Executive Summary Sales

A Comprehensive Evaluation

Report For: Sample Report
Date: 1/19/2019
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The Integrated Performance Measurement Report for Making Great People Decisions

The Executive Summary will prove extremely valuable as you seek to make your great people decisions. It describes the strength of the three performance multipliers that have the unique capacity to amplify a person’s credentials, e.g. the combination of hard skills and track record of success.

Leverage our 30 years of non-stop research and use what you will discover here to add a scientific performance component to your people processes. This tool can be used for employee selection and development as well as improving teamwork and interpersonal dynamics. It will assist you in dramatically reducing and even avoiding making poor people choices that are so costly, disruptive and frustrating.

Summary of the Three Performance Multipliers

The Critical Thinking Decision Making Measurement

Critical Thinking is the first and most important performance multiplier. It has the unique ability to calculate decision speed, the capacity to work effectively with others and make the right decisions while operating within the established framework of an organization.

The critical thinking measure is based upon the Nobel nominated research into human decision theory and is comprised of three sophisticated algorithms that calculate an individual’s capacity to make the correct choices when faced with the problems, challenges and opportunities they encounter when applied to their areas of expertise.

The critical thinking decision measure reports on the capacity to:
1. Identify the core issues that are driving a problem, challenge or opportunity.
2. Create a workable solution for the identified core issue(s) needing attention.
3. Implement the workable solution that respects the guidelines of the organization and within the scope of the resources that are currently available to affect the solution.

The Internal Motivator/Driver Measurement

The Internal Motivators/Drivers are the second performance multiplier. Based upon the Harvard research into human motivation, it measures the hierarchy and the relative strength of each of the seven universal human motivators and how they uniquely combine to form the ACTION STEPS an individual will WANT to take as they translate their critical thinking decisions into concrete plans and results. It indicates how an individual will overtly or covertly want to influence the results that reflect their most influential motivators.

The DISC Behavioral or Communication Style Measurement

The Behavioral or Communication Style is the third performance multiplier. Fostered by 65 years of research into human interactive dynamics, this multiplier identifies the behavioral STYLE someone will use to communicate their motivated, critical thinking decisions to other people. Unlike other DISC tools that measure just four primary behaviors, we report the 12 integrated behavioral and communication factors that comprise the 15 most common behavioral and communication styles. These styles show how an individual’s level of assertiveness, extroversion, patience and precision uniquely combine to form the overall behavioral display they’ll most often use when sharing and communicating their ideas, beliefs, recommendations and fears with others.
Integrated Performance Analysis for Sample Report

How Critical Thinking, Internal Motivators and Behavior or Communication Style amplify this individual's credentials

Sample’s Critical Thinking Decision Making Capacity

Critical thinking is the first and most important performance multiplier. It is presented as a function of risk (the probability for errors in judgment). The “Z score Risk factor” is also shown as an academic A, B, C or D score.

<table>
<thead>
<tr>
<th>CRITICAL THINKING RISK LEVEL</th>
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<td>A</td>
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Cautionary Risk
Marginal Critical Thinking and Judgment
Average Conditional Risk
Average Critical Thinking and Judgment
Good Situational Risk
Good Critical Thinking and Judgment
Strong Low Risk
Strong Critical Thinking and Judgment

Sample’s Critical Thinking "Z score" earns cautionary (D level) tactical or “practical next step” critical thinking and cautionary (D level) “strategic or conceptual” critical thinking scores as they seek to resolve the job’s typical Administrative and Individual Contributor problems, challenges and opportunities supported by their relevant administrative expertise and qualifications.

Review Sample’s Prioritized Adm. strengths that support their ability to make effective decisions that will achieve their targeted results. We also present the administrative performance blockers. They are factors that can interfere with Sample’s ability to optimize their strongest natural strengths. View the Key strengths & blockers below and the Top 10 blockers on the next page.
Sample’s Prioritized Critical Thinking Strengths

**Self Attitude: (Achievement Drive)-Low Risk** Driven by a strong sense of personal optimism, a belief that the best can and will happen.

**Persistence: (Self Starting Ability)-Low Risk** Strong personal commitment to stay on track and complete goals and tasks regardless what happens.

**Intuitive Insight: (Empathy)-Low Risk** Keen intuitive insight, the ability to readily identify prospect interests and buying signals.

**Service: (Motivation)-Low Risk** Motivated by meeting service needs as a means of living up to one’s own personal ideals, goals and expectations

**Self Confidence: (Ability To Handle Rejection)-Situational Risk** Awareness of social and role image combined with anxiety and uncertainty about which role is best.

**Need To Achieve: (Achievement Drive)-Situational Risk** Driven by a need to maintain personal self-assuredness and comfort especially in current circumstances.

Sample’s Prioritized Critical Thinking Blocker

**Social Recognition: (Achievement Drive)-Real Risk/SLS-14B** Indecisiveness about what to do in current circumstances can create inconsistent burst of energy and drive.

**Attention To Policies & Procedures: (Discipline For Selling)-Real Risk/SLS-19C** Unconventional, spontaneous practical thinking leads them to challenge standards simply for the sake of the challenge.

**Results Oriented: (Achievement Drive)-Real Risk/SLS-12C** Unconventional, cautious thinking can create an inconsistent focus on results and immediate circumstances.

**Money & Material Things: (Motivation Index)-Real Risk/SLS-26C** Unconventional, inconsistent attitudes can generate a shift from indifference to a compulsion to attain material things.

**Persuading Others: (Empathy)-Real Risk/SLS-4B** Cautious Skepticism, may come across as too imposing or as indifferent to prospect and client needs and concerns.

**Meeting Schedules & Deadlines: (Discipline For Selling)-Real Risk/SLS-20C** Perfectionistic, self-directed thinking leads them to stubbornly impose their own schedules and timetables.
Sample Report’s Top 10 Sales Blockers
(With Access to Specific Interviewing Questions)

Everyone has blockers! They are the factors that INTERFERE with one’s ability to optimize their strengths. Here you will find this person’s top 10 Sales blockers. The blockers are prioritized with the greatest interference first. (See Scoring Legend) Each blocker has a reference number shown in parenthesis. Use that number to gain powerful insights into each blocker. (See bottom of page).

Prioritized Sales Blockers

| Consider The Blocker Strength (Equals the Interference with the Strengths) |
|-----------------------------|-----------------------------|
| Real Risk = D Level         | Conditional Risk = C Level  |
| Situational Risk = B Level  | Low Risk = A Level          |

Social Recognition: (Achievement Drive)-Real Risk/SLS-14B Indecisiveness about what to do in current circumstances can create inconsistent burst of energy and drive.

Attention To Policies & Procedures: (Discipline For Selling)-Real Risk/SLS-19C Unconventional, spontaneous practical thinking leads them to challenge standards simply for the sake of the challenge.

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Meeting Schedules & Deadlines: (Discipline For Selling)-Real Risk/SLS-20C Perfectionistic, self-directed thinking leads them to stubbornly impose their own schedules and timetables.

Status & Social Self Recognition: (Motivation Index)-Real Risk/SLS-27B Social frustration and role transition can generate uncertainty and indecision about one’s social/role image.

Meeting Established Standards: (Discipline For Selling)-Real Risk/SLS-17A Strong sense of individualistic thinking can lead them to covertly or overtly do things their own way.

Ambition: (Achievement Drive)-Real Risk/SLS-16A Perfectionistic, idealistic self-image can create delays in decisions as one waits for everything to be just right.

Role Satisfaction: (Self Starting Ability)-Real Risk/SLS-24B Dissatisfaction, frustration and anxiety in current circumstances can lead to inconsistent actions and decisions.

Want more detail about each of the above Sales Interfering Blockers?

1. Go to the online resource page: http://www.axiometrics.us
2. Enter the following Log In and Password
   Log In: UNDERSTANDING
   Password: BLOCKERS
4. Select the corresponding blocker number [example (SLS-19D)]. Clicking on that link will provide you with relevant information about the strength of the blocker, how it will likely impact the individuals and it also provides you with specific interview questions and tactics to explore the blocker. These insights will prove very helpful for selection and as a foundation for development and training efforts.
Sample Report's Sales Core Competency Scores
Below are the scores of the 30 sales competencies that will direct, guide and focus Sample's credentials toward successful business development and sales results.

View definitions: [http://www.mauianalysis.com/competencies](http://www.mauianalysis.com/competencies)

<table>
<thead>
<tr>
<th>Supporting Sales Competencies Inventory</th>
<th>A Level Low Risk</th>
<th>B Level Situational Risk</th>
<th>C Level Conditional Risk</th>
<th>D Level Real Risk</th>
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<td>Strong Access to this Strength</td>
<td>Good Access to this Strength</td>
<td>Average Access to this Strength</td>
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<td>Empathy</td>
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<td>Intuitive Insight</td>
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<td>Persuading Others</td>
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<td>Relating to Others</td>
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<td>Self-Assessment</td>
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<td>Self-Confidence</td>
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<td>Self-Control</td>
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<td>Sensitivity Toward Others</td>
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<td>Achievement Drive</td>
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<td>Need to Achieve</td>
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<td>Social Recognition</td>
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<td>Self-Attitude</td>
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<td>Ambition</td>
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<td>Self-Starting Ability</td>
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<td>Initiative</td>
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<td>Role Satisfaction</td>
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<td>Motivation Index</td>
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<td>Service to Others</td>
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<td>Money and Material Things</td>
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<td>Status and Social Recognition</td>
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<td>Personal Development</td>
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<td>Sense of Mission</td>
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<td>Sense of Belonging</td>
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<td>Discipline for Selling</td>
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<td>Meeting Established Standards</td>
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<td>Doing Things Right</td>
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<td>Attention to Policies and Procedures</td>
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<td>Meeting Schedules/Deadlines</td>
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Understanding Sample’s Critical Thinking Decision Pattern

“Measuring what was thought to be unmeasurable!”

The Critical Thinking scores in this report are built on the Nobel Nominated research of Dr. Robert S. Hartman which discovered that humans have a consistent decision making pattern which can be measured. Because decisions or choices precede action and action translates into results, this decision making measurement allows us to predict a person’s probable performance with a great deal of precision.

View the components that empower Sample’s unique decision making pattern. The human mind evaluates and organizes EVERYTHING via 6 separate but integrated views – 3 are workplace focused (empathy, practical thinking and systems judgment) and 3 are internally focused (self-esteem, role awareness and self-direction). Each view has an element of CLARITY or UNDERSTANDING and an element of BIAS/ATTENTION or IMPORTANCE. These 12 bi-modal views (6 dimensions X 2 views each) combine to form the strength, i.e., clarity and bias/attention that form this person’s critical thinking and their evaluative judgment. The integrated descriptors reflecting this person’s pattern are shown in red.

Here is Sample’s decision making pattern:

<table>
<thead>
<tr>
<th>Component</th>
<th>Sample’s Score</th>
<th>Description</th>
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<tbody>
<tr>
<td>Empathy – Knowing how your decisions impact OTHERS.</td>
<td>CRYSTAL CLEAR with a negative, inattentive bias. View how YOUR concern for other people’s reactions will influence your decisions: KEENLY PERCEPTIVE CAUTIOUSLY DISCRETE INTUITIVE.</td>
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<tr>
<td>Practical Thinking – Knowing how your decisions impact RESULTS.</td>
<td>VISIBLE with a negative, inattentive bias. View Sample’s valuation of how available alternative choices will impact the results: INDIVIDUALISTIC ORIGINAL INVENTIVE SKEPTICAL PRAGMATIC.</td>
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<td>System Judgment – Knowing how your decisions will impact RULES.</td>
<td>VISIBLE with a negative, cautious bias. View how the “rules”, structure and policy will influence your decisions: INDIVIDUALISTIC ORIGINAL SKEPTICAL REACTIVE.</td>
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<tr>
<td>Self-Esteem – Knowing how your decisions will impact YOU.</td>
<td>CLEAR with a positive, attentive bias. View how Sample views, understands and appreciates their own unique value. BALANCED ATTENTIVE TO INNER SELF WORTH.</td>
<td></td>
</tr>
<tr>
<td>Role Awareness – Knowing how your decisions will impact your Current Life Role(s).</td>
<td>CLEAR with a negative, inattentive bias. View how Sample believes their current role is supporting and contributing to their workplace satisfaction: SOCIAL/ROLE TRANSITION QUESTIONING INDECISIVE UNCERTAIN.</td>
<td></td>
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<tr>
<td>Self-Direction – Knowing how your decisions will impact your FUTURE.</td>
<td>CLEAR with a positive, attentive bias. View how Sample believes their choices and circumstances will achieve the future they want for themselves: PERCEPTIVE PERFECTIONISTIC IDEALISTIC PERSISTENT INSISTENT.</td>
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</table>
Critical Thinking Scoring Legends

“How one’s clarity and bias combine to form every decision!”

Clarity = Understanding

1. Crystal Clear – Excellent understanding of the capacity.

2. Clear Clarity - Good understanding.

3. Unconventional Clear Clarity – Good understanding that has a creative “out of the box” perspective.

4. Visible Clarity – Some aspects ARE visible and some aspects are invisible – subject to errors in judgment.

5. Transition Clarity – Poor understanding with questions and confusion.

Bias/Attention = Importance of the clarity

Inattentive [Double Negative (- -)] bias = Little importance

Cautious [Single Negative (-)] bias = May not rely upon this view as a strength when making decisions.

Attentive [Single Positive (+)] bias = Considered important without losing balanced perspective.

Over Attentive [Double Positive] bias = Likely pay too much attention to this view. It will be considered VERY important.
Sample’s Internal Motivators/Drivers

View the hierarchy and strength of the MOST INFLUENTIAL internal motivators or drivers that identify Sample’s ‘personal agenda.’ These motivators uniquely combine to identify the ‘ACTION STEPS’ that will shape and influence priorities and decision tactics.

1. **Aesthetic** (+) Prioritize solutions that support and sustain an acceptable ratio for the "work-life balance."

2. **Economic** (-) Prioritize solutions that deliver an exceptional work product & a high level of service to others.

3. **Power** (-) Prioritize solutions that bring a stabilizing force to teaming efforts.

4. **Individualistic** (-) Prioritize solutions that enable contribution and team support in group efforts.

Sample’s Behavior and Communication Style

**Primary Behavioral Style Overview:** Sample’s style reflects a person who follows his/her own path and will seek new projects and challenges. They tend to be self-reliant and like to solve their own issues without asking for help. This independence fosters innovation that is strongly advocated to others. Being in control is important and this style can push back if challenged. It carries high expectations for others and can be quite critical if the expected results lag. It can be seen as uncaring and sometimes, difficult to work with.

**Primary Communication Style Overview:** Sample communicates Real Risk cautionary (D level) critical thinking in an overall DIRECT and GUARDED style. The DIRECT style is emphatic, competitive and results oriented. The GUARDED style is private, specific and logical. Sample delivers their communication style in an overall determined and unconstrained manner. Others will likely view Sample as someone who has a "now oriented pace" that is keyed toward taking actions and achieving results and immediate goals, who is willing to make and defend tough and even unpopular decisions and who will not likely be deterred by potential restraints or procedures IF they are perceived to impede results.

Sample’s Key Behavioral Insights

**Emotional characteristic:** Will strive to meet their own needs in their own way.

**Goals:** Finding new opportunities and goals to achieve.

**How others are valued:** Based upon ability to create workable solutions that meet their personal standards.

**Influences group:** Will influence by setting a competitive fast paced agenda aimed at accomplishing results and by projecting personal power.

**Value to the organization:** Will avoid the "blame game" and will offer new and innovative solutions towards making progress and achieving results.

**Warning:** Can appear over controlling of others and outcomes in order to support and meet their own personal agenda.

**When under pressure:** Can become isolated and will push back hard if they are challenged or threatened or if they are denied new opportunities.

**Fears:** Losing control or being without meaningful challenges.
Sample’s Primary Communication Strengths:

Note: Your scores indicate:

- You are a competitive player, on and off the job.
- You are a quick and efficient problem solver.
- You bring innovative ideas and solutions.
- You are motivated to challenge yourself and others.
- You are self-reliant, with the ability and innovation to blaze new trails.
- You ask questions that challenge tradition.
- You deal directly, with an eye on the bottom-line.

Sample’s Performance Overview and Recommendations

General Performance: Ability to perform within the areas of expertise

Relying upon the areas of expertise and qualifications, Sample is an individual who can call upon cautionary (D level) critical thinking to resolve the core administrative problems, challenges and opportunities they encounter. Sample’s internal motivator hierarchy will filter/influence their choices and drive action steps that are based upon an acceptable ratio for the “work-life balance”, delivering an exceptional work product and level of service to others, providing a stabilizing force for teeming efforts, contributing team support in group efforts, helping and supporting others, pragmatic and mainstream approaches and a willingness to challenge the status quo. Sample delivers the motivated critical thinking pattern in an overall Emphatic and Task Oriented manner. Be aware that the following attitudes will typically be reflected in their decisions: Individualist, covertly does things their own way, ‘Chip on the shoulder’ attitude when things do not go their way. Depressive attitude toward the world, Optimistic about themselves, Cautious, reserved attitude toward others and Cautious, skeptical attitude toward getting things done.

Screening and Hiring: Ability to perform in a specific sales role

As you consider the impact that the three reliable performance multipliers summarized above will have on Sample's credentials, we would view Sample as a cautionary individual requiring a careful review of credentials and past performance who will likely deliver potentially problematic results in this role UNLESS the role requires their specific knowledge and industry experience and is supported by a documentable track record of past successes. Based upon the survey results, Sample believes that their innate natural talents and abilities are a workable fit but out of synch for their current role. Factor in this current role satisfaction as you consider new, expanded or alternative assignments for this individual.

Training & Development: Areas where Sample may need support

Note: Your scores indicate:

- You could use better “people skills” when it comes to motivating and managing others.
- You may make unnecessary changes simply to avoid routine.
- You may take on too much because you prefer to work in a pressure situation.
- You may overuse threats to persuade or motivate others.
- You can be a selective listener, hearing only what you want to hear.
- You tend to be a one-way communicator.
- You may be very critical and even sarcastic when others don’t measure up to your standards.

Teamwork: Sample should thrive in teaming opportunities that provide

- Highly specialized assignments and technical areas of responsibility.
- Public recognition for accomplishments.
- A democratic environment with participatory management.
- Complete explanations of areas of responsibility and control.
- Contact with groups, and opportunities to build a network of people.
- Projects requiring you to motivate and persuade people.
- An environment that supports your critical thinking skills.

The Executive Summary Measures and reports the key universal success multipliers that are very difficult, if not impossible to gather via the face to face interview. It is designed to be used in alliance with your typical evaluation of any individual’s credentials, job stability, references and track record of documentable past successes.
The first eleven (11) pages of this document comprise our unique, stand alone “Show me the Performance ANSWERS” Executive Summary report that identifies, measures and integrates the three (3) essential human performance factors that AMPLIFY or MULTIPLY the strength of any individual's credentials, hard skills or what they know how to do.

Built upon solid performance science, this is the “How to make Great People Decisions” human performance assessment that measures, melds and integrates any individual’s Critical Thinking Decision Making Capacity, their unique hierarchy and strength of internal motivation and their DISC behavior/communication style that measures HOW the individual will deliver or share their motivated critical thinking decisions (supported by their credentials and track record) with others...AND MORPHS THOSE MEASUREMENTS INTO A RELIABLE PERFORMANCE ANSWER.

While others provide you with lots of disconnected data points that YOU have to decode and decipher, the eleven (11) page Executive Summary provides you with easy to read and easy to understand ANSWERS!

Pages 13 – 72 (Supporting Documents)

The remaining pages provide you with the supporting documents that present the expanded details of the Harvard based research into Human Motivation or Drivers as well as the powerful communication insights available via the DISC style report. This includes the integrated 12 factor analysis that presents how each of the PRIMARY DISC factors is impacted by the other three.
DISC Sales and Motivators

A Dual Evaluation of Behavioral & Motivational Styles

Report For: Sample Report
Focus: Work
Date: 1/19/2019
Introduction to the DISC & Motivators Combined Report

Research shows that the most successful people share the common trait of self-awareness. They’re able to more quickly recognize situations that will make them more successful. With this personalized and comprehensive DISC and Motivators combined report, you have tools to help you become a better you.

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.

Remember:
- DISC measures observable behavior and emotion.
- Motivators shows the values that drive our behavior and emotion.

When our DISC and MOTIVATORS are in alignment, we have personal synergy. When our DISC and MOTIVATORS are not in alignment, we experience personal conflict or tension.

How to Use This Report

With this personalized and comprehensive DISC and Motivators combined report, you have tools to help you become a better you. The report is divided into 3 parts:

- Part II focuses on understanding each of the DISC styles through identifying characteristics, including the tendencies of each behavioral style. It also introduces the 7 Motivators that drive our behaviors and the definitions of each

- Part III reveals what makes you unique, through greater understanding of your own behavioral tendencies and blend of motivators.

- Part VI explores adaptability and offers actionable recommendations for you and others who interact with you, helping you use this information as effectively as possible for immediate results.
PART II - UNDERSTANDING DISC & MOTIVATORS

DISC STYLES

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. As you begin to explore the DISC styles and see them in your own life and in your relationships, keep in mind the following:

BEHAVIOR DESCRIPTORS OF EACH STYLE

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<thead>
<tr>
<th>DOMINANCE</th>
<th>INFLUENCE</th>
<th>STEADINESS</th>
<th>CONSCIENTIOUS</th>
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<tbody>
<tr>
<td>Decisive</td>
<td>Charming</td>
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<td>Competitive</td>
<td>Confident</td>
<td>Friendly</td>
<td>Precise</td>
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<tr>
<td>Daring</td>
<td>Convincing</td>
<td>Good Listener</td>
<td>Analytical</td>
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<tr>
<td>Direct</td>
<td>Enthusiastic</td>
<td>Patient</td>
<td>Compliant</td>
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<td>Innovative</td>
<td>Inspiring</td>
<td>Relaxed</td>
<td>Courteous</td>
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<td>Persistent</td>
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<td>Sincere</td>
<td>Diplomatic</td>
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<td>Detailed</td>
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<tr>
<td>Problem Solver</td>
<td>Sociable</td>
<td>Steady</td>
<td>Fact Finder</td>
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<tr>
<td>Results Oriented</td>
<td>Trusting</td>
<td>Team Player</td>
<td>Objective</td>
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PACE AND PRIORITY: Two main sources of tension between the styles

**PACE**
- *Direct, Fast-Paced* vs. *Indirect, Slower-Paced*

**PRIORITY**
- *Guarded, Task-Oriented* vs. *Open, People-Oriented*

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

---

**SLOWER-PACED TASK-ORIENTED**

**FASTER-PACED TASK-ORIENTED**

**SLOWER-PACED PEOPLE-ORIENTED**

**FASTER-PACED PEOPLE-ORIENTED**
MOTIVATORS

Research shows that the most successful people share the common trait of self-awareness. They’re able to more quickly recognize situations that will make them more successful. As such, it’s easier for them to find ways of achieving objectives that resonate and align with their motivations. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

Motivation helps influence behavior and action. It is vital for superior performance to ensure that your motivations are satisfied by what you do to drive your passion, reduce fatigue, and inspire you.

The Motivators assessment is the result of Dr. Eduard Spranger’s and Gordon Allport’s combined research into what drives and motivates an individual. The dimensions of value discovered between these two researchers identify the reasons that drive an individual to utilize their talents in the unique way they do. These pages will help you understand your motivations and drivers, providing a clear course on how to maximize your performance by achieving better alignment with your passion for what you do and your behavior.

The Elements of the Motivation Index

This Motivation Index is unique to the marketplace in that it examines seven independent and unique aspects of motivation. Most similar instruments only examine six dimensions of motivation by combining the Individualistic and Power into one dimension. This assessment remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique drivers.

The Seven Dimensions of Motivation measured in this report are:

- **Aesthetic** - A drive for balance, harmony and form.
- **Economic** - A drive for a return on investment.
- **Individualistic** - A drive to stand out as independent and unique.
- **Power** - A drive to be in control or have influence.
- **Altruistic** - A drive to help others at the expense of self.
- **Regulatory** - A drive to establish order, routine and structure.
- **Theoretical** - A drive for knowledge, learning and understanding.
PART III - UNDERSTANDING YOURSELF

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.

MOTIVATORS describe you based on your values and beliefs. Understanding motivation helps reveal your preferences and why you do what you do. It is vital for aligned, superior performance that our motivators are satisfied by what we do.

Through this report you have an opportunity to discover (observe and evaluate) your behavioral responses in various environments and examine your unique values and what drives you to behave in the ways you do. You can explore your actions and reactions (and the actions and reactions of others) in a variety of situations and contexts to determine the most effective communication strategy or course of action to be sure you are living in alignment and able to express your best self.
DISC General Characteristics

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

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 have many ideas and opinions of your own and a high degree of confidence in those ideas. It might be said that people who score like you tend to have a rather visible ego presence. However, those who are able to manage this can nevertheless thrive in a more people-friendly work climate.

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 tend to be more of a doer than a dreamer. Some people dream of making things happen, but you prefer to work hard to effect change. If something needs to be done, you'll roll up your sleeves and do it.

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.

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 very direct and straightforward in communicating with others. You score like those who speak their minds, tell it like it is, and prefer bottom-line closure to ambiguity. You like to get things done quickly, and that includes conversations. You tend not to "sugar-coat" the message with unnecessary fluff.
Your Behavioral Style: Producer

Sample’s style reflects a person who follows his/her own path and will seek new projects and challenges. They tend to be self-reliant and like to solve their own issues without asking for help. This independence fosters innovation that is strongly advocated to others. Being in control is important and this style can push back if challenged. It carries high expectations for others and can be quite critical if the expected results lag. It can be seen as uncaring and sometimes, difficult to work with.

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

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

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

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

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**WORD SKETCH - Natural Style**

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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)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.

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DISCstyles Graphs 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 need to display to be successful in your focus situation**. 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. It is often a better indicator of the “real you” and your “knee jerk”, inherent behaviors. This is how you would choose to behave when you are most comfortable and there are no additional considerations or influences on your behavior. 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 over a long period of time because you are using behaviors that are not as comfortable or natural for you.

The higher or lower each D, I, S, C point is on your graph, the greater or lesser that 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

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

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


Supportive & Persuasive, Good Team Player, Creates Good Will & provides Good Customer Service.

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

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

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

Very Outgoing & Persuasive, Very People Oriented, Quite Optimistic Outlook, Strong Communication Skills, Likes to have Variety in their day.

= Natural Behavioral Style
★ = Adapted Behavioral Style
MORE ABOUT YOUR DISC STYLE

In this portion of the report, you’ll learn more about your DISC style behavioral tendencies and emotions. This information can be useful in helping you understand your own behavior, and also support you in learning about and understanding others more effectively.

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:**

- Be prepared to handle some objections.
- Stick to business matters only.
- Ask "what"-oriented questions that close the issue or topic.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don’t plan on using all of them. Have the material with you as support.
- When you disagree, take issue with the methods or procedures, not with the person.
- Offer specific evidence about the probability of success or effectiveness of options.
- Be clear in your explanations.

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

- Forget or lose things necessary for the meeting or project.
- Make guarantees and assurances when there is a risk in meeting them.
- Be sloppy or disorganized.
- Let it reflect on Sample personally when in disagreement.
- Engage in rambling discussion, and waste Sample’s time.
- Make decisions for Sample.
- Leave loopholes or vague issues hanging in the air.
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:*
- Procedures that support a quality initiative and have the flexibility to be changed when necessary.
- Receiving complete explanations of systems and processes that impact the work environment.
- Environments in which changes are made in a controlled way, and only when necessary.
- Awards that recognize ability, competence, or achievements.
- Security in knowing that the products and services are of the highest quality.
- A supportive and encouraging working environment.
- Assignments that allow for a variety of interpersonal contact and mobility.

*People With Patterns Like You Tend to Need:*
- To understand the results that are expected of you, and to be judged on the results, rather than the methods used to achieve the results.
- Straight-forward, direct communication.
- To win people over by displaying a greater empathy for others.
- To negotiate commitments on a face-to-face basis. This helps maintain clarity and mutual responsibility.
- To curb intensity in less urgent situations.
- To delegate routine or detailed tasks after you have mastered them in order to increase efficiency.
- To engage in a proactive confrontation when someone disagrees with your methods or ideas. This is preferable to sowing seeds of discontent behind one's back.
What You Bring to the Organization

This page provides useful insights for a job or as you work together on a team or family project. These are the talents and tendencies you bring. When used in environments that you are most effective in, you are likely to be self-motivated to accomplish great things. It is possible that you may not always be in an environment that allows you to be your best. We recommend you speak with your leader to see what can be incorporated into your current environment to help maintain your motivation. Check the two most important strengths, the two most important work style tendencies and the two most important environmental factors and transfer them to the Summary of Your Style page.

Your Strengths:

- You are a competitive player, on and off the job.
- You are a quick and efficient problem solver.
- You bring innovative ideas and solutions.
- You are motivated to challenge yourself and others.
- You are self-reliant, with the ability and innovation to blaze new trails.
- You ask questions that challenge tradition.
- You deal directly, with an eye on the bottom-line.

Your Work Style Tendencies:

- When urgency reaches a high point, you can work with the team to restore comfort, while also obtaining good results.
- On difficult projects, you may become somewhat impatient or aggressive under pressure.
- On the job, you bring a high degree of optimism and a strong desire to win.
- You want to be perceived as someone with the ability to take the seed of an idea and develop it into a successful solution.
- You tend to be considerate of others on the team and are persuasive without being demanding.
- You have the ability to handle both the "people side" and the detail side of a project with equal skill and confidence.
- You show a special ability to help others on the team visualize the activities necessary to obtain success in a complex project.

You Tend to Be Most Effective In Environments That Provide:

- Highly specialized assignments and technical areas of responsibility.
- Public recognition for accomplishments.
- A democratic environment with participatory management.
- Complete explanations of areas of responsibility and control.
- Contact with groups, and opportunities to build a network of people.
- Projects requiring you to motivate and persuade people.
- An environment that supports your critical thinking skills.
The D Style

Under Stress - Perceptions, Behavior and Needs for the D

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:
- Resourceful
- Independent
- Confident
- Assertive

Under Stress, May be Perceived by Others:
- Controlling
- Belligerent
- Manipulative
- Self-centered

Under Stress You Need:
- Control of the situation and yourself
- A fast pace for moving toward goals
- Tangible evidence of progress

Your Typical Behaviors in Conflict:
- You generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.
- Your anger is directed at the situation and the lack of desired results, not at anyone, personally. However, your outbursts and behaviors may appear to be a personal attack. You tend to react quickly and often may fail to choose your words appropriately.

Strategies to Reduce Conflict and Increase Harmony:
- You need to take time to express your ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying your message up front will result in more efficient operations later.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary. When using someone’s suggestion, acknowledge that person
- Avoid creating controversy or “stirring up the pot” just to keep things interesting. This may increase your own energy for the task; however, it is likely to have a serious negative effect on many others.
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 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 could use better “people skills” when it comes to motivating and managing others.
- You may make unnecessary changes simply to avoid routine.
- You may take on too much because you prefer to work in a pressure situation.
- You may overuse threats to persuade or motivate others.
- You can be a selective listener, hearing only what you want to hear.
- You tend to be a one-way communicator.
- You may be very critical and even sarcastic when others don’t measure up to your standards.
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>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personal Drive</strong></td>
<td>Self-Driven</td>
<td>Situational</td>
</tr>
<tr>
<td>How this individual's own goals move things forward.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Self-Reliance</strong></td>
<td>Directive</td>
<td>Collaborative</td>
</tr>
<tr>
<td>How this individual works within a team.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Providing Instruction</strong></td>
<td>Directive &amp; Compulsive</td>
<td>Reserved &amp; Detailed</td>
</tr>
<tr>
<td>How this individual dictates directions and expectations.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Accuracy</strong></td>
<td>Situational</td>
<td>Precision</td>
</tr>
<tr>
<td>How this individual focuses on correctness and exactness.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Customer &amp; Team Interaction</strong></td>
<td>Situational</td>
<td>Engaging</td>
</tr>
<tr>
<td>How this individual engages with customers and stakeholders, internal and external.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reasoning</strong></td>
<td>Situational</td>
<td>Situational</td>
</tr>
<tr>
<td>How this individual uses evidence to think through and solve problems.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expressing Openness</strong></td>
<td>Situational</td>
<td>Situational</td>
</tr>
<tr>
<td>How this individual is most comfortable expressing themselves.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Careful Decision Making</strong></td>
<td>Situational</td>
<td>Impulsive</td>
</tr>
<tr>
<td>How this individual approaches decisions and actions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Work Process Alignment</strong></td>
<td>Situational</td>
<td>Accuracy</td>
</tr>
<tr>
<td>How this individual focuses on process to follow through on work.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Prioritizing</strong></td>
<td>Results</td>
<td>Rules</td>
</tr>
<tr>
<td>How this individual determines the order for dealing with items or tasks based on established rules and structure.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Building Rapport</strong></td>
<td>Results-Focused</td>
<td>Relationships-Focused</td>
</tr>
<tr>
<td>How this individual focuses when interacting with others.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Change Resistance</strong></td>
<td>Drives Change</td>
<td>Situational</td>
</tr>
<tr>
<td>How this individual resists engaging with change.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.

### Personal Drive

**Natural (HM):** You are somewhat self-determined, often focused on taking actions that achieve results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.

**Adapted (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.

### Self-Reliance

**Natural (HM):** You are quite results driven, focused on accomplishing things quickly and efficiently and are likely to do so mostly independently and directly. You will likely do your best work independently when you can manage your productivity and efficiency autonomously. Be sure you are not distancing yourself too much.

**Adapted (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.
<table>
<thead>
<tr>
<th>Situational</th>
<th>Providing Instruction</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Natural (HM):</strong></td>
<td>You are somewhat direct and results-focused, and may prefer to set the course and direct others, rather than following the set expectations.</td>
</tr>
<tr>
<td><strong>Adapted (LM):</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Accuracy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Natural (MOD):</strong></td>
</tr>
<tr>
<td><strong>Adapted (HM):</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customer &amp; Team Interaction</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Natural (MOD):</strong></td>
</tr>
<tr>
<td><strong>Adapted (HM):</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reasoning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Natural (MOD):</strong></td>
</tr>
<tr>
<td><strong>Adapted (MOD):</strong></td>
</tr>
</tbody>
</table>
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 (MOD):** Consistent with natural style

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 (LM):** 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.

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 (LM):** 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.
Prioritizing

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

Adapted (HM): 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.

Building Rapport

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

Adapted (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.

Change Resistance

Natural (LM): You are likely to be more firm in times of change, preferring to lead and direct activities focused on results and solutions. You are likely to respond/interact in change by driving action and facing it head on as it comes. You may even want to change things just to see how it can be different. Sometimes keeping things consistent is good too.

Adapted (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.
Summary of Sample Report’s DISC 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.
### Summary of Sample's Motivation

<table>
<thead>
<tr>
<th>Values</th>
<th>Score/Ranking</th>
<th>Percentile Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aesthetic</td>
<td>63</td>
<td>1</td>
</tr>
<tr>
<td>Economic</td>
<td>50</td>
<td>2</td>
</tr>
<tr>
<td>Individualistic</td>
<td>50</td>
<td>4</td>
</tr>
<tr>
<td>Power</td>
<td>46</td>
<td>3</td>
</tr>
<tr>
<td>Altruistic</td>
<td>50</td>
<td>5</td>
</tr>
<tr>
<td>Regulatory</td>
<td>45</td>
<td>7</td>
</tr>
<tr>
<td>Theoretical</td>
<td>53</td>
<td>6</td>
</tr>
</tbody>
</table>

1. The **lightly colored, shaded area** for each Motivator highlights the **majority of the population's scores**. This means that if you took a normal sample of motivator scores and ranked the scores from 1 – 100, you can expect that a majority of the scores would fall inside the shaded area. This indicates if most of the population scores higher or lower in the dimension. Are you similarly driven in your Motivators as most others are?

2. The **norm box** (small box plot) represents the **AVERAGE** scoring range. The scores inside this box represent the scores of people who are **more like everyone else** (therefore, it is considered **normal**). When your score falls inside the norm box, it is **situational**; you consistently ranked the statements of that dimension **both high and low**.

3. The **line in the center** of the box plot represents the **median score**. Like the median in a road, the median divides the range of scores into equal halves. 50% of the scores are above the median line and 50% of the scores fall below the median line.

4. The **colored bar is aligned to your score from 1-100**. These reveal the **level of importance** of that motivator to you. Higher numbers mean you consistently ranked the motivator as **more important** & lower numbers mean the motivator was consistently ranked **less important**. The number also reveals placement in **Very Low, Low, Average, High and Very High**. The people who score within each group share common traits and descriptions (i.e. those who have **Very Low** scores will share common values with one another).

5. Your **ranking** reveals **how influential the Motivators are to your behavior and decisions in order from 1-7**. Keep in mind that some Motivators have relationships with other Motivators that strengthen them, but this is a true 1 through 7 ranking based on which are individually most impactful.
A Closer Look at the Seven Motivator Dimension Scores
Each descriptor below reveals your preference for shaping behavior and indicates what energizes you.

<table>
<thead>
<tr>
<th>Motivator</th>
<th>Low Score Energized by...</th>
<th>High Score Energized by...</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aesthetic</strong></td>
<td><strong>Grounded</strong>&lt;br&gt;Pragmatic and tangible approaches that bring concrete and reliable results.</td>
<td><strong>Eccentric</strong>&lt;br&gt;Achieving equilibrium and harmony between the world around you and yourself.</td>
</tr>
<tr>
<td><strong>Economic</strong></td>
<td><strong>Satisfied</strong>&lt;br&gt;Less competitive approaches and being more satisfied with what you already have.</td>
<td><strong>Self-Mastered</strong>&lt;br&gt;Self-interest, economic gains, and achieving real-world returns on efforts.</td>
</tr>
<tr>
<td><strong>Individualistic</strong></td>
<td><strong>Secure</strong>&lt;br&gt;Not seeking the limelight, keeping ideas to yourself, and less likelihood of self-promotion.</td>
<td><strong>Unrestricted</strong>&lt;br&gt;Expressing your autonomy and freedom from others’ ideas and protocols.</td>
</tr>
<tr>
<td><strong>Power</strong></td>
<td><strong>Submissive</strong>&lt;br&gt;Supporting other people’s efforts and a less focused approach to owning your own personal space.</td>
<td><strong>Domineering</strong>&lt;br&gt;Directing and controlling people, environments, and personal spaces.</td>
</tr>
<tr>
<td><strong>Altruistic</strong></td>
<td><strong>Self-Focused</strong>&lt;br&gt;Focusing on personal wants and needs and taking a more suspicious stance towards the moves of others.</td>
<td><strong>Pushover</strong>&lt;br&gt;Helping and eliminating pain and suffering of others at personal cost.</td>
</tr>
<tr>
<td><strong>Regulatory</strong></td>
<td><strong>Defiant</strong>&lt;br&gt;Remaining independent of as opposed to depending on the restrictive ideas of others.</td>
<td><strong>Black &amp; White</strong>&lt;br&gt;Establishing routine, order, and setting boundaries for yourself and others.</td>
</tr>
<tr>
<td><strong>Theoretical</strong></td>
<td><strong>Dis-Interested</strong>&lt;br&gt;A more dismissive view of gathering new information and discovery while relying more on your natural instincts and past experiences for answers.</td>
<td><strong>Scholarly</strong>&lt;br&gt;Activities towards knowing everything that can be known about what you believe to be important and truthful.</td>
</tr>
</tbody>
</table>
Details of Sample's Motivation

- **Aesthetic - Very High**
  You tend to think “alternatively” and will likely seek personal fulfillment, creative alternatives, and peace of mind rather than the status quo.

- **Economic - Average**
  You will balance yourself between being satisfied with what you have and a need for more.

- **Individualistic - Average**
  You can both lead and follow and can be flexible between taking a stand or sitting quietly.

- **Power - Low**
  You are a better collaborator and won’t likely seek position power or authoritative roles.

- **Altruistic - Average**
  You are able to balance your own needs and the needs of others on the team.

- **Regulatory - Average**
  You understand structure but will not be bound by another’s idea if it does not work for you.

- **Theoretical - Average**
  You can rely on both new information and what has worked in the past when making decisions.
Sample's Motivator Word Matrix

<table>
<thead>
<tr>
<th>Eccentric</th>
<th>Self-Mastered</th>
<th>Unrestricted</th>
<th>Domineering</th>
<th>Pushover</th>
<th>Black &amp; White</th>
<th>Scholarly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impractical</td>
<td>Maximized</td>
<td>Independent</td>
<td>Forceful</td>
<td>Sacrificial</td>
<td>Fixed</td>
<td>Fact-Finder</td>
</tr>
<tr>
<td>Unconventional</td>
<td>Competitive</td>
<td>Self-Reliant</td>
<td>Authoritative</td>
<td>Accommodating</td>
<td>Systemic</td>
<td>Studious</td>
</tr>
<tr>
<td>Divergent</td>
<td>Incentivized</td>
<td>Creative</td>
<td>Controlling</td>
<td>Obliging</td>
<td>Orderly</td>
<td>Investigative</td>
</tr>
<tr>
<td>Imaginative</td>
<td>Practical</td>
<td>Balanced</td>
<td>Directive</td>
<td>Supportive</td>
<td>Disciplined</td>
<td>Inquisitive</td>
</tr>
<tr>
<td>Sensible</td>
<td>Judicious</td>
<td>Cooperative</td>
<td>Influential</td>
<td>Helpful</td>
<td>Open-Minded</td>
<td>Reflective</td>
</tr>
<tr>
<td>Realistic</td>
<td>Relaxed</td>
<td>Accommodating</td>
<td>Supportive</td>
<td>Self-Protective</td>
<td>Flexible</td>
<td>Street Smart</td>
</tr>
<tr>
<td>Practical</td>
<td>Aloof</td>
<td>Supportive</td>
<td>Yielding</td>
<td>Suspicious</td>
<td>Independent</td>
<td>Intuitive</td>
</tr>
<tr>
<td>Real World</td>
<td>Apathetic</td>
<td>Apprehensive</td>
<td>Passive</td>
<td>Distrusting</td>
<td>Spontaneous</td>
<td>Surface Analyzer</td>
</tr>
<tr>
<td>Grounded</td>
<td>Satisfied</td>
<td>Secure</td>
<td>Submissive</td>
<td>Self-Focused</td>
<td>Defiant</td>
<td>Dis-interested</td>
</tr>
</tbody>
</table>

This charting of your descriptors provides a better sense of what drives your motivation.

The motivator word matrix translates your numeric score into a one-word description and places each word in a relative position to other descriptors.

By labeling your numeric score with one word you can better understand, describe and locate your motivator orientation.
Your Aesthetic Motivator - Very High

The Aesthetic Motivator: Strong desire and need to achieve equilibrium between the world around us and ourselves (within) while creating a sustainable work/life balance between the two. Creative, imaginative, arty, mystical and expressive, this style may redefine or resist real world approaches to current challenges.

Universal Assets:
- You support creativity in others and promote form and harmony in the work environment.
- You may like rewards that are not always attached to economic rewards, and may include other types of appreciation.
- You may prefer some solitary time to allow personal “re-balancing” or reflection.
- You will utilize creativity and artful expression to persuade or influence others.

Driving Intuitions:
- You support willingness to bring form or harmony to haphazard systems or workspace areas.
- You don’t allow others to over-use or abuse your creative nature.
- You offer ample opportunity for adjustments in surroundings and approaches to getting things done.
- You allow for outside activities other than strictly work related all the time.

Critical Advantages:
- You will bring a creative outside view to discussions.
- For you, form may hold more interest than function.
- You enjoy bringing people together who share common interests.
- You are able to defuse a tense situation with a humorous quip or comment.

Growth Opportunities:
- You could use the creative mode as a safety blanket to avoid having to be overly practical.
- You may need to focus on the practical or economic side of an issue more frequently.
- You could benefit from being a little more pragmatic.
- Remember that it is OK that some don’t appreciate artistry, balance or harmony as much as you.

Learning Paths:
- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other’s needs and interests.
- As you learn new things in training or professional development, attempt to link those to your ability to see new or creative solutions in the future.
Your Economic Motivator - Average

Universal Assets:
• This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to.
• The pattern of responses when compared to others in the business community indicates that there would be no visible "greed factor" in the interaction you have with others.
• The drive and motivational factors which tend to lead people who score like you should be measured against other peaks on the Values graph.
• Since the majority of people score near the mean, this indicates an economic motivation much like that of the average American businessperson.

Driving Intuitions:
• Remember that your score range is near the national mean for Economic drive and that you don't score as an extremist on this scale.

Critical Advantages:
• What motivates people who score like you? It's more than money alone; it's some of the other peaks that occur on the Values graph.
• You are a good team player in helping others with projects and initiatives without requiring an economic return of your own.
• You are not an extremist and therefore a stabilizing force when economic issues emerge.
• You are able to balance both needs and perspectives of those with substantially different economic drives.

Growth Opportunities:
• You should assist in those areas or projects where there may be greater financial reward.
• You should allow space for those with higher economic drive factors to demonstrate their strengths or voice their ideas.
• If there is already a level of economic comfort, you may need to allow greater voice to those who haven't yet achieved their own economic comfort zone.
• There may be times when you may need to take a stronger stand on some issues related to economic drives or incentives.

Learning Paths:
• You typically don't come to the training session asking, 'How much more am I going to earn as a result of this course?'
• You may be somewhat flexible in preferences both cooperative and competitive learning activities.
• Because your score is near the national mean, please check other Values graph peaks and troughs to obtain additional professional development insights.
• Your score is like those who engage in training and development activities in a supportive manner.
Your Individualistic Motivator - Average

Universal Assets:
- You show the ability to take a leadership role when asked and also to be supportive team member when asked.
- You are generally not considered an extremist on ideas, methods, or issues in the workplace.
- You have the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- Those who score like you would probably not be considered controversial in their workplace ideas or transactions.

Driving Intuitions:
- Remember that you score like those with a high social flexibility, that is, you can assume an appropriate leadership role for a team, or be a supportive team member as the situation requires.
- Remember that you show the ability to get along with a wide variety of others, without alienating those with opinions in extreme positions on the spectrum.
- You act as a balancing or stabilizing agent in a variety of team environments.
- You bring an Individualistic drive typical of many professionals, i.e., near the national mean.

Critical Advantages:
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- You may be considered flexible and versatile without being an extremist.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.
- You are able to follow or lead as asked.

Growth Opportunities:
- Without necessarily picking sides, you may need to take a stand on some issues related to individual agendas.
- To gain additional insight, you should examine other values drives to determine the importance of this Individualistic drive factor.
- You should allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- You should avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.

Learning Paths:
- You are able to be a flexible participant in training and development programs.
- You tend to enjoy both team-oriented and individual or independent learning activities.
- You will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Because this score is near the national mean, please check other higher and lower Values areas to obtain additional insight into learning preferences.
**Your Power Motivator - Low**

### Universal Assets:
- You have the ability to take or leave the control-factors of group leadership roles.
- You are able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.
- A score near the mean indicates that the Political (power seeking) drive is not your primary motivational factor.
- You may be seen as a stabilizing force in day-to-day team operations.

### Driving Intuitions:
- Don’t forget that you have the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- You bring a power seeking drive typical of many business professionals, since your score is very near the national mean on this scale.
- Give your input to the team in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and motivating.

### Critical Advantages:
- You bring flexibility to the team. Able to lead when asked, but able to support when asked as well.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the higher and lower Political individuals on the team.
- You are perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.

### Growth Opportunities:
- You may need to shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, you may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continuous improvement.

### Learning Paths:
- You score like those who are supportive in a variety of work activities and development.
- You will respond with flexibility to either cooperative or competitive team activities.
- You score like those who participate openly in training activities without trying to dominate the event.
- You show ability to lead a training event as well as support and participate.
Your Altruistic Motivator - Average

Universal Assets:
- You are able to see the points of view from both the higher and lower Altruistic score locations.
- You have a good sense for when to freely help others and when to say "No."
- You will not create an imbalance between your own needs and those of others.
- You can be a good mediator between those who give too much and those who don't give enough.

Driving Intuitions:
- You are practical in how much to help others versus other objectives.
- You possess a healthy balance between a self focus and a focus on others.
- You will strike a moderate level of giving and taking in interactions with others.
- You have a very typical level of appreciation for others relative to the general working world.

Critical Advantages:
- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one’s own self too much.
- You are willing to pitch in and help others as needed.

Growth Opportunities:
- You will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and deliver a business benefit as well.
- You should respect those who may not share your interest in understanding or benefiting others.

Learning Paths:
- You would be more motivated by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both your own personal gain and some altruistic aspect as well.
- You are likely supportive of the trainers themselves.

The Altruistic Motivator: An expression of the need or energy to benefit others at the expense of self. At times, there’s genuine sincerity in this dimension to help others, but not always. Oftentimes an intense level within this dimension is more associated with low self-worth.
Your Regulatory Motivator - Average

Universal Assets:
- You think flexibility and creativity are good as long as they are not out of control.
- You are likely to have your own specific "way" of doing many things.
- You respect tradition a lot.
- You believe in sticking to what works.

Driving Intuitions:
- Work quickly to correct missing needs or inaccuracies to maintain productivity.
- You should avoid disrupting your schedules and flow unnecessarily.
- You prefer a structured and routine environment to work in.
- Be patient when introducing new concepts or procedures. Give ample to adapt.

Critical Advantages:
- You maintain timelines and meet deadlines.
- You maintain focus throughout projects.
- You are efficient and effective in organizing tasks and most work.
- You take pride in things that support tradition like national history, honor, duty.

Growth Opportunities:
- Explore a little. Discovering new ways to do things can be rewarding.
- You shouldn't get too hung up on the rules.
- You should realize that others have their own way of doing things too and be open to that.
- When in a high change environment, remember to be flexible.

Learning Paths:
- You will prefer learning activities that are structured and detailed.
- You are a well disciplined learner.
- You like to understand the why behind the what when learning new things.

The Regulatory Motivator: A need to establish order, routine and structure. This motivation is to promote a black and white mindset and a traditional approach to problems and challenges through standards, rules, and protocols to color within the lines.
Your Theoretical Motivator - Average

The Theoretical Motivator: The desire to uncover, discover, and recover the "truth." This need to gain knowledge for knowledge sake is the result of an “itchy” brain. Rational thinking (frontal lobe), reasoning and problem solving are important to this dimension. This is all about the “need” to know why.

Universal Assets:
- You like to develop quick utilities or procedures that are a new way to look at existing job responsibilities.
- You may prefer learning-based events or conferences over a small economic incentive.
- You may be attracted to new and cutting-edge ideas and concepts.
- You are willing to take risks to learn something new.

Driving Intuitions:
- Identify your interests and seek related information. Topical mail, brochures, and info-sheets... don’t throw them into the recycle bin.
- You can be a constructive critic for new ideas or when evaluating existing projects and protocol.
- If there is a learning-based event to be planned, be certain you are involved. If there is an external learning-based event on the calendar, be certain you have the opportunity to attend.
- You sometimes prefer incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.

Critical Advantages:
- When others (internal or external) have a question, even if you aren't familiar with it, you can usually create solutions.
- You have a stable, knowledge-driven ethic.
- Others on the team may seek you out to answer their questions because they know of your strong knowledge base.
- You know a little about most everything and are conversant about it.

Growth Opportunities:
- You score like some who need coaching on time management.
- Your sense of urgency may vacillate, depending on the intellectual importance you assign to the issue.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.
- You don’t rush from one learning experience to another. You make certain there are some practical applications.

Learning Paths:
- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off the job.
Summary of Sample Report’s Motivators

Encourage others to complete their own Motivators 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 this information. Complete the worksheet below from the previous pages of this report.

MOST INFLUENTIAL ORDER OF MOTIVATORS
1._______________________________________________________________________
2._______________________________________________________________________
3._______________________________________________________________________
4._______________________________________________________________________
5._______________________________________________________________________
6._______________________________________________________________________
7._______________________________________________________________________

MOTIVATOR NEEDS (Scores over 85)
1._______________________________________________________________________
2._______________________________________________________________________

MOTIVATOR RISKS (Scores below low teens)
1._______________________________________________________________________
2._______________________________________________________________________

MOST IMPORTANT TO KNOW ABOUT MY MOTIVATORS COMBINATION
1._______________________________________________________________________
2._______________________________________________________________________
3._______________________________________________________________________
PART IV UNDERSTANDING OTHERS AND ADAPTABILITY

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.

DISC ADAPTABILITY

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

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

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.

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.

Important:
- 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.

Adaptability is dependent on recognizing another’s person’s behavioral style.

To quickly determine someone’s style, ask these 2 questions & based on the answers, adapt accordingly:

1. Are they DIRECT or INDIRECT in their communication?
2. Are they GUARDED or OPEN in their communication?

<table>
<thead>
<tr>
<th>Direct Style: D or I</th>
<th>Guarded Style: D or C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enthusiastic, competitive and results focus, fast paced</td>
<td>More private, specific, logical and analytical, task focus</td>
</tr>
<tr>
<td>Indirect Style: C or S</td>
<td>Open Style: I or S</td>
</tr>
<tr>
<td>Reserved, cooperative &amp; patient, slower/deliberate</td>
<td>Desire to build a connection with others, relationship focus</td>
</tr>
</tbody>
</table>
MOTIVATORS ADAPTABILITY

Adapting to another’s Motivational preference can be quite difficult! Sometimes Motivations are not readily observable, or may be disguised in behavior that doesn’t align to them. A key way to understand another’s Motivations is to pay attention to the things they value, the way they speak, and where they spend their time and attention (or other resources). What do you see that drives them? You can use some of these questions to guide your discovery; you may ask them or just observe. Once you know someone’s Motivators, you can interact with them in a more effective way.

| Aesthetic | • What is beautiful to you?  
|           | • How important is it for you that you can express yourself creatively?  
|           | • Are form and aesthetics more important, or is functionality more important?  
|           | • How important is work/life balance?  
|           | • Do you find that you are more “head in the clouds” or more practical? |
| Economic  | • How important is winning for you?  
|           | • What is a reasonable return on investment?  
|           | • Do you generally think people have an agenda or want/need something from you?  
|           | • Would you consider starting your own business or being an entrepreneur?  
|           | • When you are faced with a situation do you first consider how it will affect you, or how it will affect others? |
| Individualistic | • How important is it for you to be independent and autonomous?  
|           | • If you could do anything you wanted today, what would it be?  
|           | • Do you think people generally see the world the same way you do?  
|           | • How do you feel about teamwork and collaboration?  
|           | • What does “freedom” mean to you? |
| Power    | • What role do you typically take in a group?  
|           | • How important is it for you to be in charge?  
|           | • How would you motivate others to take action?  
|           | • What kinds of things do you like to have control over?  
|           | • Do you take initiative, or do you prefer direction before acting? |
| Altruistic | • Do you have a hard time saying no, or feel overwhelmed and spread too thin?  
|           | • What is considered a reasonable amount of assistance or help for others?  
|           | • Would you more likely give to anyone who needs it, or only to those who deserve it?  
|           | • Do you tend to sacrifice your needs for the needs of others?  
|           | • Do you feel like you need to do things for others to be valuable or loved? |
| Regulatory | • Is there a right way and a wrong way, or many ways to accomplish something?  
|           | • How important is it for you to be right?  
|           | • Are rules and regulations important to you?  
|           | • How important is structure and process to you?  
|           | • When you solve problems, do you prefer the tried and true approach or are you more flexible and open to options? |
| Theoretical | • How important is it to understand all perspectives and details of a project/problem?  
|           | • Do you consider yourself to be an expert in any field?  
|           | • Would you rather spend time studying and reading, or just learn as you go?  
|           | • What do you love about learning new things?  
|           | • What do you think is most important – action or knowledge? |
COMMUNICATING WITH THE DISCStyle™

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>S 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>C 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.
To Modify Directness and Openness

**DIRECT/INDIRECT**

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

**GUARDED/OPEN**

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

### PACE

<table>
<thead>
<tr>
<th>With D’s FASTER</th>
<th>With I’s FASTER</th>
<th>With S’s SLOWER</th>
<th>With C’s SLOWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain Pace</td>
<td>Maintain Pace</td>
<td>Decrease Pace</td>
<td>Decrease Pace</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>● Change up conversation frequently</td>
<td>● Focus on a steady approach</td>
<td>● Focus on a steady approach</td>
</tr>
<tr>
<td>● Don’t waste time</td>
<td>● Summarize details clearly</td>
<td>● Allow time for follow through on tasks</td>
<td>● Allow time for follow through on tasks</td>
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To Modify Pace and Priority

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<tr>
<th>With D’s FASTER</th>
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Adapting in Different Situations: AT WORK

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

HELP THEM TO:
- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, less checking
- Maintain high expectations for high priority items, not everything
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
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>
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<th>HIGH STEADY STYLE</th>
<th>HIGH CONSCIENTIOUS STYLE</th>
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<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>
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<td><strong>Under Stress May Become</strong></td>
<td>Dictatorial Critical</td>
<td>Sarcastic Superficial</td>
<td>Submissive Indecisive</td>
<td>Withdrawn Headstrong</td>
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<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>
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**DISC 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.

**RELATIONSHIP**

**Name:** John Doe  
**Style:** High I  
**Pace:** Faster-paced  
**Priority:** People-oriented  
**Difference:** Pace and Priority  
**Strategy:** Be more personable, social, upbeat, and faster-paced with John

---

**RELATIONSHIP 1**

**Name:**  
**Style:**  
**Pace:**  
**Priority:**  
**Difference:**  
**Strategy:**

**RELATIONSHIP 2**

**Name:**  
**Style:**  
**Pace:**  
**Priority:**  
**Difference:**  
**Strategy:**
Create a DISC POWER TEAM

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

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

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<td>Planning</td>
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<td>Motivating</td>
<td>Teamwork</td>
<td>Systemizing</td>
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<td></td>
<td>Pioneering</td>
<td>Entertaining</td>
<td>Follow-through</td>
<td>Orchestration</td>
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<tr>
<td>WORKPLACE BEHAVIORS</td>
<td>Efficient</td>
<td>Interacting</td>
<td>Friendly</td>
<td>Formal</td>
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<td></td>
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<td>Busy</td>
<td>Functional</td>
<td>Functional</td>
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<tr>
<td></td>
<td>Structured</td>
<td>Personal</td>
<td>Personal</td>
<td>Structured</td>
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<td>TEAM MEMBER</td>
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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
Guidelines to help you explore and apply what is in this report.

1. The scores in this report are a snapshot in time. These scores represent your preference-pathways (desires, such as being in control or not) at the time you completed the survey. These are not lifelong motivators from which you have no choice or power to influence. Your scores are not the end of your learning they are the beginning of what you have learned.

2. There are no good or bad scores to have, but there are consequences. If you do not like the level of effort you feel toward your goals, how you are behaving toward others or how others are behaving toward you, you can influence them through intended behavior and emotions (See your DISC).

3. The key is to understand your motivational preferences so you can flex with the situation to encourage progress.

What works?

- Decide what level of effort and intensity (energy) you want to use moving forward.

- Pick one simple behavior such as how long you take to think through a problem or how you endeavor to get what you need from someone.

- Make it easier to do using your motivational orientation you have right now, rather than finding a greater or a more difficult motivational element.

- It is important for you to develop a practical understanding of your own motivational orientation so you do not trick yourself into feeling you lack motivation. We are all motivated but we may lack the “emotional energy” (your natural/concealed DISC graph) for the process of getting what we want.

What is proven not to work?

- Not starting or giving up.

- Getting more information. Information may help to change your attitude and intention but information alone does not work well to change your behaviors. Advice is hard to give and receive. When you hear advice, you may not be sure it will work for you. The way to get unstuck is not becoming extreme by exaggerating your efforts or stopping them altogether. Try doing something small and then look at the evidence.

- Wanting to get better at something is easy. Sticking with small changes is a different story.

- Avoid pursuing “ideal motivational activities or work.” Instead, improve your pursuit of vital work/activities using your natural motivational orientation within this report.
Tiny Steps, Big Results Plan

You are only a few behaviors away from making progress.

Where do I currently excel at work and what motivators are in play already?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

Which motivators don’t need any additional attention?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

With which motivators am I currently struggling and need an extra boost?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

Using my understanding of my motivational orientation, which types of additional motivations would work best for me right now?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

Using my understanding of my motivational orientation, which types of additional motivations would not work for me right now?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
Choose one harmful influence on your motivational orientation (take in small steps) to act on today. Then, practice and repeat.

______________________________________________________________________________

______________________________________________________________________________

Choose one positive influences on your motivational orientation (take in small steps) to act on today. Then, practice and repeat

______________________________________________________________________________

______________________________________________________________________________

We all are motivated to get better but we get stuck with the process we must go through to move toward what we want. How can I make the process of making progress smaller and simpler? List up to three (3).

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________
Building and Maintaining Rapport Throughout the Selling Cycle

There are five definable stages to most every buying cycle. Successfully guiding prospects through each phase will lead to positive outcomes for both of you.

1. Connecting: Understanding DISC styles will have an impact on the impression you make in the first few minutes of a meeting. In that short, precious time, you make or break the sale. In that time, your prospect sizes you up and determines if you are the type of person he or she would like to do business with.

The purpose of making contact with your prospect is to begin opening up lines of communication. Great listeners make the best salespeople... period. Master the skill of effective listening and every other aspect of your relationships will improve.

2. Exploring: The purpose of Exploring is to get an accurate picture of the customer’s needs and what it will take to provide an effective solution. To do so, you need to listen to what the customer says as well as know how to ask the right questions to get the information you need.

Asking intelligent questions is a critical sales skill. It does not require asking many questions - just the right ones. Asking questions is similar to painting a picture. You start with a blank canvas and begin to fill in the background and rough in the picture with broad-brush strokes. Then you fill in the details using finer and finer strokes.

3. Collaborating: During this phase, you and your prospect collaborate to find a solution that meets the prospect’s needs. It is a process of taking your prospect’s ideas and combining them with your own ideas to arrive at a solution that makes sense to both of you.

The give-and-take exchange can be thought of as an opportunity to “switch heads” with your prospect. Imagine saying this to your customer: “If you and I could switch heads, that is, if you could know what I know about my product and if I could know what you know about your business, we would both know exactly how to give you the best possible solution for your needs.”

That’s your goal - to come as close as possible to the perfect knowledge that would allow you to develop the ideal solution for your prospect. To achieve that goal, you need to exchange enough information to fully understand your client’s business, industry, trends and challenges; and they have to know as much as possible about your products and services and how they can help them. As you propose a solution, relate it to the prospect’s needs discovered in the Explore phase and explain how it will work in your prospect’s environment.
4. **Confirming:** Gaining commitment flows naturally out of the Exploring and Collaborating stages for the DISC salesperson. If you did a thorough job during the first three stages of selling: Contacting, Exploring and Collaborating, the prospect should close.

The Confirming stage is a critical point in building a customer partnership. DISC salespeople do not use fancy closing techniques. You cannot work through all the stages of the sale and then, at the end, try to use a manipulative closing technique to clinch the deal. It doesn’t make sense... and it most certainly doesn’t work when you’re trying to build long-term customer relationships rather than simply closing one-shot sales.

5. **Assuring:** A great weakness of most salespeople is the way they handle the Assuring phase of the sales process. Most salespeople stop with getting the sales commitment; they disappear from the customer’s life, leaving service, installation, training and follow-up to others.

One “old-school” method of selling has an adage that the sale begins when the customer says “no.” In direct contrast, the real job of selling starts when the customer says “yes.”

Assuring customer satisfaction is a secret ingredient of extraordinary sales success. You will benefit two ways by assuring each customer. First, this assures repeat business. Almost all products have a life cycle and will be replaced or upgraded. Customers have a tendency to return to the salesperson who previously matched them with a product that met their needs and then provided excellent service and follow-up.

Secondly, satisfied customers are excellent sources of referrals. Customers talk. They talk about poor service and they talk about extraordinary service. When they get super service, they refer others to the salesperson who delivered on his or her promises.

Without repeat business and referrals, a salesperson must constantly prospect and cold-call new accounts. That is not the way most salespeople want to spend their lives... and it certainly is not the best way to be successful!

When you start the sales process, you have a chance to begin building a good customer relationship. However, it is only after the sale, when you make sure your customer is satisfied (preferably delighted!), that you really cement the relationship.
Phase 1: Building Rapport During Initial Contact

<table>
<thead>
<tr>
<th>Connecting with C’s</th>
<th>Connecting with D’s</th>
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<tbody>
<tr>
<td>“C’s” don’t care much about social interaction (beyond common courtesy and standard pleasantry), so get to the point.</td>
<td>“D’s” want to know the bottom line.</td>
</tr>
<tr>
<td>Avoid making small talk, except to initially establish your credibility.</td>
<td>Just give them enough information to satisfy their need to know about overall performance.</td>
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<tr>
<td>Speak slowly, calmly and economize on words.</td>
<td>They do not want you to waste their time giving them a bolt-by-bolt description of your product, presenting a long list of testimonials from satisfied clients, or getting too chummy with them – always remember that they are Direct and Guarded.</td>
</tr>
<tr>
<td>“C’s” are precision-oriented people who want to do their jobs in the best possible manner.</td>
<td>When you write, call, or meet a “D”, do it in a formal, businesslike manner. Get right to the point. Focus quickly on the task.</td>
</tr>
<tr>
<td>Build your credibility by thinking with your head, not your emotions.</td>
<td>Refer to bottom line results, increased efficiency, saved time, return on investment, profits, and so on. In other words, tell him what’s in it for him.</td>
</tr>
<tr>
<td>Before meeting, provide them with a brief overview of the agenda and length of meeting, so they know what to expect.</td>
<td>If you plan to sell something or present a proposal to a “D”, take care to be well organized, time-conscious, efficient, and businesslike.</td>
</tr>
<tr>
<td>Show them logical proof from reliable sources that accurately document your quality, record of accomplishment, and value.</td>
<td>They do not want to make friends with you; they want to get something out of you if they think you have something of value to offer.</td>
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<tr>
<th>Connecting with S’s</th>
<th>Connecting with I’s</th>
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<tr>
<td>“S’s” are Indirect and Open. However, keep the relationship businesslike until they warm up to you.</td>
<td>Remember that they are Direct and Open.</td>
</tr>
<tr>
<td>They are concerned with maintaining stability; they want to know step-by-step procedures that are likely to meet their need for details and logical action plans.</td>
<td>When you meet an “I”, shake hands firmly, introduce yourself with confidence, and immediately show personal interest.</td>
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<tr>
<td>Organize your presentation: list specifics, show sequences, and provide data.</td>
<td>Let him set the pace and direction of the conversation.</td>
</tr>
<tr>
<td>Treat them with honesty, sincerity, and personal attentiveness.</td>
<td>Be an especially attentive listener with “I’s”.</td>
</tr>
<tr>
<td>Listen patiently to their stories, ideas and answers.</td>
<td>Give them positive feedback to let them know that you understand and can relate to their visions, ideas and feelings.</td>
</tr>
<tr>
<td>Express your appreciation for their steadiness, dependability, and cooperativeness.</td>
<td>Tell humorous or unusual stories about yourself, to win their heart.</td>
</tr>
<tr>
<td>Present yourself to be non-threatening, pleasant, friendly, but still professional.</td>
<td>Allow them to feel comfortable by listening to their stories, even to the point of talking about topics that may stray from the subject.</td>
</tr>
<tr>
<td>Develop trust, credibility, and friendship at a relatively slow, informal pace.</td>
<td>Since “I’s” typically enjoy talking about themselves, ask questions about them, but be prepared for lengthy answers. Plan to have as many meetings as necessary to build the relationship and gather information.</td>
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<tr>
<td>Communicate with them in a consistent manner on a regular basis... especially at the outset.</td>
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### Phase 2: Maintaining Rapport in the Exploring Stage

<table>
<thead>
<tr>
<th>Exploring with C’s</th>
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<tbody>
<tr>
<td>• “C’s” don’t care much about social interaction (beyond common courtesy and standard pleasantries), so get to the point.</td>
<td>• To head off the “D’s” impatience before it surfaces, keep your conversations interesting by alternately asking questions and offering relevant information.</td>
</tr>
<tr>
<td>• “C’s” often like to answer questions that reveal their expertise, so they can be very good interviewees.</td>
<td>• “D’s” need to view the meeting as purposeful, so they want to understand where your questions are leading.</td>
</tr>
<tr>
<td>• As long as you ask logical, fact-oriented, relevant questions, they will enjoy speaking with you.</td>
<td>• When asking a “D” question, make them as practical and logical as possible. Aim questions at the heart of the issue and ask them in a straightforward manner.</td>
</tr>
<tr>
<td>• Phrase your questions to help them give you the right information.</td>
<td>• Only request information that is unavailable elsewhere.</td>
</tr>
<tr>
<td>• Ask open and closed questions that investigate their knowledge, systems, objectives and objections.</td>
<td>• When gathering information, ask questions showing you have done your homework about their desired results and current efforts.</td>
</tr>
<tr>
<td>• Make your own answers short and crisp.</td>
<td>• Be sure to make queries that allow him to talk about his business goals.</td>
</tr>
<tr>
<td>• If you do not know the answer to something, do not fake it. Tell them you’ll get the answer for them by a certain time, and then do it.</td>
<td>• Gear your exploring toward saving D’s time and energy.</td>
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<tbody>
<tr>
<td>• “S’s” can be excellent interviewees, so talk warmly and informally and ask gentle, open questions that draw them out (especially around sensitive areas).</td>
<td>• “I’s” get bored quickly when they’re not talking about themselves.</td>
</tr>
<tr>
<td>• Show tact and sincerity in exploring their needs.</td>
<td>• Strike a balance between listening to their life’s stories and gathering the information you need to be an effective sales consultant.</td>
</tr>
<tr>
<td>• If they do not have a good feeling about your product, company, or even you, they are not likely to take the chance of hurting your feelings by telling you so.</td>
<td>• When asking business questions, keep them brief. If you can, work these exploratory questions in with social questions.</td>
</tr>
<tr>
<td>• They want to avoid confrontations, even minor ones. So “S’s” may tell you what they think you want to hear, rather than what they really think.</td>
<td>• The better your relationship with an “I” is, the more willing he’ll be to cooperate and talk about the task at hand.</td>
</tr>
<tr>
<td>• They may not you about their dissatisfaction with your competitors. Even though this is exactly what you want to hear, the “S” may be hesitant about saying anything negative about them.</td>
<td>• “I’s” can be so open they may tell you their fondest hopes and aspirations. If you can demonstrate how your product or service can get them closer to their dreams, they may become so excited about your product—and you—that they’re likely to sell you and your products and services to everyone else in their organization.</td>
</tr>
<tr>
<td>• Allow for plenty of time (possibly multiple meetings) for “S’s” to open up to you and reveal their innermost desires and pains.</td>
<td>• The more time you spend with an “S” exploring, the higher the odds you’ll be landing them as a customer.</td>
</tr>
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Phase 3: Maintaining Rapport in the Collaborating Stage

**Collaborating with C’s**

- Emphasize accuracy, value, quality and reliability.
- They dislike talk not backed up by evidence.
- Describe a process will produce the results they seek.
- Elicit specific feedback by asking, “So far, what are your reactions?” or “Do you have any questions that you’d like me to clear up?”
- Present your solution that shows them they’ll be correct in making the purchase.
- Base your claims on facts, specifications and data that relate specifically to their needs.
- “C’s” are cost-conscious; increase their perceived value with facts and ROI data.
- “C’s” are the likely to see the drawbacks, so point out the obvious negatives before they do. Let them assess the relative trade-offs when choosing between competing (yet imperfect) products or services.

**Collaborating with D’s**

- Your presentation must be geared toward the “D’s” priorities.
- Gear your presentation toward how they can become more successful, save time, generate results, and make life easier and more efficient; you’ll get their attention.
- Zero in on the bottom line with quick benefit statements.
- They want you to do the analysis and lay it out for them to approve or reject.
- “D’s” like rapid, concise analyses of their needs and your solutions.
- “D’s” like being in control, so give them choices backed with enough data and analysis to allow them to make an intelligent decision.
- Then, be quiet and let them make their decision. If you speak or interrupt while they are buying, you will dramatically decrease the odds of making this sale.

**Collaborating with S’s**

- Show how your product or service will stabilize, simplify, or support the “S’s” procedures and relationships.
- Clearly define their roles and goals in your suggestions, and include specific expectations of them in your plan.
- Present new ideas in a non-threatening way.
- Provide them time to adjust to changes in operating procedures and relationships.
- When change becomes necessary, tell them why. Explain how long the changes will take and any interim alterations of the current conditions.
- Design your message to impart a sense of stability and security.
- “S’s” like to be shown the appropriate steps to follow, so share those with them.
- Involve them by asking their opinions and encourage them to give you feedback.

**Collaborating with I’s**

- Show how your product would increase the “I’s” prestige, image, or recognition.
- Talk about the favorable impact or consequences your suggestions will have in making their working relationships more enjoyable.
- Give them incentives for completing tasks by stressing how their contribution will benefit others and evoke positive responses from them.
- Presentations need impact for people with short attention spans, so involve as many senses as possible.
- Show them how your solution will save them effort and make them look good.
- Back up your claims with testimonials from well-known people or high-profile corporations.
- Name satisfied acquaintances they know and admire.
- Sprinkle in “visualizing future ownership” questions, such as: “If you were already running this software, how would you use it?”
## Phase 4: Maintaining Rapport in the Confirming Stage

<table>
<thead>
<tr>
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<th>Confirming with S’s</th>
<th>Confirming with I’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Emphasize accuracy, value, quality and reliability.</td>
<td>• With “D’s”, you come right out and ask if they are interested. A “D” will tell you “yes” or “no”.</td>
<td>• “S’s” are slower, deductive decision makers who listen to the opinions of others and take the time to solicit those opinions before deciding. So, make a specific action plan and provide personal guidance, direction or assurance as required for pursuing the safest, most practical course to follow. Arm them with literature, case studies and any documentation available, because they’ll be “selling” your proposal to others within their organization.</td>
<td>• Show how your product would increase the “I’s” prestige, image, or recognition.</td>
</tr>
<tr>
<td>• Provide logical options with appropriate documentation and time to analyze their options.</td>
<td>• You can easily lose the attention and/or interest of a “D” by presenting your information too slowly or by spending too much time discussing minute details.</td>
<td>• “S’s” like guarantees that new actions will involve a minimum risk, so offer assurances and support.</td>
<td>• Be open and ask, “Where do we go from here?” or “What’s our next step?”</td>
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<tr>
<td>• They’re uncomfortable with snap decisions and when they say they will think about it, they mean it!</td>
<td>• When you draw up a commitment letter, don’t spend too much time on points the “D” may not care about.</td>
<td>• If pressured by people or excessive demands, they may use “I’ll think about it,” as a stalling tactic.</td>
<td>• If they like something, they buy it on the spot (all other things being equal).</td>
</tr>
<tr>
<td>• If pressured by people or excessive demands, they may use “I’ll think about it,” as a stalling tactic.</td>
<td>• Present them with options and probable outcomes. “D’s” like to balance quality with cost considerations, so offer options with supporting evidence and leave the final decision to them.</td>
<td>• “C’s” are educated, logical, comparative “shoppers.” Know your competition so you can point out your advantages relative to the competition in a factual, professional way. Mention your company’s strengths as you suggest questions they may want to ask your competitors that allows them to do a comparative cost-benefit analysis of the options and solutions.</td>
<td>• You may have to slow them down because they also tend to overbuy and/or buy before weighing all the ramifications; behaviors that both of you may live to regret.</td>
</tr>
<tr>
<td>• Be willing to explore the subject of a conditional, “pilot program” as a way of reducing their risk.</td>
<td>• We have found that it is effective to present a “D” with two or three options. Provide a short summation of each option, along with your recommendation of each.</td>
<td>• We have found that it is effective to present a “D” with two or three options. Provide a short summation of each option, along with your recommendation of each.</td>
<td>• “I’s” dislike paperwork and details so they are likely to hesitate, and even procrastinate, when it comes to spending the time required on a contract.</td>
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<tr>
<td></td>
<td>• While the “D” is reviewing your proposal, don’t interrupt them. The odds are high that they will find an option that appeals to them and closing the deal themselves.</td>
<td>• While the “D” is reviewing your proposal, don’t interrupt them. The odds are high that they will find an option that appeals to them and closing the deal themselves.</td>
<td>• Have a written agreement prepared due to their tendency to be unclear about procedures, responsibilities and expectations.</td>
</tr>
</tbody>
</table>

### Confirming with I’s

- Show how your product would increase the “I’s” prestige, image, or recognition.
- Be open and ask, “Where do we go from here?” or “What’s our next step?”
- If they like something, they buy it on the spot (all other things being equal).
- You may have to slow them down because they also tend to overbuy and/or buy before weighing all the ramifications; behaviors that both of you may live to regret.
- “I’s” dislike paperwork and details so they are likely to hesitate, and even procrastinate, when it comes to spending the time required on a contract.
- Have a written agreement prepared due to their tendency to be unclear about procedures, responsibilities and expectations.
- Make sure that you agree on the specifics in writing or, later on, you can almost bet on some degree of misunderstanding and/or disappointment.
## Phase 5: Maintaining Rapport in the Assuring Stage

<table>
<thead>
<tr>
<th>Assuring C’s</th>
<th>Assuring D’s</th>
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<tbody>
<tr>
<td>• Set a specific timetable for when and how you will measure success with the “C”. Continue proving your reliability, quality and value.</td>
<td>• “D’s” usually do not look for personal relationships at work due to their focus on accomplishing tasks.</td>
</tr>
<tr>
<td>• Make yourself available for follow-up on customer satisfaction and ask for specific feedback on the product or service performance record.</td>
<td>• With “D’s,” do not rely on past sales to ensure future purchases. Follow up to find out if they have any complaints or problems with your product. If they do have complaints, address them immediately.</td>
</tr>
<tr>
<td>• If you have tips for improved usage or user shortcuts, email them to your “C” customers.</td>
<td>• Impress upon your customer your intent to stand behind your product or service.</td>
</tr>
<tr>
<td>• You should also ask for their ideas and opinions for how to improve your products and/or services.</td>
<td>• Stress that you will follow-up without taking much of their time.</td>
</tr>
<tr>
<td>• When they offer you their suggestions, get back to them about how your company is incorporating their ideas into upgrades into future upgrades, revisions or new products.</td>
<td>• You may also want to offer a money-back guarantee.</td>
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<thead>
<tr>
<th>Assuring S’s</th>
<th>Assuring I’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Follow-up consistently with an “S”.</td>
<td>• “I’s” frequently buy before they’re sold which may lead to buyers’ remorse.</td>
</tr>
<tr>
<td>• Give them your personal guarantee that you will remain in touch, keep things running smoothly, and be available on an “as needed” basis.</td>
<td>• “I’s” can benefit from ongoing reminders that they have made the right decision.</td>
</tr>
<tr>
<td>• “S’s” like to think they have a special relationship with you; that you are more than just another business acquaintance; they prefer a continuing, predictable relationship.</td>
<td>• Reinforce their decision by giving plenty of assistance immediately after the sale.</td>
</tr>
<tr>
<td>• Give them your cell number, along with an invitation to call you any time with any concern. They will rarely use it, but will feel secure knowing it’s available to them.</td>
<td>• Be certain they actually use your product or they may get frustrated from incorrect usage and either put it away or return it for a refund.</td>
</tr>
<tr>
<td>• They dislike one-time deals, so follow up to maintain your relationship.</td>
<td>• Since they mingle with so many people, you can even ask “I’s” if they’d be willing to share their glowing testimonials about you and your product with others.</td>
</tr>
<tr>
<td>• Impersonal, computerized follow-up is not very appealing to “S’s”, so continue building your relationship with low-key, personalized attention and assistance.</td>
<td>• If they are feeling smart for using your product or service, most “I’s” will give you more referrals than the other three styles combined!</td>
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<tr>
<td>Phase</td>
<td>With D’s</td>
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<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Connecting</td>
<td>● Skip small talk&lt;br&gt;● Lead with the main point&lt;br&gt;● Show up fully prepared</td>
</tr>
<tr>
<td>Exploring</td>
<td>● Let him/her know where the questions are headed&lt;br&gt;● Only ask for information that’s unavailable elsewhere&lt;br&gt;● Answer their questions directly</td>
</tr>
<tr>
<td>Collaborating</td>
<td>● Make any presentation brief&lt;br&gt;● Focus on the bottom line and/or time savings&lt;br&gt;● Provide concise analysis of needs along with your professional recommendations</td>
</tr>
<tr>
<td>Confirming</td>
<td>● Flat out ask if they are interested&lt;br&gt;● Present two or three options with recommendations and summaries&lt;br&gt;● Be quiet while they review and decide</td>
</tr>
<tr>
<td>Assuring</td>
<td>● Follow-up to ensure they’re 100% satisfied with solution&lt;br&gt;● Keep the relationship all business&lt;br&gt;● Make certain you deliver on every small promise</td>
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</tbody>
</table>
So Now What?

This report is filled with information about your behavioral and motivational 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!

**Remember The Platinum Rule® - “Treat others the way THEY want to be treated.”**