



# DISC 360°

**How Others View Your Behavioral Style**

Report For: **Sample Report**

Style: **IC/D**

Focus: **Work**

Date: **10/23/2019**



**Performance  
Systems**  
& Associates, Inc

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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 be 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.



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

### 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

**PACE AND PRIORITY** represent two of the main sources of tension between the styles.

- D and C / I and S have different **PACES**: D and I are faster-paced / S and C are slower-paced.
- D and I / S and C have different **PRIORITIES**: D and C are task-oriented / I and S are people-oriented.
- D&S and I&C have **BOTH PACE AND PRIORITY DIFFERENCES**.



## 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
<b>Tends to Act</b>	Assertive	Persuasive	Patient	Contemplative
<b>When in Conflict, this Style</b>	Demands Action	Attacks	Complies	Avoids
<b>Needs</b>	Control	Approval	Routine	Standards
<b>Primary Drive</b>	Independence	Interaction	Stability	Correctness
<b>Preferred Tasks</b>	Challenging	People related	Scheduled	Structured
<b>Comfortable with</b>	Being decisive	Social friendliness	Being part of a team	Order and planning
<b>Personal Strength</b>	Problem solver	Encourager	Supporter	Organizer
<b>Strength Overextended</b>	Preoccupation on goals over people	Speaking without thinking	Procrastination in addressing change	Over analyzing everything
<b>Personal Limitation</b>	Too direct and intense	Too disorganized and nontraditional	Too indecisive and indirect	Too detailed and impersonal
<b>Personal Wants</b>	Control, Variety	Approval, Less Structure	Routine, Harmony	Standards, Logic
<b>Personal Fear</b>	Losing	Rejection	Sudden Change	Being Wrong
<b>Blind Spots</b>	Being held accountable	Follow through on commitments	Embracing need for change	Struggle to make decisions without overanalyzing
<b>Needs to Work on</b>	Empathy, Patience	Controlling emotions Follow through	Being assertive when pressured	Worrying less about everything
<b>Measuring Maturity</b>	Giving up control	Objectively handling rejection	Standing up for self when confronted	Not being defensive when criticized
<b>Under Stress May Become</b>	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
<b>Measures Worth by</b>	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 with others 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 speak their minds, and may be blunt, or even sarcastic. While this gets results, it can also alienate those who are integrally important to the outcome. Our coaching suggests adopting a more people-friendly approach.

You are very self-reliant, and prefer to find your own solutions. You score like other independent people who may be considered "movers and shakers." This group tends to think quickly, decide quickly, and create opportunities and solutions where none existed before. All or much of this is done in a completely independent manner. That's a strength, for both you and your organization, as long as that strength is recognized.

Sample, you score like those who love challenges and competition. You tend to take risks that others would not attempt, and you usually find those gambits successful. As a leader, your competitive spirit allows you to take your team to new heights. You enjoy a good challenge and appreciate that trait in your peers, likewise.

You tend to rely more heavily on your own opinions than on the evaluations of others. This is a symptom of your independence and can potentially lead to some problems, especially where rules, details, or minutiae are concerned. This may result in cut corners or overlooked details. You may balance this by striving to seek input from those who might have more expertise in a particular area.

You are an excellent problem solver who can think quickly on your feet to solve problems that arise. You are able to do this due to your rapid decisiveness, ability to multi-task, and your tendency to "blaze your own trail" rather than follow the beaten path. Be certain to involve others in the decision-making process, as an independent problem solver can sometimes be perceived as a problem creator.

You are a strong individualist who likes to forge your own path, and to be recognized for your achievements. Your responses to the instrument indicate that you are "field independent" in your operating style. That means that you blaze your own trails, sometimes without seeking much input from others. You may feel a greater sense of internal accomplishment when a success is achieved mostly on your own, without much guidance or assistance.

You show a wide variety of interests in many areas. This is of enormous benefit in both social and business life. Your wide range of curiosity allows you to keep a pulse on varying topics of widespread interest. As these topics converge and diverge, you may be positioned to benefit from this broad knowledge base.

You frequently look for new, better, and more efficient ways of getting things done. Sample, you score like those who have a multi-tasking mind. You tend to have high urgency and little aversion to risk, often seeking ways to reduce costs (both money and time), and make systems more streamlined and efficient.





## 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.*

---

Others may tend to seek you out for assistance or advice. This is because they perceive you as being sensitive to their needs, and because you provide a stable and consistent point of view for them. You may be seen as a coach or counselor that they can count on to listen to ideas and input. That's good, as long as it doesn't hamper your ability to complete your own tasks.

Sample, the responses you gave indicate that you tend to be unselfish and sensitive to the needs of others. This is a rare type of generosity that comes with no strings attached, hidden agendas, or ulterior motives. People who score like you get a genuine "rush" when they are helping others. That's the up-side. The flipside is that you may need to monitor yourself closely to make sure you are not spreading yourself too thin in your efforts to please everybody.

Sample, your score pattern suggests a high degree of persistence and patience in working on projects. This can be especially important when the assignments are long, detailed, and involve a multitude of personal or complex tasks. Where others may lose patience and perhaps allow overall quality to lapse, you bring a unique pulse and tempo that can serve as a model for others.

You show the ability to meet new people easily and confidently. Some individuals are reticent about meeting others, but you have a warmth and comfort to your style that makes new acquaintanceships easy for you. Your inherent optimism also helps exude a personal confidence without coming off as arrogant. It's a rare gift to show confidence while keeping your ego in check, and others are likely to welcome this style.

You score like those who are socially poised without being overly controlling. You have the ability to project confidence and poise that is perceived as sincere and genuine. Others are likely to notice this, allowing you to develop trust and credibility with them easily.

With regard to decision making, you tend to listen carefully to alternatives before making a judgment. The decisions you tend to make are not knee-jerk or crisis reactions, but rather thoughtful deliberations taken in a manner that considers the full scope of outcomes. This doesn't mean that all of your decisions are necessarily correct, just that they are informed.

You score like those who prefer to establish long-term relationships, rather than brief, superficial ones. This perhaps comes from your preference toward stability in your lifespace, and longer-term relationships may bring that stability. Friendships and acquaintanceships you have made in the past are important to you, even now.

Your response pattern to the instrument indicates that you have an empathetic listening style. As you know, this is a rare gift. Some listening skills can be taught, but the inherent, sincere listening that you demonstrate is something innate.



## Style Overview Comparison

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

### Your Behavioral Style (Self): Assessor

Assessors apply creative focus to practical, workable concepts and make them doable. They display competitive and results-oriented interactions but engage others with persuasion rather than through aggressive methods. They are good at explaining their ideas and the steps required to reach their goals. They are organized and often have a step by step action plan to assure a good result. They can be quite verbal in stating their dissatisfaction and in criticizing others who are not contributing.

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

- **Emotional characteristic:** Strong desire to look good to others.
- **Goals:** To win and to win with style.
- **How others are valued:** By their ability to trigger action and activities.
- **Influences group:** Acknowledgement of others' competitive ideas.
- **Value to the organization:** Players who work through others.
- **Cautions:** Can overstep bounds of authority and be overly clever.
- **Under Pressure:** Can become overly critical and impatient with others.
- **Fears:** Looking bad in the eyes of other people and/or not being viewed as a winner.

### Your Behavioral Style (Observers): Coach

Coaches are adept at solving "people problems." They are seen as warm, empathetic and insightful. They like to form extended personal relationships and often develop a reputation for unobtrusive, contributory efforts when working with others. They can become too lenient with marginal contributors and tend to be too mild when issuing corrections, directions and expectations.

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

- **Emotional characteristic:** Wants to be seen as warm and open by others.
- **Goals:** Building personal connections and positive feelings.
- **How others are valued:** Favorable recognition of others; finds the basic decency in them.
- **Influences group:** Through personal relationships and being open to others' ideas, problems and needs.
- **Value to the organization:** Will bring stability to group efforts with predictable actions and will possess good listening skills.
- **Cautions:** Can become too tolerant and may avoid needed direct confrontations.
- **Under Pressure:** Can become too accommodating, trusting and sharing too much with others.
- **Fears:** Having to pressure others or being seen or blamed as the source of pain or problems by others.

## 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.

	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
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
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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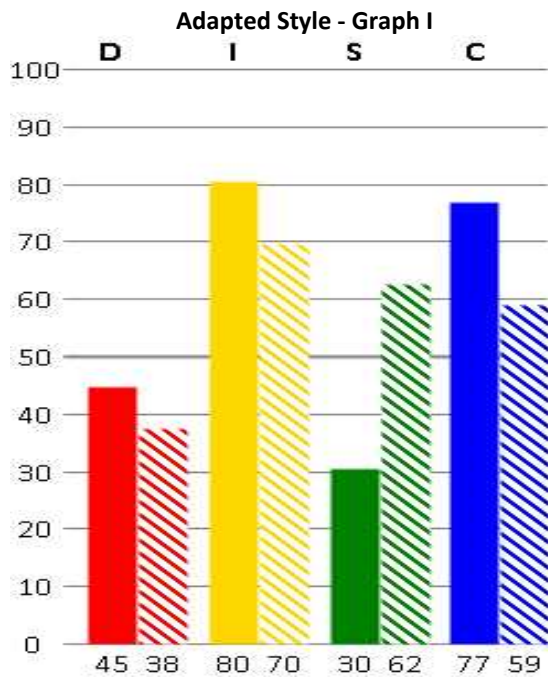
## DISCstyles eGraphs for Sample Report

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

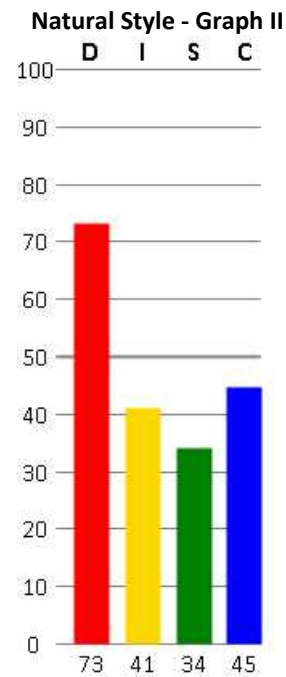
Your Adapted Style is your graph displayed on the left. **It is your perception of the behavioral tendencies you think you should use in your environment.** This graph may change when you change roles or situations.

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.**



**Self Pattern:** IC (3625)  
**Observer Pattern:** Isc (3544)



**Self Pattern:** D (5323)

If the solid bars are similar in Graph I and Graph II, you tend to use your same natural behaviors in either environment. When Graph I (Your Adapted) Style is different from Graph II (Your Natural) Style, you are using behaviors that are not as comfortable or natural for you. This may cause stress, especially in a long-term situation.

Your Observers’ (striped) Graphs show the perception others have of you.

The four-digit numbers (under the graphs) represent your segment numbers in DISC order and dictate the adjectives highlighted on the Word Sketch pages.

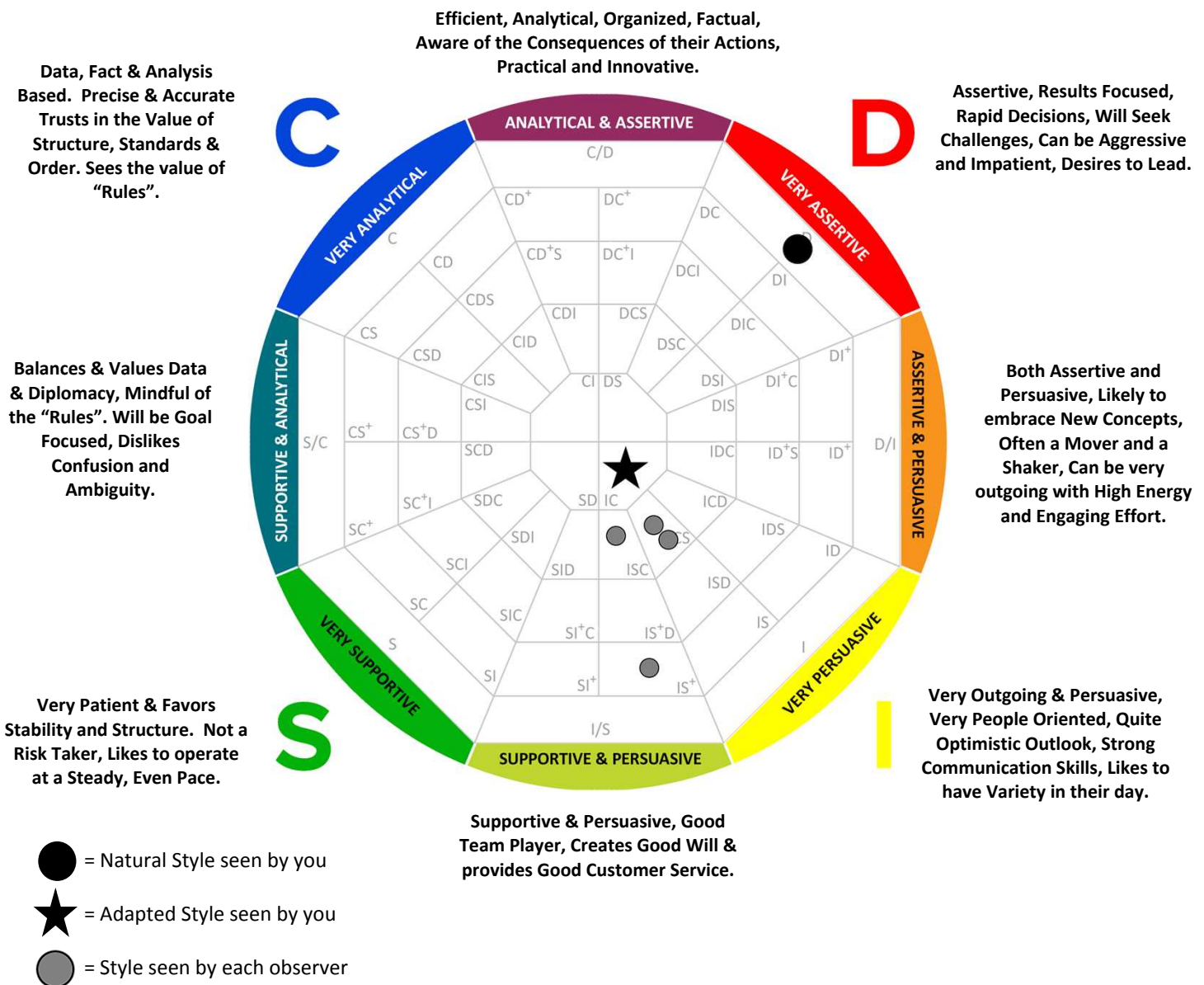


# Behavioral Pattern View

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



## Communication Tips

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

---

### **When Communicating with Sample, DO:**

- Ask for Sample's input regarding people and specific assignments.
- Provide assurances about Sample's input and decisions.
- Join in with some name-dropping and talk positively about people and their goals.
- Break the ice with a brief personal comment.
- Present your ideas and opinions in a non-threatening way.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Plan some extra time in your schedule for talking, relating, and socializing.

### **When Communicating with Sample, DON'T:**

- Leave the idea or plan without backup support.
- Be vague or ambiguous.
- Be rude or abrupt in your delivery.
- Manipulate or bully Sample into agreeing.
- Let the discussion with Sample get caught in dreams too much, otherwise you'll lose time.
- Be impersonal or judgmental.
- Talk down to Sample.

## 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:***

- Acceptance as a positive and supportive member of the organization and team.
- Identification with the organization, team, and others with whom a spirit of work responsibility has been established.
- Evidence that a new process has been successful in similar applications.
- A work culture that is supportive of family activities and commitments.
- A supervisor, manager, or board who practices a democratic leadership process.
- Flexibility to circulate and talk with a variety of people.
- Projects and assignments that provide interpersonal contact, and an opportunity to help both internal and external stakeholders.

### ***People with Patterns Like You Tend to Need:***

- Detailed delegation of responsibilities, to reduce ambiguity and confusion.
- To be kept in the information loop regarding projects and initiatives within the organization.
- To get better control of files and record keeping.
- To learn to say "no" more often in order to avoid spreading yourself too thin.
- More direction toward work tasks, and less focus on chatting and socializing.
- Encouragement to keep the positive spirit and optimism when the pressure is on.
- Increased urgency in decision making.



## 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.*

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### **Your Strengths:**

- You are able to build positive relationships with internal and external stakeholders.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- You are able to negotiate conflicts into win-win situations.
- You demonstrate a high degree of patience in working with others.
- You are able to reach goals by working with and supporting the efforts of others on the team.
- You possess a positive sense of humor and never make jokes at the expense of others.
- Your strong optimism helps motivate the team toward their goals.

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

- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- You are optimistic and motivated to be an excellent team player, able to defer your ego when working with others who may prefer having more control of the situation.
- On the job, you have a strong need to be patient, polite, and create an environment of good-will for internal and external stakeholders.
- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- You meet new people easily and prefer networking with others rather than working in solitary conditions.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- You are perceived by others on the team as a good listener.

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

- A job culture where there is little hostility, confrontation, anger, or pressure.
- A participatory manager or board with whom a democratic relationship has been established.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- Support and appreciation of your individual efforts.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.

## The I 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:**

- Inconsistent
- Impulsive
- Superficial
- Unrealistic
- Overeager

#### **Under Stress You Need:**

- Prestige
- To get credit
- Action and interaction

#### **Your Typical Behaviors in Conflict:**

- When you experience a moment of misery, you may appear overeager, impulsive, sarcastic and demanding. You may disregard the facts, and may not listen well to what is being said (only hearing what you want to hear).
- If a conflict persists or your anger increases, you are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike your normal behavior.
- Your anger is generally a response to a personal attack or, possibly, the failure of someone to support you when you were really counting on that person's support. Of course you may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns your contribution to the problem.

#### **Strategies to Reduce Conflict and Increase Harmony:**

- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.
- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.
- You have a tendency to "think out loud." Others may take these "brainstorming" ideas as actual commitments and become upset when those "commitments" are not completed. So, let others know in advance when you are only exploring ideas and options and not committing to actions.

## 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:**

- You may be rather indirect in providing instructions, because you don't want to impose your will on others.
- You may show less emphasis on productivity and more emphasis on the "people side" of a project.
- You may tend to take constructive criticism personally, possibly losing focus as to how it relates to the task.
- You may hesitate to correct or discipline those who report to you, for fear of offending someone.
- You may have difficulty with quick decision making because of your need to consider the "people side" of all issues.
- You may need some coaching in time management; for instance, in setting more ambitious deadlines.
- You may be a bit of a grudge-holder toward those who offer criticism.

## 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	Observers
<b>Customer &amp; Team Interaction</b> <i>How this individual engages with customers and stakeholders, internal and external.</i>	<b>Engaging</b>	<b>Situational</b>
<b>Accuracy</b> <i>How this individual focuses on correctness and exactness.</i>	<b>Precision</b>	<b>Situational</b>
<b>Building Rapport</b> <i>How this individual focuses when interacting with others.</i>	<b>Relationships-Focused</b>	<b>Relationships-Focused</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>Rules</b>	<b>Rules</b>
<b>Personal Drive</b> <i>How this individual's own goals move things forward.</i>	<b>Situational</b>	<b>Others-driven</b>
<b>Expressing Openness</b> <i>How this individual is most comfortable expressing themselves.</i>	<b>Situational</b>	<b>Situational</b>
<b>Reasoning</b> <i>How this individual uses evidence to think through and solve problems.</i>	<b>Situational</b>	<b>Situational</b>
<b>Change Resistance</b> <i>How this individual resists engaging with change.</i>	<b>Situational</b>	<b>Reluctant to Change</b>
<b>Providing Instruction</b> <i>How this individual dictates directions and expectations.</i>	<b>Reserved &amp; Detailed</b>	<b>Reserved &amp; Detailed</b>
<b>Self-Reliance</b> <i>How this individual works within a team.</i>	<b>Collaborative</b>	<b>Collaborative</b>
<b>Work Process Alignment</b> <i>How this individual focuses on process to follow through on work.</i>	<b>Accuracy</b>	<b>Situational</b>
<b>Careful Decision Making</b> <i>How this individual approaches decisions and actions.</i>	<b>Impulsive</b>	<b>Situational</b>

## 12 Behavioral Tendencies – Details & Graphs

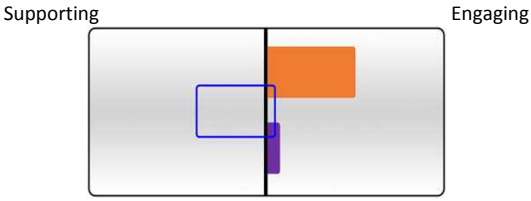
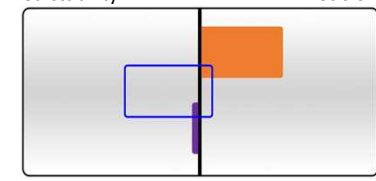
For each of the 12, you will see a graph and personalized statement showing your Self Style and your Observers Style. These scores and statements reveal which of your behavioral combinations are most observable and describe how you express that tendency based on your DISC blend.

### Interpretation Notes:

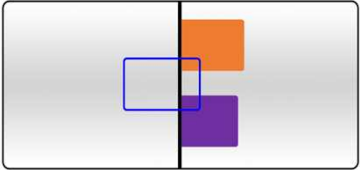
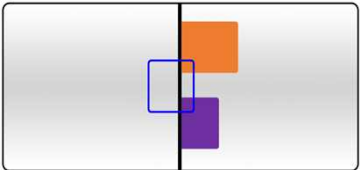
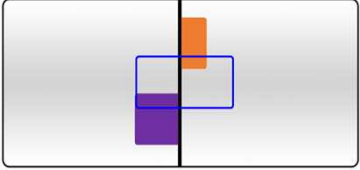
- Frequency Observed:** The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed, according to your Self Style.
  - o **HI** – Clearly observed in most situations, seen more often
  - o **HM** – Frequently observed in many situations
  - o **MOD** – 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
- 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.
- 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

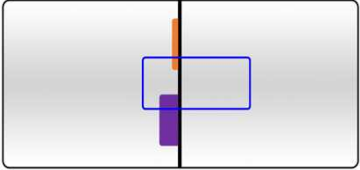
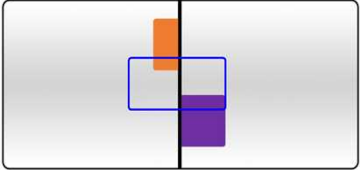
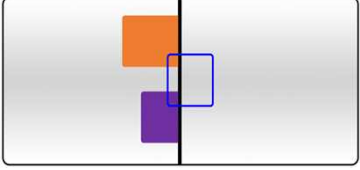
 = Observer Perspective

	Situational
<h3>Customer &amp; Team Interaction</h3> <p><b>Self (HM):</b> You are somewhat engaging, charming, persuasive, and influential, often connecting with others in a way that builds trust and confidence. You are more likely to focus on engaging with the others to create a relationship, interacting with them to build a friendship to ensure they will come back to work with you directly. Sometimes business should be just business.</p> <p><b>Observers (MOD):</b> You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.</p>	
<h3>Accuracy</h3> <p><b>Self (HM):</b> You frequently focus on carefully and deliberately ensuring high-quality outcomes with great importance on accuracy, structure, order and precision in all you do. You are likely to focus on being and doing things right. While doing it the right way can impact success dramatically, it is also helpful to have dependability and uniformity in planning processes.</p> <p><b>Observers (MOD):</b> 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 like have more positive outcomes when using balanced planning.</p>	

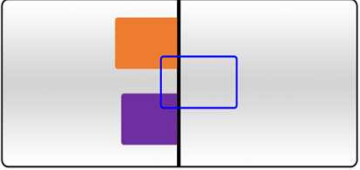
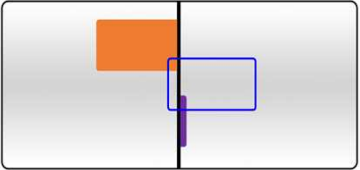
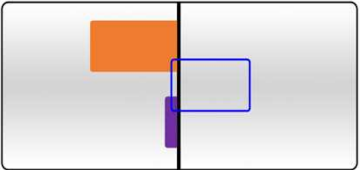


<p style="text-align: center;"><b>Building Rapport</b></p> <p><b>Self (HM):</b> You are somewhat social and more likely to focus on building relationship and making connections, rather than accomplishing a goal or completing a task. Don't forget that sometimes there are things to be done.</p> <p><b>Observers (HM):</b> Consistent with Self style</p>	<p style="text-align: center;"><b>Situational</b></p> <p>Results-Focused Relationships-Focused</p> 
<p style="text-align: center;"><b>Prioritizing</b></p> <p><b>Self (HM):</b> You often focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision. You are likely to prioritize the rules rather than the results. While the rules and procedures are a key component to success and what should take precedence, be sure you know what the end result should be.</p> <p><b>Observers (HM):</b> Consistent with Self style</p>	<p>Results Rules</p> 
<p style="text-align: center;"><b>Personal Drive</b></p> <p><b>Self (MOD):</b> 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.</p> <p><b>Observers (LM):</b> Your determination is somewhat steady, supportive and less urgent, considering relationship consequences before acting. You will likely be driven to action based on the expectations of others which may mean you take on more than your fair share or stretch yourself too thin when you make commitments.</p>	<p>Others-driven Self-Driven</p> 
<p style="text-align: center;"><b>Expressing Openness</b></p> <p><b>Self (MOD):</b> Your comfort is balanced between your ability to interact with others and build personal connections, while still maintaining a focus on structure, detail and accuracy, and you may struggle with maintaining a consistent pace or focus. You can be confident with both social interactions and information to support your perspective.</p> <p><b>Observers (MOD):</b> Consistent with Self style</p>	<p>Structural Social</p> 



<p style="text-align: center;"><b>Reasoning</b></p> <p><b>Self (MOD):</b> You may rely somewhat on your feelings and interactions with others to make decisions, and choose what is likely to be considered acceptable but will seek to back up judgments with evidence and verification. When reasoning, you likely rely on a balanced approach of logic and emotion, and look at the circumstances with a logical perspective and also paying attention to what feels right.</p> <p><b>Observers (MOD):</b> Consistent with Self style</p>	<p style="text-align: center;"><b>Situational</b></p> <p style="text-align: center;">Intuition-based <span style="float: right;">Evidence-based</span></p> 
<p style="text-align: center;"><b>Change Resistance</b></p> <p><b>Self (MOD):</b> 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.</p> <p><b>Observers (HM):</b> You are somewhat change oriented as long as you can prepare for it and understand the expectations associated as well as the reasons for the needed adjustments. You are likely to respond/interact in change by building understanding first, and then planning how to successfully navigate what may come. You won't always have time to fully prepare so flexibility and openness can be a benefit</p>	<p style="text-align: center;">Drives Change <span style="float: right;">Reluctant to Change</span></p> 
<p style="text-align: center;"><b>Providing Instruction</b></p> <p><b>Self (LM):</b> You are more likely to precisely follow established structural and procedural guidelines, and are aware of the need for accuracy and compliance to certain guidelines and protocol. Sometimes, bending the rules slightly is important to getting the best results.</p> <p><b>Observers (LM):</b> Consistent with Self style</p>	<p style="text-align: center;">Reserved &amp; Detailed <span style="float: right;">Directive &amp; Compulsive</span></p> 



<p style="text-align: center;"><b>Self-Reliance</b></p> <p><b>Self (LM):</b> You are quite attentive to involving others, preferring to reach results together, which may impact efficiency. You will likely do your best work in collaboration with others. Be aware that too much interaction may cause some delays in productivity or efficiency.</p> <p><b>Observers (LM):</b> Consistent with Self style</p>	<p style="text-align: center;"><b>Situational</b></p> <p style="text-align: center;">Collaborative <span style="float: right;">Directive</span></p> 
<p style="text-align: center;"><b>Work Process Alignment</b></p> <p><b>Self (LM):</b> Your process and follow through is often driven by upholding quality standards to be sure what you are doing is accurate and precise. You are likely to process information and follow through with exactness and precision as a focus. There are times when consistency is as important as accuracy. Don't forget to balance them.</p> <p><b>Observers (MOD):</b> 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.</p>	<p style="text-align: center;">Accuracy <span style="float: right;">Consistency</span></p> 
<p style="text-align: center;"><b>Careful Decision Making</b></p> <p><b>Self (LM):</b> You are somewhat impulsive based on feelings rather than taking the time to consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.</p> <p><b>Observers (MOD):</b> You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.</p>	<p style="text-align: center;">Impulsive <span style="float: right;">Cautious</span></p> 



## 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.

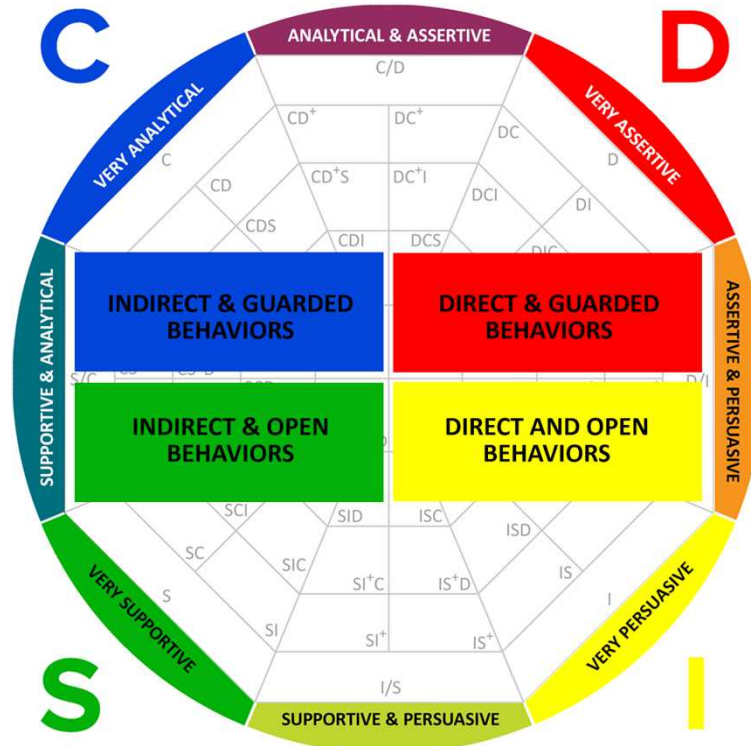
### Words of Advice:

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 **DIRECT** or **INDIRECT** in their communications?  
(Directness is the 1<sup>st</sup> predictor of Style. Direct plots on the right, Indirect on the Left).
2. Are they **GUARDED** or **OPEN** in their communications?  
(Openness is the 2<sup>nd</sup> predictor of Style. Open plots on the Bottom, Guarded on the Top).



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:







- D** = Individuals who typically exhibit *direct & guarded behaviors* define the **Dominant Style**.
- I** = Individuals who exhibit *direct & open behaviors* define the **Influence Style**.
- S** = Individuals who exhibit *indirect & open behaviors* define the **Steadiness Style**.
- C** = Individuals who exhibit *indirect & guarded behaviors* define the **Conscientious Style**.

The behavioral intensity of directness or indirectness and being open or guarded 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.

## Communicating with each Style

With D's	With I's	With S's	With C's
<ul style="list-style-type: none"> <li>• Show them how to win</li> <li>• Display Reasoning</li> <li>• Provide concise data</li> <li>• Agree on goals and boundaries</li> <li>• Vary Routine</li> <li>• Compliment them on what they have done</li> <li>• Provide opportunities for them to lead, impact results</li> </ul>	<ul style="list-style-type: none"> <li>• Show them that you admire and like them</li> <li>• Be Optimistic</li> <li>• Support their feelings and ideas</li> <li>• Avoid involved details</li> <li>• Focus on the Big Picture</li> <li>• Interact and Participate with them - do it together</li> <li>• Provide acknowledgements, accolades and compliments</li> </ul>	<ul style="list-style-type: none"> <li>• Show how your idea minimizes risk</li> <li>• Demonstrate interest in them</li> <li>• Compliment them on follow through</li> <li>• Give personal assurances</li> <li>• Provide a relaxing, friendly, stable atmosphere</li> <li>• Act non-aggressively, focus on common interests</li> <li>• Provide opportunities for deep contribution and teamwork</li> </ul>	<ul style="list-style-type: none"> <li>• Approach indirectly, non-threatening</li> <li>• Show your reasoning, logic, give data in writing</li> <li>• Allow them to think, inquire and check before they make decisions</li> <li>• Tell them "why" and "how"</li> <li>• Provide opportunities for precision, accuracy and planning for quality results</li> </ul>

## Tension Among the Styles

<b>PACE</b>  <i>Direct, Fast-Paced</i> vs. <i>Indirect, Slower-Paced</i>	<b>PRIORITY</b>  <i>Guarded, Task-Oriented</i> vs. <i>Open, People-Oriented</i>	<b>PACE &amp; PRIORITY</b>  <i>Direct, Fast-Paced, Guarded, Task-Oriented</i> vs. <i>Indirect, Slower-Paced, Open, People-Oriented</i>
 <b>High S + High I</b> <i>(Lower Left vs. Lower Right Quadrant).</i>	 <b>High D + High I</b> <i>(Upper Right vs. Lower Right Quadrant)</i>	 <b>High S + High D</b> <i>(Lower Left vs. Upper Right Quadrant)</i>
 <b>High C + High D</b> <i>(Upper Left vs. Upper Right Quadrant)</i>	 <b>High C + High S</b> <i>(Upper Left vs. Lower Left Quadrant)</i>	 <b>High C + High I</b> <i>(Upper Left vs. Lower Right Quadrant)</i>



## To Modify Directness and Openness

### DIRECT/INDIRECT

With D Styles DIRECT	With I Styles DIRECT	With S Styles INDIRECT	With C Styles INDIRECT
<ul style="list-style-type: none"> <li>● Use a strong, confident voice</li> <li>● Use direct statements rather than roundabout questions</li> <li>● Face conflict openly, challenge and disagree when appropriate</li> <li>● Give undivided attention</li> </ul>	<ul style="list-style-type: none"> <li>● Make decisions at a faster pace</li> <li>● Be upbeat, positive, warm</li> <li>● Initiate Conversations</li> <li>● Give Recommendations</li> <li>● Don't clash with the person, but face conflict openly</li> </ul>	<ul style="list-style-type: none"> <li>● Make decisions more slowly</li> <li>● Avoid arguments and conflict</li> <li>● Share decision-making</li> <li>● Be pleasant and steady</li> <li>● Respond sensitively and sensibly</li> </ul>	<ul style="list-style-type: none"> <li>● Do not interrupt</li> <li>● Seek and acknowledge their opinions</li> <li>● Refrain from criticizing, challenging or acting pushy – especially personally</li> </ul>

### GUARDED/OPEN

With D Styles GUARDED	With I Styles OPEN	With S Styles OPEN	With C Styles GUARDED
<ul style="list-style-type: none"> <li>● Get Right to the Task, address bottom line</li> <li>● Keep to the Agenda</li> <li>● Don't waste time</li> <li>● Use businesslike language</li> <li>● Convey Acceptance</li> <li>● Listen to their suggestions</li> </ul>	<ul style="list-style-type: none"> <li>● Share feelings, show more emotion</li> <li>● Respond to expression of their feelings</li> <li>● Pay Personal compliments</li> <li>● Be willing to digress from the agenda</li> </ul>	<ul style="list-style-type: none"> <li>● Take time to develop the relationship</li> <li>● Communicate more, loose up and stand closer</li> <li>● Use friendly language</li> <li>● Show interest in them</li> <li>● Offer private acknowledgements</li> </ul>	<ul style="list-style-type: none"> <li>● Maintain logical, factual orientation</li> <li>● Acknowledge their thinking</li> <li>● Down play enthusiasm and body movement</li> <li>● Respond formally and politely</li> </ul>

## To Modify Pace and Priority

### PACE

With D Styles FASTER	With I Styles FASTER	With S Styles SLOWER	With C Styles SLOWER
<ul style="list-style-type: none"> <li>● Be prepared, organized</li> <li>● Get to the point quickly</li> <li>● Speak, move at a faster pace</li> <li>● Don't waste time</li> <li>● Give undivided time and attention</li> <li>● Watch for shifts in attention and vary presentation</li> </ul>	<ul style="list-style-type: none"> <li>● Don't rush into tasks</li> <li>● Get excited with them</li> <li>● Speak, move at a faster pace</li> <li>● Change up conversation frequently</li> <li>● Summarize details clearly</li> <li>● Be upbeat, positive</li> <li>● Give them attention</li> </ul>	<ul style="list-style-type: none"> <li>● Develop trust and credibility over time, don't force</li> <li>● Speak, move at a slower pace</li> <li>● Focus on a steady approach</li> <li>● Allow time for follow through on tasks</li> <li>● Give them step-by-step procedures/instructions</li> <li>● Be patient, avoid rushing them</li> </ul>	<ul style="list-style-type: none"> <li>● Be prepared to answer questions</li> <li>● Speak, move at a slower pace</li> <li>● Greet cordially, and proceed immediately to the task (no social talk)</li> <li>● Give them time to think, don't push for hasty decisions</li> </ul>

### PRIORITY

With D Styles TASK	With I Styles PEOPLE	With S Styles PEOPLE	With C Styles TASK
<ul style="list-style-type: none"> <li>● Get right to the task</li> <li>● Provide options and let them decide</li> <li>● Allow them to define goals and objectives</li> <li>● Provide high-level follow up</li> </ul>	<ul style="list-style-type: none"> <li>● Make time to socialize</li> <li>● Take initiative to introduce yourself or start conversation</li> <li>● Be open and friendly, and allow enthusiasm and animation</li> <li>● Let them talk</li> <li>● Make suggestions that allow them to look good</li> <li>● Don't require much follow-up, details, or long-term commitments</li> </ul>	<ul style="list-style-type: none"> <li>● Get to know them personally</li> <li>● Approach them in a friendly, but professional way</li> <li>● Involve them by focusing on how their work affects them and their relationships</li> <li>● Help them prioritize tasks</li> <li>● Be careful not to criticize personally, keep it specific and focused</li> </ul>	<ul style="list-style-type: none"> <li>● Be prepared with logic and practicality</li> <li>● Follow rules, regulation and procedures</li> <li>● Help them set realistic deadlines and parameters</li> <li>● Provides pros and cons and the complete story</li> <li>● Allow time for sharing of details and data,</li> <li>● Be open to thorough analysis</li> </ul>



## 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



## 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



## 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.

<p>My Style: _____</p> <p>My Pace: _____</p> <p>My Priority: _____</p>	<div style="border: 1px dashed black; padding: 10px;"> <p><b>RELATIONSHIP</b></p> <p><b>Name:</b> <i>John Doe</i></p> <p><b>Style:</b> <i>High I</i></p> <p><b>Pace:</b> <i>Faster-paced</i></p> <p><b>Priority:</b> <i>People-oriented</i></p> <p><b>Difference:</b> <i>Pace and Priority</i></p> <p><b>Strategy:</b> <i>Be more personable, social, upbeat, and faster-paced with John</i></p> </div>
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RELATIONSHIP 1	RELATIONSHIP 2
<p><b>Name:</b> _____</p> <p>Style: _____</p> <p>Pace: _____</p> <p>Priority: _____</p> <p>Difference: _____</p> <p>Strategy: _____</p> <p>_____</p> <p>_____</p>	<p><b>Name:</b> _____</p> <p>Style: _____</p> <p>Pace: _____</p> <p>Priority: _____</p> <p>Difference: _____</p> <p>Strategy: _____</p> <p>_____</p> <p>_____</p>



## 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
<b>STRENGTHS</b>	Direction Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemizing Orchestration
<b>WORKPLACE BEHAVIORS</b>	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured
<b>TEAM MEMBER</b>				

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



## 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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