DISCovering My Career Path

An Evaluation of Behavioral Styles, Motivations & Occupations

Report For: **Sandra Davis**

Style: **CIS/Ics**

Focus: **Work**

Date: **6/18/2020**

People Smart
W O R L D

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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.

Sandra, 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 return on investment.
- **Individualistic** - a drive to stand out as independent and unique.
- **Power** - a drive to be in control or have influence.
- **Altruistic** - a drive to help others at the expense of self.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.

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.

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Part I - Understanding Yourself

General Characteristics

Sandra, 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 score like those who prefer to establish long-term relationships, rather than brief, superficial ones. This perhaps comes from your preference toward stability in your lifespace, and longer-term relationships may bring that stability. Friendships and acquaintanceships you have made in the past are important to you, even now.

With regard to decision making, you tend to listen carefully to alternatives before making a judgment. The decisions you tend to make are not knee-jerk or crisis reactions, but rather thoughtful deliberations taken in a manner that considers the full scope of outcomes. This doesn't mean that all of your decisions are necessarily correct, just that they are informed.

You show a rare ability to get along with a wide variety of people. This comes from both your sincere interest in people and from your inherent patience in working with others. You may be able to bring various individuals together who might not otherwise cooperate.

Others may tend to seek you out for assistance or advice. This is because they perceive you as being sensitive to their needs, and because you provide a stable and consistent point of view for them. You may be seen as a coach or counselor that they can count on to listen to ideas and input. That's good, as long as it doesn't hamper your ability to complete your own tasks.

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Part I Understanding Yourself

General Characteristics (continued)

Sandra, the responses you gave indicate that you tend to be unselfish and sensitive to the needs of others. This is a rare type of generosity that comes with no strings attached, hidden agendas, or ulterior motives. People who score like you get a genuine "rush" when they are helping others. That's the up-side. The flipside is that you may need to monitor yourself closely to make sure you are not spreading yourself too thin in your efforts to please everybody.

Your response pattern to the instrument indicates that you have an empathetic listening style. As you know, this is a rare gift. Some listening skills can be taught, but the inherent, sincere listening that you demonstrate is something innate.

Your responses indicate that you tend not to force your own ideas on others with edicts, but rather by offering carefully considered suggestions. This can be a key point of success in a variety of areas. It helps build both rapport and credibility with others and is a strength that you can affirm in a genuine way. The combination of your listening skills, people skills, and innate sincerity allow you to influence others and thus affect the results.

You tend to have a long fuse and seldom become visibly angry or agitated. You may harbor internal anger, but you tend not to vocalize it to those involved, instead perhaps "venting" to others not involved in the project. Overall, you tend not to seek direct confrontation about what is making you upset, which is a good thing as long as you don't let such conflicts boil to the surface.

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Your Strengths

What You Bring to an Organization

Sandra, 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:

- Your excellent listening style stands as a model for others to observe and follow.
- Your strong optimism helps motivate the team toward their goals.
- You work hard to achieve the team's goals and objectives.
- You are a good listener.
- You bring a high "sincerity factor" to the team climate.
- You are able to negotiate conflicts into win-win situations.
- You demonstrate a high degree of patience in working with others.

Your Style Traits That You Bring to a role:

- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- 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 tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- 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.
- You are optimistic and motivated to be an excellent team player, able to defer your ego when working with others who may prefer having more control of the situation.
- You show a high degree of persistence in working on projects, especially over the long haul.
- 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.

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. **Sandra**, 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:

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

People With Patterns Like You Tend to Need:

- To be kept in the information loop regarding projects and initiatives within the organization.
- To get better control of files and record keeping.
- 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.
- Increased urgency in decision making.
- To be more realistic and ambitious in setting deadlines for team projects.
- More direction toward work tasks, and less focus on chatting and socializing.

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:

- A favorable working climate containing positive attitudes and optimistic spirit.
- A participatory manager or board with whom a democratic relationship has been established.
- A job culture where there is little hostility, confrontation, anger, or pressure.
- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- Support and appreciation of your individual efforts.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- A work culture that allows for your natural interest in helping others learn and grow professionally.

The I Style Behavior and Needs Under Stress

Under Stress You May Appear:

- Inconsistent
- Superficial
- Unrealistic
- Wasteful of time
- Overeager

Under Stress You Need:

- A quick pace for stimulation and excitement
- Action and interaction
- 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.
- Their anger is generally a response to a personal attack on them or, possibly, the failure of someone to support them when they were really counting on that person's support. Of course I's may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns their contribution to the problem.
- 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.

Strategies to Reduce Conflict and Increase Harmony:

- 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.
- 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.
- 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.

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 Sandra, DO:

- Plan some extra time in your schedule for talking, relating, and socializing.
- Put the details in writing, but don't plan on discussing them too much.
- Present your ideas and opinions in a non-threatening way.
- Ask for Sandra's input regarding people and specific assignments.
- Plan to talk about things that support Sandra's dreams and goals.
- Provide assurances about Sandra's input and decisions.
- Break the ice with a brief personal comment.

When Communicating with Sandra, DON'T:

- Leave the idea or plan without backup support.
- Be rude or abrupt in your delivery.
- Manipulate or bully Sandra into agreeing.
- Offer assurances and guarantees you can't fulfill.
- Talk down to Sandra.
- Be overly task-oriented.
- Be vague or ambiguous.

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 Ics Style, Sandra, and Perceptions Others May Have for Your Ics Style.

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

Summary of Sandra Davis'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.

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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.

Sandra, 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

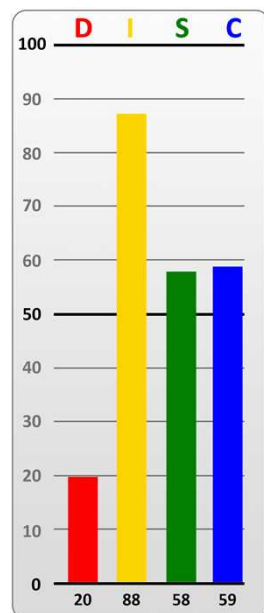|	D	I	S	C
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming 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 Sandra Davis

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 exibit in **stressful situations** and tend to be fairly consistent over time.

Sandra, 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 **Ics Style.** Your **Adapted Style** indicates you tend to use the behavioral traits of the **CIS Style** in your work environment based upon the demands of that environment.

Natural Style - Graph I	Adapted Style - Graph II

Pattern: Ics (1644)
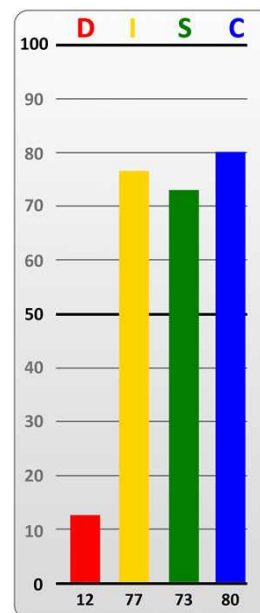
Pattern: CIS (1556)
Focus: Work

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!

	HGH 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, **Sandra**. 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
High S + High D **Patience versus Urgency AND People versus Task:** 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.	High D's can practice **CONSIDERATION** High S's can practice **ASSERTIVENESS**
High C + High I **Patience versus Urgency AND People versus Task:** 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.	High C's can practice **TOLERANCE** High I's can practice **PERSERVERENCE**
High S + High I **Patience vs. Urgency Tensions:** The High S's innate patience and Slower Pace can conflict with the High I's Sense of Urgency and Fast Pace.	High S's can practice **ENTHUSIASM** High I's can practice **PEACEFULNESS**
High C + High D **Patience vs. Urgency Tensions:** 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.	High C's can practice **TOLERANCE** High D's can practice **PATIENCE**

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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 Power into one dimension. This assessment remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique 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.

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Summary of Sandra's Motivation

Values	Score/Ranking	Percentile Score

Values	Score	Ranking
Aesthetic	71	4
Economic	28	3
Individualistic	66	5
Power	38	6
Altruistic	78	2
Regulatory	20	1
Theoretical	46	7

0%   25%   50%   75%   100%
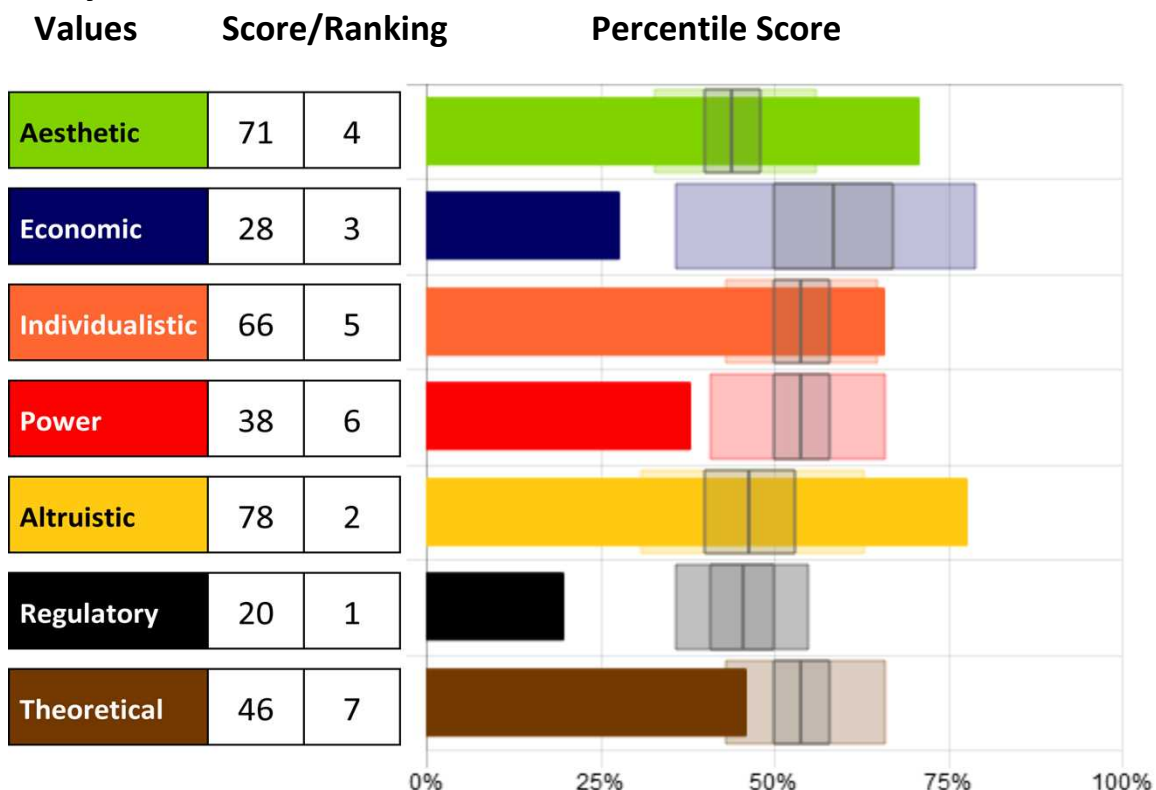
1. The **lightly colored**, **shaded area** for each Motivator highlights **the majority of the population's scores**. This means that if you took a normal sample of motivator scores and ranked the scores from 1 – 100, you can expect that a majority of the scores would fall inside the shaded area. This indicates if most of the population scores higher or lower in the dimension. Are you similarly driven in your Motivators as most others are?

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

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

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

5. Your **ranking** reveals **how influential the Motivators are to your behavior and decisions in order from 1-7.** Keep in mind that some Motivators have relationships with other Motivators that strengthen them, but this is a true 1 through 7 ranking based on which are individually most impactful.

A Closer Look at the Seven Motivator Dimension Scores

Each descriptor below reveals your preference for shaping behavior and indicates what energizes you.

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

Sandra's Motivator Word Matrix

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

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

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

By labeling your numeric score with one word you can better understand, describe and locate your motivator orientation.

Details of Sandra'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 - High
You won't mind the spotlight, will desire to bring independent ideas to bear, and may excel in front of others.

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

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.
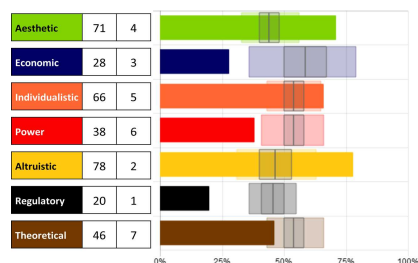
Regulatory - Very Low
You may subvert or break the rules you feel don't apply and will attempt multithreaded approaches to solving problems.

Theoretical - Low
You are more apt to rely on past experiences and intuition when making decisions.

Your Aesthetic Motivator - Very High

Aesthetic	71	4
Economic	28	3
Individualistic	66	5
Power	38	6
Altruistic	78	2
Regulatory	20	1
Theoretical	46	7

0%   25%   50%   75%   100%

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

Universal Assets:
- You may feel as though you were born at the wrong time and might feel misunderstood by most.
- You may think in unconventional ways which could lead to inefficient processes to real world problems.
- You will likely struggle with deciding what to do with your life. Making choices like career, college, or your direction may feel daunting.
- You may care less about money and things, but will gravitate towards just being happy and fulfilled.

Driving Intuitions:
- You should take time to explore creative possibilities rather than settling for things you don't really appreciate.
- You should realize that it takes money to do most things and that it's not a bad thing to have it.
- You should really fight for what you want rather than settling for what you can get.
- You should realize that very few people think like you and that your unconventional approach to life may look extreme to others.

Critical Advantages:
- You are sensitive to the plights of others and will resonate with their inner longings.
- You may not be moved by monetary rewards, but rather you are looking for personal fulfillment and peace of mind.
- You are very adept at helping others find creative alternatives.
- You believe in making meaningful contributions rather than consuming all the resources.

Growth Opportunities:
- You may place too great an emphasis on creative alternatives leading to impractical outcomes or not meeting important deadlines.
- At times, you may try to be too much of a non-conformist and may rebel against established systems and processes.
- You run the risk of your work backing up because you are using impractical means to accomplish work tasks.
- Remember that it is OK that some people won't "get" you or understand your alternative ideas.

Learning Paths:
- To increase the meaning of people's lives you could act as a facilitator between people's gifts and talents and meaningful jobs that might require them.
- You can assist team members in accessing their creative side.
- You have the ability to act as a go-between and integrate people's imaginations with certain tasks.
- You should not be afraid to look like the rest of society; it doesn't mean you are one of them.

Your Economic Motivator - Very Low

Aesthetic	71	4
Economic	28	3
Individualistic	66	5
Power	38	6
Altruistic	78	2
Regulatory	20	1
Theoretical	46	7

0% 25% 50% 75% 100%
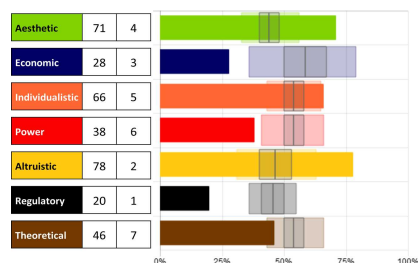
The Economic Motivator: The motivation for security from self-interest, economic gains, and achieving real-world returns on personal ventures, personal resources, and focused energy. The preferred approach of this motivator is both a personal and a professional one with a focus on ultimate outcomes.

Universal Assets:
- You may have already begun to reach your level of financial security.
- For you, life isn't about what you get out of it, but rather what you contribute to it.
- You may see using material gains as a yardstick to measure one's worth or impress others is distasteful.
- You may be sensitive to perceived injustices and discriminations among your peers.

Driving Intuitions:
- Some people can see you coming a mile away and may take advantage of your willingness to help.
- You prefer praise for continued contributions to the job, as opposed to monetary rewards.
- Being the 'helping hand' behind the scenes may not get you where you need to be.
- You consider the strengths of the "total person" to be important and may miss some important singularities.

Critical Advantages:
- You see a much wider spectrum of the picture, not just your own view.
- You are less concerned with personal gain and more in terms of personal contribution.
- You think in terms of "we" and less in terms of "me."
- You rarely (if ever) look at a project with a "what's in it for me" perspective.

Growth Opportunities:
- Your brain might mistake "I can't" for "I won't" and will fear saying "no" to people because you think it looks bad.
- You are not time sensitive and therefore a project may end up taking longer than you and others expect.
- You pay attention to the needs of others and as a result, you may miss meeting personal needs.
- You are likely ten times the person you think you are.

Learning Paths:
- You score like those who enjoy "being" more than "doing."
- You score like those who are more cooperative and less competitive.
- You may prefer group-oriented activities: to work, have fun, and share ideas with others.
- You will come to a training or development function typically without a 'What's in it for me?' attitude.

Your Individualistic Motivator - High

Aesthetic	71	4
Economic	28	3
Individualistic	66	5
Power	38	6
Altruistic	78	2
Regulatory	20	1
Theoretical	46	7
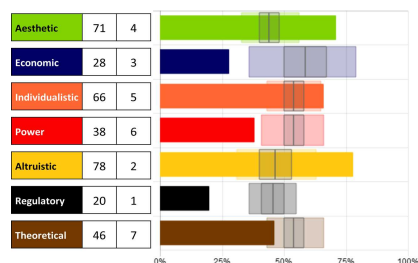
The Individualistic Motivator: Need to be seen as autonomous, unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression apart from being told what to do.

Universal Assets:
- You'll enjoy unique work assignments that promote your out-of-the-box style.
- You bring interesting and independent ideas.
- You'll enjoy your own special niche as opposed to being part of a whole group.
- You'll appreciate freedom and autonomy and not being nailed down.

Driving Intuitions:
- You can work with others, but only if you maintain your quality of uniqueness.
- Realize you will likely take a different approach to standard procedures.
- You'd rather work independently, making your own map.
- You'll likely have a unique way of saying unpretentious things.

Critical Advantages:
- You understand that we're all very different and will want to explore those differences.
- You have a projected self-confidence that might enable you to speak up when disagreeing with how something should be done.
- You prefer celebrating differences as opposed to settling for sameness.
- You prefer being independent of others as opposed to depending on others.

Growth Opportunities:
- You need to remember that your ideas aren't the only ideas and make room for others.
- You don't always have to be the star of the idea club.
- Your uniqueness doesn't always contribute to every problem; it might create one.
- Remember that you may inadvertently draw attention to yourself for extended periods of time.

Learning Paths:
- When learning new things, you'll prefer fun and challenging concepts.
- You prefer exciting approaches to boring and predictable lessons.
- You'll appreciate the opportunity to test and experiment with new concepts.
- It's important that you're allowed to think outside the box and apply some of what you learn.

Your Power Motivator - Low

Aesthetic	71	4	
Economic	28	3	
Individualistic	66	5	
Power	38	6	
Altruistic	78	2	
Regulatory	20	1	
Theoretical	46	7	

0%   25%   50%   75%   100%
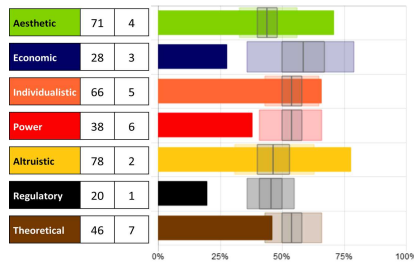
The Power Motivator: Being seen as a leader, while having influence and control over one's environment and success. Competitiveness and control is often associated with those scoring higher in this motivational dimension.

Universal Assets:
- You will excel when in situations that require a maintenance mindset over very high drive.
- At times you'll likely want to watch others lead more than you'll want to lead things yourself.
- You may at times feel out of place on a team where people jockey for position.
- You may prefer slow and steady moves to faster or hectic moves you must control.

Driving Intuitions:
- Use your stabilizing ability when working with others and don't allow others to run you over.
- You are well suited for collaborative efforts.
- Just because people don't voice it, you can't always believe you haven't made a difference.
- You won't mind yielding your position to avoid controversy or conflict.

Critical Advantages:
- You'll likely be more of a helper as opposed to being controlling and authoritative.
- You're a better collaborator and won't expect credit for all you do.
- You will likely wait your turn and not jump in front.
- Personal accomplishments far outweigh the need for recognition and power.

Growth Opportunities:
- You may be allowing other people to frame your world.
- Fighting for your own rights might make you uncomfortable at times.
- You might be a target for aggressive people who may want to take advantage of your willingness to support.
- You may not think you are worth other people's time or investment.

Learning Paths:
- You will likely be quiet and in the background when involved in training activities.
- You will likely enjoy group activities with some leadership opportunities.
- You may need to take stronger initiative when working with dominant types.
- You may enjoy more cooperative learning activities as opposed to activities that require directing and controlling.

Your Altruistic Motivator - Very High

Motivator	Score	Rank
Aesthetic	71	4
Economic	28	3
Individualistic	66	5
Power	38	6
Altruistic	78	2
Regulatory	20	1
Theoretical	46	7
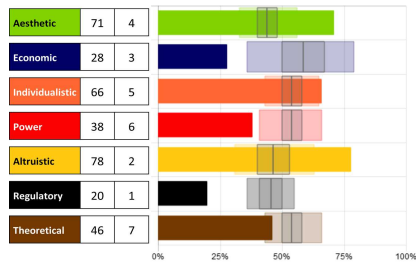
The Altruistic Motivator: An expression of the need or energy to benefit others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always. Oftentimes an intense level within this dimension is more associated with low self-worth.

Universal Assets:
- You are always cognizant of the underdog and will go to great lengths to meet their needs.
- Your high service ethic allows you to put others first and yourself last.
- You will be turned off by people who speak excessively about their personal gains.
- You probably believe you are here for a reason.

Driving Intuitions:
- Be careful your giving attitude does not create personal burnout.
- You will be sincere when communicating.
- Be careful you don't become a pushover or doormat.
- You should be more involved in emotional intelligence efforts at work.

Critical Advantages:
- You say, "yes" more often than you say, "no."
- Your ambitions are typically focused on others and not yourself.
- You will assist others in solving their problems.
- People like you are better team players than captains.

Growth Opportunities:
- Your need to please is likely rooted in low self-worth as opposed to only a high regard for others.
- You need to strike a balance between saying "yes" and saying "no."
- Seeing others as more important than yourself is unsustainable over the long haul.
- Seeing that balance is the key to life, over involvement in the lives of others can have negative effects later on.

Learning Paths:
- Your learning development should be connected to benevolence.
- You should be exposed to others and allow them the benefit of being around you.
- Your training and development should focus on ways to support others.
- Your training and development should involve community efforts.

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Your Regulatory Motivator - Very Low

Aesthetic	71	4
Economic	28	3
Individualistic	66	5
Power	38	6
Altruistic	78	2
Regulatory	20	1
Theoretical	46	7

0%   25%   50%   75%   100%
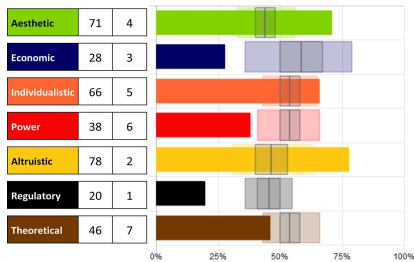
The Regulatory Motivator: A need to establish order, routine and structure. This motivation is to promote a black and white mindset and a traditional approach to problems and challenges through standards, rules, and protocols to color within the lines.

Universal Assets:
- You believe nothing is set in stone and therefore will not appreciate rigidity.
- You will feel bogged down when forced to do things a "certain" way.
- You have many questions and will do whatever it takes to figure things out.
- You will not like being constrained or restricted to certain protocols.

Driving Intuitions:
- You like to cut to the chase and not waste energy on non-essentials.
- Play to your strengths, which are rooted in freedom, flexibility, and open-mindedness.
- Remember, you have a way of looking at the broader perspective and others may not.
- Because the end justifies the means, you'll figure it out.

Critical Advantages:
- You have your own unique way of seeing the world.
- You are highly adaptable in a variety of situations.
- You believe in freedom to express ideas.
- You believe mistakes are normal and part of a learning process.

Growth Opportunities:
- Carefulness leads to reliable outcomes.
- Boredom is no reason to take unnecessary risks.
- Your lack of systemic sequence can get you in trouble sometimes.
- Not all rules can be broken.

Learning Paths:
- You're likely thinking, "That's not how I'd do it."
- You prefer multiple learning modalities that enable your creative side.
- You prefer spontaneous and independent work environments where you can be more flexible.
- You listen to instruction while at the same time tweaking it.

Your Theoretical Motivator - Low

Aesthetic	71	4
Economic	28	3
Individualistic	66	5
Power	38	6
Altruistic	78	2
Regulatory	20	1
Theoretical	46	7
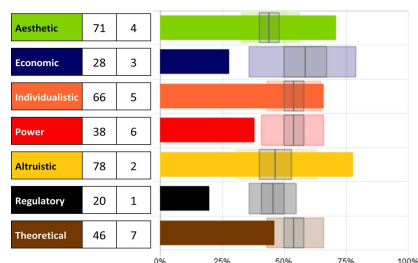
The Theoretical Motivator: The desire to uncover, discover, and recover the "truth." This need to gain knowledge for knowledge sake is the result of an "itchy" brain. Rational thinking (frontal lobe), reasoning and problem solving are important to this dimension. This is all about the "need" to know why.

Universal Assets:
• You might appreciate technical support in areas where you have limited understanding.
• You will likely depend more on intuition than getting caught up in theory.
• You might know something and not know why you know it.
• You will likely only learn what you have to.

Driving Intuitions:
• You like to cut to the chase and not waste energy on non-essentials.
• You choose to focus on the big picture as opposed to doing the "deep dive."
• You prefer less paperwork and minute details.
• You likely do not support inefficient, slow, and complicated means to any end.

Critical Advantages:
• You are open-minded to more options.
• You likely will have an opinion.
• You believe in freedom to express progressive ideas.
• You are more than likely highly adaptive.

Growth Opportunities:
• You may find you don't have a large capacity for retaining information.
• Your lack of interest in certain subjects doesn't mean you are not intelligent.
• You may quickly reach information overload.
• You may have trouble connecting the dots within certain subjects.

Learning Paths:
• You should avoid getting bogged down in the hypothetical and theoretical.
• You should hit only those essential items that relate to increased success or efficiency on projects.
• The trainer or presenter may need to force-feed you some important details, especially if they are perceived as unimportant or a waste of your time.
• You should link training and professional development to other areas of the values graph where you sit outside the national norm.

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

Power
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

C

Accountant/Auditor
Engineer/Electrician
Research and Development
Quality Assurance/Safety
Architecture
Computer Programming
Analyst
Scientist
Nano/Bio Chemistry
Optometrist

D

Entrepreneurs
Sales – Full Commission
Sales Management
Legal/Litigation
Operations Management
Executive Administration
Lawyer
General Manager
Sports Coach/Trainer
Consultant

TASK | **FOCUSED**

SLOWER-PACED

Diplomatic
Patient
Co-operative
Reserved
Likes to sit & stay

FASTER-PACED

Outgoing
Candid
Voices opinions
Shows confidence
Likes to do

PEOPLE | **FOCUSED**

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

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

S

I

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

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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.

Sandra, 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!

Sandra, 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	✓ Career Transition
✓ Interview Preparation and Skills	✓ Educational Planning
✓ Interview Portfolio Content	✓ Sales and Leadership Training
✓ Interview "Leave-Behinds"	✓ Organizational Development
✓ Personal Branding	✓ Harmony in the Work Place
✓ Professional Bio (Social Networking)	✓ Team Building
✓ Job Search Strategy and Campaigns	✓ Relationship Strategies
✓ Time Management	✓ 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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