



DISCovering My Career Path

An Evaluation of Behavioral Styles, Motivations & Occupations

Report For: **Jenna Karl**

Style: **ISC/CIs**

Focus: **Work**

Date: **3/20/2017**



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Introduction: DISCovering My Career Path Report

Congratulations on your participation in the DISCovering My Career Path Report used to analyze your Communication Preferences, Behavioral Style and Seven Dimensions of Motivations, for supporting you when choosing a career path.

This report is the result of your two assessments – DISC and Motivators. The DISCovering My Career Path Report helps you make career decisions, by identifying your DISC Style’s observable behavior based on your needs, emotions, and seven dimensions of motivations. It also introduces you to Character Virtues to practice and develop, and gives you the opportunity to reflect on your ideal career path based on your style, motivations and interests.

This report does not tell you that you **MUST** choose a particular career path because you have a certain style or specific motivations. It has been designed to guide the process of you choosing your career path, through giving you options to choose from and insights about your personality and the motivations you have, so that you can make an informed decision.

Jenna, the first part of the report focuses on your communication preferences and behavioral style. While this information is extremely valuable, the second section with the title of “Application” increases the value of your report exponentially.

Finding your career direction begins in defining a critical element – Your Occupational Behavioral Style and Motivations. Research suggests that specific behavioral styles are attracted to specific occupations. Understanding your career choices, mastering the process of career or job selection, and applying this knowledge for job satisfaction consists of three basic steps:

- 1. Knowing your natural behavioral tendencies and motivations,**
- 2. Determining the behavioral demands of the job, and**
- 3. Understanding the results of adapting your natural style to “fit” the needs of a job’s role, OR for selecting a career that utilizes your natural style’s talents or both.**

The DISCovering My Career Path Report helps you make and plan your **career decisions**. In addition, it provides a **list of occupations** and the **O*NET (Job) website** for identifying job requirements that are the closest match to your natural behavioral style.

This report is as much prescriptive (tips and tools for interpersonal communications and career management) as it is descriptive (getting you to understand and appreciate your own DISC style).

Today’s workplace is in constant change and careers are evolving to keep pace with this change. It will not be unusual for **people to change careers 4-5 times during their working lives**. Furthermore, research indicates that more than 50% of working people hold jobs that do not utilize their natural talents, so they are neither fully motivated nor satisfied with their work. Research suggests that **50-80% of all employed adults are in the wrong job or career**.

Given these realities, it becomes more important than ever for you to be prepared to make informed career decisions based on a solid understanding of your behavioral style and your natural traits and motivators. With increased understanding of the talents you bring to the workplace, you can maximize your ability to succeed and achieve career satisfaction in an ever-changing environment.

DIScovering My Career Path

Career satisfaction, happiness, and success are possible, if you know how to make it happen! With this personalized and comprehensive report, you have tools to help you understand how behavioral styles gravitate to certain jobs and how you can become more effective in making informed decisions when choosing a career path.

This report does not assign personal values, interests, aptitude, IQ or work history. Instead, it concentrates on the tendencies you have, that influence your behavior and helps you to recognize the preferences and strengths you bring to a job. Establishing the best career path is a result of learning what jobs require the “real you” for that natural “job fit.”

Many of us grew up believing the wisdom of treating others the way you would like to be treated — the Golden Rule. We soon realized that another practical rule to live by seemed to be what Dr. Tony Alessandra calls The Platinum Rule® — Treat others the way THEY want to be treated. See the resource section (page 45) to purchase a copy of Dr. Tony’s book The Platinum Rule.

With this personalized and comprehensive report, you have the tools to help you become a better you and help you behave more maturely and productively. Then you can develop and use more of your natural strengths, while recognizing and improving your limitations. Parts of this report concentrates on your natural tendencies that influence your behavior and values/motivations.

DISC (Part I & II)

Historical, as well as contemporary, research reveals more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into four basic categories. *Our DISC System* focuses on patterns of *external, observable* behaviors using scales of directness and openness that each style exhibits. Because we can see and hear these external behaviors, it becomes much easier to “read” people. This model is simple, practical, and easy to remember and use.

| 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 |

MOTIVATORS (Part III)

Research shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their motivations. They also understand their limitations and where they are not effective and this helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire. This report measures seven dimensions of motivation. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **Altruistic** - a drive for humanitarian efforts or to help others altruistically.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.

Most people spend more time planning their vacations than they invest in planning or managing their own careers. Your participation in this process demonstrates your commitment and active interest in your own success.

PART IV – Planning Your Career Path

The final section of this report explains the process of **defining a career path** using the suggested resources in combination with your communication style and behavioral strengths. Some jobs you may find ideal may not even be listed herein. Simply use the list of job titles as a guide. If there is a particular job that interested you, find an interview people that are successful in this job.

Remember, you are NOT always the person described in this report, but it is a good place to start looking at yourself to discover strengths, values, communication tips and motivators you agree are “you.”

Feel free to edit this report by crossing out or adding in things that you KNOW describe you the most often, then make that the report you share with others and the one you use to research your careers options.

Also if a lot of what’s in this report does not describe the person you know yourself to be, then please contact your source for this report or email: Sandra@PeopleSmartWorld.com with your questions or comments.

Part I - Understanding Yourself

General Characteristics

Jenna, the narration below serves as a general overview of your behavioral tendencies – the general characteristics of your personal DISC style. Your report provides a framework for understanding and reflecting on your results. It also includes ideas to help you leverage your strengths to maximize your personal success and career satisfaction.

You are able to accomplish complex tasks by working enthusiastically with people. Even when faced with very complex requirements, you have the ability to both harness the emotional capacity of your team, as well as deal with the details and minutiae of the project.

You have the ability to take the seed of an idea and make it develop into a successful solution. This is a strength that you should utilize whenever possible, due to its high potential benefit to the team. You have an innate optimism and creativity and are able to think both quickly and analytically about ideas. Your positive spirit has the potential to be a catalyst for positive change within an organization or team.

Jenna, you score like some who may tend to overuse position or power to get their way. This is not always effective in getting necessary results. Try to minimize the reliance on your title or authority, and instead approach problems with an eye toward benefitting the group. Your knowledge of specifics and details is a strength, as long as it is used in the spirit of making progress toward the goal.

Your score pattern matches those whose decisions are made primarily by gathering facts and considering the needs of all people involved. This highlights the theme of balancing both the people side and the detail side of projects. This balance translates to win-win situations for both the organization and the people involved. This is a rare skill, and one that is valued in the workplace.

Part I Understanding Yourself

General Characteristics (continued)

Your responses indicate that you are optimistic, with a strong desire to win. This spirit can be contagious, and thus positively influence the team. You score like those who are outgoing, with a keen sense of detail and goal orientation. You may sometimes surprise others with your specific knowledge of a project or initiative.

Your response pattern, Jenna, indicates that you tend to be considerate of others, and that you are able to persuade them in an assertive manner, without being demanding. This can be an asset to the team, especially on complex projects in which different types of people may be involved.

Your results indicate that you are able to help initiate complex processes and activity. This comes from two specific traits: people orientation, and detail orientation. Your "people skills" can be used to engage others in an idea or process, while your attention to detail can help maintain a level of quality control. The latter is a skill that few people share and is something that you should attempt to leverage and maximize.

Some people don't always "get it" right away. To that point, you show a special skill in helping others visualize the activities necessary for success. You do this by creating mental pictures for your audience in communicating what the vision is all about. Using those mental pictures, you are able to illuminate a variety of pathways to success. Be certain to use this skill when working with team members who are having trouble articulating the vision.

Your Strengths

What You Bring to an Organization

Jenna, you are likely to display your natural strength (qualities) consistently. These qualities tend to enhance your effectiveness. Your style traits described in this report give useful insights as you perform the tasks required in any role you take on. These traits reflect your talents and preferences, and may influence the choices you make.

Choose two of your strengths and two of your style traits that are important to you and transfer them to the **Summary of Your Style** on page 14.

Your Strengths:

- You bring a positive sense of humor and know how to break the ice or combat hostility tactfully.
- You are deadline-savvy and able to juggle many issues simultaneously.
- An optimistic team player, you are able to motivate others toward their goals.
- You tend to be diplomatic in working with others.
- You bring a sense of genuine enthusiasm to the team and organization.
- You are people-oriented, but also rather modest, so you have the ability to get along with a wide variety of people.
- You show a high level of respect for established systems and organizational protocol.

Your Style Traits That You Bring to a role:

- You tend to make decisions based on factual data.
- You tend to be rather friendly and easy-going in your interactions with others.
- You persuade others in the organization by demonstrating personal competence, and encourage others with a sense of optimism.
- You are articulate about many different topics and issues.
- You have a large base of knowledge, and a continuing appetite to learn more and seek expertise in specialized subjects.
- You tend to be vocal with others when areas of responsibility need to be delegated.
- You may tend to become vocally disappointed when standards aren't met, or when a project gets delayed.

Your Motivations (Wants) and Needs

Motivators drive behavior. What motivates you? People are motivated by what they want or need to avoid their fears. Each style has different fears, wants, and needs. The more fully your behavioral needs are met, the easier it is to perform naturally with minimal effort. This report has identified and compiled your behavioral wants and needs. Knowing these helps you understand the “why” behind how you behave, react and respond. **Jenna**, this section lists your most important wants and needs that will allow you to perform at your best.

Choose your two most important motivators and your two most important needs. Transfer these to the **Summary of Your Style** on page 14.

You Tend to Be Motivated By:

- Sincerity from peers and colleagues.
- A supportive and encouraging working environment in which you are free to express yourself.
- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.
- Assignments that allow for communication with a variety of contacts.
- Complete explanations of systems and processes that impact your work environment.
- Projects and challenges of a highly specialized nature that support your natural curiosity and detail orientation, while also allowing you to demonstrate your skills and competence.
- Acceptance as an important member of a group or team.

People With Patterns Like You Tend to Need:

- A wider scope of perspective and operations.
- Complete explanations of the nature of a process, and systems used.
- Sufficient time for effective planning.
- An environment where there is frequent communication and contact with people.
- Increased authority to delegate routine tasks and procedures.
- To maintain communication on work tasks or projects, and to reduce the amount of off-the-subject comments and socializing.
- Clear and specific job descriptions and role responsibilities.

Your Ideal Work Environment

Everyone is motivated. However they are motivated for their own reasons, not someone else's. By understanding what motivates you, you can create or choose environments where you will most likely be self-motivated. You will invest your natural energy in just being "you" instead of feeling the need to behave in a way that does not come naturally.

Select the two most important environmental factors and transfer these to the **Summary of Your Style** on page 14.

You Tend to be Most Effective in Environments that Provide:

- Public recognition for accomplishments.
- Clear areas of responsibility with minimal ambiguities.
- Freedom from intensely pressured decisions.
- Established practices, procedures, and protocols.
- Close relationships with small groups of associates, rather than superficial relationships with a large group of people.
- Time to reflect and think about pros and cons to solutions.
- Opportunities to work with people with whom you have developed trust, rapport, and credibility.

The C Style Behavior and Needs Under Stress

Under Stress You May Appear:

- Resistant to change
- Unable to meet deadlines
- Over-reliant on data and documentation
- Slow to act
- Unimaginative

Under Stress You Need:

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

Your Typical Behaviors in Conflict:

- C's tend to hold conflicts or conflicting views in their mind, looking for proof that they are right or a new valid way of looking at things that accommodates both points of view.
- C's are quite uncomfortable with overt conflict, aggression and anger. C's will do whatever they can to avoid these situations and to avoid individuals with whom they have a disagreement.
- Although C's generally avoid overt conflict, they may speak out on a matter of principle in order to protect their high standards.

Strategies to Reduce Conflict and Increase Harmony:

- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.

PeopleSmart Communication Tips

The following suggestions can help others who interact with you understand and become aware of your communication preferences. To use this information effectively, talk about your preferences with others and invite them to share theirs with you.

From the list below choose the two most important Do's and Don'ts when others communicate with you and transfer them to the **Summary of Your Style** page.

When Communicating with Jenna, **DO**:

- Plan some extra time in your schedule for talking, relating, and socializing.
- Ask for Jenna's input regarding people and specific assignments.
- Be certain that your ideas and information are credible and realistic.
- Plan to talk about things that support Jenna's dreams and goals.
- Do your homework, because Jenna's homework will already be done.
- If you agree with the outcome, follow through and do what you say you will do.
- Join in and talk positively about people and their goals.

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

- Get in the habit of manipulating ideas quickly.
- Be unrealistic with deadlines.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Be impersonal or judgmental.
- Rush the issues or the decision-making process until you have buy-in.
- Use unreliable evidence or testimonials.
- Talk down to Jenna.

Potential Areas for Improvement

Everyone has some possible struggles, limitations, weaknesses, or areas for improvement. Often it is simply an overextension of strengths that can show up as **weaknesses** or even **blind spots**. For example, a High D's directness may be a strength in certain environments, but when overused, and with certain styles this directness may be experienced as domineering or aggressive.

Now you see these, choose two from the list below that will bring the most significant change and that you can commit to improving upon and transfer them to the **Summary of Your Style** on page 14.

Potential Weaknesses and Possible Blind Spots for Your CIs Style, Jenna, and Perceptions Others May Have for Your CIs Style.

- You may get bogged down in details, like a security blanket in a high-pressure climate.
- You may trust people a bit too much and may get burned in the process.
- You may withdraw ideas in order to keep from making waves or creating controversy.
- Your high level of enthusiasm may be seen by some as shallow or self-absorbed.
- You may be overly optimistic in your ability to persuade or manage others.
- You may tend to oversell your ideas.
- You may tend to promise a bit more than you can deliver, then enlist the help of others to ensure timely delivery.

Summary of Jenna Karl's Style

Communication is a two-way process. Encourage others with whom you interact with to complete their own DISC Assessment (not necessarily this DISCovering My Career Path Report; select the version most appropriate for each person) and then share the Summary Sheets with one another. By discussing preferences, needs, and wants with your peers, coworkers, those with whom you socialize, or even family members, you will be able to enhance these relationships and turn what might be a stressful relationship into a more effective one just by understanding and applying the DISC information. Also use some of what is on this page when writing your Résumés and Cover Letters or Interview Portfolio Content.

YOUR STRENGTHS: WHAT YOU BRING TO AN 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. _____

PeopleSmart Tips for Relating in Style

The information on the following two pages can alter every relationship you have. By studying these tips carefully you will soon understand what is important to each style, and have a strategy for successfully meeting their needs.

When Communicating with **DOMINANT** Style Types

| CHARACTERISTICS - HIGH D'S... | SO YOU... |
|---------------------------------------|---|
| Are concerned with being #1 | Show them how to win. Offer 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 |
| Are not threaten by conflict | If necessary, argue with conviction on points of disagreement, backed up with facts. Don't make it personal |

When Communicating with **INFLUENCING** Style Types

| CHARACTERISTICS of High I's ... | SO YOU... |
|---|--|
| Are concerned with approval & appearances | Show them that you admire and like them |
| Seek enthusiastic people & 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 & 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 |

Who do you know that is a high D or I Style? Ask them to illustrate some of these examples.

When Communicating with the **STEADY** Style Type

| CHARACTERISTICS of High S's... | SO YOU... |
|--|---|
| Are 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 unexpected 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 |

When Communicating with the **CONSCIENTIOUS** Style Type

| CHARACTERISTICS of High C's... | SO YOU... |
|--------------------------------------|---|
| Do not like 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" |

Who do you know that is a high S or C Style? Ask them to illustrate some of these examples.

WORD SKETCH Natural Style

DISC is an observable “needs-motivated language” that describes emotions and behaviors that are neither good nor bad. Behaviors reveal the needs that motivate our actions. We all have specific reactions and responses that come naturally to us.

Jenna, the chart below is your personal “NATURAL STYLE” DISC Graph displayed as a Word Sketch. The highlighted descriptors in your chart indicate the behavioral traits you naturally exhibit. Use it with examples to describe “why” you do “what” you do.

| | D | I | S | C |
|------------|---|--|--|--|
| DISC Focus | Problems / Tasks | People | Pace (or Environment) | Procedures |
| Needs | Challenges to solve, Authority | Social relationships, Friendly environment | Systems, Teams, Stable environment | Rules to follow, Data to analyze |
| Observable | Decisive, risk-taker | Optimistic, trust others | Patience, stabilizer | Cautious, careful decisions |
| Fears | ... being taken advantage of/lack of control | ... being left out, loss of social approval | ... sudden change/loss of stability and security | ... being criticized/loss of accuracy and quality |
| 6 | argumentative daring demanding decisive domineering egocentric | emotional enthusiastic gregarious impulsive optimistic persuasive | calming loyal patient peaceful serene team person | accurate conservative exacting fact-finder precise systematic |
| 5 | adventurous risk-taker direct forceful | charming influential sociable trusting | consistent cooperative possessive relaxed | conscientious courteous focused high standards |
| 4 | assertive competitive determined self-reliant | confident friendly generous poised | composed deliberate stable steady | analytical diplomatic sensitive tactful |
| 3 | calculated risk moderate questioning unassuming | controlled discriminating rational reflective | alert eager flexible mobile | own person self-assured opinionated persistent |
| 2 | mild seeks consensus unobtrusive weighs pro/con | contemplative factual logical retiring | discontented energetic fidgety impetuous | autonomous independent firm stubborn |
| 1 | agreeing cautious conservative contemplative modest restrained | introspective pessimistic quiet pensive reticent suspicious | active change-oriented fault-finding impatient restless spontaneous | arbitrary defiant fearless obstinate rebellious sarcastic |

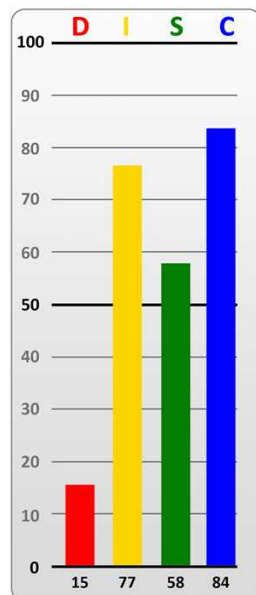
DISC eGraphs for Jenna Karl

The graph on the left is your **Natural Style** and indicates the intensity of your instinctive behaviors and motivators. It is often a better indicator of the **real you**. Your **Natural Style** is how you act when you feel comfortable in your environment and are not attempting to adjust or mask your style. Your **Natural Style** traits are those you exhibit in **stressful situations** and tend to be fairly consistent over time.

Jenna, your **Adapted Style**, the graph on the right, is **your perception of the behavioral tendencies** you use in your work environment. This graph may change when you change roles or situations.

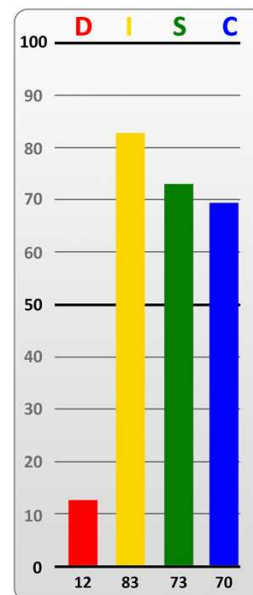
Your **Natural Style** indicates that you **naturally** use the behavioral traits of the **CIs Style**. Your **Adapted Style** indicates you tend to use the behavioral traits of the **ISC Style** in your work environment based upon the demands of that environment.

Natural Style - Graph I



Pattern: CIs (1546)

Adapted Style - Graph II



Pattern: ISC (1655)
Focus: Work

If the two graphs are **similar**, it means you also tend to use your **natural behaviors in your environment**. If your **Adapted Style differs significantly (shifts up or down by 30%) from your Natural Style**, your environment may cause you **stress** the longer you remain in that environment, because you are using traits that are not as comfortable for you to use or that come natural to you.

The higher or lower each D, I, S, and C point is on your two graphs, the greater or lesser your needs-motivated behavior impacts your results at work and with others around you. Once you become aware, you can adapt your style. Adapting behavioral traits is most effective with awareness and practice. Behaviors define how we express our beliefs and our thinking out into the world.

PART II - Practical Application of DISC

Understanding your own behavioral style is the first step to being more effective in managing your career. All the knowledge in the world doesn't mean much if you don't know how to apply it in real-life situations. This section of your report explains these practical applications.

To begin to use the power of behavioral styles, invest time and practice in knowing how to apply the DISC concept and knowledge to people, environments, and jobs.

THIS APPLICATION SECTION INCLUDES:

- Overview of the Four Basic DISC styles
- What is Behavioral Adaptability
- Character Virtues and their Definitions
- Adapting Your Style
- Practicing Virtues for Shifting Tensions Among the Styles

The purpose of this part of the report is to help you minimize your regrets and maximize your success. It is about acknowledging the talents you know you have and discovering talents you may not have known you have. It is important, that this process helps you find new insights or ways to talk about yourself to others, and also helps you to relate more effectively with others.

The better you understand yourself, the better you will be at getting what you want. In fact, it is what you don't know about yourself that will often keep you from getting what you want.

This process and the discovery you make about yourself by simply studying this report will give you priceless insights that will become one of your most valuable assets.

Note the **Tension Among The Styles** (page 25) section, for understanding what is often a natural feeling of discontent when your style is different from another. It could be in your natural speed or focus or even the Motivators/Values you feel strongly about, that could differ from someone else's or the requirements of your role and the expectations it places on you.

Overview of the Four Basic DISC Style-types

Below is a chart to help you understand some of the characteristics of each of the four Primary DISC Styles so you can interact with each style more effectively. These behavioral tendencies are indicative of those with the High or Pure D, I, S or C Style. Remember that your primary style tendencies may be modified by the influence or blending of your secondary style, which can change how others see and interact with you.

Knowing each of the “High D, I, S, or C” style’s primary tendencies, is very useful in anticipating how a person with a given style is likely to feel and behave. Never use your style as an “excuse” for your behavior, but “own” what is true and even give examples to help others understand why you do what you do! Be willing to ask and appreciate examples from others too!

| | 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 Slow to begin action | 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 |

To further understand how each combination of a person’s primary and secondary style creates their unique and different makeup, there is a special report that more fully describes the 12 Classical Style Combinations or Patterns that are most commonly identified using DISC. Find which of the 12 styles are most like you and be ready to give examples that further illustrate how you typically behave so others can better understand and appreciate you. Ask your provider for this report.

What Is Behavioral Adaptability?

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of a job, a situation, or a relationship you have with a person. It is something applied more to yourself (to your patterns, attitudes, beliefs and habits) than to others.

No one style is naturally more adaptable than another. For any situation, the behavioral adjustments that each style needs to make will vary. The decision to adapt your approach, behavior and communication style 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. Likewise, you can be adaptable to a job's requirements, if necessary.

Your degree of *adaptability* is related to how aware you are and how 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 appropriate responses and reactions with an **S or I Style**; or when the **I or S Style** focuses on facts or gets right to the point with someone who is a **D or C Style**.

Adaptability is about having the willingness to adjust your own behavior and your natural preferences to meet the demands of a job and work environment.

Adaptability does **not** mean "imitation" of the other person's style, **Jenna**. It **does** mean adjusting your openness, directness, pace, and priority to more closely match the other person's preference, while maintaining your own identity. Adaptability does **not** mean that you must change who you are in order to be successful in a job, **although it does mean that it will take more energy to perform in a way that it is not naturally comfortable.**

Having to significantly adapt your own behavior over a long period of time may cause you tension and stress, but usually, this is temporary and is worth it to gain rapport with others, or when having to learn new behavioral skills for a new job. Realize that it takes energy to adapt though - to act in a way that is not natural. Adapting for a specific job description for 8 hours a day and for 40 hours a week can be exhausting. That is why understanding what career path to choose based on your natural tendencies and behavioral style is critical.

When you are a highly effective and adaptable person you are able to meet other peoples' needs, which automatically affects their trust of you and builds your credibility. 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 and affects your job performance. It enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. Practice being adaptable, especially for job interviews, but do not "Fake" being someone you are not just because you need a job!

By practicing and being a "PeopleSmart People-Reader" you'll "win friends and influence people" because you will find yourself asking enough questions about them that you'll be able to "treat other people the way THEY want to be treated!"

**Remain mindful of the difference between
adapting for interacting effectively with people
and adapting to a job day-in and day-out.**

Character Virtues

Want to change and don't know how?

Virtues are the essence of your character and character does indeed determine destiny. Character virtues are those positive character assets or qualities that others know you by. There are theological virtues, character (human) virtues, and moral virtues. In this section, we focus on *character virtues* – the results of your “instinctive” ways of behaving – usually set in the very early stages of your life, depending on how consistently your parents or teachers, coaches and religious or political leaders re-enforced and encouraged you to use them. Virtues are within and come naturally to you, and are developed depending on how you were parented.

The more you recognize the potential impact that practicing virtues can have on your life, the more your life will open up to new possibilities and to greater joy and fulfillment. Once you realize that you have a choice in how you think and choose to behave, then change can happen, especially once you know that behavior comes first from a belief or thought, then your mindset (those attitudes and thoughts) begins to produce behaviors, and from these behaviors, you get results.

Each of the four primary DISC styles has a number of virtues that come naturally to them. In the following chart, you'll find 6 virtues for each of the four DISC primary styles that are most often observed by others. To begin developing one of the other style's natural virtues within you, study that virtue's definition and consciously practice demonstrating it - Observable behaviors and language.

| DISC Style | D Dominance | I Influence | S Steadiness | C Compliance |
|---|-----------------------|-----------------------|------------------------|------------------------|
| Some Naturally Expressed Virtues typically found in each DISC Style | Courage | Enthusiasm | Loyalty | Diligence |
| | Assertiveness | Optimism | Patience | Perseverance |
| | Determination | Trust | Peacefulness | Righteousness |
| | Confidence | Friendliness | Tolerance | Perceptiveness |
| | Independence | Generosity | Consideration | Integrity |
| | Idealism | Cheerfulness | Cooperation | Conscientious |

(See Definitions on the following page.)

When you want to get a different result, notice which natural virtues are associated with each style and practice those virtues Notice the results you get!

Virtue Definitions

The D Style:

Courage is embracing life fully without holding back, doing what must be done even when it's difficult or risky.

Assertiveness is telling the truth about what is just, setting clear boundaries.

Determination is persevering until we meet our goals and the power of intent that drives our dreams.

Confidence is a sense of assurance that comes from having faith in ourselves and in life.

Independence is making our own choices confidently without undue influence from others.

Idealism is daring to have big dreams and then acting as if they are possible.

The I Style:

Enthusiasm is acting wholeheartedly with eagerness without holding back.

Optimism is having a positive and cheerful outlook.

Trust is positive expectation that all will be well.

Friendliness is reaching out to others with warmth and caring.

Generosity is giving and sharing fully and trusting that there is plenty for everyone.

Cheerfulness is looking for the good in what ever happens and seeing the bright side to life.

The S Style:

Loyalty is unwavering faithfulness and commitment to people and ideas we care about, through good and bad times.

Patience is waiting peacefully with quiet hope and faith that things will turn out all right.

Peacefulness is resolving conflict in a just and gentle way. An inner calm and tranquility.

Tolerance is being open to differences and refraining from judgements.

Consideration is giving careful thought to the needs of others.

Cooperation is working together for a common goal, calling on the different gifts each of us has to offer.

The C Style:

Diligence is doing what needs to be done with care, concentration and single-pointed attention, giving our best.

Perseverance is staying the course for however long it takes.

Righteousness is impeccable integrity to what we know is right.

Perceptiveness is Clarity of insight and an understanding that is intuitive, insightful and accurate.

Integrity is keeping faith with our ideals (principles) and our agreements.

Conscientious is doing one's work or duty thoroughly.

Adapting Your Style

Sometimes we all want to be a different style. The questions to ask yourself are, “which style behaviors and character virtues would I like to own for myself, when would I use them and for how long? Remember a behavior comes from a mindset that is shaped by your beliefs and thoughts. So adapting your style and developing character virtues will take time and practice.

Here are some tips and reflection questions to help you adapt your style and for developing character virtues.

Tips

1. Notice when and with whom you would like to be different.
2. Remember that you have developed your behavioral patterns over a long period of time based on the interpretation you have made up for yourself. Without really changing the way you think, (often called your *Blueprint*) you will no doubt revert back to your natural style. Ask for feedback from others and give yourself time and call on the virtues of *patience* and *trust*.
3. Become familiar with the character virtue definitions. Practice the observable behavior for each one.
4. Become familiar with the language used when practicing each of the character virtues.
5. Use the Word Sketch page to choose behaviors that you would like to use and practice in environments that you feel safe and comfortable in at first.

Reflection Questions

1. What new practice or strategy could you use?

2. What observable behavior and attitude could you use to get your desired result when looking for a job?

3. Who could you team up with that you would like to learn from and imitate, that naturally demonstrates the behavior or virtue – what do you see them doing and what do you hear them saying? Notice their energy.

4. What perspectives are you seeing things from?

5. What judgements do you have about yourself and others? Learning something new or difficult.

6. Which behavior or character virtue do you find the most difficult to use? What limiting belief do you have about this behavior or virtue? Or about yourself and others?

7. What results do you want when choosing a career path? Which virtues will support this?

Practice Virtues for Shifting Tension Among the Styles

| Potential Tensions/Disconnects | Character Virtues to Practice |
|---|---|
| <p>High S + High D</p> <p>Patience versus Urgency AND People versus Task:</p> <p>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 fast Pace with a focus on Tasks and Results Now.</p> | <p>High D's can practice CONSIDERATION</p> <p>High S's can practice ASSERTIVENESS</p> |
| <p>High C + High I</p> <p>Patience versus Urgency AND People versus Task:</p> <p>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.</p> | <p>High C's can practice TOLERANCE</p> <p>High I's can practice PERSERVERENCE</p> |
| <p>High S + High I</p> <p>Patience vs. Urgency Tensions:</p> <p>The High S's innate patience and Slower Pace can conflict with the High I's Sense of Urgency and Fast Pace.</p> | <p>High S's can practice ENTHUSIASM</p> <p>High I's can practice PEACEFULNESS</p> |
| <p>High C + High D</p> <p>Patience vs. Urgency Tensions:</p> <p>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.</p> | <p>High C's can practice TOLERANCE</p> <p>High D's can practice PATIENCE</p> |

PART III - Seven Dimensions of Motivation

Research shows that the most successful people share the common trait of self-awareness. When identifying your best career path choice this self-awareness is critical. Armed with self-awareness you are able to quickly recognize situations that will make you more successful. As such, it's easier for you to find ways of achieving objectives that resonate and align with your motivations.

Self-aware people understand their limitations and know which situations they're not as effective in. They're able to anticipate what will not inspire them or motivate them to succeed. Those who understand their natural motivators are far more likely to pursue the right opportunities and the right career path for the right reasons, and get the results they desire.

Background

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

The Elements of the Motivation Index



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

In addition, the Motivation Index is the first to use a click & drag approach to ranking the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen. Finally, the Motivation Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results, possible.

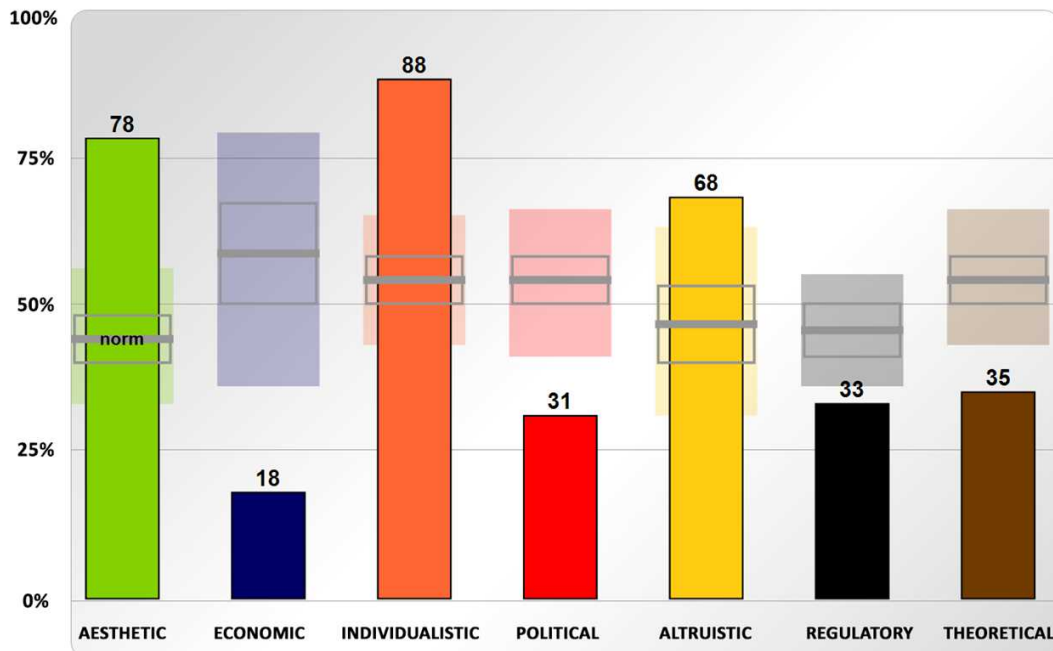
A Closer Look at the Seven Dimensions

Motivation helps influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your Motivation helps to tell you why you prefer to do what you do. It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

The Seven Dimensions of Motivation measured in this report are:

-  **Aesthetic** - a drive for balance, harmony and form.
-  **Economic** - a drive for economic or practical returns.
-  **Individualistic** - a drive to stand out as independent and unique.
-  **Political** - a drive to be in control or have influence.
-  **Altruistic** - a drive for humanitarian efforts or to help others altruistically.
-  **Regulatory** - a drive to establish order, routine and structure.
-  **Theoretical** - a drive for knowledge, learning and understanding.

Executive Summary of Jenna's Motivation



Aesthetic - Very High

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



Economic - Very Low

You are likely satisfied with what you already have and will not exert your emotional energy to gain more.



Individualistic - Very High

You will seek independence, freedom, and positions of autonomy where you can freely express and display your intuitive ideas.



Political - Very Low

You don't need to be behind the wheel and won't mind yielding your position to avoid controversy.



Altruistic - Very High

You will seek to benefit others at your own personal expense and may find it very difficult to fight for what you want.



Regulatory - Low

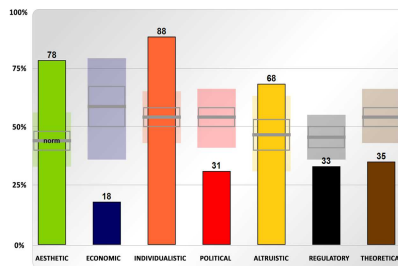
You believe there's always another way when the current situation changes or roadblocks are apparent.



Theoretical - Very Low

You will tend to skip over information you consider unnecessary and will rely solely on what you already know.

Your Aesthetic Drive



The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.



General Traits:

- You show a very strong desire for beauty, harmony and aesthetics in the personal or work environment.
- You are very sensitive to "ugly" environments (e.g., poor aesthetics, negative attitudes, repressive conditions).
- You have a very strong drive to express creativity in artistic or inventive ways.
- You like helping, teaching, and coaching others, especially in areas of creative endeavors.



Key Strengths:

- You demonstrate a very high personal and professional regard for the feelings and emotions of others on the team.
- To you, any creativity is often only limited by external, not internal boundaries.
- You are enthusiastic and willing to work and contribute to the team efforts in creative ways.
- You are very interested in seeing all sides of a situation.



Motivational Insights:

- You provide ample opportunity for creative self-expression.
- You appreciate those who show a genuine interest in your ideas and solutions.
- You may prefer to have some outlet for your creativity at a team meeting or event.
- You provide an outlet for connecting artistic, balance or environmental benefits to work requirements.



Training/Learning Insight:

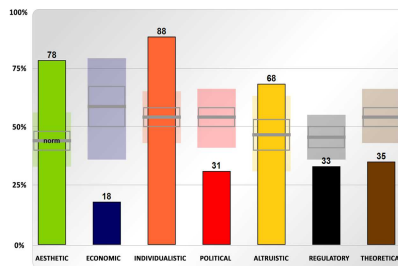
- You should link new knowledge to new ways to be creative or achieve better harmony and balance in life.
- You have the ability to connect training and development to other's needs and interests, and to encourage their own imagination.
- To increase the meaning of training programs, you should try to link these to increased understanding of form, harmony, and the big picture.



Continual Improvement Insights:

- You could get lost in creativity if not kept somewhat reined in and on target.
- You need to remember that sometimes function is all there is time for or all that is needed.
- You may carry too great an emphasis on the artistic, or balance/form issues in the workplace.
- You may end up with your own work behind schedule because of attempts for process over product.

Your Economic Drive



The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.



General Traits:

- You score in a range that indicates a lower interest in materialistic things, or that you have already achieved a level of material security.
- The lower score here may also indicate that you may have already begun to reach your own level of financial security, to the extent that things other than money may now become motivating drives.
- Since this values area may help to determine one's money-motivation, the results indicate that you may be motivated more by things other than a high paycheck (although that may still be important).
- While not driven by money, some in this score range may be sensitive to perceived inequities in wages and salaries, and do not want to be taken advantage of in that process.



Key Strengths:

- You are less concerned with monetary compensation, and find higher rewards in other (higher) value dimensions in this report.
- You are sensitive and responsive to the "people-side" of work related activities.
- You see a wider spectrum of the picture, not just the economic view.
- You have an attitude of "We're all in this together, so let's work together."



Motivational Insights:

- You should avoid mundane tasks.
- Avoid measuring your performance by an economic incentive only.
- You prefer sincere recognition for contributions.
- You prefer when job enrichment strategies are structured into the reward system, not just economic rewards.



Training/Learning Insight:

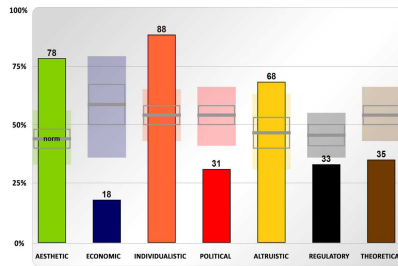
- You score like those who appreciate additional training functions and are supportive of the trainer and activities.
- You score like those who enjoy a more cooperative learning style.
- You may prefer less competition between learning groups.
- You may prefer team-oriented activities, to work and share ideas with others.



Continual Improvement Insights:

- You should avoid spreading yourself too thin by taking on responsibilities that could be delegated to others.
- You may not hear the 'revenue clock' ticking on some projects.
- You may tend to over commit both on and off the job, such as with community organizations, etc.
- You may need coaching to increase revenue awareness or profit motivation.

Your Individualistic Drive



The Individualistic Dimension: The Individualistic dimensions deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.



General Traits:

- Your pattern of responses indicates that you have a very strong desire to be your own person.
- You enjoy work and assignments, which give you standing in the eyes of others and evokes respect.
- Your high individualism may be demonstrated in creative problem solving and a higher risk-taking attitude.
- You prefer to make your own decisions about how an assignment or project is to be accomplished.



Key Strengths:

- You have the ability to take a strong stand, and not be afraid to be different in either ideas or approaches to problem solving.
- You desire to be an individual and to celebrate differences.
- You bring creative ideas.
- You bring a variety of different and energetic ideas to the workplace.



Motivational Insights:

- You should be allowed freedom to make your own decisions about how an assignment should be completed.
- You prefer an environment where you have space to demonstrate your unique contributions to the team.
- You may like to work apart from the team and independently at times.
- You may bring a variety of strengths to the team that may not have been utilized; explore the possibilities of expanding these opportunities.



Training/Learning Insight:

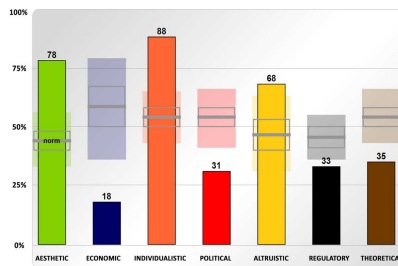
- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link the benefits of learning new things to a personal ability to enhance your performance.



Continual Improvement Insights:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.

Your Political Drive



The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.



General Traits:

- Your pattern of responses indicates that other values drives may take a more important place than this need for power, authority, and influence.
- You provide effort and energy for a project or a cause and is supportive of team efforts.
- You tend to prefer to support rather than lead, but will take a leadership role if asked.
- You are perceived by others as a supportive team player.



Key Strengths:

- You enjoy working for a mission or cause and supportive of the team leadership, as long as sensitivity to your own personal needs is maintained.
- You like to work with and toward consensus.
- You are ready and willing to assist peers and others on the team when they encounter an obstacle to progress.
- You treat each person on the team with equal respect, and expects the same for yourself.



Motivational Insights:

- You should look for ways to be a supportive member of the team.
- Look for training options to help develop new talents and skills.
- You are a stabilizing force on a project or team.
- Form teams for certain projects, at all levels of the organization. Don't make all tasks loners.



Training/Learning Insight:

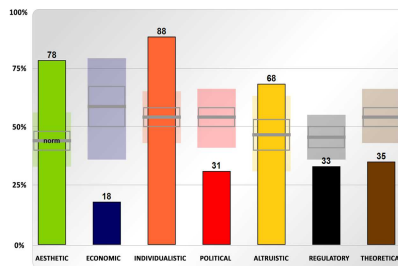
- You prefer team-oriented training or development activities.
- Your increased motivation and participation may come from group accomplishments where each member contributes something to the group learning effort.
- You may prefer slightly more structured professional development activities than unstructured or ambiguous ones.
- You may prefer more team events than independent study activities.



Continual Improvement Insights:

- You may need to step up to the plate a bit more and be recognized for your professional contributions.
- You may not pro-actively confront others (in a positive way) when conflicts emerge.
- You should try to take a visible stand on some important work or mission-related issues.
- You may tend to become quiet when conflicts emerge rather than provide input to the group problem-solving effort.

Your Altruistic Drive



The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.



General Traits:

- You have a high need to help and support others on their own pathway to success.
- Your philosophy is "Better to give than receive," sometimes even in an organizational environment.
- You have a strong desire to help others grow and develop as professionals.
- You tend to have the welfare of others frequently in mind.



Key Strengths:

- You treat others with high personal regard and respect.
- You are a very good team player.
- You are enthusiastic and enjoy working in team environments or social settings.
- You have a high degree of willingness to give time to help, teach, and coach others.



Motivational Insights:

- You should provide an environment in which there is opportunity to help others achieve and grow professionally.
- You should treat yourself with the same level of sincere concern and interest that you give others.
- You should remember that you tend to be a very 'giving' person, and enjoy helping others.
- You should seek a professional outlet that allows you to help others.



Training/Learning Insight:

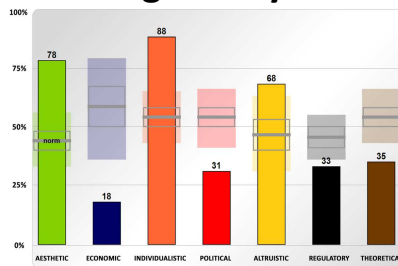
- Your learning and development should be linked to the potential to help others.
- You should link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Your training and professional development will assist in personal growth and development and in being better at any job role.



Continual Improvement Insights:

- You can give away too much time, talent and energy.
- You need to remember that support and service efforts need to be practical as well.
- You may need to say "no" more often.
- You could benefit from resisting the urge to go into teaching mode unless clearly desired by others.

Your Regulatory Drive



The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.



General Traits:

- You appreciate some structure, but not too much.
- You can challenge the rules as long as it is done carefully and logically.
- You understand both sides of the argument for more and less rules and policies.
- You tend to be balanced and stable.



Key Strengths:

- You can challenge protocol and be creative if the situation demands it enough.
- You act to stabilize those on a team.
- You are very flexible when it comes to dealing with very little or too much structure.
- You serve as a good moderator between those defending the standard operating procedure, and those challenge it.



Motivational Insights:

- You can help bring order out of chaos without going overboard.
- You can be the mediator between those who support the old guard and those who want revolution.
- You can provide a balanced view for creating new policies, procedures and protocols that are effective.
- You will be good at helping maintain a stable environment.



Training/Learning Insight:

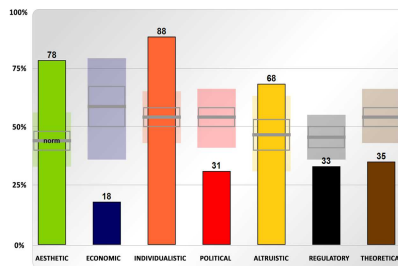
- You are open to creativity or flexibility.
- You prefer to learn in the accepted way through the existing curriculum.
- You become a supportive team member who gets behind the initiative.



Continual Improvement Insights:

- You might benefit from exerting opinions freely in discussions of direction and planning.
- You could take a firmer stand on team issues involving dissenting opinions.

Your Theoretical Drive



The Theoretical Dimension: The drive to understand, gain knowledge, or discover the "truth". This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.



General Traits:

- Your score near the mean indicates the Theoretical need is not unimportant, yet not a primary driving factor in your motivational behavior.
- You bring a sense of balance and stability to a variety of technical issues and features impacting the team.
- You may provide a balance between the very high theoretical approaches and the very low approaches and be able to communicate with each side.
- You typically won't get bogged down in minutia, nor will you ignore the details when decision-making.



Key Strengths:

- You will demonstrate awareness of the necessary technical features and an appropriate on-the-job response as needed.
- You bring flexibility to the team, that is, being detail-oriented when necessary, and being practically-oriented other times.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the high and lower Theoreticals.



Motivational Insights:

- Remember that you have the ability to be a balancing and stabilizing agent on high knowledge-driven issues, without being an extremist toward either side.
- You bring a knowledge-drive typical of many business professionals, i.e., near the national mean.
- Your perspective provides a middle-ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more robust picture of specific keys to your motivation.



Training/Learning Insight:

- You are rather flexible and accepting of most training programs offered in the organization.
- You are able to see the need for training and also realize the importance of practical information.
- You understand the needs of the high Theoreticals who want more information and the lower Theoreticals who want only the necessary information.
- Because your score range is near the national mean, please check other areas of higher or lower values drive for additional insight into professional development needs.



Continual Improvement Insights:

- You may need to be a bit more demonstrative on some complex theoretical issues.
- You may be asked to take a firmer stand or position on team initiatives.
- You may need to examine other values' drives to determine the importance of this Theoretical drive factor.

Practical Definitions of the Seven Motivators

The following charts outline the seven motivators in a more practical way. Use these charts when searching for your ideal career path and when applying the suggestions in Part IV of this report.

Aesthetic

The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. This dimension also typically prizes environmental concerns or "green" initiatives.

- Artistic expression
- Harmony
- Form over function
- Balance
- Mutual respect
- Creativity
- Self-fulfillment
- Subjectivity
- Beauty

Altruistic

This Motivator is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give on one's time, resources and energy, in aid of others.

- Giving of self
- Support of others
- People orientation
- Helping
- Improving society
- Generosity
- Selflessness
- Compassion
- Caring

Political

This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competiveness is often associated with those scoring high in this motivation.

- Power
- Control
- Influential
- Governing
- Leadership
- Authoritative
- Competitive
- Status and esteem
- Accountable

Regulatory

This Motivator indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

- Systemic
- Governed
- Orderly
- Traditional
- Regulated
- Principled
- Structured
- Focused

Practical Definitions of the seven Motivators (continued)

Economic

This drive examines the motivation for security from an economic gain, and to achieve practical return. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

- Practical returns
- Monetary interests
- Efficiency
- Utility
- Production
- Capitalism
- Maximising gains
- Results

Individualistic

This drive deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have the opportunity for freedom of personal expression.

- Unique
- Independent
- Special
- Autonomous
- Free
- Relevant
- Sovereign
- Self-governed

Theoretical

The drive to understand gain, knowledge, or discover the "truth" - this motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

- Rational
- Objective
- Fact-based
- Discovering the truth
- Learning
- Solving problems
- Intellectual power
- Analyzing
- Clarifying

Part IV - Planning Your Career Path

Your career may well be the primary vehicle for satisfying many of your personal needs, i.e. your need to feel a sense of belonging, to feel appreciated and to achieve your potential. While we all have different interpretations of these needs, your job(s) can play a key role in satisfying them.

When it comes to your career, it's not only important to keep moving forward, but also to look back and reflect if you have had a number of jobs in the past. By taking the time to think about what's happened so far, you can actually get lots of clarity in terms of where you want to go next and how you'll get there. In this part of the report we have provided some reflection questions to think about and answer when deciding on your career path moving forward.

Firstly though we do want you to know that:

One: The more you understand yourself, the easier the decision making process will be when choosing a career.

Two: It's important that you see your career as something you manage. Organisations will support many aspects of your career development, e.g. learning new skills, acquiring relevant knowledge, etc. But, it's ultimately your responsibility to ensure that your unfilled needs are satisfied to avoid de-motivation, poor performance or unhappiness.

Three: If you're struggling to find any direction or answers to your career questions, ask your friends. If you feel frustrated and not sure how to take the initiative, ask the people whose opinion you value what they think you are good at or should be pursuing.

Take some time to consider the following questions when you begin to analyze your options for making a final decision:

What are your interests, talents, and values?

What are your likes and dislikes (knowing what you don't like can help eliminate options)?

What classes do or did you enjoy the most at school and why?

What type of activities, volunteer work, etc. do you enjoy?

What might your dream job be and why?

DISC Styles Job Indicator

The more DISC-Literate you are, the easier it is to see why people who enjoy their careers are able to express their natural gifts freely. When your style tendencies and preferences do not match, it takes more emotional energy just to get through the day. Be true to yourself and find fields you prefer working in that allow you to do your best work.

Values privacy, factual, works with projects, things and plans, non-expressive of feelings & efficient

| | | | | | |
|---|---|---------------|---|-----------------|---|
| SLOWER-PACED Diplomatic Patient Co-operative Reserved Likes to sit & stay | C Accountant/Auditor Engineer/Electrician Research and Development Quality Assurance/Safety Architecture Computer Programming Analyst Scientist Nano/Bio Chemistry Optometrist | TASK | D Entrepreneurs Sales – Full Commission Sales Management Legal/Litigation Operations Management Executive Administration Lawyer General Manager Sports Coach/Trainer Consultant | FOCUSSED | FASTER-PACED Outgoing Candid Voices opinions Shows confidence Likes to do |
| | S Teaching/Education Finance/Economics Human Resources Administration/Support Services Retail – Customer Service Manufacturing Nursing/Healthcare Non-Profit/Humanitarian Childcare Elderly Care Religious Services Police Force | PEOPLE | FOCUSSED Advertising/Marketing Public Relations Training/Public Speaking Sales/Promotions Hospitality/Tourism Arts/Musical Director Retail Sales Training & Development Hairdresser/Beautician Tour Guide Airline Steward/Hostess Hotel Management | | |

Emotionally open, animated, huggers, hand-shakers, non-structured & apt to use facial expressions

Career Occupations List

To explore a comprehensive list of Careers by Industries, see the list at <http://online.onetcenter.org>

Consider the following career list that is organized into occupational clusters. If you know certain industries interest you, take the time to research the jobs in that field at: at <http://online.onetcenter.org>. Here you will find a rich resource of information about that industry, the opportunities in it, exact requirements and typical salaries.

Agriculture, Food and Natural Resources

- Agricultural Food Science Technician
- Conservation Scientist
- Environmental Engineers and Technician
- Farmers and Ranchers
- Fish Hatchery Manager
- Fisher
- Food Scientists and Technologist
- Forester
- Landscaping and Groundskeeper
- Nursery and Greenhouse Manager
- Pest Control Worker
- Zoologist

Architecture and Construction

- Architect
- Carpenter
- Drafter
- Electrician
- Heating and Air Conditioning Mechanic
- Highway Maintenance Worker
- Roofer
- Security System Installer
- Surveyor
- Rigger
- Plumber
- Painter

Government and Public Administration

- Chief Executive
- Emergency Management Specialist
- Environmental Inspector
- Equal Opportunity Officer

- Legislator
- License Clerk

Arts, Audio-Video Technology and Communication

- Actor
- Art Director
- Audio or Video Equipment Technician
- Broadcast News Anchor
- Camera Operator
- Copywriter
- Curators
- Dancer
- Desktop Publisher
- Director of Stage & Motion Picture,
- Director of Television
- Radio Editor
- Film and Video Editor
- Graphic Designer
- Journalist
- Librarian
- Library Technician
- Multimedia Artists
- Music Director
- Musicians and Singers
- Photographer
- Producers of Motion Picture, Television & Radio
- Public Relations Specialist
- Radio and Television Announcer
- Technical Writer
- Telecommunications Line Installers & Repairers
- Ushers

Business, Management and Administration

- Accountants and Auditors
- Administrative Assistant
- Budget Analyst
- Customer Service Representative
- Employment and Placement Specialist
- File Clerk
- Human Resources Assistant or Manager
- Legal Secretary
- Management Analyst
- Manager
- Medical Secretary
- Operations Research Analyst
- Proofreader
- Receptionist
- Secretary
- Statistician
- Title Examiner

Education and Training

- Education Administrator
- Elementary School Teacher
- Fitness Trainers
- Postsecondary Teacher
- School Counselor
- Secondary School Teacher
- Teacher Assistant
- Training Specialist or Manager

Hospitality and Tourism

- Bellhop
- Bartender
- Chef or Cook
- Coaches and Scouts
- Dishwasher
- Food Preparation Worker
- Food Service Manager
- Gaming and Sports Book Writer
- Gaming Cage Worker or Dealer
- Gaming Manager
- Hotel Desk Clerk
- Maids and Housekeepers
- Recreation Workers
- Tour Guides
- Travel Agents
- Umpires and Referees
- Waiters and Waitresses

Finance

- Actuary
- Bill and Account Collector
- Bookkeeper
- Brokerage Clerk
- Claims Adjusters and Examiners
- Chief Financial Officer
- Credit Analyst
- Economist
- Financial Advisor
- Financial Analysts and Examiners
- Financial Manager
- Financial Services Sales Agent
- Financial Specialist
- Insurance Appraiser
- Insurance Claims Clerk
- Insurance Underwriter
- Loan Officer
- Market Research Analyst
- Payroll Clerk
- Procurement Clerk
- Tax Examiners and Collectors
- Tellers
- Municipal Clerk
- Social & Community Service Manager
- Urban Planner

Human Services

- Child Care Worker
- Clergy
- Clinical Psychologist
- Counselor
- Educational Psychologist
- Marriage and Family Therapist
- Probation Officer
- Social Worker
- Sociologist
- Substance Abuse Counselor

Health Science

- Anesthesiologist
- Athletic Trainer
- Chiropractor
- Dental Assistants and Hygienists
- Dentist
- Dietitians and Nutritionists
- Doctor
- Emergency Medical Technician
- Licensed Practical Nurse
- Massage Therapist
- Medical and Health Services Manager
- Medical Assistant
- Medical Records Technician
- Occupational Therapist
- Optometrist
- Orthodontist
- Pharmacist
- Pharmacy Technician
- Physical Therapist
- Physician Assistant
- Podiatrist
- Psychiatrist
- Radiologic Technician
- Recreational Therapist
- Registered Nurse
- Respiratory Therapist
- Surgeon
- Speech-Language Pathologist
- Veterinarian
- Veterinarian Assistant

Information Technology

- Computer and Information
- Science Manager
- Computer Programmer
- Computer Security Specialist
- Computer Software Engineer
- Computer Support Specialist
- Computer Systems Analyst
- Database Administrator
- Network Administrator
- Website Developer

Law, Public Safety and Security

- Aircrew Officer
- Animal Control Worker
- Court Clerk
- Court Reporter
- Detective
- Fire Inspector
- Firefighter
- Immigration and Custom Inspector
- Judge
- Lawyer
- Paralegal
- Police Officer
- Private Detective
- Security Guard

Manufacturing

- Avionics Technician
- Baker
- Boilermaker
- Carpenter
- Civil Engineering Technician
- Commercial Driver
- Electrical Engineers and Technicians
- Gem and Diamond Workers
- Glass Blower
- Home Appliance Repairer
- Locksmith
- Machinist
- Medical Equipment Repairer
- Model Maker
- Molding and Casting Workers
- Purchasing Agents
- Sewing Machine Operator
- Tool and Die Maker
- Upholsters
- Welder

Marketing, Sales and Service

- Advertising Manager
- Appraiser
- Barber
- Butcher
- Cashier
- Fashion Designer
- Funeral Director
- Hairdresser
- Interior Designer
- Jeweler
- Makeup Artist
- Marketing Manager
- Model
- Real Estate Agents and Brokers
- Retail Salesperson
- Sales Manager
- Sales Representative
- Telemarketer

Science, Technology and Engineering


- Aerospace Engineer
- Archeologist
- Astronomer
- Atmospheric Scientist
- Biologist
- Cartographer
- Chemical Engineer
- Chemist
- Civil Engineer
- Engineering Manager
- Environmental Scientist
- Forensic Technician
- Geographer
- Industrial Engineer
- Marine Engineer
- Materials Engineer
- Mechanical Engineer
- Nuclear Engineer
- Oceanographer
- Physicist

Transportation and Distribution

- Air Traffic Controller
- Aircraft Mechanic
- Airline Pilot
- Automotive Body Repairer
- Automotive Mechanic
- Bus Driver
- Captains & Pilots of Water Vessels
- Dispatcher
- Flight Attendant
- Locomotive Engineer
- Motorboat Mechanic
- Motorcycle Mechanic
- Postal Service Mail Carrier
- Taxi Driver
- Transportation Manager
- Truck Driver

Researching Your Career Options

Remember, the list of possible careers is designed to promote thoughts about jobs that perhaps you had not considered before, to give you realistic ideas, and to help you make informed decisions after gathering the additional information available to you within the O*NET site, which you will be directed to on the next page.

Within the O*NET site, you will notice that some jobs have the following symbol: 
The symbol indicates jobs with a **Bright Outlook**.

Each “Bright Outlook” occupation matches at least one of the following criteria:

- Projected to grow much faster than average through 2024
- Projected to have 100,000 or more job openings through 2024
- Designated as a new and emerging occupation in a high growth industry

Research has identified 322 jobs that employ more than 95% of the workforce. Out of these 322 jobs, 71 jobs require a high school education only; and 251 require two or more years of higher education.

Next Step to Identifying your Career Path

The O*NET program is the USA's primary source of occupational information. Central to the project is the O*NET database, containing information on hundreds of standardized and occupation-specific descriptors. The database, which is available to the public at no cost, is continually updated by surveying a broad range of workers from each occupation.

Information from this database forms the heart of O*NET OnLine, an interactive application for exploring and searching occupations. Find a wealth of related career information at the following website:

<http://online.onetcenter.org>

Notice the O*NET Codes and enter the O*NET Codes for each job into the "Occupation Quick Search" window at <http://online.onetcenter.org>.



Important Note:

After the search displays the page with your job title information, pay particular attention to the **Alternate Job Titles** for more possibilities. In addition to learning the job description and additional details for the job titles, increase your options by scrolling to the bottom of that section and use the **Related Occupations Section**.

O*NET Job Zone Definition

Each occupations has a Job Zone Number (1, 2, 3, 4, or 5)

The table below lists the five zones and its assigned experience, education, and on-the-job training.

| JOB ZONE | EDUCATION, EXPERIENCE, ON-THE-JOB TRAINING ASSIGNED TO ZONES |
|-----------------|--|
| 1 | May require high school diploma or GED |
| 2 | High school diploma; may require some vocational training or job-related course work |
| 3 | Training in vocational schools, related on-the-job experience, or associate's degree |
| 4 | Four-year bachelor's degree, 2-4 years of work experience, or both |
| 5 | Bachelor's degree, graduate school, or both, plus experience |

Taking Ownership of Your Destiny

Many people try to imagine what would have happened had they successfully applied these principles and practices ten years ago... or even five years ago! How many people could have eliminated the process of a “trial and error” education? How many people could have eliminated the process of “trial and error” jobs? How many people could have reduced having stress in the workplace? How many people could have achieved career satisfaction sooner as they were starting out on their career path?

Hundreds of thousands of people over the years and around the world have used the DISC principles to help them make dramatic improvements in their career identification and management process, which also has improved their professional and personal relationships. People have had more satisfaction in their interactions with everyone (even with family and friends) and in their educational planning and job satisfaction. These principles help people in gaining a greater awareness of their strengths with an understanding of their needs for personal development and recognizing potential weaknesses.

**People report they no longer feel like a “square peg in a round hole.”
They feel, behave and are treated like a person with confidence
and on a mission toward success.**

Remember that people with similar preferences gravitate to similar jobs and it is just as important to realize that people having different communication preferences and behavioral styles can be appreciated for the strengths they bring to the environment.

“Different” doesn’t necessarily mean “wrong!”

For you to also share in the pleasure from experiencing these benefits, you can get started this very minute. First, think about your career path or professional development plans and what you wish to improve within the next year... the next month... the next week... even by the end of today!

Accept the Challenge

This first step requires your personal commitment to this challenge and putting it to work for you. Of course, any adaptations to your communication style takes practice and you cannot realistically expect to put all of these ideas into effect immediately. However, the minute you start to better understand yourself and your environmental demands, you will start to see improvement.

Commit to Growth

“Change is inevitable... growth is optional.” You have the option to make a life-changing decision. Decide to keep learning about yourself, your strengths and potential weaknesses, how you make decisions, how you come across to other people, and how your style is important to your choice of career and career satisfaction. Decide to learn more about the DISC styles and how to apply your knowledge in other areas beyond the career path you choose, such as with leadership, relationships with your peers, colleagues and family.

Wishing You Continued Success!

So Now What?

This report is filled with information about your style and each of the four primary DISC behavioral styles and seven dimensions of motivations. You now have an understanding and an awareness of the four different styles and how they have different intensity levels to create the unique you.

Jenna, there are many suggestions in your report for you to apply - communication preferences and behavior style information. Take the next step and do the exercises if you have not yet done them.

Don't put this report on a shelf or in a file. Understanding the concept of styles and knowing your own style is one of the most valuable ways to open up a meaningful dialogue with others and to improve all your relationships. **Use your report as a reference tool.** You cannot digest the information in this report in just one reading.

Have fun with making a few minor changes in your behavior and experience the results. You might be surprised! **Remember: Treat others the way *they* want to be treated.** If you do, you will have much more success in all your relationships!

Jenna, the information about your style preferences can be used when choosing a suitable career path and for your total career management and continued personal and professional development:

- ✓ Showcase Interpersonal Strengths in Résumés and Cover Letters
- ✓ Interview Preparation and Skills
- ✓ Interview Portfolio Content
- ✓ Interview "Leave-Behinds"
- ✓ Personal Branding
- ✓ Professional Bio (Social Networking)
- ✓ Job Search Strategy and Campaigns
- ✓ Time Management
- ✓ Career Transition
- ✓ Educational Planning
- ✓ Sales and Leadership Training
- ✓ Organizational Development
- ✓ Harmony in the Work Place
- ✓ Team Building
- ✓ Relationship Strategies
- ✓ Hiring / Selection / Placement
- ✓ Strategic Positioning and More!

Reference – Character Virtues Definitions

The Virtues Project™ is a global grassroots initiative to inspire the practice of virtues in everyday life, sparking a global revolution of kindness, justice, and integrity in more than 100 countries through Facilitators, Master Facilitators, Champions and Virtues Connections. The Virtues Project empowers individuals to live more authentic meaningful lives, families to raise children of compassion and integrity, educators to create safe, caring, and high performing learning communities, and leaders to encourage excellence and ethics in the work place. It has inspired and mobilized people worldwide to commit acts of service and generosity, to heal violence with virtues.

The Five Strategies™ awaken the gifts of character, through inspiring programs, books, and materials that help us to remember who we really are and to live by our highest values.

Linda Kavelin-Popov, Dr. Dan Popov and John Kavelin founded the Virtues Project in Canada in 1991. It was honored by the United Nations during the International Year of the Family as a "model global program for families of all cultures".

Learn more - www.TheVirtuesProject.com

Another resource for learning and practicing the virtues - www.VirtuesForLife.com

Resources

Feel free to explore the following sites for additional PeopleSmart assessments, tools and self-discovery resources:

<http://www.PeopleSmartWorld.com>

<http://www.PeopleSmartEnterprises.com>

<http://www.DISCforKids.com>

[The DISC Platinum Rule by Dr. Tony Alessandra.html](#)

Congratulations for taking this step towards understanding yourself and others better. This is only the tip of the iceberg in terms of the resources we have for you so, we would like to include you in occasional email invitations and newsletters. If you prefer not to receive these, or if your email changes, please email details to:

Info@PeopleSmartEnterprises.com

Disclaimer

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