DISC Self

An Evaluation of Behavioral Styles

Report For: Sample Report
Style: IS/Isc
Focus: Work
Date: 11/1/2017
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Welcome to the DISCstyles™ 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 styles: Dominance, Influence, Steadiness, and Conscientious.

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
- 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 we can easily see and hear these behaviors, we can quickly and accurately “read” other people and use our knowledge to enhance communication and grow our relationships.

Please Note: Any behavioral descriptions mentioned in this report are only tendencies for your 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

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

DIRECTNESS AND OPENNESS OF EACH STYLE

<table>
<thead>
<tr>
<th>STYLE</th>
<th>TENDENCIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOMINANCE</td>
<td>Tends to be direct and guarded</td>
</tr>
<tr>
<td>INFLUENCE</td>
<td>Tends to be direct and open</td>
</tr>
<tr>
<td>STEADINESS</td>
<td>Tends to be indirect and open</td>
</tr>
<tr>
<td>CONSCIENTIOUS</td>
<td>Tends to be indirect and guarded</td>
</tr>
</tbody>
</table>

PACE AND PRIORITY OF EACH STYLE

<table>
<thead>
<tr>
<th>STYLE</th>
<th>TENDENCIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOMINANCE</td>
<td>Fast-paced and task-oriented</td>
</tr>
<tr>
<td>INFLUENCE</td>
<td>Fast-paced and people-oriented</td>
</tr>
<tr>
<td>STEADINESS</td>
<td>Slow-paced and people-oriented</td>
</tr>
<tr>
<td>CONSCIENTIOUS</td>
<td>Slow-paced and task-oriented</td>
</tr>
</tbody>
</table>
PACE AND PRIORITY OF EACH STYLE

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

- D&C and I&S have different **PACES**: D and I are faster-paced, and S and C are slower-paced.
- D&I and S&C have different **PRIORITIES**: D and C are task-oriented, and 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.

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

**Communicating with the DOMINANT Style**

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

**Communicating with the INFLUENCING Style**

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

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

Communicating with the **CONSCIENTIOUS** Style

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

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

General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on your results. We’ve occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.

You tend to have a long fuse and seldom become visibly angry or agitated. You may harbor internal anger, but you tend not to vocalize it to those involved, instead perhaps “venting” to others not involved in the project. Overall, you tend not to seek direct confrontation about what is making you upset, which is a good thing as long as you don’t let such conflicts boil to the surface.

You show a rare ability to get along with a wide variety of people. This comes from both your sincere interest in people and from your inherent patience in working with others. You may be able to bring various individuals together who might not otherwise cooperate.

You have the ability to persuade others, not with hype, but rather with warmth, sincerity, and understanding. These are perhaps considered "soft sell" tools, but they can make a big impact. This skill comes from the merging of your "people skills," along with the fact that you tend to be more modest when dealing with people.

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.

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.

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.

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.

Your responses indicate that you tend not to force your own ideas on others with edicts, but rather by offering carefully considered suggestions. This can be a key point of success in a variety of areas. It helps build both rapport and credibility with others and is a strength that you can affirm in a genuine way. The combination of your listening skills, people skills, and innate sincerity allow you to influence others and thus affect the results.
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: 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 - 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)onsciousness 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.

<table>
<thead>
<tr>
<th>DISC Focus</th>
<th>Problems / Tasks</th>
<th>People</th>
<th>Pace (or Environment)</th>
<th>Procedures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs</td>
<td>Challenges to solve, Authority</td>
<td>Social relationships, Friendly environment</td>
<td>Systems, Teams, Stable environment</td>
<td>Rules to follow, Data to analyze</td>
</tr>
<tr>
<td>Emotions</td>
<td>Anger, Impatience</td>
<td>Optimism, Trust</td>
<td>Patience, Non-Expression</td>
<td>Fear, Concern</td>
</tr>
<tr>
<td>Fears</td>
<td>... being taken advantage of lack of control</td>
<td>... being left out, loss of social approval</td>
<td>... sudden change/loss of stability and security</td>
<td>... being criticized/loss of accuracy and quality</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level</th>
<th>Dominance</th>
<th>Influence</th>
<th>Steadiness</th>
<th>Conscientiousness</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>argumentative</td>
<td>emotional</td>
<td>calming</td>
<td>accurate</td>
</tr>
<tr>
<td></td>
<td>daring</td>
<td>enthusiastic</td>
<td>loyal</td>
<td>conservative</td>
</tr>
<tr>
<td></td>
<td>demanding</td>
<td>gregarious</td>
<td>patient</td>
<td>exacting</td>
</tr>
<tr>
<td></td>
<td>decisive</td>
<td>impulsive</td>
<td>peaceful</td>
<td>fact-finder</td>
</tr>
<tr>
<td></td>
<td>domineering</td>
<td>optimistic</td>
<td>serene</td>
<td>precise</td>
</tr>
<tr>
<td></td>
<td>egocentric</td>
<td>persuasive</td>
<td>team person</td>
<td>systematic</td>
</tr>
<tr>
<td>5</td>
<td>adventurous</td>
<td>charming</td>
<td>consistent</td>
<td>conscientious</td>
</tr>
<tr>
<td></td>
<td>risk-taker</td>
<td>influential</td>
<td>cooperative</td>
<td>courteous</td>
</tr>
<tr>
<td></td>
<td>direct</td>
<td>sociable</td>
<td>possessive</td>
<td>focused</td>
</tr>
<tr>
<td></td>
<td>forceful</td>
<td>trusting</td>
<td>relaxed</td>
<td>high standards</td>
</tr>
<tr>
<td>4</td>
<td>assertive</td>
<td>confident</td>
<td>composed</td>
<td>analytical</td>
</tr>
<tr>
<td></td>
<td>competitive</td>
<td>friendly</td>
<td>deliberate</td>
<td>diplomatic</td>
</tr>
<tr>
<td></td>
<td>determined</td>
<td>generous</td>
<td>stable</td>
<td>sensitive</td>
</tr>
<tr>
<td></td>
<td>self-reliant</td>
<td>poised</td>
<td>steady</td>
<td>tactful</td>
</tr>
<tr>
<td>3</td>
<td>calculated risk</td>
<td>controlled</td>
<td>alert</td>
<td>own person</td>
</tr>
<tr>
<td></td>
<td>moderate</td>
<td>discriminating</td>
<td>eager</td>
<td>self-assured</td>
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<td>questioning</td>
<td>rational</td>
<td>flexible</td>
<td>opinionated</td>
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<td></td>
<td>unassuming</td>
<td>reflective</td>
<td>mobile</td>
<td>persistent</td>
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<td>mild</td>
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<td>discontented</td>
<td>autonomous</td>
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<tr>
<td></td>
<td>seeks consensus</td>
<td>factual</td>
<td>energetic</td>
<td>independent</td>
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<td></td>
<td>unobtrusive</td>
<td>logical</td>
<td>fidgety</td>
<td>firm</td>
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<td></td>
<td>weighs pro/con</td>
<td>retiring</td>
<td>impetuous</td>
<td>stubborn</td>
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<td>1</td>
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<td>introspective</td>
<td>active</td>
<td>arbitrary</td>
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<tr>
<td></td>
<td>cautious</td>
<td>pessimistic</td>
<td>change-oriented</td>
<td>defiant</td>
</tr>
<tr>
<td></td>
<td>conservative</td>
<td>quiet</td>
<td>fault-finding</td>
<td>fearless</td>
</tr>
<tr>
<td></td>
<td>contemplative</td>
<td>pensive</td>
<td>impatient</td>
<td>obstinate</td>
</tr>
<tr>
<td></td>
<td>modest</td>
<td>retentive</td>
<td>restless</td>
<td>rebellious</td>
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<tr>
<td></td>
<td>restrained</td>
<td>suspicious</td>
<td>spontaneous</td>
<td>sarcastic</td>
</tr>
</tbody>
</table>
WORD SKETCH - Natural 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 NATURAL 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)onsciousness 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.
DISCstyles eGraphs for Sample Report

Your Adapted Style indicates you tend to use the behavioral traits of the IS style(s) in your selected Work focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the Isc 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 selected focus (work, social or family). 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” and your “knee jerk”, instinctive behaviors. This is how you act when you feel comfortable in your home environment and are not attempting to impress. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.

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

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

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

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the BPV identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the BPV, two and 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

= Natural Behavioral Style
= Adapted Behavioral Style
Communication Tips for Others

The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

Check the two most important ideas when others communicate with you (dos & don’ts) and transfer them to the Summary of Your Style page.

When Communicating with Sample, **DO:**

- Put the details in writing, but don't plan on discussing them too much.
- Ask for Sample's input regarding people and specific assignments.
- Be candid, open, and patient.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Provide assurances about Sample's input and decisions.
- Join in with some name-dropping and talk positively about people and their goals.
- Plan to talk about things that support Sample's dreams and goals.

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

- Offer assurances and guarantees you can't fulfill.
- Be impersonal or judgmental.
- Be rude or abrupt in your delivery.
- Be vague or ambiguous.
- Talk down to Sample.
- Be overly task-oriented.
- Let the discussion with Sample get caught in dreams too much, otherwise you'll lose time.
Your Motivators: Wants and Needs

Motivation is the enthusiasm or willingness to do something. Everybody is motivated; however, all people are motivated for their own reasons, not somebody else’s. Simply, 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 a lot of people. 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.

Choose the two most important wants and the two most important needs and transfer them to the Summary of Your Style page.

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.
- Projects and assignments that provide interpersonal contact, and an opportunity to help both internal and external stakeholders.
- A work culture that is supportive of family activities and commitments.
- Flexibility to circulate and talk with a variety of people.
- A supervisor, manager, or board who practices a democratic leadership process.

People With Patterns Like You Tend to Need:

- To learn to say "no" more often in order to avoid spreading yourself too thin.
- A sense of belonging to the team or organization as a whole.
- To be kept in the information loop regarding projects and initiatives within the organization.
- Increased urgency in decision making.
- To be more realistic and ambitious in setting deadlines for team projects.
- 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.
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 able to negotiate conflicts into win-win situations.
- 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 bring a high "sincerity factor" to the team climate.
- You are a good listener.
- You work hard to achieve the team's goals and objectives.
- You demonstrate a high degree of patience in working with others.
- You are able to build positive relationships with internal and external stakeholders.

Your Work Style Tendencies:
- 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.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- You show a high degree of persistence in working on projects, especially over the long haul.
- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- On the job, you have a strong need to be patient, polite, and create an environment of good-will for internal and external stakeholders.
- Your empathetic nature and sensitivity toward people may lead others to seek you out as a coach or counselor, or ask to assist them with a personal or team problem.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.

You Tend to Be Most Effective In Environments That Provide:
- Support and appreciation of your individual efforts.
- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- A favorable working climate containing positive attitudes and optimistic spirit.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- A job culture where there is little hostility, confrontation, anger, or pressure.
The I Style

Under Stress - Perceptions, Behavior and Needs for the I
Stress is unavoidable. The perceptions of our behavior may have a significant impact on our effectiveness - both in how we perceive ourselves and how others perceive us. The way we behave under stress can create a perception that is not what we intend. The descriptions below of perceptions by others may seem somewhat extreme at times (especially if our behavior is an over-extended strength that becomes a weakness or limitation). As you understand these perceptions more clearly, you are able to modify your behavior to maximize your own effectiveness and ensure that others see you as you intend.

Potential Self Perception:
- Accepting of others
- A stabilizing presence
- Good coach / counselor
- Not an extremist

Under Stress, May be Perceived by Others:
- Overly tolerant with non-producers
- Uncertain
- Low sense of urgency
- Doesn’t take a stand

Under Stress You Need:
- A quick pace for stimulation and excitement
- 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:
- 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.
- 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.
- 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.
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, the directness of a High D 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 at a time, practice and strengthen them, and then choose another area to focus on and improve.

Check the two most important areas you are committed to improve upon and transfer them to the Summary of Your Style page.

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 have difficulty with quick decision making because of your need to consider the "people side" of all issues.
- You may show less emphasis on productivity and more emphasis on the "people side" of a project.
- You may be a bit of a grudge-holder toward those who offer criticism.
- 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 need some coaching in time management; for instance, in setting more ambitious deadlines.
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.

<table>
<thead>
<tr>
<th>Behaviors</th>
<th>Natural</th>
<th>Adapted</th>
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<tbody>
<tr>
<td>Building Rapport</td>
<td>Relationships-Focused</td>
<td>Relationships-Focused</td>
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<tr>
<td>How this individual focuses when interacting with others.</td>
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<tr>
<td>Expressing Openness</td>
<td>Situational</td>
<td>Social</td>
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<tr>
<td>How this individual is most comfortable expressing themselves.</td>
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<tr>
<td>Customer &amp; Team Interaction</td>
<td>Situational</td>
<td>Situational</td>
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<tr>
<td>How this individual engages with customers and stakeholders, internal and external.</td>
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<tr>
<td>Change Resistance</td>
<td>Situational</td>
<td>Reluctant to Change</td>
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<tr>
<td>How this individual resists engaging with change.</td>
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<tr>
<td>Prioritizing</td>
<td>Situational</td>
<td>Situational</td>
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<tr>
<td>How this individual determines the order for dealing with items or tasks based on established rules and structure.</td>
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<tr>
<td>Work Process Alignment</td>
<td>Situational</td>
<td>Consistency</td>
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<tr>
<td>How this individual focuses on process to follow through on work.</td>
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<tr>
<td>Accuracy</td>
<td>Situational</td>
<td>Predictability</td>
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<tr>
<td>How this individual focuses on correctness and exactness.</td>
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<tr>
<td>Providing Instruction</td>
<td>Situational</td>
<td>Situational</td>
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<tr>
<td>How this individual dictates directions and expectations.</td>
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<tr>
<td>Personal Drive</td>
<td>Situational</td>
<td>Others-driven</td>
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<tr>
<td>How this individual's own goals move things forward.</td>
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<tr>
<td>Careful Decision Making</td>
<td>Situational</td>
<td>Situational</td>
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<tr>
<td>How this individual approaches decisions and actions.</td>
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<tr>
<td>Reasoning</td>
<td>Situational</td>
<td>Intuition-based</td>
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<tr>
<td>How this individual uses evidence to think through and solve problems.</td>
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<tr>
<td>Self-Reliance</td>
<td>Collaborative</td>
<td>Collaborative</td>
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<tr>
<td>How this individual works within a team.</td>
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12 Behavioral Tendencies – Details & Graphs

For each of the 12, you will see a graph and personalized statement for your Natural and Adapted style. These scores and statements reveal which of your style combinations are most observable and describe how you express that tendency based on your DISC blend.

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

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**Building Rapport**

**Natural (HM)**: 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.

**Adapted (HM)**: Consistent with natural style

---

**Expressing Openness**

**Natural (MOD)**: 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.

**Adapted (HM)**: You are somewhat comfortable when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.
## Customer & Team Interaction

**Natural (MOD):** 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.

**Adapted (MOD):** Consistent with natural style

## Change Resistance

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

**Adapted (HM):** 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

## Prioritizing

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

**Adapted (MOD):** Consistent with natural style

## Work Process Alignment

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

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

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

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

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**Predictability**

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**Precision**

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**Providing Instruction**

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

**Adapted (MOD):** Consistent with natural style

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**Reserved & Detailed**

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**Directive & Compulsive**

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**Personal Drive**

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

**Adapted (LM):** 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.
### Careful Decision Making

**Natural (MOD):** 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.

**Adapted (MOD):** Consistent with natural style

### Reasoning

**Natural (MOD):** 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.

**Adapted (LM):** You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable. You are likely to think things through based on emotions over logic, trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.

### Self-Reliance

**Natural (LM):** 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.

**Adapted (LM):** Consistent with natural style
Summary of Sample Report’s Style

Communication is a two-way process. Encourage others to complete their own DISCstyles 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 DISCstyles 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 some time, feel very difficult, or seem especially foreign in certain situations. Give it time, practice, patience and diligence and you will see 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 1st predictor of Style. Direct plots on the right, Indirect on the Left).

2. Are they GUARDED or OPEN in their communications?
   
   (Openness is the 2nd 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

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

Tension Among the Styles

<table>
<thead>
<tr>
<th>PACE</th>
<th>PRIORITY</th>
<th>PACE &amp; PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct, Fast-Paced vs. Indirect, Slower-Paced</td>
<td>Guarded, Task-Oriented vs. Open, People-Oriented</td>
<td>Direct, Fast-Paced, Guarded, Task-Oriented vs. Indirect, Slower-Paced, Open, People-Oriented</td>
</tr>
</tbody>
</table>

- High S + High I (Lower Left vs. Lower Right Quadrant)
- High D + High I (Upper Right vs. Lower Right Quadrant)
- High C + High D (Upper Left vs. Upper Right Quadrant)
- High C + High S (Upper Left vs. Lower Left Quadrant)
- High S + High D (Lower Left vs. Upper Right Quadrant)
To Modify Directness and Openness

**DIRECT/INDIRECT**

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

**GUARDED/OPEN**

<table>
<thead>
<tr>
<th>With D Styles</th>
<th>With I Styles</th>
<th>With S Styles</th>
<th>With C Styles</th>
</tr>
</thead>
<tbody>
<tr>
<td>GUARDED</td>
<td>OPEN</td>
<td>OPEN</td>
<td>GUARDED</td>
</tr>
<tr>
<td>Get Right to the Task, address bottom line</td>
<td>Share feelings, show more emotion</td>
<td>Take time to develop the relationship</td>
<td>Maintain logical, factual orientation</td>
</tr>
<tr>
<td>Keep to the Agenda</td>
<td>Respond to expression of their feelings</td>
<td>Communicate more, loose up and stand closer</td>
<td>Acknowledge their thinking</td>
</tr>
<tr>
<td>Don’t waste time</td>
<td>Pay Personal compliments</td>
<td>Use friendly language</td>
<td>Down play enthusiasm and body movement</td>
</tr>
<tr>
<td>Use businesslike language</td>
<td>Be willing to digress from the agenda</td>
<td>Show interest in them</td>
<td></td>
</tr>
<tr>
<td>Convey Acceptance</td>
<td></td>
<td>Offer private acknowledgements</td>
<td>Respond formally and politely</td>
</tr>
<tr>
<td>Listen to their suggestions</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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To Modify Pace and Priority

**PACE**

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

**PRIORITY**

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

| My Style: __________________________ | RELATIONSHIP 1 |
| My Pace: __________________________ | Name: John Doe |
| My Priority: ________________________ | Style: High I |
|                                    | Pace: Faster-paced |
|                                    | Priority: People-oriented |
|                                    | Difference: Pace and Priority |
|                                    | Strategy: Be more personable, social, upbeat, and faster-paced with John |

| RELATIONSHIP 2 |
| Name: __________________________ |
| Style: __________________________ |
| Pace: __________________________ |
| Priority: ________________________ |
| Difference: ______________________ |
| Strategy: _________________________ |
| __________________________________ |
| __________________________________ |
Create a DISC POWER TEAM

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

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

<table>
<thead>
<tr>
<th></th>
<th>DOMINANT STYLE</th>
<th>INFLUENCING STYLE</th>
<th>STEADY STYLE</th>
<th>CONSCIENTIOUS STYLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRENGTHS</td>
<td>Supervising</td>
<td>Persuading</td>
<td>Listening</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td>Leading</td>
<td>Motivating</td>
<td>Teamwork</td>
<td>Systemizing</td>
</tr>
<tr>
<td></td>
<td>Pioneering</td>
<td>Entertaining</td>
<td>Follow-through</td>
<td>Orchestration</td>
</tr>
<tr>
<td>WORKPLACE</td>
<td>Efficient</td>
<td>Interacting</td>
<td>Friendly</td>
<td>Formal</td>
</tr>
<tr>
<td>BEHAVIORS</td>
<td>Busy</td>
<td>Active</td>
<td>Purposeful</td>
<td>Functional</td>
</tr>
<tr>
<td></td>
<td>Directive</td>
<td>Personal</td>
<td>Sincere</td>
<td>Structured</td>
</tr>
<tr>
<td>TEAM MEMBER</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

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 each of your four learning style categories. Now you have a learning profile that will truly help you understand your own unique learning style patterns.

There are many suggestions in each of the four sections of this report, presenting opportunities for you to apply this valuable information. Take the next action steps required to make improvements in the specific learning styles sections most important to you and your success.

Do not put this report on a shelf or in a file. You have the opportunity to use this information to open a meaningful dialogue with others and improve the way you learn new information. Use this report as a reference tool. It contains a lot of information and it wasn’t designed to be digested in a single reading.

Have fun making the minor changes in the way you attend, translate, relate and understand new material and immediately experience improved results. You will be pleasantly surprised!

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