

The DISCstyles™ Online Report

Personalized Report For:

Sandra Davis

Focus: Work

12/8/2013

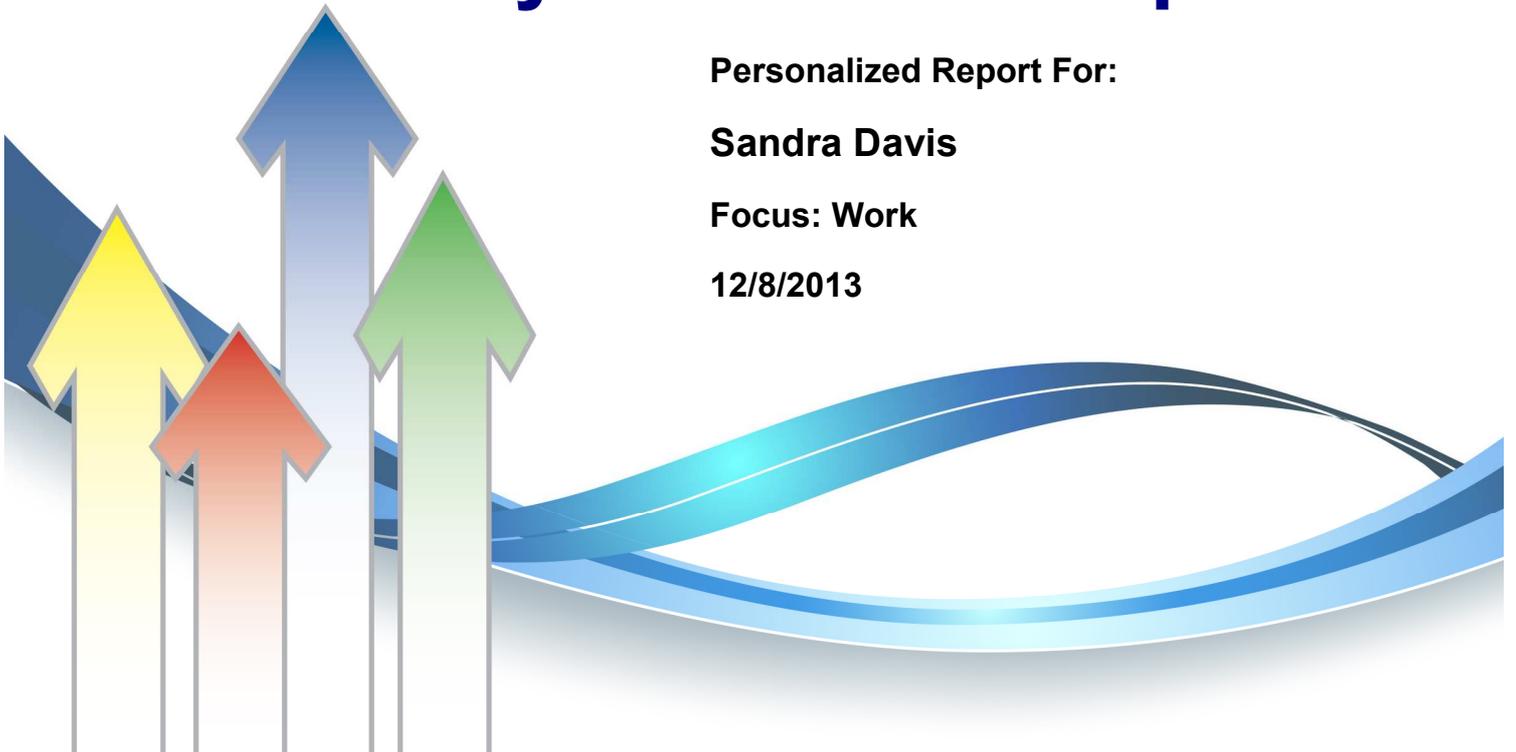


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Introduction to the DISCstyles™ Online Report

Congratulations! Here is your DISCstyles™ Personal Profile Report including your keys to self-and-other-understanding! With your comprehensive and personalized report comes tools that can mean a life filled with productive, harmonious relationships. It will allow you to see your strengths and give you a way to improve upon those minor limitations. This report does not deal with values or judgments but instead, concentrates on those natural tendencies you have that influence your behavior.

You may have grown up being taught the wisdom of the “**Golden Rule** - “*Do unto others as you would have them do unto you*” - what works even better in relationships is what Dr. Tony Alessandra calls the “**Platinum Rule**® - “*Treat others the way THEY want to be treated*”. This report will teach you just that.

BEHAVIORAL STYLE TENDENCIES

Both historical and current research notes there are many four-quadrant models created to describe major differences in styles. This DISCstyles™ report uses DISC because of its popularity and simple nature that make it easy to name and remember each of the four very different observable behavioral patterns.

While yours may include more than one primary style, it is easy to see how each fits clearly onto a scale based on its **directness** and **openness**. People-reading comes from knowing the tendencies that define each style.

STYLE	TENDENCIES
Dominance	Tends to be direct and guarded
Influence	Tends to be direct and open
Steadiness	Tends to be indirect and open
Conscientious	Tends to be indirect and guarded

HOW TO GET THE MOST FROM THIS REPORT

Use this report to fine-tune your observations and predictions: Use the **Word Sketch** pages (17-18) to understand the different human emotions that make up each style. All patterns of behavior are so different because of the Needs, Emotions, and Fears that underlie each. The information in “**Overview of the Four DISCstyles Types**” on page 24 puts that all into perspective.

Part I of this report is all about YOU. It came out of your answers (even though you didn’t know you were self-reporting on it) - your strengths, motivators, and communication preferences. Since there’s never a “best” style to be, use this report to see the gift that others already know are in you to develop your success even further. If you don’t think you gave the “right answers”, you can always “edit” or further customize your report by writing in and “correcting” anything you feel is wrong, mis-stated, or just plain missing. (But we suggest you get confirmation from a friend.)

In Part II you learn about the importance of adaptability - how to get the most out of every interaction. DISC is a life-energy model and by the position of each point on your graph, you can literally “see” the energy you put out and the focus you take in each of these areas of life: **Problems (D), People (I), Pace (S), and Procedures (C)**. By seeing and “owning” (or customizing) what it says automatically makes you adaptable and aware. Choose the results you want by putting more or less energy into what you do. It is as important an aspect of your “emotional” or “social” intelligence (EQ) as it is your IQ! There is a lot more in the **What is Behavioral Adaptability?** section starting on page 27.

Part I Understanding Yourself

General Characteristics

The narration below is a general overview of your behavioral tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on how you get your results. We've occasionally provided some coaching ideas so that you can leverage your strengths and minimize weaker traits, whenever possible, in order to maximize your personal success.

Your response pattern on the instrument indicates that you persuade others by careful attention to detail, and through facts, data, and logic, rather than emotion. People can depend on you to present a case that is logical and supportable. This is the primary strength that you bring to a team or organization when at the decision-making table.

Your score pattern indicates that you tend to maintain a keen awareness of time. You tend to be on time or early for appointments, and expect the same consideration of your time from others. It annoys you when certain people are perpetually late, or when meetings drag on with no assigned time to end.

Your response pattern on the instrument indicates that you appreciate the security of efficient systems and procedures, and strive to maintain or improve them to the highest possible standards. This also might mean that you spend more time thinking about various processes and procedures than others on the team, and as a result, may act as an oracle for those who are uncertain. They ask you because they know you'll have the correct answer, but you may wonder why they didn't learn the correct procedure in the first place.

You tend to make decisions slowly and carefully, only after consideration of all variables and input from others. Of the many patterns of behavioral styles, your scores put you among a minority of the population (a positive minority) who show the trait of careful and deliberate decision making when it comes to important decisions. We specify "important," because you may make routine decisions rather rapidly.

General Characteristics (continued)

You are very conscientious and attentive to follow through in working on detailed projects and complex assignments. Others on the team can depend on you and the efforts you provide to make the project a success. Some on the team may not realize all of the work you have done, and all the thought you have given to the project, because much of it might have been done behind the scenes. To maintain your own sense of accomplishment, be certain that others on the team know what you're doing for them in the background. Your modesty may make this a challenge, but you should always find a time and place to make sure your efforts are being recognized.

You take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes. This is a strength. However, when the team has a deadline, you could be perceived as a bottleneck to the process. Not maliciously, but because you want to analyze the facts and data and determine all possible outcomes as a result of a decision. Be aware of this, and be prepared to abbreviate the analysis a bit when the clock is ticking.

Sandra, people who score like you may tend to get bogged down in details during the decision-making process, thinking that there may be more information forthcoming that might impact the choice. It's true that there will almost always be more information available if we continue to wait; however, there is also a time at which the collection of data must stop and the decision must be made. Be aware of this when facing a series of data-driven decisions.

Sandra, your motto could be, "There is a right way and a wrong way to complete all projects. Let's complete it the right way." You score like those who read instructions on new appliances and computers. Whether at home or at the office, you like to do things correctly. When writing, rarely do you have the need for spell-checking or proofreading for grammar.

YOUR STRENGTHS What You Bring to the Organization

The strengths and talents identified here are those you are likely to display at work to enhance your effectiveness within your organization. These Work Style Preferences are those you tend to use anytime you participate on a work team or family project.

*Choose the two you feel are your most valuable strengths and work style tendencies you see in yourself and add them to the **Summary of Your Style** chart on page 14.*

Your Strengths:

- You demonstrate a high degree of technical specialty and skill in your area of expertise.
- You provide an objective, reality-focused view of systems, procedures, and organizational operations.
- You are tactful in explaining ideas that may impact others on the team.
- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.
- You are a strong guardian of quality-control standards and procedures.
- You are not an extremist and tend to be supportive of team efforts.
- You are patient in working with others on the team and demonstrating detailed methods for completing a project.

The Work Style Tendencies You Bring to the Job:

- You like your workspace to be neat, well organized, and tidy, with everything in its place.
- On work-related projects, you tend to be restrained and reticent with your emotions. You may not be openly verbal at a team or organizational meeting unless asked for input, or if the topic is of high personal importance.
- You are highly conscientious and can be relied on to follow through on detailed projects and complex assignments.
- You may get bogged down in details due to your tendency to keep the "data gate" open too long. You always worry that there may be more information forthcoming that can impact the direction of the decision.
- You tend to judge others on the job by objective standards and prefer to be evaluated yourself in the same way.
- You need to feel well-informed regarding specific details related to your area of authority and responsibility.
- You will take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes.

Your Motivations (Wants) and Needs

What motivates you? People are motivated by what they want, so what types of things do you want? Behaviors are driven by needs and each style often has very different needs. Some styles need quiet time alone when under stress. Another may need more social time and people to interact with. Know what you instinctively needs and the more fully your needs are met, the easier it is to perform at your optimal level.

*Note your two most important motivators and the two most important needs and write them on your **Summary of Your Style** on page 14.*

You Tend to Be Motivated By:

- A home life that is supportive of work demands.
- Inclusion as a part of the group in social functions.
- Work projects of a highly specialized nature that support your natural curiosity and detail orientation, as well as allow you to demonstrate your skill and competence.
- A link to some of the traditions that have built success in the past.
- Sincerity from peers and colleagues.
- The assurance that changes are made thoughtfully, carefully, and only when proven to be necessary.
- Complete explanations of systems and processes that impact the work environment.

People With Patterns Like You Tend to Need:

- An increased urgency to take advantage of opportunities.
- A method to be introduced to new groups of people or business associations.
- Greater participation in team efforts and activities which would provide you with a broader perspective and greater ability to see the "big picture."
- Sufficient time for effective planning, especially prior to change.
- Reassurance for taking appropriate and calculated risks.
- Reassurance that your contributions are significant to the success of the team.
- Options for increasing the efficiency of certain methods or procedures.

YOUR MOTIVATIONS Ideal Work Environment

*Everybody is motivated... for **their** reasons, and maybe not yours! By understanding your own motivations, you can design the types of activities and surroundings you want to live and work in - where you will be inspired, and thus, self-motivated.*

*Which are your two most important environment factors on this page? Make a note of them on the **Summary of Your Style** page.*

You Tend to Be Most Effective In Environments That Provide:

- A close-knit group of people with whom you have developed mutual trust, rapport, and credibility.
- Highly specialized assignments and technical areas of responsibility.
- Freedom from intensely pressured decisions.
- Support for your critical thinking skills, and encouragement to make decisions based on logic over emotion.
- Few sudden shocks, unexpected problems, or crises.
- Clear lines of authority and areas of responsibility, with minimal ambiguities.
- Activities that can be monitored from beginning to end.

The C's Behavior and Needs Under Stress

Under Stress You May Appear:

- Slow to act
- Withdrawn
- Resistant to change
- Unable to meet deadlines
- Unimaginative

Under Stress You Need:

- Guarantees that they are right
- A slow pace for "processing" information
- Accuracy

Your Typical Behaviors in Conflict:

- Although C's generally avoid overt conflict, they may speak out on a matter of principle in order to protect their high standards.
- Since C's tend to focus on quality and their own high standards, they may become demanding in order to ensure compliance.
- C's appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, C's are often just withdrawing to enable them to prepare for a future, probably covert, attempt to reestablish their position.

Strategies to Reduce Conflict and Increase Harmony:

- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.

Communication Tips and Plans 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 (Do's & Don'ts) and transfer them to the **Summary of Your Style** on page 14.*

When Communicating with Sandra, DO:

- Be sensitive to possible areas of disagreement, she may not be verbal about them.
- Approach issues in a logical, straightforward, and factual way.
- Ask "how"-oriented questions to draw her opinions.
- Present your ideas and opinions in a non-threatening way.
- Be certain that the information you have is credible.
- Do your homework, because Sandra will have already done her share of it.
- Make an organized appeal for her support and contributions.

When Communicating with Sandra, DON'T:

- Leave an idea or plan without backup support.
- Be rude, abrupt, or too fast-paced in your delivery.
- Rush the issues or the decision-making process.
- Make decisions for her.
- Offer promises that you can't keep.
- Leave things up in the air, or decide by chance.
- Be vague about what's expected of the group.

Communication Plan with the **DOMINANT** Style

CHARACTERISTICS:

SO YOU...

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

Communication Plan with the **INFLUENCING** Style

CHARACTERISTICS

SO YOU...

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

Communication Plan with the **STEADY** Style

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

Communication Plan with the **CONSCIENTIOUS** Style

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

Potential Areas for Improvement

Everyone has some struggles, limitations or weaknesses. Oftentimes, a weakness is simply an over or under use of your strengths! For example, a High D's directness may be a strength in certain environments, but when overextended they tend to become bossy and they drive away others who prefer a non-confrontational environment.

Check the two most important areas you are committed to improve upon and transfer them to the **Summary of Your Style** page 14.

Potential Areas for Improvement:

- You may be perceived by some as rigid, inflexible, and overly strict regarding procedures and options.
- You may tend to spend more time than necessary on certain details, for fear of being seen as underprepared.
- You could benefit from a greater degree of self-confidence and an increased sense of urgency to accomplish activities on a tighter timeline.
- You could demonstrate a bit more spontaneity and take yourself a bit less seriously.
- You may be perceived as slow in making decisions and tentative when it comes to making changes.
- You may sometimes overthink or overexert yourself on standard or routine procedures.
- You may sometimes use facts, figures, and details as a "security blanket" to avoid confrontation or hostility.

Summary of Sandra Davis's Style

Communication is a two-way process. Encourage others to complete their own DISCstyles Online Assessment and then share their Summary Sheets and insights with you! By discussing the preferences, needs and wants of the people you work or live with, you can enhance each relationship and turn any potential stressful relationship or conflict into a more effective one, simply by understanding and applying your DISCstyles™ report and discussing it.

YOUR STRENGTHS: WHAT YOU BRING TO THE ORGANIZATION

1. _____
2. _____

YOUR WORK STYLE TENDENCIES

1. _____
2. _____

YOUR MOTIVATIONS (WANTS)

1. _____
2. _____

YOUR NEEDS

1. _____
2. _____

YOUR MOTIVATIONS: IDEAL WORK ENVIRONMENT

1. _____
2. _____

COMMUNICATION DO'S & DON'TS

1. _____
2. _____

POTENTIAL AREAS FOR IMPROVEMENT

1. _____
2. _____

WORD SKETCH Adapted Style

Because DISC is an observable “needs-motivated” instrument, people can use it to describe behavior without the normal social biases or prejudices. This DISC Word Sketch page represents your ADAPTED Graph I on pg. 17 with highlighted colored squares which you can use to describe the way you (D)ominate Problems, (I)nfluence People, (S)teady the Pace, and (C)omply to Procedures. The solid color squares at the top summarize the Needs, Emotions and Fears when a person’s graph points are high - Segments 6 or 5 vs. 1 or 2.) When your graph points are in the middle you find it easier to move up or down in emotional intensity. Again, there are no “bad” words on this page. They only describe behaviors. So the question is, “How do yours work for you?”

D

I

S

C

LIFE FOCUS->	PROBLEMS/TASKS	PEOPLE	PACE (of environment)	PROCEDURES
NEEDS->	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, teams, stable environment	Rules to follow Data to analyze
EMOTIONS →	Decisive, risk-taker	Optimistic, trusts others	Patience, non-expressive	Cautious, careful decisions
FEARS →	Being taken advantage of / lack of control	Being left out / loss of social approval	Sudden change / loss of stability and security	Being criticized / loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical neat sensitive tactful
3	calculated risks moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

WORD SKETCH Natural Style

This Word Sketch chart represents your Natural DISC Graph II - how you are when you are “at home” or relaxed. It also may be how you are under sudden pressure. Make note if the same graph points at work is 30% higher or lower than these on the Graph I chart. Do you know why? Is it your job?

Use words on this page to describe yourself and give examples of what’s most important to you when it comes to being in charge of (D)ominating Problems, (I)nfluencing People, (S)teadying the Pace of Activity, and (C)omplying to Procedures. Use the highlighted blocks of words and describe this style works for you. If you need or want to change something so you could get different results, which words on this chart would you use more - or less often? Behavior is always a choice. If your natural style is working for you, keep it. If not, use this chart to practice making new choices.

D **I** **S** **C**

LIFE FOCUS →	PROBLEMS/TASKS	PEOPLE	PACE (of environment)	PROCEDURES
NEEDS →	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, teams, stable environment	Rules to follow Data to analyze
EMOTIONS →	Decisive, risk-taker	Optimistic, trusts others	Patience, non-expressive	Cautious, careful decisions
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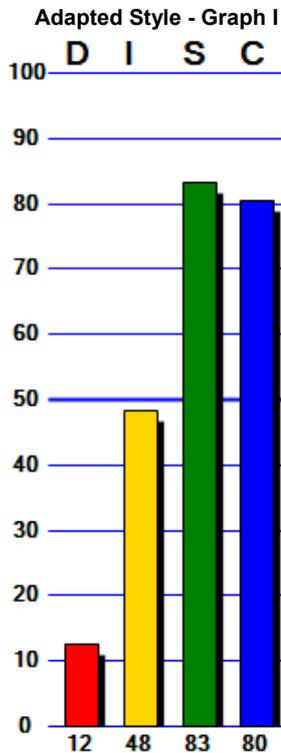
DISCstyles eGraphs for Sandra Davis

Your **Adapted Style** indicates that you are known using more of the behavioral traits of the SC style(s) in your selected Work focus. Your **Natural Style** graph indicates that you instinctively tend to use more of the behavioral traits of the Cs style(s).

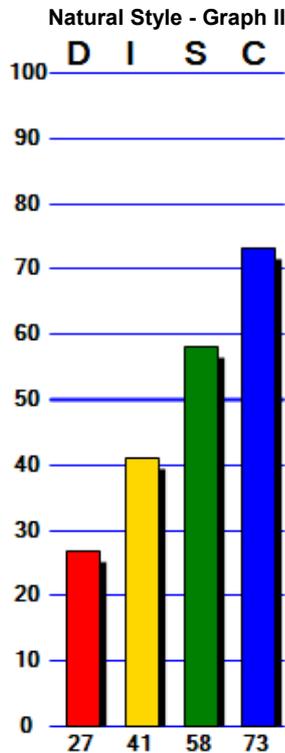
The Adapted Style - Graph I shows how you perceive the behaviors you think work best for you in your selected focus for this profile (work, social or family). This graph can change when you change roles or situations.

The Natural Style - Graph II is more consistent over time and may also show up under stress. If you question it, ask others who know you if they agree or not with your report. They may see your default" style more often that you realize – especially when at home. Your DISCstyles™ Graph II is affected by the choices you make and any *significant emotional events* in your life. Learning the DISC language gives you awareness - and more options.

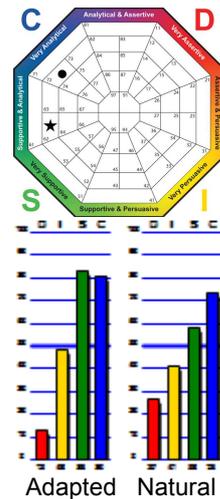
SIMILAR PATTERNS: When these two graphs look similar, it is a WYSIWYG - "*What You See Is What You Get*" and your style tends to be very consistent. If one or more of your DISC graph points is more than 30% higher or lower than your Natural graph points and your feels in constant stress (especially in your "I" or "S" dimensions), it means you are having to adapt you behaviors significantly at work. So make sure the others who work with you feel it is important too.



Pattern: SC (1366)
Focus: Work

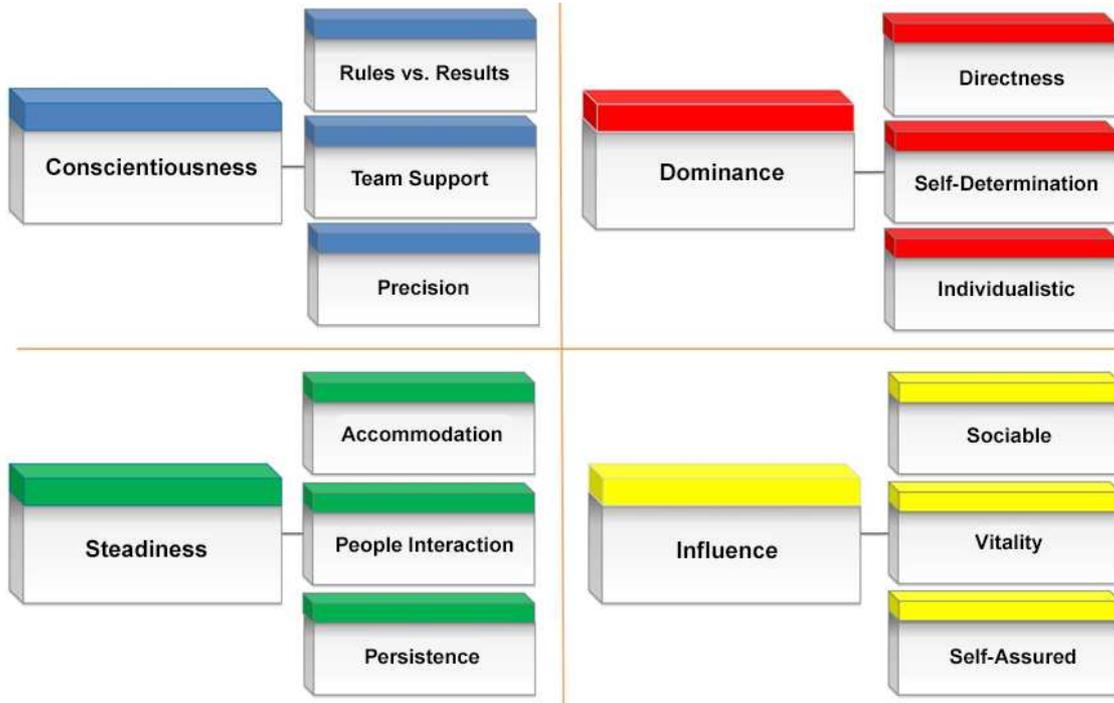


Pattern: Cs (2345)



READING A DISC GRAPH: The numbers 0-100 on the left margin and the four number sequences underneath each graph gives a numerical comparative display of how you invest your life energy and what's most important to you. Points above 50% (the midline) show your primary and secondary priorities. The four-digit number at the bottom (e.g.: 3416) reflects the left segment numbers on the Word Sketch charts. They are useful as a quick way to describe your graph in the fewest number of words. Use and share your DISC graph with others so they know how you like being treated and what they can expect – and celebrate – with you! To gain more behavioral flexibility in your life, study and practice using the Word Sketch Charts. For further questions or personal coaching, contact your profile provider.

The 12 Integrated DISC Style Relationships



For a more complete understanding of a person's overall behavior style, you can view how each of the primary (4) four DISC factors interact to produce (12) twelve integrated behaviors.

When comparing each of the basic DISC factors with the others, a group of twelve individual factors of behaviors can be identified. Each person displays some factors more strongly than the others.

Each of the twelve factors has been assigned a specific descriptor to help you naturally associate that factor to a specific behavior. The ability to identify and measure the relative interactions of the twelve factors represents a dramatic improvement in the use and application of DISC to better understand human workplace behavior.

We can measure the strength of a factor in a person's overall behavioral style by viewing the intensity score. Intensity is a measurement of the relative energy a specific factor invests in the person's natural and observable behaviors most often displayed in life situations.

The (5) five intensity levels range from Low (absent in most situations) thru High (clearly displayed in most situations). This integrated behavioral view represents an improvement that contributes to the overall understanding of human behavior. Behaviors reflect how we interpret situation in our experience.

We recommend you add this powerful new view to your tool kit and use it to assist you in understanding why and how people shape their communications and connections with the other people in their life.

This list of twelve Integrated DISC relationships reveals how the four Primary DISC style behaviors combine and work together to create the socialized behaviors others see and experience.

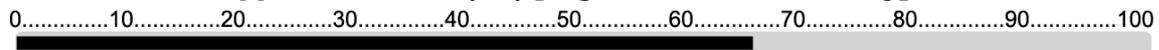
The Length of the **black bar** shows the relative influence of the DISC factors in someone’s overall observable behavioral style.

1. The Rules vs. Results Behavior (C/D) [High Moderate Intensity]



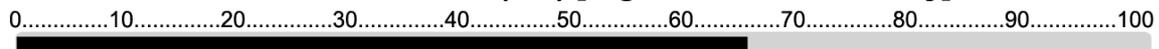
“How this individual's need for accuracy, precision and guidelines is impacted by their need for immediate results.” The Rules vs. Results behavior measures HOW the strength of this individual's need to precisely follow established structural and procedural guidelines, standards and codes is influenced by their need for direct “results now” actions that target immediate accomplishments. Higher intensity scores identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols and policies while Lower intensity scores suggest a more direct, immediate “result now” focus that will not likely be restrained by established protocols, procedures and policies.

2. The Team Support Behavior (C/I) [High Moderate Intensity]



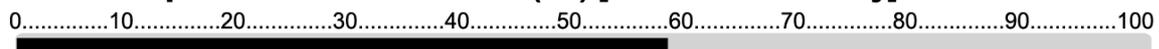
“How this individual's need for accuracy, precision and following procedure is impacted by their desire for social connection and interaction.” The Team Support behavior measures HOW the strength of this individual's desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people. Higher intensity scores display reliance upon structure, logic, facts and established data, procedures and protocols while Lower intensity scores display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.

3. The Accommodation Behavior (S/D) [High Moderate Intensity]



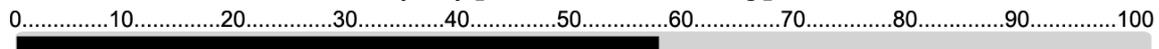
“How this individual's need to operate at a steady pace and innate degree of patience is impacted by their need for immediate results.” The accommodation behavior measures HOW the strength of this individual's level of patience and activity level are influenced by the strength of their desire to lead, command and direct activities focused on immediate results and solutions. Higher intensity scores reflect a willingness to consider, accommodate and support alternative solutions and ideas while Lower intensity scores reflect a propensity to make difficult decisions, remain firm in supporting and defending them sustained by a strong focus on achieving immediate results and accomplishing assigned goals.

4. The People Interaction Behavior (S/I) [Moderate Intensity]



“How this individual's need for a steady pace and exercise of patience is impacted by their desire to connect and engage in social interaction.” The People Interaction behavior measures HOW the strength of this individual's degree of patience and preferred activity level are influenced by the strength of their extroversion and a desire to socially interact and accommodate others. Higher intensity scores will display a great deal of care and consideration when crafting the words and deeds that impact others while Lower intensity scores will reflect a freewheeling and confident belief that most if not all interactive social situations can be handled “on the fly.”

5. The Precision Behavior (C/S) [Moderate Intensity]



“How this individual's need for accuracy, precision and planning is impacted by their desire for team support and accommodation.” The Precision behavior measures HOW the strength of this individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation. Higher intensity scores reflect a desire to operate in a “fail-safe” environment supported by accurate data and through preparation while Lower intensity scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.

6. The Sociable Behavior (I/D) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

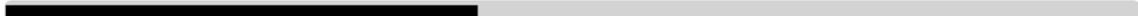

“How this individual's need for social interaction is impacted by their assertiveness and desire for immediate results.” The Sociable behavior measures HOW the strength of this individual's preference for cordial social interaction and people connection is influenced by their need for immediate results. Higher intensity scores reflect an emphasis on seeking, building and sustaining personal relationships while Lower intensity scores reflect a much stronger competitive “result now” focus with less effort on accommodation and building relationships.

7. The Directness Behavior (D/I) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

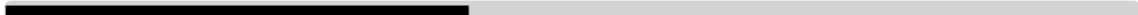

“How this individual's dominance and 'results now focus' is impacted by their desire to interact, connect and relate to others.” The Directness behavior measures HOW the strength of this individual's direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others. Higher intensity scores identify a willingness to make and defend tough and even unpopular decisions while Lower intensity scores will identify an inclination to search for a more socially interactive, popular and accommodating solution.

8. The Persistence Behavior (S/C) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100


“How this individual's need for pace and patience is impacted by their need for accuracy, precision and planning.” The Persistence behavior measures HOW the strength of this individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure. Higher intensity scores reflect an emphasis on supporting planned group and team efforts while Lower intensity scores reflect a need to follow established policies and procedures even if it requires running counter to the team's direction that may be advocating alternative or even potentially risky actions.

9. The Vitality Behavior (I/S) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100


“How this individual's people focused extroversion is impacted by their preferred pace and activity level.” The Vitality behavior measures HOW the strength of this individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level. Higher intensity scores reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts while Lower intensity scores reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.

10. The Self-Determination Behavior (D/S) [Low Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100


“How this individual's degree of assertive “results now” focus is impacted by their level of patience.” The Self-Determination behavior measures HOW the strength of this individual's direct, assertive and “results now” oriented behaviors are influenced by their degree of patience and preferred pace. Higher intensity scores identify a preference toward a more “now oriented pace” that is keyed toward taking actions that achieve immediate results and goals while Lower intensity scores identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.

11. The Self-Assured Behavior (I/C) [Low Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

"How this individual's people oriented extroversion is impacted by their need for accuracy and structure." The Self-Assured behavior measures HOW the strength of this individual's extroversion and desire for personal connection with others is influenced by their need for structure, detail, and accurate evidence prior to taking action. Higher intensity scores can sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning while Lower intensity scores reflect a cautious and conscientious approach that seeks to take actions that are supported by reliable tactics, trusted data and past successes.

12. The Individualistic Behavior (D/C) [Low Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

"How this individual's "results now" assertiveness is impacted by their desire to be accurate, analytical and structured." The Individualistic behavior measures HOW the strength of this individual's direct, assertive and "results now focus" is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives. Higher intensity scores will not likely be deterred by potential restraints or established policies especially if they are perceived to impede immediate results while Lower intensity scores will favor strong and precise compliance and adherence to established structure, rules, policy and procedures.

Intensity Scoring Legend – DISC Style intensity is a measure of how you will likely display the specific behavior when interacting and communicating with others in most situations

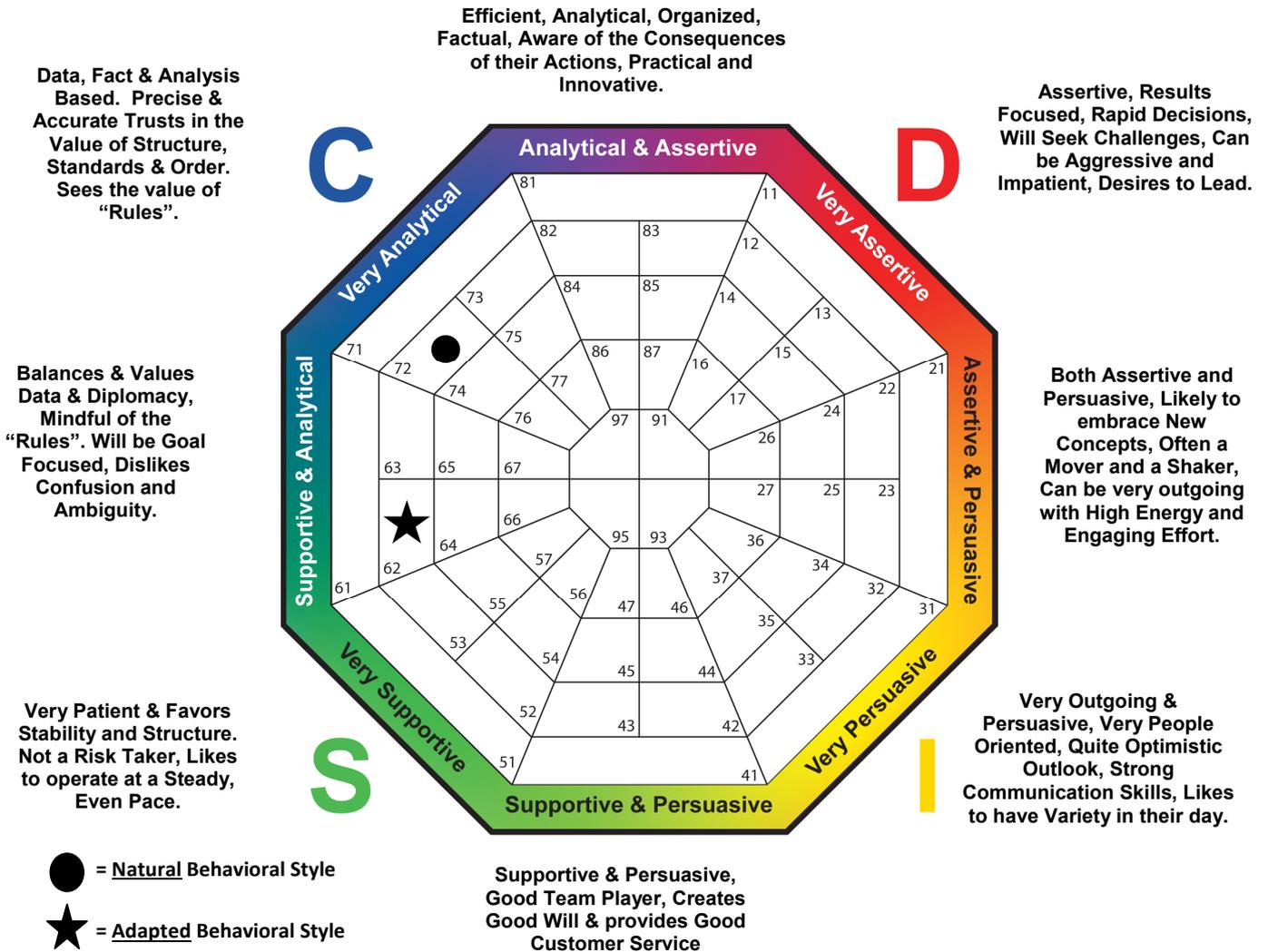
- **Low Intensity** - Low Intensity scores indicate the ABSENCE of this behavior in MOST situations.
- **Low Moderate** - Low Moderate Intensity scores are only SOMETIMES observable in SOME situations.
- **Moderate Intensity** - Moderate Intensity scores do not mean "mild." Moderate means the behavior is flexible and may or may not become observable based upon the requirements of the specific situation.
- **High Moderate** - High Moderate Intensity scores are frequently observable in many situations.
- **High Intensity** - High Intensity scores will be clearly observable, displayed more often and seen in most situations.

Behavioral Pattern View

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The descriptors outside the circle show how others typically see individuals with your styles. Plots on the outer edges of the diamond identify the one primary DISC factor that dominates the other three. As you move towards the center of the diamond, two traits and eventually three traits combine which moderates the intensity of your style descriptors within a specific behavioral zone.

THE SCORING LEGEND

- D = Dominance:** How you deal with Problems
- I = Influence/Extroversion:** How you deal with Other People
- S = Steadiness/Patience:** How you deal with your Activity Level
- C = Conscientious/Compliance/Structure:** How you deal with the organization's rules as well as the focus on details, accuracy and precision



PART II Application of DISC Styles

Understanding your own behavioral style is an important first step in learning about and enhancing relationships. While some of this information is intuitive to some styles, it isn't to everyone. Therefore, the rest of this report has important tips and strategies, both for identifying the styles of the people you work and live with as well as those you meet periodically or stranger you meet for the first time

All the knowledge in the world doesn't mean much if you can't apply it in real life situations. *Application* is what the rest of this report is all about.

To use the power of behavioral styles, you also need to know how to apply the information to people and situations. Remember, people want to be treated according to their behavioral style, not yours!

THIS APPLICATION SECTION INCLUDES:

- Overview of the Four Basic DISCstyles
- How to Identify Another Person's Behavioral Style
- What is Behavioral Adaptability
- How to Modify Your Style
- Tension Among the Styles
- How to Adapt to the Different Behavioral Styles

This section will help you understand how to be more effective in relationships and situations where others are involved. Good relationships can get better and challenging relationships will improve.

After reviewing the information, select a relationship in which things have not gone as smoothly as you would like. Make a commitment to at least 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.

Here's how to do it:

- 1 Identify the behavioral style of the other person** using the *How to Identify Another Person's Behavioral Style* section. You can read about their style in Overview of the Four Basic DISCstyles. The section *What Is Behavioral Adaptability?* Provides an in-depth insight into what adaptability is, what it is not, and why it's such an important skill to develop for all your relationships.
- 2 Once you know their style and preferences for directness and/or openness**, you can use the *How to Modify Your Directness and Openness* section to adjust these areas when relating to this person. You will be amazed at the difference it makes for your future in that relationship
- 3 To further understand the tension that may exist in the relationship**, you can refer to the *Tension Among the Styles* section and complete the *Tension Among the Styles Worksheet*. Being aware of the differences in preference in pace and priority, and modifying accordingly, can make a big difference in those tension-filled relationships.
- 4** And finally, use the *How to Adapt to the Different Behavioral Styles* in the last section for valuable coaching in how to deal effectively with people in each of the four major styles.

Overview of the Four Basic DISCstyles

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

	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
PACE	Fast/Decisive	Fast/spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Goal	People	Relationship	Task
SEEKS	Productivity Control	Participation Applause	Acceptance	Accuracy Precision
STRENGTHS	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemizing Orchestration
GROWTH AREAS	Impatient Insensitive to others Poor listener	Inattentive to detail Short attention span Low follow-through	Oversensitive Slows to begin action Lacks global perspective	Perfectionist Critical Unresponsive
FEARS	Being taken advantage of	Loss of social recognition	Sudden changes Instability	Personal criticism of their work efforts
IRRITATIONS	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
UNDER STRESS MAY BECOME	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
GAINS SECURITY THROUGH	Control Leadership	Playfulness Others' approval	Friendship Cooperation	Preparation Thoroughness
MEASURES PERSONAL WORTH BY	Impact or results Track records and products	Acknowledgments Applause Compliments	Compatibility with others Depth of contribution	Precision Accuracy Quality of results
WORKPLACE	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured

How to Identify Another Person's Behavioral Style

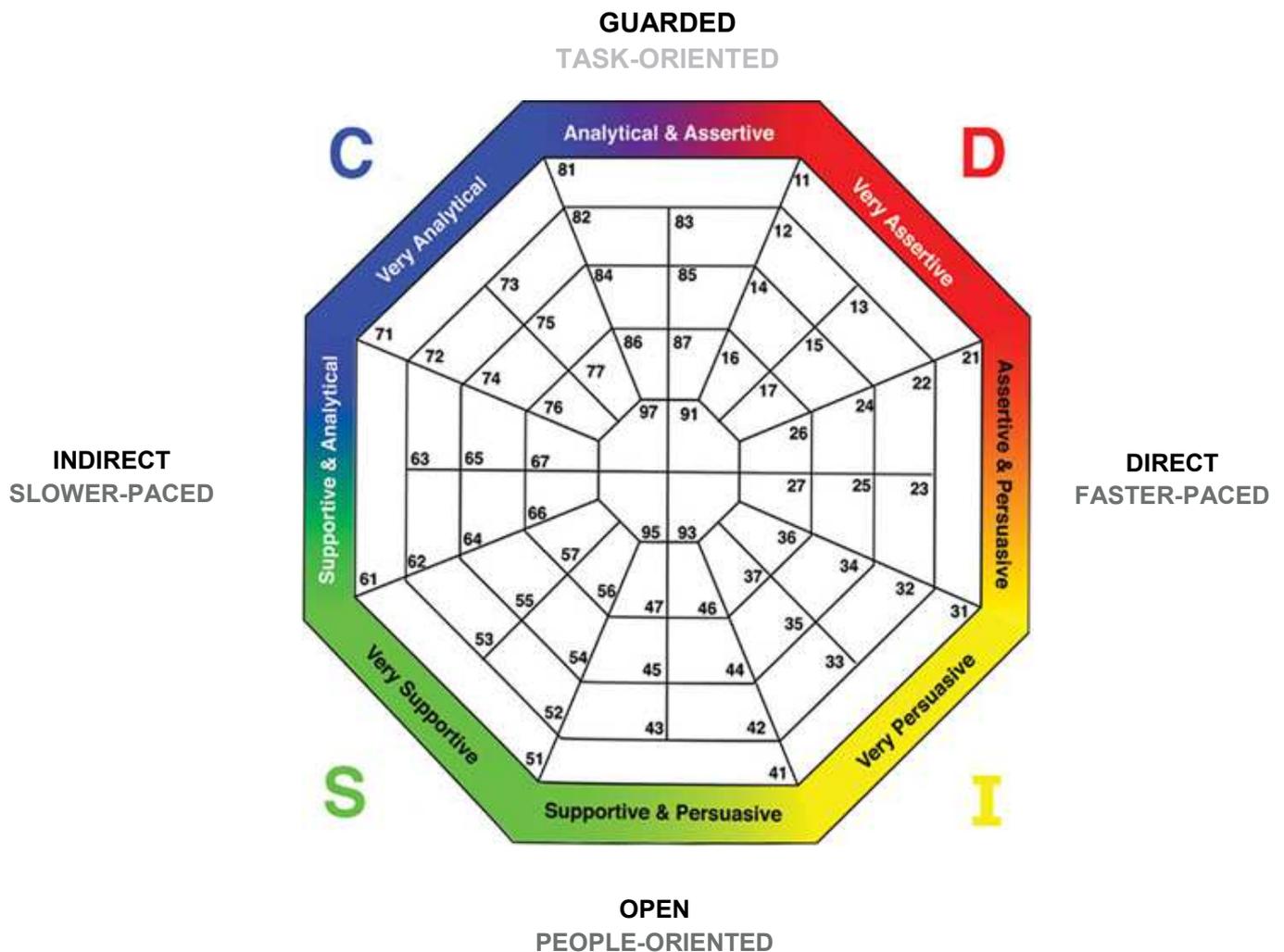
The goal of this section is to learn how to quickly and accurately identify someone's style so you can better understand and be more appropriate interacting with them. First determine the speed of their movements and speech. Are they more **DIRECT** (fast and outgoing)? Or **INDIRECT** (slower, more cautious)? Then are they more **OPEN** (to People) or **GUARDED** (and Task-focused.)

When you combine both scales, you have the following four different behavioral style categories:

Dominant behaviors are Guarded and Direct. *Influence* styles are more Direct and Open.

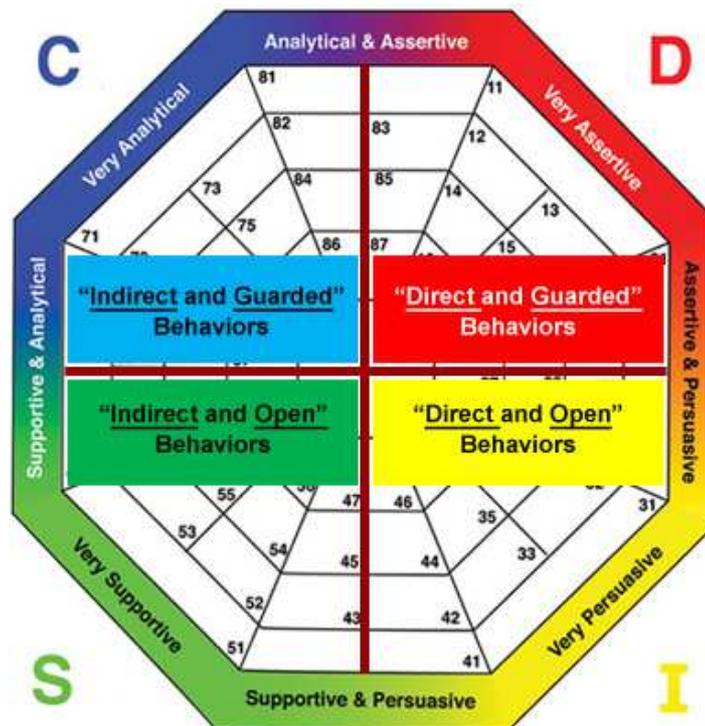
Steadiness behaviors are Open and Indirect. *Compliant* behaviors are Indirect and Guarded

The Whole Picture



Recognizing another person's Behavioral Style - 2 Power Questions:

1. Are they **DIRECT** or **INDIRECT** in the speed of their communications and actions?
(Directness is the 1st. Predictor of Style. Direct behaviors are plotted on the right in side in this chart.)
2. Are they more **GUARDED** or **OPEN** in their communications?
(Openness is the 2nd. Predictor of Style. Open styles are plotted on the Bottom, Guarded on the Top).



When we integrate both the natural tendency to be either **DIRECT** or **INDIRECT** with the natural tendency to be either **GUARDED** or **OPEN**, we've formed the foundation of and we have the basis for plotting each of the four different behavioral styles:

D = Individuals who typically exhibit *direct & guarded behaviors* define the **Dominant Styles**

I = Individuals who exhibit *direct & open behaviors* define the **Influence/Extroverted Styles**.

S = Individuals who exhibit *indirect & open behaviors* define the **Steadiness/Patient Styles**.

C = Individuals who exhibit *indirect & guarded behaviors* define the **Conscientious/Compliant Styles**.

The plots towards the edge of the diamond reflect **MORE INTENSITY** and those plotting closer to the center reflect **MORE MODERATE INTENSITIES** because more than one style characteristic is above the midline on the graphs.

What is Behavioral Adaptability?

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation and relationship with who you are with at that time. It's something applied more to yourself (to your own patterns, attitudes and habits) than to others.

No one style is naturally more adaptable than another. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: 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 concerns the way you manage your own behaviors.

You practice adaptability each time you slow down for a C or S style; or when you move a bit faster for the D or I styles. It 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 styles focus on facts or get right to the point with D or C styles. It means adjusting your own behavior to make other people feel more at ease with you and the situation

Adaptability does not mean “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.

Adaptability is important to all successful relationships. People often adopt a different style in their professional lives than they do in their social and personal lives. We tend to be more adaptable at work with people we know less. We tend to be less adaptable at home and with people we know better.

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

Effectively adaptable people meet other people’s needs and their own. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or, when the nature of the situation calls for them to totally adapt to the other person’s behavioral style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding, and non-judgmental.

Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. Anyone can treat others the way THEY want to be treated. It takes only awareness – and a commitment to pay attention, ask intelligent questions about what’s important to them; listen, and then apply what you learn!

When you truly “get” someone else and who they are, you are actually honoring them in that communication that they are important to you. On the other hand, expecting others to adapt only to your style has never won friends nor influenced people. The good news is that with the information in this report, the choice – and the opportunity is yours.

How to Modify Your Directness and Openness

In some interpersonal situations, it is sometimes easier to identify another person's **directness** OR **openness**, but not both. In these situations, learn how to practice adaptability, one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Directness or Openness. Then we'll look at some specific guidelines for being more adaptable with all the four styles.

DIRECTNESS

TO INCREASE

- Speak, move and make decisions at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't clash with the person
- Increase your eye contact

TO DECREASE:

- Talk, walk and make decisions more slowly
- Seek and acknowledge others' opinions
- Share decision-making
- Be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging or acting pushy
- When disagreeing, choose words carefully

OPENNESS

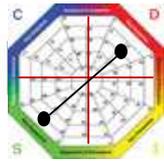
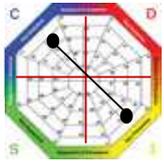
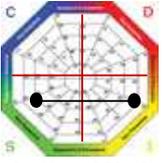
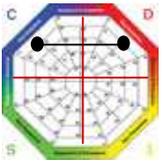
TO INCREASE

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal compliments
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

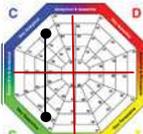
TO DECREASE:

- Get right to the task – the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use businesslike language

Tension Among the Styles

Potential Tensions/Disconnects	Plot Points Example
<p><u>Double Tensions</u> of Patience vs. Urgency AND People versus Task</p> <p><i>Pattern 1: The High S's preferred Patient & Slower Pace with a Primary Focus on People rather than on results and task can conflict with the High D's Sense of Urgency and a focus on Tasks and Results and Now.</i></p>	 <p style="text-align: center;">High S + High D (Lower Left vs. Upper Right Quadrant)</p>
<p><u>Double Tensions</u> of Patience vs. Urgency AND People versus Task</p> <p><i>Pattern 2: The High C's lack of Urgency with a Primary Focus on Tasks/Results can conflict with the High I's higher Urgency with a Primary Focus on People vs. Results and Tasks.</i></p>	 <p style="text-align: center;">High C + High I (Upper Left vs. Lower Right Quadrant)</p>
<p>Patience vs. Urgency Tensions:</p> <p><i>The High S's innate patience can conflict with the High I's Sense of Urgency.</i></p>	 <p style="text-align: center;">High S + High I (Lower Left vs. Lower Right Quadrant).</p>
<p>Patience vs. Urgency Tensions:</p> <p><i>The High C's focus on exercising patience to assure accuracy and avoid errors can conflict with the High D's focus on results, do it NOW solutions, and immediate action.</i></p>	 <p style="text-align: center;">High C + High D (Upper Left vs. Upper Right Quadrant)</p>

Tension Among the Styles (Continued)

Potential Tension(s)/Disconnects	Plot Points
<p>People vs. Tasks Tensions</p> <p><i>The High D's focus on Results, Tasks and Action can conflict with the High I's focus on other people, feelings and political correctness.</i></p>	 <p>High D + High I (Upper Right vs. Lower Right Quadrant)</p>
<p>People vs. Tasks Tensions</p> <p><i>The High C's focus on Data, Analysis, Accuracy and Precision can conflict with the High S's focus on other people, teamwork, personal connection and a feeling of 'family'.</i></p>	 <p>High C + High S (Upper Left vs. Lower Left Quadrant).</p>

Tension Among the Styles WORKSHEET

Everybody has a few tension-filled relationships. You can have the highest regard and/or loving feelings toward the person. It seems no matter what you do, your interactions are usually stressful. If this is behavior related, applying **The Platinum Rule**[®] - Treat others the way THEY want to be treated – may be helpful. Complete this worksheet to gain insights on how to improve the relationship. If you feel comfortable, you may discuss with the other person things you can do to ease the tension.

First, refer to the section on **How to Identify Another Person's Style** and determine their primary behavioral style. Then refer to the **Tension Model** to identify their pace and priority preferences. Next, see which preferences are different than yours and note the strategy you will take to modify your behavior. If both preferences are the same as yours, then determine where you will allow their needs to be placed above yours. For example, if you are a High I with fast-pace and people-oriented preferences and the other person is as well, you might let them have the center stage in times when it is not as important for you. A little give and take will go a long way.

JANE DOE'S INFORMATION

STYLE: C

PACE: Slower-paced

PRIORITY: Goal/Task-oriented

RELATIONSHIP

Name: John Doe

Style: High I

Pace: Faster-paced

Priority: People-oriented

Differences in your styles: 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: _____

How to Adapt to the **DOMINANT** Style

High D's are time-sensitive so don't waste their time. Be organized and get to the point. Give them relevant information and options that include probabilities of success. Give them written details to read at their leisure — but keep it all on a single page!

The Dominant styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the D Style call the shots. If you disagree, argue with facts, not feelings. In groups, allow them to have their say because they are not the type who will take a back seat to others.

With the Dominant Style, in general, be efficient and competent.

AT WORK, 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

IN SALES AND SERVICE...

- Plan and be prepared, organized, fast-paced, and always get quickly 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
- Provide options and let them make the decision, when possible

IN SOCIAL SETTINGS...

- 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

How to Adapt to the **INFLUENCING** Style

The Influencing High I Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them with them – they will appreciate you for your trust.

Some High I's seem like social-butterflies to others who are not, but people are so important to them they will be late for meetings if someone else needs support. Support them and give them understanding if they are not always on time. They love being with people who have a strong presence, contribute to stimulating and entertaining conversation, jokes, and who are enthusiastic and a sense of aliveness. Avoid rushing them into tasks if their focus is on people. In general, when you are with people with the Influence style, be interested in *them*.

AT WORK, 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

IN SALES AND SERVICE...

- Show that you're interested in them, let them talk, and allow your animation and enthusiasm to emerge
- 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

IN SOCIAL SETTINGS...

- 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 expect great follow-up, detail or long-term commitments. They are better at opening the new.
- Give them your attention, time and presence

How to Adapt to the **STEADY** Style

High S's are relationship-oriented and value warm, genuine relationships, so take things slow, earn their trust, support their feelings, and show sincere interest in them. Talk in terms of feelings, not facts. The S styles don't want to ruffle anyone else's feathers. Give them assurance that everyone will approve of them, their input and their decisions. Give them time to get their co-workers' opinions and never rush or back a Steadiness style into a corner. It is far more effective to apply warmth and patience to get this chicken out of its egg than to crack the shell with a hammer!

With the Steady Style, in general, be non-threatening and sincere.

AT WORK, HELP THEM TO...

- Make use of shortcuts and reduce unnecessary steps
- Track their growth and acknowledge it
- Avoid doing things in 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
- Modify their tendency to automatically do what others tell them
- Receive and accept others' credit and praise

IN SALES AND SERVICE...

- Get to know them more personally and approach them in a non-threatening, pleasant, friendly, yet 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. Offer personal, concrete assurances and support
- Communicate with them in a consistent manner on a regular basis

IN SOCIAL SETTINGS...

- 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 with a minimum of change

How to Adapt to the **CONSCIENTIOUS** Style

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented; so don't expect to become their friend before working with them. Friendship may develop later, but, unlike the Influencing Styles, it is not a prerequisite.

Support the Conscientious Styles in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the C styles to offer to be leaders or to be outspoken contributors, but do appreciate that you can rely on them to research, crunch numbers, and do the detailed groundwork for the group. If appropriate, set guidelines and exact deadlines. The C styles like to be complimented on their brainpower, so recognize their contributions accordingly.

With Compliant, conscientious C's, be thorough, well prepared, detail-oriented, business-like - and patient.

AT WORK, 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

IN SALES AND SERVICE...

- 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

IN SOCIAL SETTINGS...

- 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

I Have my DISC Profile. Now What...?

Now that you are aware of the differences in style, you will start to see signs of style everywhere.

Take the opportunity to use this information to open up meaningful dialogues about your own and their profiles with others and see how those relationships improve.

There is a lot of information in it and it is not meant to be digested in just one reading. Your report is filled with information about your own and each of the four primary behavioral styles that will become more and more valuable the more you apply it, so keep it close at hand as a valuable reference manual.

Have fun making a few minor changes in your behavior and experiencing behavioral flexibility. Notice where you have been doing something the same way your entire life so practice moving up or down on the Word Sketch columns and experience the results.

Remember The Platinum Rule®: *“Treat others the way **THEY** want to be treated”* and look forward to enjoying much more success in all your relationships!

Additional Resources on DISC

FREE RESOURCES

- **Regular, free live 75 minute Q&A teleseminar sessions by Carol Dysart, “the DISC Guru” and DISC expert.** Open to all DISCstyles™ profile users, take advantage of learning from a DISC *Master* on any questions about DISC in general or on questions about what something means in your report. Learn how you can apply DISC distinctions in business situations, sales, leadership and any type of relationships. To be notified of the next calls in your time zone, **register and submit your questions at <http://AskCarol.TheDISCGuru.com>.**
- ***The DISC eWorkbook*** - Discover which style seeks power and which one wants results. Who loves consistency and who fears change? This knowledge shows you how to sell your ideas and win people over. Use the DISC eWorkbook to put yourself and your projects in the best position to win.
Download at <https://www.e-junkie.com/ecom/gb.php?c=cart&i=1248217&cl=244896&ejc=2>
- ***The PeopleSmart in Business eBook*** - Discover who seeks recognition and who wants results. Who loves consistency and who fears change? This knowledge shows you how to sell your ideas and win people over. You'll be able to reach the unreachable. When a job needs to be done—use your People Smarts to pick the right person for the job. And put yourself and your projects in the best position to win.
Download at <https://www.e-junkie.com/ecom/gb.php?c=cart&i=1248219&cl=244896&ejc=2>

ADDITIONAL DISC PRODUCTS – see <http://www.alessandra.com/tadisc.asp>

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