a calming presence to others, often caring for their needs in a way that builds trust and confidence in your service. You are more likely to do whatever you can to make sure others are taken care of and get what they require. It is important to also be attentive to the needs of the business too.

Engaging (I)

Supporting (S)
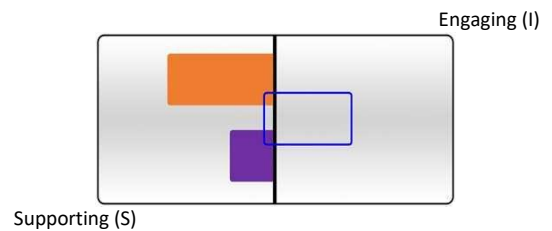
Summary of Sample Report's Style

Communication is a two-way process. Encourage others to complete their own DISC Self 360° Online Assessment and then share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the DISC Self 360° information. Complete the worksheet below from the previous pages of this report.

COMMUNICATION DOS & DON'TS

1._____

2._____

YOUR MOTIVATIONS: WANTS

1._____

2._____

YOUR MOTIVATIONS: NEEDS

1._____

2._____

YOUR STRENGTHS

1._____

2._____

YOUR WORK STYLE TENDENCIES

1._____

2._____

EFFECTIVE ENVIRONMENTAL FACTORS

1._____

2._____

POTENTIAL AREAS FOR IMPROVEMENT

1._____

2._____

PART III - UNDERSTANDING OTHERS AND ADAPTABILITY

Understanding your own behavioral style is just the first step to enhancing relationships. To really begin to use the power of behavioral styles, you also need to know how to apply the information to other people and in other situations. Good relationships can get better and challenging relationships may become good.

People want to be treated according to their behavioral style, not yours.

People generally make the mistake of assuming that others interact and think the same way they do, and many of us grew up believing in The Golden Rule: treating others the way you would like to be treated. Instead, we encourage another practical rule to live by - what Dr. Tony Alessandra calls **The Platinum Rule®: to treat others the way THEY want to be treated**. This practice requires strategic adjustment made on a case-by-case basis, and adjusting your own behavior to make people feel more at ease with you and the situation is known as **Adaptability**.

It is important to remember that adapting our styles is not always easy! It may take time, feel uncomfortable, or seem foreign in certain situations. Give it time, practice, patience and diligence and you will see huge relationship benefits.

ADAPTABILITY

THE APPLICATION SECTION INCLUDES:

- What is Adaptability?
- How to Identify Another Person's Behavioral Style
- Communicating with Each Style
- How to Adapt to the Different Behavioral Styles
  - Modifying Directness/Indirectness
  - Modifying Openness/Guardedness
  - Modifying Pace & Priority
- Adapting in Different Situations
  - At Work
  - In Sales and Service
  - In Social Settings
  - In Learning Environments
- Application Activities

What is Adaptability?

Adaptability is based on two elements: **Flexibility and Aptitude**. **Flexibility** is your **Willingness** and **Aptitude** is your **Capability** to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's something you must **cognitively choose to apply** to yourself (to your patterns, attitudes and habits), not expect from others.

> *We practice adaptability each time we slow down for a C or S style; or when we move a bit faster for the D or I style. It also occurs when the D or C styles take the time to build the relationship with an S or I style, or when the I or S style focuses on facts or gets right to the point with D or C styles.*

Adaptability does not mean an "imitation" of the other person's style. It does mean adjusting your openness, directness, pace, and priority in the direction of the other person's preference, while maintaining your own identity. Adaptable people know how to negotiate relationships in a way that allows everyone to win.

Your adaptability level influences how others judge their relationship with you. Raising your adaptability will increase trust and credibility; if you lower your adaptability, trust and credibility will decrease. Being more adaptable enables you to interact more productively with difficult people and helps you to avoid or manage tense situations.

Important Considerations:
- Adaptability is important to *all* successful relationships.
- No one style is naturally more adaptable than another.
- Adaptability is a choice:
  - You can choose to be adaptable with one person, and not so with others.
  - You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow.
- People often adopt a different style in their professional lives than they do in their social and personal lives.
  - We tend to be more adaptable at work and with people we know less.
 - We tend to be less adaptable at home and with people we know better.

Words of Advice:

Adaptability at its extreme could appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

Recognizing Another Person's Behavioral Style

2 Power Questions:

1. **Are they <u>DIRECT/FAST-PACED or INDIRECT/SLOWER-PACED</u> in their communications?**
   (Directness is the 1st predictor of Style. Direct plots on the right, Indirect on the Left).

2. **Are they <u>GUARDED/TASK-ORIENTED or OPEN/PEOPLE-ORIENTED</u> in their communications?**
   (Openness is the 2nd predictor of Style. Open plots on the Bottom, Guarded on the Top).

SLOWER-PACED TASK-ORIENTED — C

FASTER-PACED TASK-ORIENTED — D

SLOWER-PACED PEOPLE-ORIENTED — S

FASTER-PACED PEOPLE-ORIENTED — I
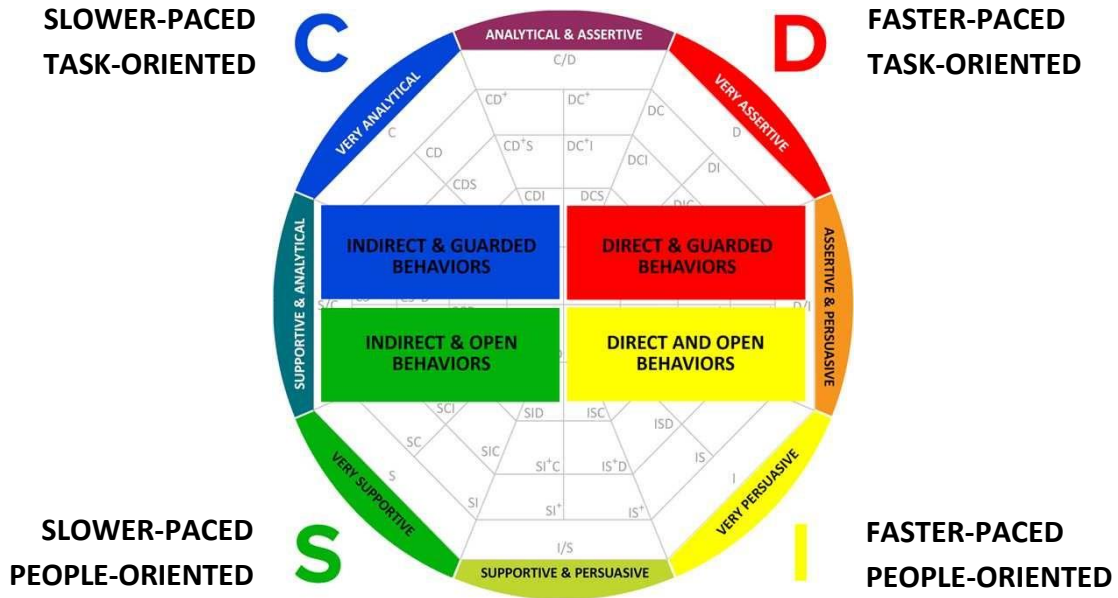
When we integrate both the natural tendency to be either DIRECT or INDIRECT with the natural tendency to be either GUARDED or OPEN, it forms the foundation and the basis for plotting each of the four different behavioral styles:

Directness & Openness	Pace & Priority
D Tends to be **direct** and **guarded**	**Fast**-paced and **task**-oriented
I Tends to be **direct** and **open**	**Fast**-paced and **people**-oriented
S Tends to be **indirect** and **open**	**Slow**-paced and **people**-oriented
C Tends to be **indirect** and **guarded**	**Slow**-paced and **task**-oriented

The behavioral intensity of <u>directness or indirectness and being open or guarded</u> is shown in the quadrant you plot. The plots towards the edge of the BPV reflect **MORE INTENSITY** and those plotting closer to the center reflect **MODERATE INTENSITY** of both characteristics.

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Communicating with each Style

With D Styles	With I Styles	With S Styles	With C Styles
• Show them how to win • Display reasoning • Provide concise data • Agree on goals and boundaries • Vary routine • Compliment them on what they have done • Provide opportunities for them to lead, impact results	• Show them that you admire and like them • Be optimistic • Support their feelings and ideas • Avoid involved details • Focus on the big picture • Interact and participate with them - do it together • Provide acknowledgements, accolades, and compliments	• Show how your idea minimizes risk • Demonstrate interest in them • Compliment them on follow through • Give personal assurances • Provide a relaxing, friendly, stable atmosphere • Act non-aggressively, focus on common interests • Provide opportunities for deep contribution and teamwork	• Approach indirectly, non-threatening • Show your reasoning, logic, give data in writing • Allow them to think, inquire, and check before they make decisions • Tell them "why" and "how" • Provide opportunities for precision, accuracy, and planning for quality results

Tension Among the Styles

PACE	PRIORITY	PACE & PRIORITY
Direct, Fast-Paced *vs.* *Indirect, Slower-Paced*	*Guarded, Task-Oriented* *vs.* *Open, People-Oriented*	*Direct, Fast-Paced, Guarded, Task-Oriented* *vs.* *Indirect, Slower-Paced, Open, People-Oriented*

High S + High I
(Lower Left vs. Lower Right Quadrant).

High D + High I
(Upper Right vs. Lower Right Quadrant)

High S + High D
(Lower Left vs. Upper Right Quadrant)

High C + High D
(Upper Left vs. Upper Right Quadrant)

High C + High S
(Upper Left vs. Lower Left Quadrant)

High C + High I
(Upper Left vs. Lower Right Quadrant)

To Modify Directness and Openness

DIRECT/INDIRECT

With D Styles DIRECT	With I Styles DIRECT	With S Styles INDIRECT	With C Styles INDIRECT
•Use a strong, confident voice •Use direct statements rather than roundabout questions •Face conflict openly, challenge and disagree when appropriate •Give undivided attention	•Make decisions at a faster pace •Be upbeat, positive, warm •Initiate conversations •Give recommendations •Don't clash with the person, but face conflict openly	•Make decisions more slowly •Avoid arguments and conflict •Share decision-making •Be pleasant and steady •Respond sensitively and sensibly	•Do not interrupt •Seek and acknowledge their opinions •Refrain from criticizing, challenging, or acting pushy – especially personally

GUARDED/OPEN

With D Styles GUARDED	With I Styles OPEN	With S Styles OPEN	With C Styles GUARDED
•Get right to the task, address bottom line •Keep to the agenda •Don't waste time •Use businesslike language •Convey acceptance •Listen to their suggestions	•Share feelings, show more emotion •Respond to expression of their feelings •Pay personal compliments •Be willing to digress from the agenda	•Take time to develop the relationship •Communicate more, loosen up, and stand closer •Use friendly language •Show interest in them •Offer private acknowledgements	•Maintain logical, factual orientation •Acknowledge their thinking •Downplay enthusiasm and body movement •Respond formally and politely

To Modify Pace and Priority

PACE

With D Styles FASTER	With I Styles FASTER	With S Styles SLOWER	With C Styles SLOWER
•Be prepared, organized •Get to the point quickly •Speak, move at a faster pace •Don't waste time •Give undivided time and attention •Watch for shifts in attention and vary presentation	•Don't rush into tasks •Get excited with them •Speak, move at a faster pace •Change up conversation frequently •Summarize details clearly •Be upbeat, positive •Give them attention	•Develop trust and credibility over time, don't force •Speak, move at a slower pace •Focus on a steady approach •Allow time for follow through on tasks •Give them step-by-step procedures/ instructions •Be patient, avoid rushing them	•Be prepared to answer questions •Speak, move at a slower pace •Greet cordially, and proceed immediately to the task (no social talk) •Give them time to think, don't push for hasty decisions

PRIORITY

With D Styles TASK	With I Styles PEOPLE	With S Styles PEOPLE	With C Styles TASK
•Get right to the task •Provide options and let them decide •Allow them to define goals and objectives •Provide high-level follow up	•Make time to socialize •Take initiative to introduce yourself or start conversation •Be open and friendly, and allow enthusiasm and animation •Let them talk •Make suggestions that allow them to look good •Don't require much follow-up, details, or long-term commitments	•Get to know them personally •Approach them in a friendly, but professional way •Involve them by focusing on how their work affects them and their relationships •Help them prioritize tasks •Be careful not to criticize personally, keep it specific and focused	•Be prepared with logic and practicality •Follow rules, regulations, and procedures •Help them set realistic deadlines and parameters •Provide pros and cons and the complete story •Allow time for sharing of details and data •Be open to thorough analysis

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Adapting in Different Situations: AT WORK

DOMINANT STYLE

HELP THEM TO:
- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

INFLUENCING STYLE

HELP THEM TO:
- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice
- Write things down

STEADY STYLE

HELP THEM TO:
- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings

CONSCIENTIOUS STYLE

HELP THEM TO:
- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, less checking
- Maintain high expectations for high priority items, not everything

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Adapting in Different Situations: IN SALES AND SERVICE

DOMINANT STYLE

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives – what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible

INFLUENCING STYLE

- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these toward mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

STEADY STYLE

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs as well as their task or business expectations
- Get them involved by focusing on the human element… that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

CONSCIENTIOUS STYLE

- Prepare so that you can answer as many of their questions as soon as possible
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Hone your skills in practicality and logic
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into a hasty decision
- Tell them both the pros and cons and the complete story
- Follow through and deliver what you promise

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Adapting in Different Situations: IN SOCIAL SETTINGS

DOMINANT STYLE

- Let them know that you don't intend to waste their time
- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

INFLUENCING STYLE

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence

STEADY STYLE

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and minimum of change

CONSCIENTIOUS STYLE

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond formally and politely
- Negative discussions are OK, so long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say

Adapting in Different Situations: IN LEARNING ENVIRONMENTS

DOMINANT STYLE

- Likes to learn quickly; may be frustrated with a slower pace
- Has own internal motivation-clock, learns for their own reasons, not for anyone else's reasons
- May like to structure their own learning design
- Does okay with independent self-study
- Defines own goals
- May have a short attention span

INFLUENCING STYLE

- Likes learning in groups
- Interacts frequently with others
- Responds to extrinsic motivation, praise, and encouragement
- Needs structure from the facilitator; may lose track of time
- Needs "what to do" and "when to do it"
- May exceed deadlines if left on their own and learning may be completed late

STEADY STYLE

- Accepts a balance between individual and group work
- Shows patience with detailed or technical processes
- Likes journaling and follow-through
- Prefers explicit instructions
- Wants to know the performance outcomes and expectations
- May need help in prioritizing tasks if a long assignment; may take criticism personally

CONSCIENTIOUS STYLE

- Prefers individual work over group interaction
- Accepts more impersonal training, such as remote or on-line
- Has high expectations of their own performance
- Will structure their own activities only with explicit goals and outcomes established
- Emphasizes details, deep thinking, and theoretical bases for the learning
- May get overly bogged down in details, especially if the learning climate is pressured

Application Activities

Adaptability Practice

Spend some time with people at home and at work that you know and trust who are different styles than you. Explore ways to communicate more effectively with them. Ask for support and feedback as you try new ways to communicate. Remember- tell them this is a skill you are building so they aren't surprised when you are behaving differently and can provide helpful feedback!

- •**Practice Identifying their style based** on observable behavior
- •**Practice Modifying your Directness and Openness** in conversation with them
- •**Practice Modifying your Pace and Priority**
- •**Ask for feedback** on your effectiveness in communicating with them
- •**Take some time to reflect on your experience** and what worked or didn't work for you and for them
- •**Consider** what you should repeat, and what you need to modify further to communicate as effectively as possible.

As you begin feeling more comfortable with adaptability and the needs of each style, try it with others!

Adaptability Activity

Select a relationship in which things have not gone as smoothly as you would like. Make a commitment to take the time to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship.

1 Identify the behavioral style of the other person using the 2 Power Questions:
- Are they DIRECT or INDIRECT in their communication?
- Are they GUARDED or OPEN in their communication?

2 Brush up on their style and look at ways to adapt your Directness and Openness when working with them.

3 To further understand the tension that may exist in the relationship, notice the difference in preference in pace and priority and modify accordingly.

4 Practice approaching them in the way you think **THEY want to be treated.** Remember, it may feel uncomfortable at first, but with practice and dedication to adapting, you will be amazed at the difference.

Tension Among the Styles Exercise

Even if you have the highest regard toward a person, tension can exist in a relationship where styles are different. If this is behavior related, applying The Platinum Rule® - Treat others the way THEY want to be treated – may be helpful. Complete this exercise to gain insights on how to improve tense relationships. If you feel comfortable, you may discuss with the other person things you can do to ease the tension.

My Style:_____

My Pace:_____

My Priority:_____

RELATIONSHIP

Name: *John Doe*

Style: *High I*

Pace: *Faster-paced*

Priority: *People-oriented*

Difference: *Pace and Priority*

Strategy: *Be more personable, social, upbeat, and faster-paced with John*

SAMPLE

RELATIONSHIP 1

Name:_____

Style:_____
Pace:_____
Priority:_____
Difference:_____

Strategy:_____

_____

_____

RELATIONSHIP 2

Name:_____

Style:_____
Pace:_____
Priority:_____
Difference:_____

Strategy:_____

_____

_____

Create a DISC POWER TEAM

Wouldn't it be amazing to have a DISC POWER TEAM where all members brought their best strengths to the table, and each of our challenges could be supported by someone who was skilled in the areas we struggle?

Considering the strengths and workplace behaviors for each style, who would be an ideal DISC POWER TEAM Member?

	DOMINANT STYLE	INFLUENCING STYLE	STEADY STYLE	CONSCIENTIOUS STYLE
STRENGTHS	Supervising Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemizing Orchestration
WORKPLACE BEHAVIORS	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured
TEAM MEMBER				

For an upcoming project, consider how your DISC POWER TEAM could accomplish greatness!

- Assign responsibilities based on strengths
- Determine what opportunities or challenges exist or may come up
- Give each Team Member the opportunity to showcase their skills and experience
- Check in regularly and discuss as a team how it's going
- Provide feedback regarding roles, strengths, needs, and any additional support required

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So Now What?

This report is filled with information about your behavioral style and the styles that you will encounter in others. There are many suggestions in the application section of this report for you to apply this information. Take the next step and DO the exercises. Don't put this report on a shelf or in a file. Knowing your own style is just the beginning— you must be able to apply this information to improve all of your relationships.

Continually use this report as a reference tool. It contains a lot of information and was never meant to be digested in a single reading. Experiment with making a few changes in your behavior and examine the results. You might be surprised!

Disclaimer

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(continued from page 2)

How to Assure Assessment Accuracy? Independent & Qualified Testing at Standards Set by the APA and EEOC

> *"…this DISC assessment has one of the highest Cronbach scores in the DISC marketplace."*
> *- Assessment Standards Institute*

The Assessment Industry's Past and Present

Assessments have been used since the mid-20th century, initially relied upon by Fortune 500s, calculated by highly skilled PhDs and produced by only a handful of trusted developers. With the advent of the internet in the 1990s, the ability to produce, market, and sell assessments became exponentially easier and less expensive. Since then, it has developed into a kind of "global cottage industry" with hundreds of new assessment developers, producing thousands of different assessments. Each developer purporting its assessments to be scientifically accurate instruments - sold, resold and used by individuals and organizations of all kinds; including many of our largest institutions like Fortune 500s, major universities, world governments, and even military. Frighteningly, this "global cottage industry," which produces data relied upon by millions, is entirely unregulated with nothing to ensure its consumers are receiving what they are being told and sold. There are zero requirements, safeguards, laws or regulations ensuring the consumer receives a scientifically accurate instrument - or even what the developers and sellers claim.

The Solution? Independent & Verifiable Testing by a Qualified Institution

The *Assessment Standards Institute (ASI)* provides our assessments with verifiably objective testing and reporting that meet standards set by the **American Psychological Association (APA)** and the **Equal Employment Opportunity Commission (EEOC)**. This battery of tests is both voluntary and verifiably transparent. Our goal? To ensure this assessment's professional merit and scientific accuracy for you, the user. These reports are readily available upon request and include:

Construct Validity (APA Standards)

Construct validity is one of the most central concepts in psychology. It is the degree to which a test measures what it claims, or purports to be measuring. Researchers generally establish the construct validity of a measure by correlating it with a number of other measures and arguing from the pattern of correlations that the measure is associated with these variables in theoretically predictable ways.

Reliability - Cronbach's alpha (APA Standards)

This technique is regarded as one of the most robust measures of reliability and presents the highest 'bar' from which to compare. The readers should note that Cronbach's alpha is the method selected for this instrument, because of its high standards. The reader is encouraged to compare reliability coefficients presented herein to other vendors, and also to ask those vendors which reliability formulas they used to compute their reliability coefficients. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency.

Disparate Impact (EEOC Guidelines)

Employers often use tests and other selection procedures to screen applicants for hire and employees for promotion. The use of tests and other selection procedures can be a very effective means of determining which applicants or employees are most qualified for a job. However, use of these tools can also violate the EEOC Guidelines if they disproportionately exclude people in a protected group by class, race, sex, or another covered basis. Importantly, the law does allow for selection procedures to select the best candidates based on job related requirements. If the selection procedure has a disparate impact based on race, color, religion, sex, or national origin, the employer is required to show that the selection procedure is job related and consistent with business necessity. If discrimination exists, the challenged policy or practice should therefore be associated with the skills needed to perform the job successfully.

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