



# **DISC** Collaboration

## A Comparison of Behavioral Styles

Report Comparing: **Heather Frost and Sandra Davis**

Date: **October 14, 2015**



## Table of Contents

Introduction to the DISC Comparison Report.....	3
DISC Scores.....	4
Behavioral Style Overview .....	5
Strengths.....	6
Struggles.....	7
Work Style Tendencies.....	8
Communication Plans .....	9
Motivations .....	10
The 12 Integrated DISC Relationships.....	11
Son Now What? .....	14
Disclaimer.....	15

## Overview of the Four Basic DISC Styles

Heather, below is an overview chart to help you better understand some of the characteristics of each of the Four Basic DISC Styles, so you can interact with Sandra and other DISC styles more effectively. DISC is quite useful in describing how a person behaves and is perceived in personal, social and work environments.

	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
<b>PACE</b>	Faster/Decisive	Faster/Spontaneous	Slower/Relaxed	Slower/Systematic
<b>PRIORITY</b>	Challenges	Attention	Relationships	Correctness
<b>SEEKS</b>	Productivity Control	Participation Applause	Acceptance Status Quo	Data And Proof Precision
<b>STRENGTHS</b>	Administration Leadership Problem Solver	Persuasive Motivator Optimistic	Good Listener Team Player Loyalty	Critical Thinker Accuracy Planning
<b>STRUGGLES</b>	Impatient Lacks Tact Poor Listener	Inattentive To Detail Short Attention Span Impulsive	Oversensitive Resists Change Slow To Act	Perfectionist Critical Unresponsive
<b>FEARS</b>	Being Taken Advantage Of	Loss Of Social Recognition	Little Time To Adjust To Change	Personal Criticism Of Their Work Efforts
<b>CONVERSATIONS</b>	Short, Fast, Abrupt	Spontaneous, Upbeat	Supportive, Friendly	Systematic, Nonverbal
<b>UNDER STRESS MAY BECOME</b>	Demanding Aggressive	Excitable Disorganized	Submissive Indecisive	Withdrawn Critical
<b>PLANNING</b>	Achieving The Plan	Promoting The Plan	Implementing The Plan	Structuring The Plan
<b>VOICE</b>	Strong, Clear Confident	Animated, Friendly, Much Inflection	Soft, Lower Volume, Warm	Monotone, Quiet, Precise
<b>WORKPLACE</b>	Efficient Stacks Of Papers Plaques & Awards	Messy Desk Photos & Sayings Many Post-Its	Comfortable Family Photos Team Awards	Stark & Structured Wall Charts/Calendar Latest Technology

## DISC Scores of Heather and Sandra

This DISC Collaboration Report shows how Heather and Sandra interact with each other in order to help them develop a better working relationship. Their DISC behavioral style is only one aspect within a working relationship, but it is one of the most crucial elements, as it defines how they interact and communicate with each other.

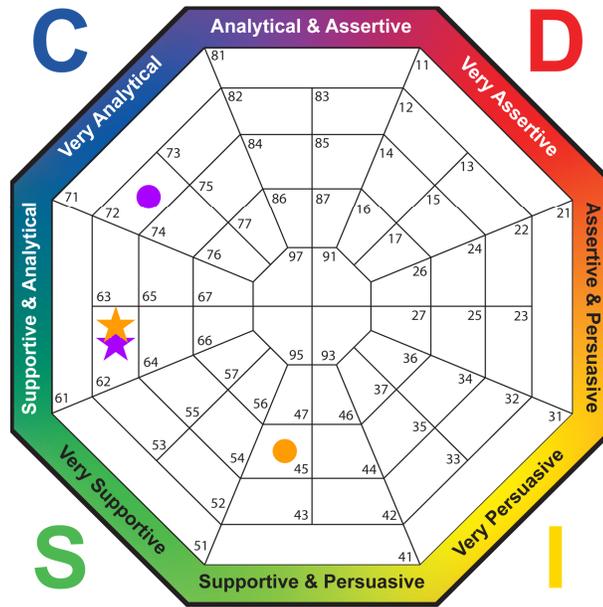
### Percent Match = 77%

**Heather Frost**

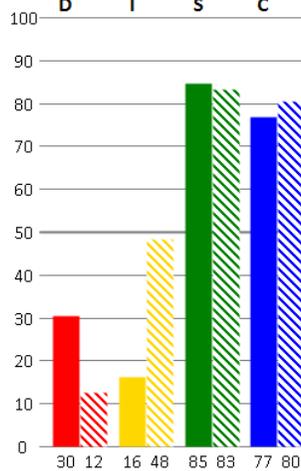
- = Natural Behavioral Style
- ★ = Adapted Behavioral Style
- ▨ = Bar Graph

**Sandra Davis**

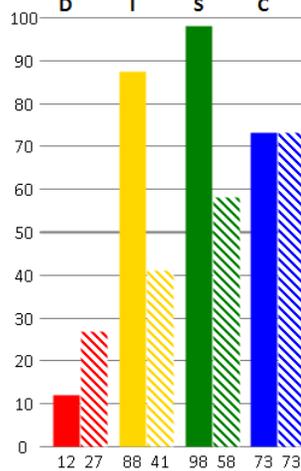
- = Natural Behavioral Style
- ★ = Adapted Behavioral Style
- ▨ = Bar Graph



**Adapted Style - Graph I**



**Natural Style - Graph II**



## Classical DISC Style Overview

The behaviors of Heather and Sandra displayed on this page are a combination of the influence of each of the four major DISC factors. Typically, each person will have one or two (most often) of the DISC factors that are prominently displayed. What follows is a description of the classic workplace patterns along with some insights into how Heather and Sandra typically functions in their day-to-day interpersonal dynamics. Their style is a baseline indicator that likely will be adapted by Heather and Sandra based upon the interpersonal dynamic of their relationship.

### Heather Frost's DISC Style: Coach

#### Coach Style Overview

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

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

### Sandra Davis's DISC Style: Formalist

#### Formalist Style Overview

Formalist rely upon procedure and structure in all aspects of life. They are detailed oriented and seek perfection. They need to know the expectations and the timetable for their work. They can get bogged down in detail and will not rush important decisions. They will take a risk if they have the facts to support it. They may be initially suspicious of personal compliments, praise or flattery.

- **Emotional characteristic:** Internally focuses energy on holding themselves to exacting standards and doing things right; may appear reserved and restrained.
- **Goals:** To achieve stable and reliable accomplishments.
- **How others are valued:** The consistent ability to be precise and accurate.
- **Influences group:** Through detailed and accurate input to team efforts.
- **Value to the organization:** Will embrace and support high quality and expected standards.
- **"Watch-out-for":** Rely too much on past procedures; can become rule bound.
- **When under pressure:** May revert to too much diplomacy and overly careful maneuvering.
- **Fears:** Aggressive, risky and confronting interactions; superficial personal relationships.

## Strengths of Heather versus Strengths of Sandra

Heather and Sandra likely display the strengths below rather consistently. For the most part, these qualities tend to enhance their interpersonal effectiveness. The big question is – how can Heather & Sandra best utilize their strengths when working together?

### Heather's Strengths:

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

### Sandra's 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.

## Struggles of Heather versus Struggles of Sandra

Everyone has possible struggles, limitations or weaknesses. Oftentimes, it is simply an overextension of their strengths that may become a weakness. Heather's and Sandra's struggles are listed below. It's best if they read through their list and identify the one or two struggles with which they are having the most difficulty. Then, they can look back at their strengths page and see if they have a strength that might help a struggle?

### Heather's Struggles:

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

### Sandra's Struggles:

- 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.

## Work Style Tendencies

Work Style Preferences provide useful insights as Heather and Sandra work together on a team or project. They are the talents and tendencies they each bring to the job. How do their work style tendencies mesh or clash?

### Heather's Work Style Tendencies:

- You persuade others on the team by careful attention to detail, and through facts, data, and logic.
- 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.
- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.
- You give careful consideration to all variables and input on a project. This process may take a bit more time, but it will yield a quality outcome.
- You tend to judge others on the job by objective standards and prefer to be evaluated yourself in the same way.
- You appreciate an occasional word of reassurance from your supervisor or board, as long as it is sincere input.
- You set high performance standards for yourself and others, and expect everybody to meet those standards.

### Sandra's Work Style Tendencies:

- 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.

## Communication Plans

The following suggestions can help Heather and Sandra understand and be aware of each other's unique communication preferences. To use this information effectively, share it with each other, as well as with co-workers, and discuss your communication preferences to form a more productive, less stressful working relationship.

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

- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Join in with some name-dropping and talk positively about people and their goals.
- Be candid, open, and patient.
- Ask for her input regarding people and specific assignments.
- Present your ideas and opinions in a non-threatening way.
- Provide assurances about her input and decisions.
- Plan to talk about things that support her dreams and goals.

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

- Leave the idea or plan without backup support.
- Be rude or abrupt in your delivery.
- Offer assurances and guarantees you can't fulfill.
- Be overly task-oriented.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Talk down to her.
- Be vague or ambiguous.

### 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.

## Motivations

Everybody is motivated; however, they are motivated for their own reasons, not somebody else's reasons. By understanding each other's motivations, Heather and Sandra can create an environment where they are most likely to be able to be self-motivated and motivate each other.

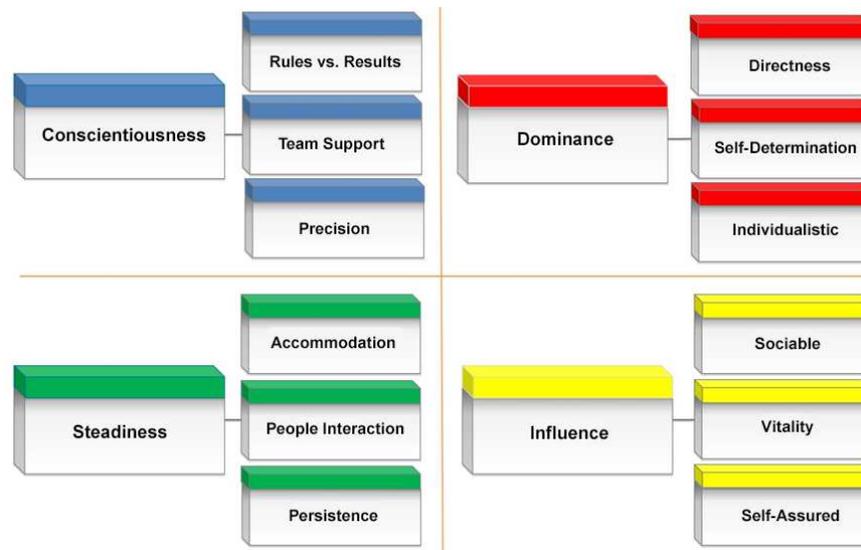
### Heather Tends to Be Most Effective In Environments That Provide:

- Highly specialized assignments and technical areas of responsibility.
- Few sudden shocks, unexpected problems, or crises.
- Clear lines of authority and areas of responsibility, with minimal ambiguities.
- Sufficient time to adjust to changes in workplace procedures.
- Identification with the team or greater organization.
- A workplace relatively free of interpersonal conflict and hostility.
- A secure work situation.

### Sandra Tends 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 12 Integrated DISC Style Relationships



The **Directness Behavior** measures how the strength of an individual's direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others.

The **Self-Determination** behavior measures how the strength of an individual's direct, assertive and "results now" oriented behaviors are influenced by their degree of patience and preferred pace.

The **Individualistic Behavior** measures how the strength of an individual's direct, assertive and "results now focus" is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives.

The **Sociable Behavior** measures how the strength of an individual's preference for cordial social interaction and people connection is influenced by their need for immediate results.

The **Vitality Behavior** measures how the strength of an individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level.

The **Self-Assured Behavior** measures how the strength of an 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.

The **Accommodation Behavior** measures how the strength of an 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.

The **People Interaction Behavior** measures how the strength of an 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.

The **Persistence Behavior** measures how the strength of an individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure.

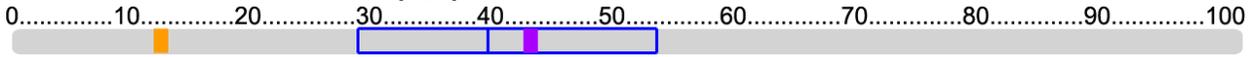
The **Rules vs. Results Behavior** measures how the strength of an individual's need to precisely follow established structural and procedural guidelines, standards and codes is influenced by their need for direct "results now" actions that target immediate accomplishments.

The **Team Support Behavior** measures how the strength of an individual's desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people.

The **Precision Behavior** measures how the strength of an individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation.

 = Heather Frost  
 = Sandra Davis

### 1. The Directness Behavior (D/I)



**Lower intensity** scores identify an inclination to search for a more socially interactive, popular and accommodating solution.  
**Higher intensity** scores identify a willingness to make and defend tough and even unpopular decisions.

### 2. The Self-Determination Behavior (D/S)



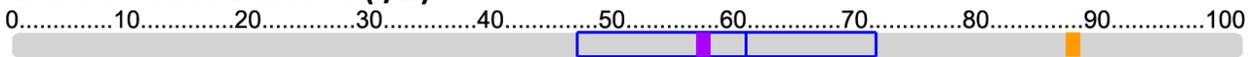
**Lower intensity** scores identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.  
**Higher intensity** scores identify a preference toward a more “now oriented pace” that is keyed toward taking actions that achieve immediate results and goals.

### 3. The Individualistic Behavior (D/C)



**Lower intensity** scores favor strong and precise compliance and adherence to established structure, rules, policy and procedures.  
**Higher intensity** scores are not deterred by potential restraints or established policies especially if they are perceived to impede immediate results.

### 4. The Sociable Behavior (I/D)



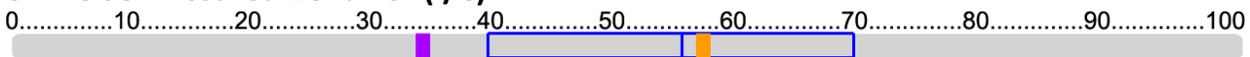
**Lower intensity** scores reflect a much stronger competitive “result now” focus with less effort on accommodation and building relationships.  
**Higher intensity** scores reflect an emphasis on seeking, building and sustaining personal relationships.

### 5. The Vitality Behavior (I/S)



**Lower intensity** scores reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.  
**Higher intensity** scores reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts.

### 6. The Self-Assured Behavior (I/C)



**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.  
**Higher intensity** scores sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning.

 = Heather Frost  
 = Sandra Davis

### 7. The Accommodation Behavior (S/D)



**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.  
**Higher intensity** scores reflect a willingness to consider, accommodate and support alternative solutions and ideas.

### 8. The People Interaction Behavior (S/I)



**Lower intensity** scores reflect a freewheeling and confident belief that most if not all interactive social situations can be handled "on the fly."  
**Higher intensity** scores display a great deal of care and consideration when crafting the words and deeds that impact others.

### 9. The Persistence Behavior (S/C)



**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.  
**Higher intensity** scores reflect an emphasis on supporting planned group and team efforts.

### 10. The Rules vs. Results Behavior (C/D)



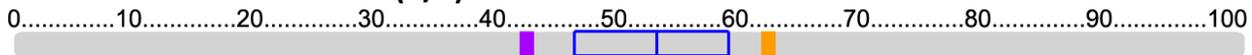
**Lower intensity** scores suggest a more direct, immediate "result now" focus that will not likely be restrained by established protocols, procedures and policies.  
**Higher intensity** scores identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols and policies.

### 11. The Team Support Behavior (C/I)



**Lower intensity** scores display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.  
**Higher intensity** scores display reliance upon structure, logic, facts and established data, procedures and protocols.

### 12. The Precision Behavior (C/S)



**Lower intensity** scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.  
**Higher intensity** scores reflect a desire to operate in a "fail-safe" environment supported by accurate data and through preparation.

## So Now What?

This report is filled with information about Heather's and Sandra's style and how each, with the in-depth knowledge of each other's behavioral preferences can work better together as a well-oiled team.

There are many suggestions in this report for Heather and Sandra to apply these behavioral style tips to improve their working relationship, avoid stressful behaviors and practice conflict resolution, if and when needed.

Don't put this report on a shelf or in a file. It is important to use this information to open up a meaningful dialogue with each other to improve all your relationship. Use this report as a reference tool. There is a lot of information in it and it is not meant to be digested in just one reading.

Have fun with making a few minor changes in your behavior and experience the results. You might be surprised! Remember The Platinum Rule®: "Treat others the way THEY want to be treated." You will have much more success in all your relationships, not just with each other!

## Disclaimer

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

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

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

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