



DISC Summary

An Evaluation of Behavioral Styles

Report For:

Date: 3/6/2023



Introduction to DISC Summary Report

Team Members:

Claire Bruce

Estelle Chout

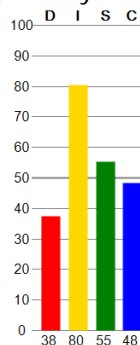
Belinda Colubriale

Claire Gorman

Savannah Peters

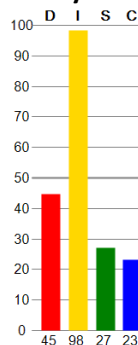
Claire Bruce - Is/I Style

Adapted Style - Graph I

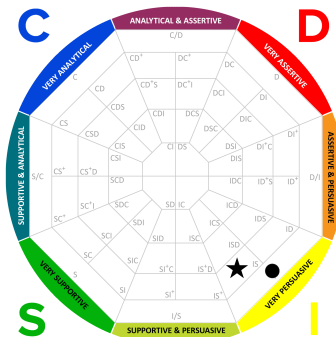


Pattern: Is (3643)

Natural Style - Graph II



Pattern: I (3622)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You demonstrate excellent verbal skills.
- You are able to communicate to large and small audiences, with equal poise and confidence.
- You are able to generate enthusiasm in others.
- You bring optimism to the team.
- You are a flexible problem solver.
- You demonstrate excellent people skills.
- You supply a positive sense of humor.

Your Work Style Tendencies – What you bring to the Job:

- You tend to be action-oriented and are able to handle many projects simultaneously.
- You tend to seek specialized assignments that capitalize on your social and motivational skills.
- You are motivated to be well-networked, and thus tend to know a wide variety of people within your profession. This can be of enormous benefit to the team or organization as additional contacts become necessary.
- You may become easily bored by mundane or routine projects.
- You are able to meet others easily and readily, and are socially poised in small or large group situations.
- You tend to be optimistic and rely on that positivity to engage and motivate others.
- You tend to be very extroverted and may rely on creativity or spontaneity to make an activity more exciting.

You Will Be Most Effective In Environments That Provide:

- Freedom from controls, detail, and paperwork.
- Activities with many opportunities for interaction with people.
- A non-hostile working environment.
- Public recognition for accomplishments.
- Projects that allow you to motivate and persuade people.
- Opportunities to express yourself.
- A democratic environment with participatory management.

You Are Motivated By:

- A democratic environment with a free exchange of ideas.
- Acceptance as an important member of a group or team.
- A strong, visible group or organization to identify with.
- A system of support to assist with details and follow-through.
- Official recognition for success on a project or in achieving a goal.
- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.
- Awards that recognize ability, skill, or achievements.

Claire Bruce - Is/I Style

You Need:

- To maintain communication on work tasks or projects, and to reduce the amount of off-the-subject commentary and socializing.
- To be more practical and less ideological.
- Friendly, active people to associate with.
- Support with organization and project details, especially when there is a tight deadline.
- An environment where there is frequent communication and contact with people.
- More objectivity and less emotional connection to decision making.
- Greater emphasis on tasks, organizational work, business, or profits.

Under Stress, May be Perceived by Others

- Disorganized in office
- Poor time manager
- Doesn't keep promises
- Careless with details

Your Needs When Stressed

- To get credit
- A quick pace for stimulation and excitement
- Prestige

Your Typical Behaviors in Conflict:

- I's are quite uncomfortable with conflict, aggression and anger. I's do whatever they can to avoid them. If possible, I's may physically avoid an environment filled with conflict or anger. If that is not possible, I's will probably seek to use their natural humor and story-telling ability to reduce the level of tension. If neither approach works, I's may attempt to ignore the conflict. Given their strong focus on relationships, however, this tactic is rarely successful.
- If a conflict persists or their anger increases, they are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike their normal behavior.
- When I's experience a moment of misery, they may appear overeager, impulsive, sarcastic and demanding and disregard the facts or anything you say.

Reduce Conflict and Increase Harmony with Others:

- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.
- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.
- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.

When Communicating with Claire, DO:

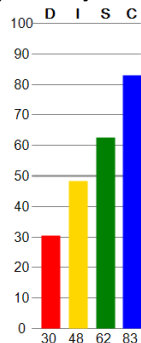
- Offer input on how to make ideas become reality.
- Use Claire's own words to direct you back to the topic or issue at hand.
- Plan some extra time in your schedule for talking, relating, and socializing with Claire.
- Be certain to specify instructions for continuing action.
- Put the details in writing, but don't plan on discussing them too much.
- Be engaging, stimulating, and fast-paced.
- Ask for Claire's input regarding people and specific assignments.

When Communicating with Claire, DO NOT:

- Get bogged down in facts, figures, or abstractions.
- Stick too rigidly to the agenda.
- Be overly task-oriented.
- Be cool, aloof, or regimented.
- Be impersonal or judgmental.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Let the discussion with Claire get caught in dreams too much, otherwise you'll lose time.

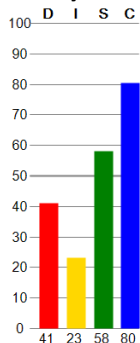
Estelle Chout - Cs/Cs Style

Adapted Style - Graph I

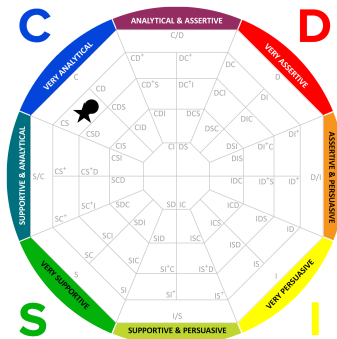


Pattern: Cs (2346)

Natural Style - Graph II



Pattern: Cs (3246)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You have a strong ability to clarify complex issues, and to define the essence of a problem or solution.
- You're an excellent critical thinker, frequently asking "Why?"
- You are deadline conscious, with excellent time-management skills.
- Conscientious, you are serious about doing things the correct way.
- You approach systems, utilities, and procedures with a high standard of quality.
- You are technically skilled and highly proficient in your area of specialty.
- Others on the team may seek you out to answer detailed or process-oriented questions.

Your Work Style Tendencies – What you bring to the Job:

- You possess a broad-based awareness of the political and economic implications of any decision that is made on behalf of the organization.
- You may hesitate to trust newer people in the organization, until they have established their credibility.
- You are likely to be one of the few members of the project team who has read all of the "fine print" featured in policies or procedures.
- You are somewhat conventional and a bit cautious when it comes to making decisions that impact quality or policy.
- You have an instant awareness of mistakes and instances of lapsed quality control.
- You prefer precise time management and enjoy meetings that begin and end on time.
- You tend to be most effective in a work culture featuring minimal conflicts.

You Will Be Most Effective In Environments That Provide:

- Support of your critical thinking skills.
- Highly specialized assignments and technical areas of responsibility.
- Time to reflect and think about pros and cons to solutions.
- Complete information, details, and examples, with no gaps or surprises.
- A work environment with a predictable pattern of activity, so as to monitor quality processes.
- Standard, accepted operating procedures that sometimes support complex processes.
- Freedom from intensely pressured decisions.

You Are Motivated By:

- A work environment containing minimal hostility and pressure.
- Sufficient time to consider all options before making a final decision.
- Detailed examples and specific information about suggested changes in processes that may have an impact on quality.
- Quality control standards that are respected by all members of the organization, not just by a few people.
- Being included as a part of the group in social functions.
- The knowledge that the products and services offered are of the highest quality.
- Environments in which changes are controlled and made only when proven to be necessary.

Estelle Chout - Cs/Cs Style

You Need:

- Increased authority to delegate routine tasks and procedures.
- To spend less time on details, and more attention to the big picture.
- Complete explanations of processes and the internal systems used.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- A wider scope of perspective and operations.
- Job descriptions which are presented clearly, with no ambiguities.
- Increased urgency in making decisions.

Under Stress, May be Perceived by Others

- Inflexible
- Perfectionistic
- Anxious
- Fussy

Your Needs When Stressed

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

Your Typical Behaviors in Conflict:

- C's appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, C's are often just withdrawing to enable them to prepare for a future, probably covert, attempt to reestablish their position.
- 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.
- Their tendency to be something of a loner may make it more difficult for other people to trust C's, although their demonstrated reliability tends to offset this.

Reduce Conflict and Increase Harmony with Others:

- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.

When Communicating with Estelle, DO:

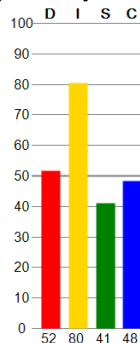
- Be accurate and realistic; don't overinflate ideas or results.
- Provide logical and practical evidence.
- Prepare your case in advance. Don't try to "wing it," using charm alone.
- List pros and cons to suggestions you make.
- Make an organized appeal for your support and contributions.
- Give Estelle time to verify the issues and assess potential outcomes.
- Be certain that the information others have is credible.

When Communicating with Estelle, DO NOT:

- Use unreliable evidence or testimonials.
- Be unrealistic with deadlines.
- Be disorganized or sloppy.
- Push too hard.
- Rush the issues or the decision-making process.
- Be casual, informal, or loud.
- Be vague about what's expected of the group.

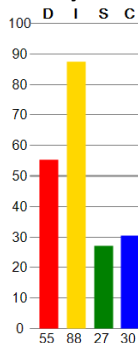
Belinda Colubriale - Id/Id Style

Adapted Style - Graph I

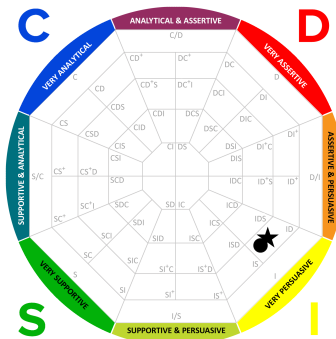


Pattern: Id (4633)

Natural Style - Graph II



Pattern: Id (4622)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You are able to delegate responsibility to others in an enthusiastic and personable way.
- You are able to think quickly on your feet.
- You understand people very well and rely on that understanding to lead, persuade, and motivate.
- You can handle objections, questions, and pressure, with poise and confidence.
- You have a strong sense of urgency to get things done expediently.
- You're able to sell others on a variety of ideas and concepts.
- You're a self-starter, and an active agent in everything you do.

Your Work Style Tendencies – What you bring to the Job:

- On the job, you seek assignments requiring your specific knowledge or authority.
- You can work with a variety of people and get things done through mutual cooperation.
- You want to be perceived as trustworthy, and easy to work with.
- You enjoy working with others and tend to make friends easily on and off the job.
- When pressured on the job, you may become more persuadable and less firm in your opinions.
- You appreciate others who show a similar degree of flexibility and spontaneity with organizational projects.
- You seek freedom from routine, control, and minutiae.

You Will Be Most Effective In Environments That Provide:

- Public recognition of your accomplishments.
- Opportunities to try new ideas.
- Encouragement to talk about projects and issues openly with peers and managers.
- A wide scope of involvement with a variety of people.
- Challenging assignments.
- Authority equal to your responsibility.
- Freedom from controls, details, and minutiae.

You Are Motivated By:

- Power, control, and authority to make decisions toward achieving successful results.
- Awards that recognize ability, skill, or achievements.
- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.
- Recognition for your contributions to the success of a project.
- A trusted support team to assist with detail work and follow-through.
- Freedom to express your ideas to interested listeners.
- A supportive and encouraging working environment.

Belinda Colubriale - Id/Id Style

You Need:

- Some independence and flexibility in work projects, activities, and schedules.
- Support work with some of the details, especially when the organization is under pressure.
- Better control of body language and personal space. Some people don't like grand gestures and don't like to be touched.
- To know the results that are expected of you, and to be judged on the results, rather than on the methods used to achieve them.
- More objectivity, and less emotional connection to decision making.
- Greater control over emotions.
- A greater control over time management.

Under Stress, May be Perceived by Others

- Sometimes too pushy on own ideas
- Wants own way without considering others
- Ignores the rules
- Superficial

Your Needs When Stressed

- To get credit
- A quick pace for stimulation and excitement
- Action and interaction

Your Typical Behaviors in Conflict:

- When I's experience a moment of misery, they may appear overeager, impulsive, sarcastic and demanding and disregard the facts or anything you say.
- If a conflict persists or their anger increases, they are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike their normal behavior.
- I's are quite uncomfortable with conflict, aggression and anger. I's do whatever they can to avoid them. If possible, I's may physically avoid an environment filled with conflict or anger. If that is not possible, I's will probably seek to use their natural humor and story-telling ability to reduce the level of tension. If neither approach works, I's may attempt to ignore the conflict. Given their strong focus on relationships, however, this tactic is rarely successful.

Reduce Conflict and Increase Harmony with Others:

- Recognize that I's can never resolve a conflict by avoiding it. Risk damaging a relationship or losing someone's approval by stating their feelings and clarifying their expectations. Be sure, of course, to listen attentively to the responses of others.
- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.
- I's have a tendency to "think out loud." Others may take these "brainstorming" ideas as actual commitments and become upset when those "commitments" are not completed. So, let others know in advance when you are only exploring ideas and options and not committing to actions.

When Communicating with Belinda, DO:

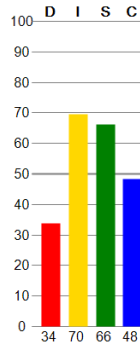
- Be clear in your explanations.
- Give Belinda the opportunity to express opinions and make some of the decisions.
- Be certain to specify steps for continuing action.
- Try to be engaging, stimulating, and fast-paced.
- Use Belinda's own words to direct things back to the topic or issue at hand.
- Offer input on how to make ideas become reality.
- Offer specific evidence about the probability of success or effectiveness of some of the options.

When Communicating with Belinda, DO NOT:

- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Be overly task-oriented.
- Ask rhetorical or useless questions.
- Let the discussion with Belinda get caught in dreams too much, otherwise you'll lose time.
- Make guarantees and assurances when there is a risk in meeting them.
- Speculate wildly without factual support.
- Confuse or distract Belinda from the business issues at hand.

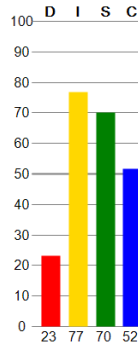
Claire Gorman - IS/ISc Style

Adapted Style - Graph I

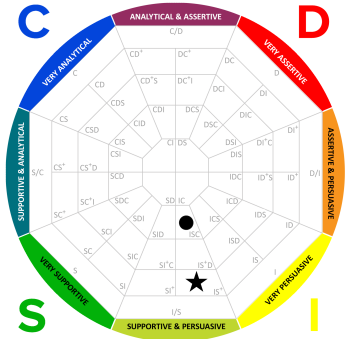


Pattern: IS (2553)

Natural Style - Graph II



Pattern: ISc (2554)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You are a good listener.
- You are able to negotiate conflicts into win-win situations.
- You demonstrate a high degree of patience in working with others.
- You possess a positive sense of humor and never make jokes at the expense of others.
- 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.
- Your strong optimism helps motivate the team toward their goals.
- You are able to build positive relationships with internal and external stakeholders.

Your Work Style Tendencies – What you bring to the Job:

- You meet new people easily and prefer networking with others rather than working in solitary conditions.
- Your empathetic nature and sensitivity toward people may lead others to seek you out as a coach or counselor, or ask to assist them with a personal or team problem.
- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- You show a high degree of persistence in working on projects, especially over the long haul.
- On the job, you have a strong need to be patient, polite, and create an environment of good-will for internal and external stakeholders.

You Will Be Most Effective In Environments That Provide:

- A favorable working climate containing positive attitudes and optimistic spirit.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- Specialized assignments that also involve working and communicating with a variety of people.
- Support and appreciation of your individual efforts.
- A job culture where there is little hostility, confrontation, anger, or pressure.
- A participatory manager or board with whom a democratic relationship has been established.

You Are Motivated By:

- Identification with the organization, team, and others with whom a spirit of work responsibility has been established.
- A work culture that is supportive of family activities and commitments.
- Projects and assignments that provide interpersonal contact, and an opportunity to help both internal and external stakeholders.
- Acceptance as a positive and supportive member of the organization and team.
- Evidence that a new process has been successful in similar applications.
- A supervisor, manager, or board who practices a democratic leadership process.
- Flexibility to circulate and talk with a variety of people.

Claire Gorman - IS/ISc Style

You Need:

- More direction toward work tasks, and less focus on chatting and socializing.
- Increased urgency in decision making.
- A sense of belonging to the team or organization as a whole.
- Encouragement to keep the positive spirit and optimism when the pressure is on.
- To learn to say "no" more often in order to avoid spreading yourself too thin.
- To be more realistic and ambitious in setting deadlines for team projects.
- To get better control of files and record keeping.

Under Stress, May be Perceived by Others

- Doesn't accept responsibility
- Uncertain
- Overly tolerant with non-producers
- Indirect and vague

Your Needs When Stressed

- To get credit
- Prestige
- Action and interaction

Your Typical Behaviors in Conflict:

- When I's experience a moment of misery, they may appear overeager, impulsive, sarcastic and demanding and disregard the facts or anything you say.
- I's may experience a desire to get even if someone thwarts a major component of their personal agenda; however, they are not very likely to follow through. I's may choose to overlook the matter in order to preserve the relationship or they may simply lash out in anger.
- If a conflict persists or their anger increases, they are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike their normal behavior.

Reduce Conflict and Increase Harmony with Others:

- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.
- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.
- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.

When Communicating with Claire, DO:

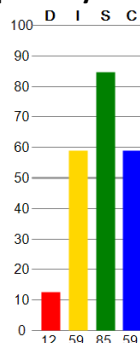
- Be candid, open, and patient.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Join in with some name-dropping and talk positively about people and their goals.
- Break the ice with a brief personal comment.
- Put the details in writing, but don't plan on discussing them too much.
- Provide assurances about Claire's input and decisions.
- Show sincere interest in Claire as a person.

When Communicating with Claire, DO NOT:

- Offer assurances and guarantees you can't fulfill.
- Be impersonal or judgmental.
- Be rude or abrupt in your delivery.
- Leave the idea or plan without backup support.
- Be overly task-oriented.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Let the discussion with Claire get caught in dreams too much, otherwise you'll lose time.

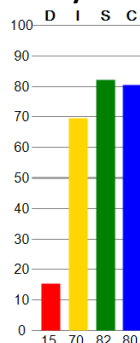
Savannah Peters - Sic/SCI Style

Adapted Style - Graph I

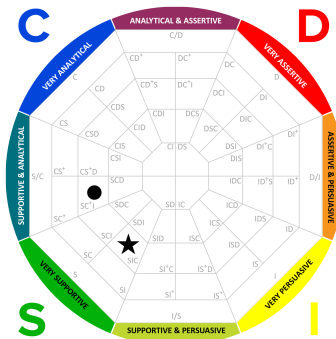


Pattern: Sic (1464)

Natural Style - Graph II



Pattern: SCI (1566)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You are excellent at motivating others toward team goals with your enthusiasm and optimism, as well as your sensitivity to their needs and concerns.
- You are conscientious and serious about doing things the correct way.
- You combine people skills, patience in working with others, quality control, and attention to details in a versatile blend of talent and expertise.
- You are always well-prepared for meetings. You do your homework and expect the same of others.
- You may be seen as the hub of the wheel, always at the center of many activities.
- You are willing to work hard for a mission, cause, project, or purpose.
- You are a cooperative team player who respects organizational policies and protocol. You are able to get along with a variety of other behavioral styles.

Your Work Style Tendencies – What you bring to the Job:

- You have the ability to handle people with patience.
- You persuade others in the organization by demonstrating personal competence, and encourage others with a sense of optimism.
- You may tend to become vocally disappointed when standards aren't met, or when a project gets delayed.
- You have a large base of knowledge, and a continuing appetite to learn more and seek expertise in specialized subjects.
- You tend to be modest, but also have the ability to become assertive when necessary for emphasis.
- You tend to be optimistic -- you demonstrate high personal standards while setting high goals for yourself.
- You place high expectations on yourself and others and are able to help coach others to higher standards of quality.

You Will Be Most Effective In Environments That Provide:

- Public recognition for accomplishments.
- Clear areas of responsibility with minimal ambiguities.
- Few sudden shocks or unexpected problems.
- Support for critical thinking skills and logical, rather than emotional, decision making.
- Appreciation for your long hours and work ethic on tough projects and assignments.
- Opportunities for building a network of people and contacts.
- Time to reflect and think about pros and cons to solutions.

You Are Motivated By:

- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- A system of support to assist with details and follow-through.
- Complete explanations of systems and processes that impact your work environment.
- A home life that is supportive of the work demands.
- A supportive and encouraging working environment in which you are free to express yourself.
- Acceptance as an important member of a group or team.
- Sincerity from peers and colleagues.

Savannah Peters - Sic/SCI Style

You Need:

- Reassurance for taking appropriate and calculated risks.
- To have confidence in the project, product, goals, and leadership.
- Participation in team efforts and activities.
- Options for increasing efficiency of certain methods or procedures.
- Increased authority to delegate routine tasks and procedures.
- Reassurance that the long hours spent on a project are worthwhile in building a successful outcome.
- To feel valued for your contributions to the team's success.

Under Stress, May be Perceived by Others

- Micro-manages others
- Unrealistic expectations of others
- Overly sensitive to feedback
- Seeks praise and approval too often

Your Needs When Stressed

- Personal assurance
- Relationships
- Reassurances that you are liked

Your Typical Behaviors in Conflict:

- S's may also feel that their feelings, needs and desires are not as important as those of others, which can encourage others to take advantage of them which, in turn, results in more repressed anger.
- You tend to do things to help and benefit others with the expectation that they will reciprocate in some appropriate way. However you rarely share these expectations. As a result, the other person fails to meet your expectations; leading to more repressed anger or hurt feelings on your part.
- The anger and dissatisfaction that S's have been repressing builds up inside of them and eventually some (often, trivial) event will trigger an explosion, releasing a torrent of angry words and a litany of past offenses -- often in considerable detail. Once S's have vented this built up emotion, they return to their normal behavior.

Reduce Conflict and Increase Harmony with Others:

- Share your needs, feelings and expectations with your friends and coworkers.
- Be sure to clarify any instructions or communications that you do not fully understand, no matter how busy the other person may appear to be. Pay particular attention to the desired results and timeframes.
- Be open to considering new ways of doing things and undertaking new tasks. Ask your supervisor, friends and coworkers to support you in approaching any significant change

When Communicating with Savannah, DO:

- Be candid, open, and patient.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Provide logical and practical evidence.
- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Give Savannah time to verify the issues and potential outcomes.
- Savannah will follow through, so be certain to follow through on your part.
- Break the ice with a brief personal comment.

When Communicating with Savannah, DO NOT:

- Use someone else's opinion as evidence.
- Be vague about what's expected of the group.
- Be unrealistic with deadlines.
- Push too hard.
- Get in the habit of manipulating ideas quickly.
- Make decisions for Savannah.
- Rush the issue or the decision-making process.