



# DISC Leadership

An Evaluation of Behavioral Styles

Report For: **Sample Report**

Style: **IC/D** Focus: **Work**

Date: 1/2/202X

*HERE ARE A FEW SAMPLE PAGES FROM THE  
DISC LEADERSHIP REPORT.*



**CONTACT:**

Sylvia Melena

Melena Consulting Group

<https://LeadershipStrength.com>

[info@melenaconsulting.com](mailto:info@melenaconsulting.com)

(619) 213-3538

## Table of Contents

Introduction to the DISCstyles Online Report .....	3
<b>PART I Understanding DISC</b>	
Behavioral Styles Overview .....	4
Pace and Priority of Each Style .....	5
A Deeper Look at the Four DISCstyles .....	6
Communicating with the DISCstyles.....	7
<b>PART II Understanding Yourself</b>	
General Characteristics.....	9
Your Style Overview.....	10
Word Sketch: Adapted Style.....	11
Word Sketch: Natural Style.....	12
Your Personalized eGraphs.....	13
Your Behavioral Pattern View.....	14
Communication Tips for Others.....	15
Your Motivations: Wants and Needs.....	16
What You Bring to the Organization.....	17
Your Behavior and Needs Under Stress.....	18
Potential Areas for Improvement.....	19
The 12 Behavioral Tendencies.....	20
Summary of Your Style .....	25
<b>PART III Understanding Others and Adaptability</b>	
Introduction.....	26
What is Adaptability?.....	27
Recognizing Another Person’s Behavioral Style .....	28
Communicating with Each Style .....	29
Tension Among the Styles .....	29
To Modify Directness and Openness.....	30
To Modify Pace and Priority .....	31
Adapting in Different Situations .....	32
Application Activities .....	36
Building and Maintaining Rapport Throughout The Leadership Process .....	39
So Now What? .....	54

## 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.

## Style Overview

DISC describes you based on your observable behavior which can provide insights for others regarding your communication preferences and how you will likely interact with and respond to them.

Through this report you have an opportunity to discover (observe and evaluate) your behavioral responses in various environments. You can explore your reactions to a variety of situations and contexts, including the actions and reactions of others, to determine the most effective communication strategy or course of action.

## Your Behavioral Style: Producer

Producers follow their own path and will seek new projects and challenges. They are self-reliant and like to solve their issues without asking for help. This independence fosters innovation that is strongly advocated to others. Being in control is important to them and they can push back if challenged. They have high expectations of others and can be quite critical if expected results lag. They can be seen as uncaring and, at times, difficult to work with.

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

- **Emotional characteristic:** Will strive to meet their own needs in their own way.
- **Goals:** Finding new opportunities they can tackle and goals to achieve.
- **How others are valued:** Based upon ability to create workable solutions that meet the Producer's standards.
- **Influences group:** Will influence by setting a competitive fast-paced agenda aimed at accomplishing results and by projecting personal power.
- **Value to the organization:** Will avoid the "blame game" and will offer new and innovative solutions towards making progress.
- **Cautions:** Can appear overly controlling of others and outcomes in order to support and meet their own personal agendas.
- **Under Pressure:** Can become isolated and will push back hard if they are challenged or threatened or if they are denied new opportunities.
- **Fears:** Losing control or being without meaningful challenges.

## WORD SKETCH - Adapted Style

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 ADAPTED 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.

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
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



## 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 eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone. +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).

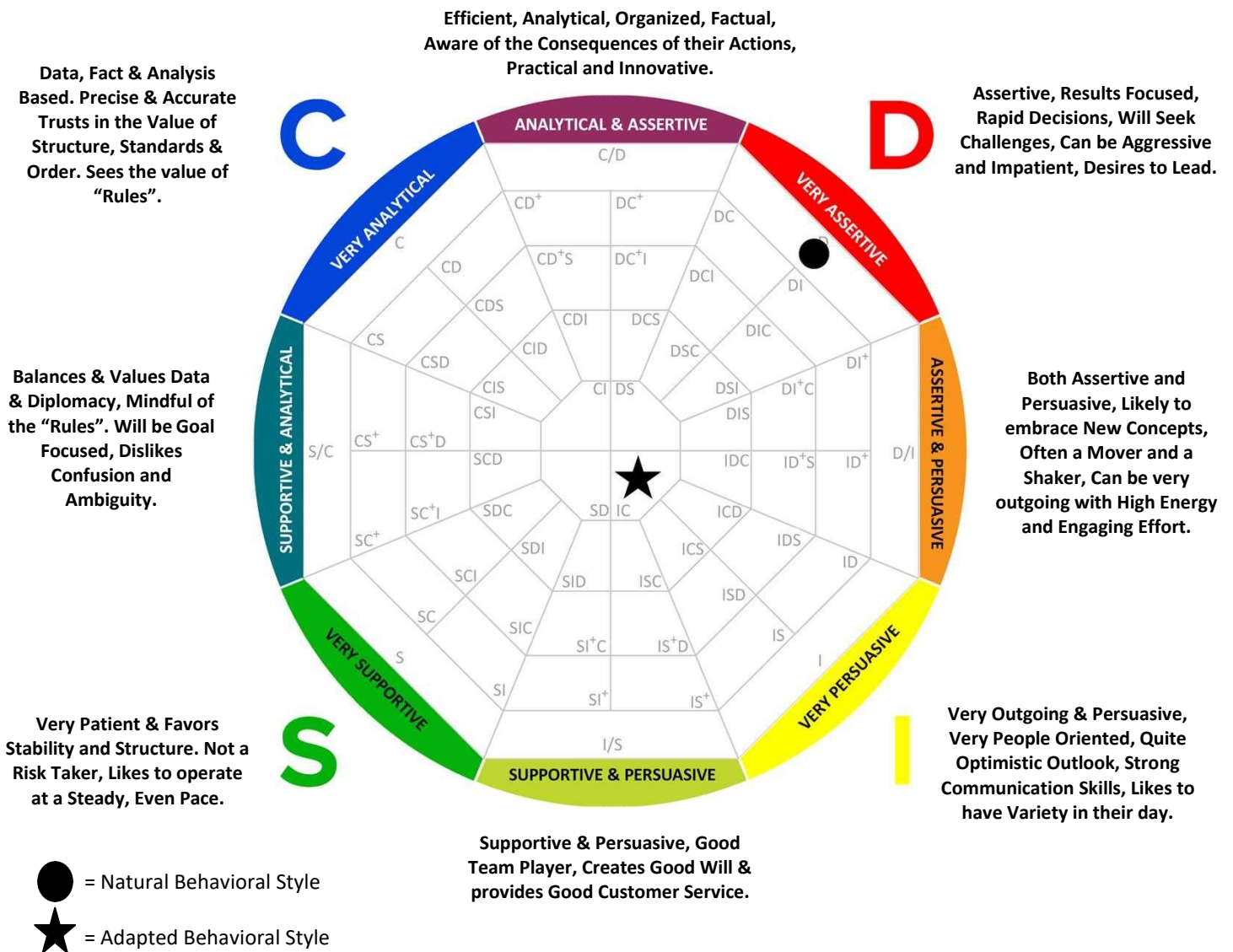
### THE SCORING LEGEND

**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





## What You Bring to the Organization

*This page provides useful insights for a job or as you work together on a team or family project. These are the talents and tendencies you bring. When used in environments that you are most effective in, 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. We recommend you speak with your leader to see what can be incorporated into your current environment to help maintain your motivation. Check the two most important strengths, the two most important work style tendencies and the two most important environmental factors and transfer them to the Summary of Your Style page.*

### **Your Strengths:**

- You are a quick and efficient problem solver.
- You have a strong sense of urgency when it comes to getting things done.
- You ask questions that challenge tradition.
- You are able to analyze situations quickly and reach a decision.
- You are a self-starter who doesn't wait for external things to happen.
- You value perseverance and rarely give up.
- You are a competitive player, on and off the job.

### **Your Work Style Tendencies:**

- You tend to be considerate of others on the team and are persuasive without being demanding.
- On difficult projects, you may become somewhat impatient or aggressive under pressure.
- When urgency reaches a high point, you can work with the team to restore comfort, while also obtaining good results.
- You have the ability to carry out detailed action plans, and verbalize the steps in an articulate manner.
- You may be overly afraid of losing on a project or proposal.
- You have the ability to handle both the "people side" and the detail side of a project with equal skill and confidence.
- On the job, you bring a high degree of optimism and a strong desire to win.

### **You Tend to Be Most Effective In Environments That Provide:**

- An environment that supports your critical thinking skills.
- Projects requiring you to motivate and persuade people.
- Variety in work tasks and projects.
- Highly specialized assignments and technical areas of responsibility.
- Activities including many opportunities for interaction with people.
- Freedom to express your ideas.
- Complete explanations of areas of responsibility and control.

## 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.

Behaviors	Natural	Adapted
<b>Personal Drive</b> <i>How this individual's own goals move things forward.</i>	<b>Self-Driven</b>	<b>Situational</b>
<b>Self-Reliance</b> <i>How this individual works within a team.</i>	<b>Directive</b>	<b>Collaborative</b>
<b>Providing Instruction</b> <i>How this individual dictates directions and expectations.</i>	<b>Directive &amp; Compulsive</b>	<b>Reserved &amp; Detailed</b>
<b>Accuracy</b> <i>How this individual focuses on correctness and exactness.</i>	<b>Situational</b>	<b>Precision</b>
<b>Customer &amp; Team Interaction</b> <i>How this individual engages with customers and stakeholders, internal and external.</i>	<b>Situational</b>	<b>Engaging</b>
<b>Reasoning</b> <i>How this individual uses evidence to think through and solve problems.</i>	<b>Situational</b>	<b>Situational</b>
<b>Expressing Openness</b> <i>How this individual is most comfortable expressing themselves.</i>	<b>Situational</b>	<b>Situational</b>
<b>Careful Decision Making</b> <i>How this individual approaches decisions and actions.</i>	<b>Situational</b>	<b>Impulsive</b>
<b>Work Process Alignment</b> <i>How this individual focuses on process to follow through on work.</i>	<b>Situational</b>	<b>Accuracy</b>
<b>Prioritizing</b> <i>How this individual determines the order for dealing with items or tasks based on established rules and structure.</i>	<b>Results</b>	<b>Rules</b>
<b>Building Rapport</b> <i>How this individual focuses when interacting with others.</i>	<b>Results-Focused</b>	<b>Relationships-Focused</b>
<b>Change Resistance</b> <i>How this individual resists engaging with change.</i>	<b>Drives Change</b>	<b>Situational</b>

## 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

There are no warranties, express or implied, regarding the online DISCstyles assessment. You assume full responsibility, and the authors & assessment company and their agents, distributors, officers, employees, representatives, related or affiliated companies, and successors, and the company requesting you to complete this DISCstyles Assessment (THE GROUP) shall not be liable for, (i) your use and application of The DISCstyles Assessment, (ii) the adequacy, accuracy, interpretation or usefulness of The DISCstyles Assessment, and (iii) the results or information developed from your use or application of The DISCstyles Assessment.

You waive any claim or rights of recourse on account of claims against THE GROUP either in your own right or on account of claims against THE GROUP by third parties. You shall indemnify and hold THE GROUP harmless against any claims, liabilities, demands or suits of third parties.

The foregoing waiver and indemnity shall apply to any claims, rights of recourse, liability, demand or suit for personal injury, property damage, or any other damage, loss or liability, directly or indirectly arising out of, resulting from or in any way connected with The DISCstyles Assessment, or the use, application, adequacy, accuracy, interpretation, usefulness, or management of The DISCstyles Assessment, or the results or information developed from any use or application of The DISCstyles Assessment, and whether based on contract obligation, tort liability (including negligence) or otherwise.

In no event, will THE GROUP be liable for any lost profits or other consequential damages, or for any claim against you by a third party, even if one or more of THE GROUP has been advised of the possibility of such damages.





(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.

Issue date: January 1, 2020. Renewal date: January 1, 2025.

