



Executive Summary Development

Your Coaching and Development Pathway to Top Performance

"Discover Your Core Performance Strengths and Blockers and View the Specific Steps that will Optimize Your Potential"

Report For: **Sample Report**

Date: **10/23/2019**

Note this report is a personal development analysis it should not be used as the sole source for decisions regarding hiring, promotion, career moves or terminations. It was designed to assist each person to "Become better at being themselves."

blind spots
DEVELOPING LEADERS

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This is a Four Part MULTI-DIMENSIONAL DEVELOPMENTAL REPORT designed to guide you toward the goal of sustained workplace IMPROVEMENT...NOT PERFECTION. It relies upon solid performance science to measure the factors that actually create success in the modern business world. **The developmental focus of this report includes the specific steps to enable you to optimize your potential!**

Human performance is NOT a single measure. It unfolds as three powerful performance multipliers operate upon your knowledge and experience. In this report we will look at each of these three performance multipliers and we will REVEAL YOUR SCORES for each.

How Top Performance Happens

Top Performance and Success is seldom an accident. It happens when informed decisions are powered with passion and communicated effectively to clients, co-workers and managers.

Life happens...While the specifics are different for each of us, we all face job specific PROBLEMS, CHALLENGES AND OPPORTUNITIES that we need to successfully resolve on a daily basis. **The probability for successful resolution is based upon our ability to effectively use our knowledge and our credentials to design a workable solution and then implement that solution in a way that resolves the issue without creating collateral damage that exceeds the value of the resolution.**

How We Measure the Elements that Deliver Top Performance

Measuring Top Performance does NOT rely upon a single measure. Top Performance begins with effective decisions that successfully resolve the issues we face. **Decision precedes Action and decision sets the course for resolution.** A key element of this coaching and developmental report will be found in the Critical Thinking measures (section three) that present Nobel Nominee Dr. Robert S. Hartman's revolutionary discoveries that human beings have a "decision making pattern" that they rely upon to set the course for the pursuit of their success.

This Top Performance Developmental report will examine and detail YOUR three (3) Top Performance Multipliers i.e., Communication Style, Internal Motivators and Critical Thinking Decision Making Capacity). This is a scientific report that identifies and measures BOTH the innate performance strengths that work for you and the performance blockers that can interfere with your capacity to optimize those strengths. Gaining these keen and unbiased insights into your strengths and the blockers that compete to create the solutions you use to address the problems, challenges and opportunities for which you are responsible sets the table for **learning to consistently feed your strengths and starve your blockers - This is the proven Pathway to CONSISTENT TOP PERFORMANCE!**

Part I: Your DISC communication Style

Think of your communication style as a “delivery truck” that delivers the content and tone of your decisions adjusted by your motivators to other people. The key consideration here is the **STYLE** you display as you share your ideas, beliefs, recommendations and directives with others. DISC has been used over 65 Million times and typically is 90% accurate in measuring and defining your communication style.

The DISC Communication Style measurement is comprised of Four (4) major observable behavioral factors that work together to describe HOW you typically seek to connect with others:

The Four Core DISC factors that define Your Communication Style are:

D = How much **D**ominance or Assertiveness you typically apply to your communications.

I = How much **I**nfluence or Extraversion you typically apply to your communications

S = Degree of **S**teadiness, Patience or the Pace applied to your communication.

C = Degree of **C**omprehensiveness, Detail, Accuracy and Precision applied to your communication.

Understanding Your Natural DISC Communication Style

The following narration presents an overview of your general Natural Behavioral Tendencies.

Please recognize that our behaviors represent how we deliver our decisions into the world.

Behaviors define how we interact with others as we approach the problems, personal interactions, activity level, and structure of our day to day lives. Understanding HOW to more successfully communicate with your manager, your peers, your customers and your co-workers plays a key role and makes a powerful contribution as you seek to optimize your performance and your success.

View the Details of Your DISC Communication Style

Sample, you score like those who love challenges and competition. You tend to take risks that others would not attempt, and you usually find those gambits successful. As a leader, your competitive spirit allows you to take your team to new heights. You enjoy a good challenge and appreciate that trait in your peers, likewise.

You tend to rely more heavily on your own opinions than on the evaluations of others. This is a symptom of your independence and can potentially lead to some problems, especially where rules, details, or minutiae are concerned. This may result in cut corners or overlooked details. You may balance this by striving to seek input from those who might have more expertise in a particular area.

You have many ideas and opinions of your own and a high degree of confidence in those ideas. It might be said that people who score like you tend to have a rather visible ego presence. However, those who are able to manage this can nevertheless thrive in a more people-friendly work climate.

Details of Your DISC Communication Style (continued)

You score like those who speak their minds, and may be blunt, or even sarcastic. While this gets results, it can also alienate those who are integrally important to the outcome. Our coaching suggests adopting a more people-friendly approach.

You tend to be more of a doer than a dreamer. Some people dream of making things happen, but you prefer to work hard to effect change. If something needs to be done, you'll roll up your sleeves and do it.

You frequently look for new, better, and more efficient ways of getting things done. Sample, you score like those who have a multi-tasking mind. You tend to have high urgency and little aversion to risk, often seeking ways to reduce costs (both money and time), and make systems more streamlined and efficient.

You are an excellent problem solver who can think quickly on your feet to solve problems that arise. You are able to do this due to your rapid decisiveness, ability to multi-task, and your tendency to "blaze your own trail" rather than follow the beaten path. Be certain to involve others in the decision-making process, as an independent problem solver can sometimes be perceived as a problem creator.

You are very direct and straightforward in communicating with others. You score like those who speak their minds, tell it like it is, and prefer bottom-line closure to ambiguity. You like to get things done quickly, and that includes conversations. You tend not to "sugar-coat" the message with unnecessary fluff.

The Biggest Interference with Effective Communication

The single biggest challenge facing effective communication is the belief that we can rely upon the Golden Rule as a basis for communicating with others. **This common belief holds that the way YOU like to be communicated with will prove effective with everyone else.** For example, if you like lots of supporting data and precise information, the assumption is that presenting everyone else with lots of detail will be the **most effective way** to connect with them.

In fact, there are **four (4) very different communication styles**. The dominant D style will primarily want big picture bullet points, the extraverted I style will want to build relationships, the steady and patient S style will prefer a routine and supporting role while the accurate C style will want/need to see the data. Each style has very different preferences as to how it wants to be communicated with. Once you learn to identify and then resonate with each style, your prospects for effective communication will increase dramatically.

Let's start with you. This report includes the SPECIFIC strategies that ARE and ARE NOT likely effective with YOU. Based upon your responses to the survey, **please mark the three or four strategies that you DO and three or four you DO NOT like others to use when they seek to communicate with you.** Then circle the one DO and the one DON'T that is MOST IMPORTANT for others to know about you. Share these tactics with you co-workers. **Wouldn't you like to know the strategies that are and are not effective with your boss?** It's a key to top performance!

When Communicating with ME, DO:

- Be prepared to handle some objections.
- Stick to business matters only.
- Ask "what"-oriented questions that close the issue or topic.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- When you disagree, take issue with the methods or procedures, not with the person.
- Offer specific evidence about the probability of success or effectiveness of options.
- Be clear in your explanations.

When Communicating with ME, DON'T:

- Forget or lose things necessary for the meeting or project.
- Make guarantees and assurances when there is a risk in meeting them.
- Be sloppy or disorganized.
- Let it reflect on Sample personally when in disagreement.
- Engage in rambling discussion, and waste Sample's time.
- Make decisions for Sample.
- Leave loopholes or vague issues hanging in the air.

View your DISC Communication Style Graphs

The DISC behavioral/communication style presented in the previous paragraphs is derived from **how your four DISC scores combine and interact** to define HOW you prefer to deliver your ideas to others.

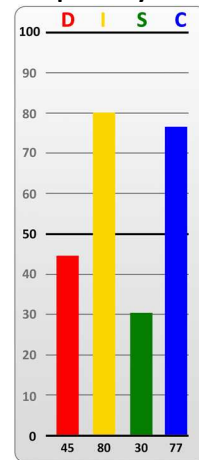
View your Four Individual
D I S C scores on a scale of 0-100

(Greater than 80 [>80] present a **Strong Display** of the specific DISC factor while scores that are **Less than 25 [< 25]** present a **Weaker Display** of the specific DISC factor)

The **Natural score (Graph II)** reflects your preferred style.

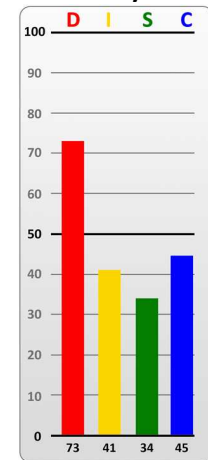
The 'Adapted behaviors' (Graph I) reflect how you believe you need to **adjust your style** in your current circumstances.

Adapted Style - Graph I



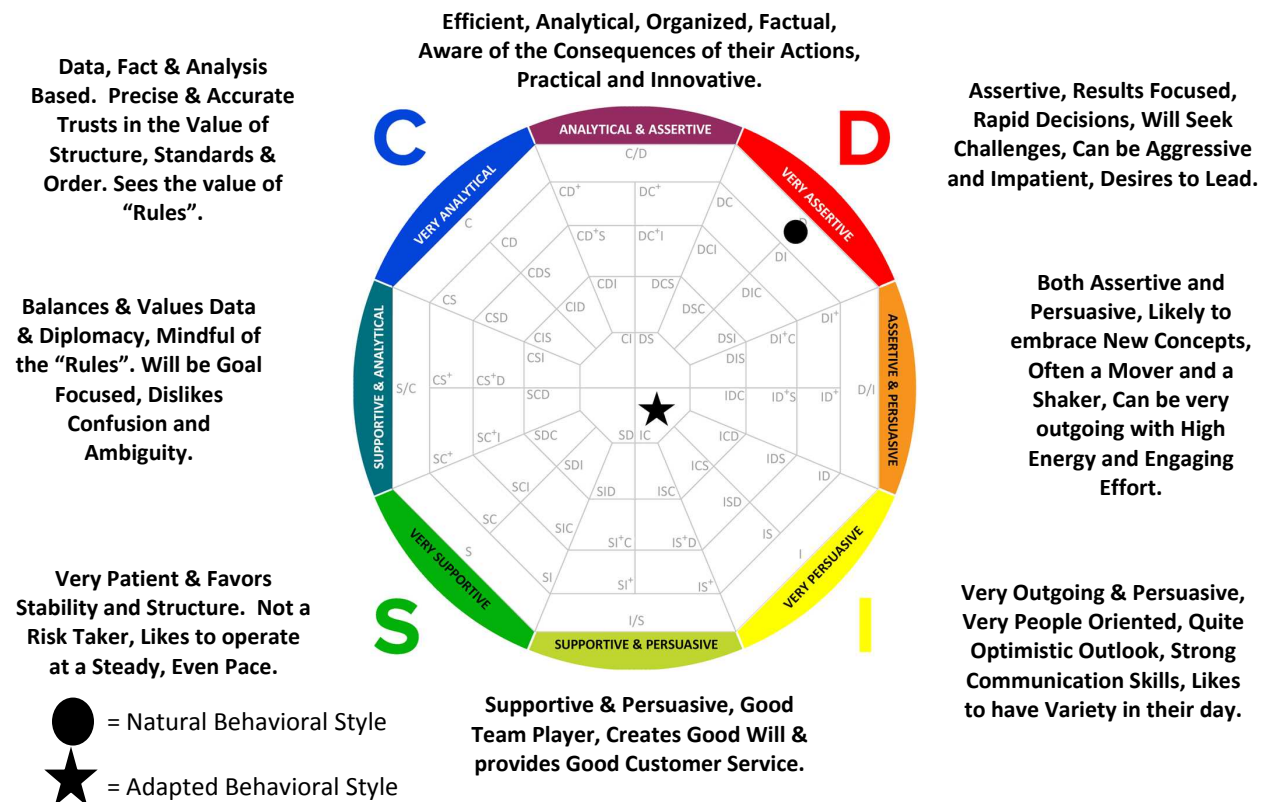
Pattern: IC (3625)
Focus: Work

Natural Style - Graph II



Pattern: D (5323)

The DISC Wheel presents the SAME information as the graphs shown above. It displays your style as a single integrated point rather than four individual ones. **The DOT is your Natural style** and the **STAR reflects the Adapted style**. Communicating with the NATURAL style will typically be most effective!



Your Key Behavioral Insights

Emotional characteristic: Will strive to meet their own needs in their own way.

Goals: Finding new opportunities and goals to achieve..

How others are valued: Based upon ability to create workable solutions that meet their personal standards.

Influences group: Will influence by setting a competitive fast paced agenda aimed at accomplishing results and by projecting personal power.

Value to the organization: Will avoid the "blame game" and will offer new and innovative solutions towards making progress and achieving results

Warning: Can appear over controlling of others and outcomes in order to support and meet their own personal agenda.

When under pressure: Can become isolated and will push back hard if they are challenged or threatened or if they are denied new opportunities.

Fears: Losing control or being without meaningful challenges.

Your Primary Communication Strengths:

Note: Your scores indicate:

- You are a competitive player, on and off the job.
- You are a quick and efficient problem solver.
- You bring innovative ideas and solutions.
- You are motivated to challenge yourself and others.
- You are self-reliant, with the ability and innovation to blaze new trails.
- You ask questions that challenge tradition.
- You deal directly, with an eye on the bottom-line.

Your Primary Training & Developmental Areas where You may need support

Note: Your scores indicate:

- You could use better "people skills" when it comes to motivating and managing others.
- You may make unnecessary changes simply to avoid routine.
- You may take on too much because you prefer to work in a pressure situation.
- You may overuse threats to persuade or motivate others.
- You can be a selective listener, hearing only what you want to hear.
- You tend to be a one-way communicator.
- You may be very critical and even sarcastic when others don't measure up to your standards.

Teamwork: You should thrive in teaming opportunities that provide

- Highly specialized assignments and technical areas of responsibility.
- Public recognition for accomplishments.
- A democratic environment with participatory management.
- Complete explanations of areas of responsibility and control.
- Contact with groups, and opportunities to build a network of people.
- Projects requiring you to motivate and persuade people.
- An environment that supports your critical thinking skills.

Part Two: Your Internal Motivators

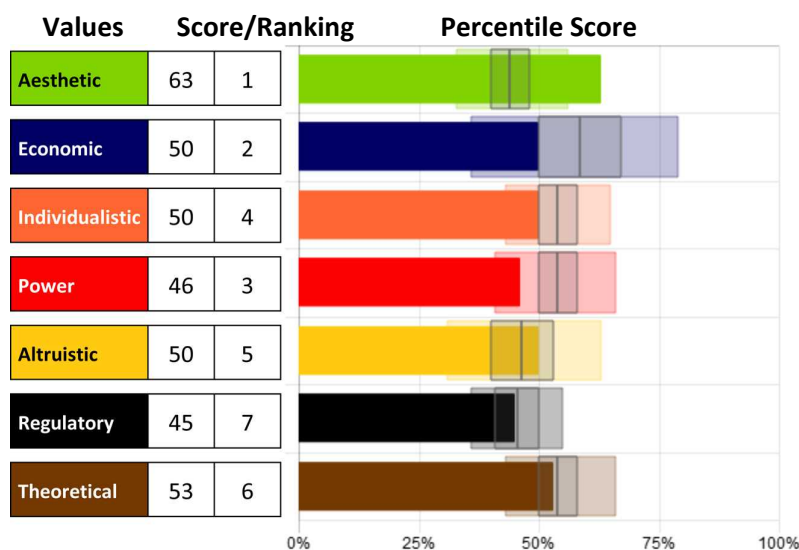
Here we examine the Seven (7) Internal Motivators

The 7 Motivators “filter and guide your decisions” toward RESULTS that reflect YOUR MOST INFLUENTIAL Motivators. Your primary motivation springs from your HIGHEST OR LOWEST scores.

Built upon the Harvard research into Human Motivation, we provide reliable scientific measures for each of your seven (7) internal motivators. Like ingredients in a cake mix, everyone is influenced to SOME degree by each of the seven motivators. The ones that have the HIGHEST or LOWEST scores **above or below the mean** will have the greatest impact and influence on the overall decisions being made.

How to score YOUR 7 Motivators (High, Low or Mainstream)

Note the four MOST influential motivators (View scores most above or below the mean) as shown in the graph below.



View the hierarchy and strength of the MOST INFLUENTIAL internal motivators or drivers that identify your ‘personal agenda.’ **These motivators uniquely combine to identify the 'ACTION STEPS' that will shape and influence your priorities and decision tactics.**

1. **Aesthetic (+)** Prioritize solutions that support and sustain an acceptable ratio for the "work-life balance."
2. **Economic (-)** Prioritize solutions that deliver an exceptional work product & a high level of service to others.
3. **Power (-)** Prioritize solutions that bring a stabilizing force to teaming efforts.
4. **Individualistic (-)** Prioritize solutions that enable contribution and team support in group efforts.

View your four (4) MOST influential Motivators. Your highest OR lowest scores carry the most influence. Some will likely be in the mainstream middle range. The influence of mainstream scores is not so obvious as they create the “normal degree” of influence.



View the **motivator explanations** in the following 7 Motivator Chart

View the 7 Universal Human Motivator Definitions along with guidelines as to *HOW Lower and Higher Scores* will INFLUENCE the person's decisions as they seek to resolve the issues they face.

Lower Score Influences <i>Below the Bottom of the boxplot</i> Can exert enough influence to alter or even change decisions	The 7 Universal Human Motivators <i>View How these Internal Motivators can INFLUENCE your decisions</i> Mainstream Scores (closer to the mean) do not exert strong influence	Higher Score Influences <i>Above the Top of the boxplot</i> Can exert enough influence to alter or even change decisions
<i>Will influence actions toward Pragmatic Results with less emphasis on Research, Frills or Enhancements.</i>	<u>The Aesthetic Motivator</u> Plots the value you place on Balance, Harmony and Personal Time	<i>Will influence actions that protect and preserve this person's view of the ideal work/life balance. Will likely have another personal passion (Family, Art, Music, Golf, etc.)</i>
<i>Will influence actions toward producing the "best possible work product or result." Lower scores supersede a primary focus on the immediate bottom line.</i>	<u>The Economic Motivator</u> Plots the value you place on ROI, Efficient and Effective Results	<i>Will influence actions that seek a strong personal ROI, feature the bottom line, \$\$\$ and efficient and effective results.</i>
<i>Will influence actions to play a supportive role in teaming and group activities. Suggests a good team player.</i>	<u>The Individualistic Motivator</u> Plots the Value you place on Personal Freedom	<i>Will influence actions that enjoy freedom from micro-management. Will seek to create personal autonomy and the option to exercise unique and creative solutions.</i>
<i>Will influence actions to bring a stabilizing element to teaming efforts that can ask the questions that may avoid a team error.</i>	<u>The Political Motivator</u> Plots the Value you place on Personal Power	<i>Will influence actions that enhance one's personal power, influence and control over projects and co-workers working on the project.</i>
<i>Will influence actions toward a focus on business, the bottom line and efficient commercial actions.</i>	<u>The Altruistic Motivator</u> The Value you place on helping Others	<i>Will influence actions that bring value, assistance and help to others without an expectation of anything in return.</i>
<i>Will influence actions toward challenging the status quo. May approach established rules with a questioning and even skeptical eye.</i>	<u>The Regulatory Motivator</u> The Value you place on Rules, Structure and Standards	<i>Will influence actions that follow the rules. The higher scores want and need to have a structured path to the solution and the end result.</i>
<i>Will influence actions that are very results NOW and pragmatic in nature. Less need to research or to consider multiple options prior to action.</i>	<u>The Theoretical Motivator</u> The Value you place on the need for supporting evidence prior to decision	<i>Will influence actions toward making "low risk choices" that are supported by knowledge, experience and past successes and failures. Higher scoring individuals are Not Risk Takers.</i>

Next, How you make your Decisions

Part Three: The Critical Thinking Decision Pattern

One of most powerful and unique elements of your developmental report is the inclusion of the amazing work of 1973 Nobel Nominee Dr. Robert S. Hartman. In a moment of clarity that rivaled Galileo and Einstein, *Dr. Robert S. Hartman discovered that it was possible to **identify and measure how an individual creates their unique “good, better, best” resolutions and solutions** for the issues they face.*

Decisions always precede the Actions that create the Results

“Every success or failure is defined by the quality of the decision(s) that guided it from start to finish”

What defines a “good decision?”

1. Every good decision is based upon the **capacity to identify the CORE ISSUES** that are driving the problem, challenge or opportunities you encounter.
2. Every good decision is based upon the **capacity to create a WORKABLE SOLUTION** to the core issues that define the problems, challenges and opportunities issues you face.
3. Every good decision is based upon the **capacity to IMPLEMENT the WORKABLE SOLUTION** within the guidelines of the organization and with the resources (*time, \$\$\$, manpower etc.*) currently available.

Thanks to Dr. Hartman’s amazing discoveries plus 35 years of dedicated effort by his most prolific graduate student Wayne Carpenter, ***we can offer four reliable business Executive Summary selection models*** (*Leadership and Management, Sales, Customer Service and General Administrative efforts that can measure these aforementioned “good decision making elements”*) that operate upon whatever level of knowledge or credentials an individual brings to the issues they encounter. **This Executive Development report is applicable to all four models.**

Understanding HOW effective decisions happen

Every effective decision or solution is crafted based upon how **clearly you understand** how your choices will interface and synch with the rules you are expected to follow, how effectively the decision(s) will actually create the intended and desired result(s) that you envision and the impact (+/-) that those results will have on the other people who will be impacted by your decision. Clarity of Understanding is the first part of measuring the decision making pattern. **Next, we need to know how important or how much weight you assign to your understanding as you make your final decision.** Being able to **measure both your level of understanding and the importance you assign to the understanding** forms the “decision making building blocks” that **uniquely define how you craft your good, better and best solutions.**

Next, YOUR Decision Making Pattern

*“How you uniquely **VALUE** the Rules (+/-), **Make Comparative** (Solution A vs. Solution B) alternative results focused choices (+/-) and how those choices will impact the other people (+/-) affected by the decision defines your decision making pattern.”*

View Your Decision Making Components

This part measures how clearly you understand how your choices will fit with the rules, create the desired results and the impact your choices will have on others...AND how important that understanding is going to be to you as you make your final decision. Being able to measure how you uniquely define good, better and best choices is a major key to your success and it is Dr. Hartman's gift to humanity.

First, we present your 3 Core Workplace Valuations

Rules – “How you VALUE Structure and Rules and the IMPORTANCE you assign to them as you are making your final decisions.”

You score with Moderate or Average Clarity and Understanding ... for how your decisions will operate within the rules filtered by slightly cautious (-53%) personal bias or assigned importance for making choices that primarily focus on following the RULES. This Rules Risk/Benefit bias calculation tends toward a more balanced (+/-) follow the Rules bias or assigned importance that occasionally challenges a structure or rule that may interfere with the smooth progression toward the targeted Result.

When it comes to operating within the rules, You are an individualist who will tend to overtly or covertly get things done in your own unique, creative, and original way. Your individualism can generate an overly skeptical and cautious attitude which can lead to a 'chip on the shoulder' attitude when things do not work out as you expect. You may also become a reactive or retroactive thinker focusing on crises as they occur.

Results – “How you VALUE Results Oriented Comparative Choices (Option A vs. Option B) and the IMPORTANCE you assign to them as you are making your final decisions.”

You score with Unconventional Moderate or Average Clarity and Understanding for how your choices will deliver your targeted Results filtered by a very cautious (-89%) negative personal bias or assigned importance for making choices designed to achieve the intended RESULTS. This Results Risk/Benefit bias calculation tends to strongly consider potential negative consequences before acting. It assumes a strong defensive posture – “What could have I missed? Or, what could you have missed?”

When it comes to how you pursue your results, You are a very unconventional, non-conformist thinker who tends to see practical, concrete values in patterns which others, because of a more traditional way of thinking, are likely to miss. You tend to be somewhat skeptical and hesitant in your thinking about practical matters and can develop a 'chip on the shoulder' attitude when things do not work out as planned.

Other People – “How you VALUE the impact your decisions will have on other people and the IMPORTANCE you assign to them as you are making your final choices.”

You score with Crystal Clear or Excellent Clarity and Understanding ... for how your choices will impact others filtered by somewhat cautious (-71%) %>>) personal bias or assigned importance for choices based upon gaining OTHER PEOPLE's acceptance and support. This Other People Risk/Benefit bias calculation tends to pursue Result choices with SOME consideration for gaining the acceptance and support of OTHER PEOPLE.

When faced with how your decisions will impact other people, You are a keenly perceptive individual who has an excellent capacity to make sound judgments about others. You are an intuitive, feeling person but you tend to relate in a cautiously discrete manner. Moreover, you are likely to open up more readily to those who meet your biases and expectations and can become overly critical of and impatient with others especially when they do not measure up.

Please Note:

We presented the three workplace decision elements *i.e., the understanding and importance you apply to the rules, the results and the people impacted by those results first as they represent how you will likely operate in the workplace.* However please be aware that **there are also three (3) internal elements** that play a role in every decision. They are your **Self-Esteem**, your satisfaction with your **Current Life Role(s)** (professional and personal) and your Positive or Negative view of your **Future**. These 3 more fluid internal elements are presented next.

Here are your 3 Core Internal **“Self Scores”** that influence (+/-) your overall decision making capacity.

Self-Esteem – “How you currently VALUE Yourself.”

You score with Clear or Good Clarity and Understanding for how you Value Yourself and the assigned Importance you assign to your self-assessment filtered by a (+64%) somewhat positive self-valuation. This measure of Self-Esteem indicates a somewhat positive self-view without being so focused on the self that the current role and the future are discounted.

You have a very good capacity for seeing and appreciating your inner self worth; however, you tend to feel that others do not give you sufficient credit for your accomplishments. You may develop feelings of self pity which can create a strong feeling that you must do more than others to be recognized and appreciated by them.

Role Awareness – “How you VALUE your Current Role(s) in life.” (Workplace and/or Personal roles).

You score with Clear or Good Clarity and Understanding of the value for your current role filtered by a (-67%) somewhat negative level of current role satisfaction. This current role awareness valuation reflects SOME concern for the lack of fulfillment that your current life role(s) are contributing to your overall internal satisfaction. You have the ability to understand your social/role image but are currently in social/role transition feeling doubts and questions about your social/role image or role performance. You are uncertain about what type of image or role can or will meet your expectations and, as a consequence, can feel frustration and dissatisfaction. Your actions may shift from confidence to a lack of confidence in your current situation.

Self-Direction or Future View – “How you VALUE your future and the Importance you place on your view for how that future OUGHT to be.”

You score with Clear or Good Clarity and Understanding of your future vision for yourself...This understanding is filtered by an ideally balanced (+50%) view for how you want your future to unfold plus the steps to get there. This Self-Direction/Future view can realistically evaluate what your future will look like, as well HOW your current circumstances will be able to guide you there.

You are a very goal directed person who has the ability to realistically see and set your self goals. You also have the ability to be a persistent individual who is likely to stay on target once your direction is set. This sense of persistence, however, can turn into a stubborn insistence that your way is right regardless of current circumstances.

Scoring Legend

Marginal Understanding	Partial Understanding	Unconventional Creative	Good Understanding	Excellent Understanding
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There are **five (5)** possible Levels of “Understanding” (Shown Above)

100-65 Negative	66-0 Negative	0-66 Positive	66-100 Positive
Inattentive (- -)	Cautious (-)	Attentive (+)	Over Attentive (+ +)

There are also **four (4)** Possible Levels of **IMPORTANCE** (Shown Above). They are scored independently of the Understanding score. [Minus 100- Neutral - Positive 100]

Next, we present your Coaching and Developmental Strategies

Part Four - Coaching and Developmental Strategies

Every human being has natural talents and strengths that contribute to top performance AND performance blockers that INTERFERE with the ability to optimize those strengths.

This next section presents your specific strengths and how to optimize them and then it also presents your specific blockers and how to minimize them.

“Top Performers Feed their Strengths and Starve their Blockers!”

Remember that your value analysis is not an intelligence test, a psychological test or an aptitude test. **Your value talent is a measure of your ability to utilize your intelligence, to access your natural and learned skills and to control your emotions.** Your value profile describes the unique patterns which belong to you and **captures both the unique structure of the way you think on a day to day basis as well as the way you change as you grow and develop.** Your value profile is a slice out of time, a cross section of your life's history showing where you are, how well you are using your talent and the stresses and strains which you are experiencing.

EVALUATING YOUR PERSONAL STRENGTHS AND BLOCKERS

One of the reassuring features of life is that each one of us has strengths which belong uniquely to us and blockers which can interfere with our ability to optimize our strengths. Our challenge and opportunity in life is to translate our strengths into talent and to find ways to use our talent. We have researched high and low performers in many companies. What we find is that talent does not guarantee success but it can certainly help. **Those who are successful are good at being themselves; know what their strengths and blockers are and how to manage them to their best advantage.**

There are two parts to your Developmental PATHWAY

- (1) An analysis of **strengths or sources of flow** which come from your ability to clearly see, focus on and/or balance your talent as decision makers along with coaching comments to help you utilize your talent.
- (2) An analysis of **potential blockers which can interfere** with your ability to make decisions along with coaching comments to help you understand your potential blockers or interferences.

Your Primary Strengths – “Performance Factors that work FOR you.”

We begin with a review of your strongest innate strengths. They are the factors that you can rely upon as you seek to resolve the problems, challenges and opportunities you encounter. Remember, the results you achieve are **always dependent upon your knowledge or credentials relevant to the issue(s) you are facing.** We cannot expect a skilled tree surgeon to perform a heart transplant or assume that every skilled tennis player will be able to hit a hundred mile per hour fast ball. Top performance happens when we bring our innate strengths and talents to bear upon the knowledge we possess as we seek to successfully resolve the issues we face.

The SUCCESS FORMULA – First step

“Strength of Knowledge X Good Decisions sets the course for good results and the successful outcomes that most often follow!”

Amplify your knowledge with these Strengths – Rely upon them to guide you toward the correct decision that consistently sets the course for SUCCESS!

Intuitive Insight

- You have very good intuitive insight. Your intuitive ability can best be described as strong inner feelings which help you immediately know when something is wrong, when someone can be trusted, when a decision is right and when the direction you are heading is best for you.

Suggestions For Utilizing Your Potential

- Use your strong intuitive hunches to guide your thinking to issues which need your attention. Apply your intuitive insights to decide on fruitful steps for your own development. Rely on your strong intuitive feelings to prevent you from overlooking important issues in your life.

Keen Insight Into Others

- You are a keenly perceptive individual who has an excellent capacity to see and appreciate the worth of others. Your strength lies in your ability to compare and evaluate crucial issues and to organize your thinking such that you are aware of what is needed to develop and maintain relationships.
- You may have difficulty accepting others as they are. As a result, you may spend too much time and energy trying to determine in advance the outcome of your relationships prior to putting yourself at risk.

Suggestions For Utilizing Your Potential

- Be confident in your insights about others. Do not hesitate to provide your opinions and advice. Apply your excellent intuitive insight to yourself to help you be objective about your strengths and limitations and to help you identify fruitful steps for self development. Use your excellent judgment of others to help you build confidence about whom you can trust and can be open and available to. As a result, you are likely to find that people will become more willing to accept and trust you.

Innovative, Inventive Practical Thinking

- Your individualistic, unconventional practical thinking ability gives you the capacity to create ways of seeing and doing things which others are likely to overlook because they think in more habitual ways. You can readily identify crucial issues and generate ways of solving problems which are innovative and practical.
- Your individualism can generate novel, creative solutions to problems but can also lead you to spend too much time and energy looking for new ideas and ways to solve problems.

Suggestions For Utilizing Your Potential

- Be patient with those people who cannot see things from your perspective or who do not have patience with your new ideas. Remember that everyone does not have the same talent for innovative and novel thinking. Make certain that you do not become caught up in a process of being innovative simply for the sake of being different. Make certain that you utilize your natural 'Doubting Thomas' attitudes as a positive tool.

Inventive, Individualistic Analytical Thinking

- You tend to be a highly innovative, individualistic thinker and planner who constantly looks for new ways to express ideas and to organize your thinking and your environment. You are likely to concentrate your time and energy developing innovative ideas and will tend to develop and maintain a level of spontaneity and individualism in your decisions and actions.
- You have the ability to identify problems and see potential solutions which others are likely to overlook or which are not always apparent on the surface.

Suggestions For Utilizing Your Potential

- You have the capacity for inventive, novel, and possibly creative thinking. Apply this ability to create unique approaches to problems and to find ways of solving problems others may overlook. Some people either will not have patience with your individuality or simply will not understand your thinking. Remember to have patience and look for concrete examples which help people to see the value of your ideas. Make certain that you are not constantly trying to be innovative simply for the sake of being different.

Self Direction and Self Determination

- You have a powerful combination of insight into inner ideals and a strong commitment to self direction, to the creation and fulfillment of your goals. You have the capacity to be very goal directed, capable of seeing goals and driving toward them with persistence.
- Your commitment to personal ideals leads you to demand the best out of yourself and generates a strong moral code which instills a sense of responsibility for your conduct. Your persistence can turn into insistence that your way is right regardless of circumstances.

Suggestions For Utilizing Your Potential

- You have a very good capacity for seeing where you are and where you ought to be headed. First, write out your goals. Then use your common sense ability to create a 'what can I do today action list' that targets your immediate goals. Your sense of loyalty and commitment to what you think is right is very strong. Use this capacity as an anchor to help you weather difficult situations. Your persistence is very strong. Make certain that you do not become trapped by a feeling that you have to stay on track regardless of circumstances.

Inner Directed Focus In Your Thinking

- Most individuals we profile see the world around them more clearly than they see themselves. You do see your self values more clearly than you see the world.
- You set the standards for what is right or wrong, for measuring the effectiveness, acceptability and correctness of actions. Your inner focus can function as a source of personal strength, as a gyroscope which keeps you on track regardless of circumstances. You believe that what you must do is right and the only thing to do regardless of consequences or circumstances.

Suggestions For Utilizing Your Potential

- Your focus on inner self values generates confidence based on your belief that you can do what you set out to do. You can rely on this confidence and optimism even when situations around you are difficult or when other people do not see or appreciate your worth. Because you are inner directed and because you tend to measure others against your standards and abilities, make certain that you are patient with others when they do not see things as you do or when they have problems and difficulties which you do not have.

Your 4 Primary Blockers *"Performance Factors that can work Against You!"*

Reviewing your STRENGTHS is only half the developmental task. **Just as everyone has strengths, EVERYONE also has BLOCKERS. What follows are some of your more significant blockers AND specific strategies that can minimize the blockers as you continue your journey toward becoming better at being yourself.**

IMPROVEMENT...NOT PERFECTION

Too Much Attention To Personal Worth

- You are susceptible to paying too much attention to your personal worth and importance. You are likely to feel that others do not give you enough credit for your accomplishments and that you are not getting as much respect as you deserve.
- You may also feel that you have to do more than others to get the same recognition and attention. The concern you have for your self worth can lead you to become extremely sensitive to what others think or say about you.

Suggestions for Building A Realistic Appraisal of Your Self

- Ask for assistance to evaluate your own self expectations and the expectations you believe others have of you. Make certain that when you feel that others do not sufficiently appreciate your effort, you are being realistic. Ask yourself whether you are justified in feeling that you must do more than others or that you must do more than is expected from you to receive recognition and attention for your effort.

Perfectionistic Self Image and Expectations

- Your commitment to personal goals and ideals produces drive and persistence but can potentially lead you to put blinders on and become too focused on what you think is right for you. You can become stubborn about what you must do turning persistence into insistence that your way is right regardless of circumstances.
- You tend to set goals which are challenging but are not rewarding. You tend to feel that you have no choice but to 'do what you have to do' leading to frustration and anxiety when things do not work out as you expect.

Suggestions for Building Realistic And Fulfilling Self Goals

- Examine your goals and plans for self development to make certain that they are realistic and attainable. Examine your drive to measure up and your tendency to measure the world against your expectations. Watch out for a tendency to blow up imperfections and to stubbornly insist that your way is right no matter what. Ask yourself whether you are trying to force yourself to live up to an image of yourself that is too perfectionistic and unrealistic.

Social and Role Transition

- You are currently experiencing a feeling of frustration and dissatisfaction about where you are and what you are doing. You are likely to ask questions about what is best for you, what you want to do with your life, and what are you willing to commit your time and energy to accomplish.
- You are likely to feel doubts and questions about whether your current situation will allow you to perform to your potential or whether you can measure up to what you believe is your best.

Suggestions for Building Confidence

- Re-examine your current situation looking for opportunities for development which you may have overlooked. Watch out for a tendency to see the 'grass as greener on the other side' to the extent that you discount your current situation. Make a list of the things you really enjoy and ask yourself what made them fun, enjoying and satisfying. Use this list to help you decide what is a good opportunity.

Cautious, Selective Attitudes Toward Others

- You have respect and concern for the worth and individuality of each person; however, this concern will be shown discretely and couched in critical advice, impatience, and suspicion. You tend to be too quick to judge others, to have doubts and questions about the intentions of others.
- You tend to spend too much time and energy on why things cannot or will not work out. You tend to overlook or discount the needs, interests and concerns of others, especially if they are different from your way of thinking.

Suggestions for Being More Positive and Optimistic About Others

- Remind yourself to allow others to express their ideas without you imposing your viewpoint on them. Avoid criticizing and advising others when they are simply asking you to acknowledge what they have done. Make a list of the positive as well as the negative characteristics of others. Ask yourself what you can do to bring out and develop the positive in your relationships.

Seek IMPROVEMENT...NOT PERFECTION

Supporting Documents and an Online Debrief

The developmental report is supported by and paired with YOUR expanded DISC Communication report. This is document that supports many of the communication elements of this report and expands upon them if you wish to review additional details.

We've also created an online debrief for you that you can access 24X7 at no additional cost. It was designed to step you through this developmental report.

Here is your Top Performer Debrief

<http://www.talent-survey.com/top-performance>

Final thoughts

This report is a comprehensive performance evaluation based upon measures of how you make your decisions, what is important to you and how you communicate those important decisions to others (customers, co-workers and managers).

Like a buffet, you cannot digest all of this information at once. Live with this report, review it often and allow it to help you as you seek continual improvement on your path toward top performance. This is a powerful companion that is focused on assisting you on your unique life journey. Its goal is to give you reliable insights that will guide you toward becoming better at being yourself. We wish you much success!

Pages 20 – 71 (Supporting Documents)

The remaining pages provide you with the supporting documents that present the expanded details of the Harvard based research into Human Motivation or Drivers as well as the powerful communication insights available via the DISC style report. This includes the integrated 12 factor analysis that presents how each of the PRIMARY D I S C factors is impacted by the other three.



DISC Self and Motivators

A Dual Evaluation of Behavioral & Motivational Styles

Report For: **Sample Report**

Focus: **Work**

Date: **10/23/2019**

YOUR COMPANY
LOGO
APPEARS HERE

Introduction to the DISC & Motivators Combined Report

Research shows that the most successful people share the common trait of self-awareness. They're able to more quickly recognize situations that will make them more successful. With this personalized and comprehensive **DISC and Motivators combined** report, you have tools to help you become a better you.

Please Note: Any behavioral descriptions mentioned in this report are only **tendencies** for your style group and may or may not specifically apply to you personally.

Remember:

- **DISC** measures **observable behavior** and **emotion**.
- **Motivators** shows the **values** that **drive** our behavior and emotion.

When our DISC and MOTIVATORS are **in alignment**, we have personal **synergy**. When our DISC and MOTIVATORS are **not in alignment**, we experience personal **conflict or tension**.

How to Use This Report

With this personalized and comprehensive **DISC and Motivators combined** report, you have tools to help you become a better you. The report is divided into 3 parts:

- **Part I** focuses on understanding each of the DISC styles through identifying characteristics, including the tendencies of each behavioral style. It also introduces the 7 Motivators that drive our behaviors and the definitions of each
- **Part II** reveals what makes you unique, through greater understanding of your own behavioral tendencies and blend of motivators.
- **Part III** explores adaptability and offers actionable recommendations for you and others who interact with you, helping you use this information as effectively as possible for immediate results.

PART II - UNDERSTANDING DISC & MOTIVATORS

DISC STYLES

DISC is a simple, practical, easy to remember and universally applicable model. It focuses on individual patterns of external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four styles:

Dominance, **Influence**, **Steadiness**, and **Conscientious**.

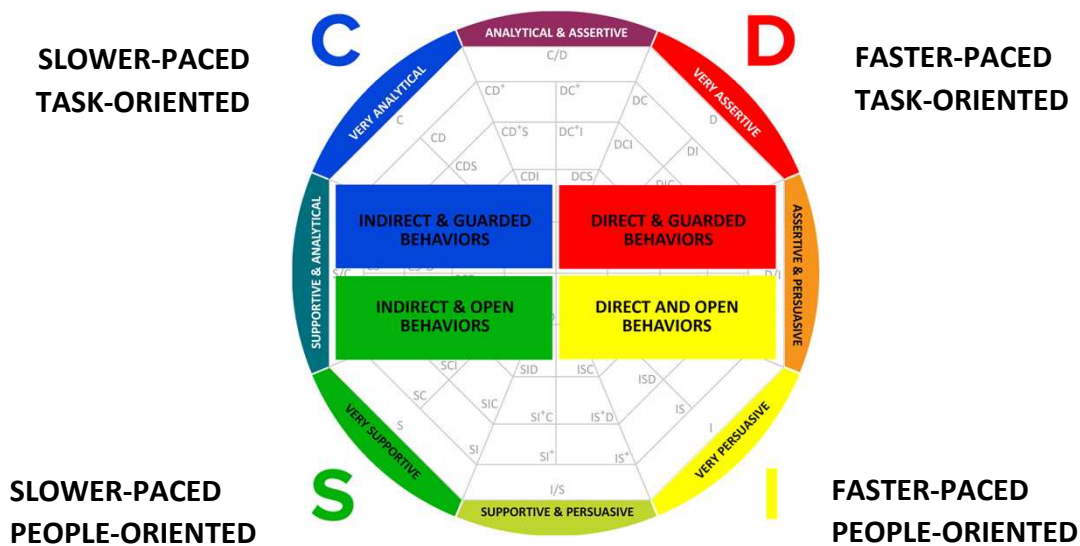
STYLE	TENDENCIES
Dominance	Tends to be direct and guarded
Influence	Tends to be direct and open
Steadiness	Tends to be indirect and open
Conscientious	Tends to be indirect and guarded

Using the DISC model, it is easy to identify and understand our own style, recognize and cognitively adapt to different styles, and develop a process to communicate more effectively with others. As you begin to explore the DISC styles and see them in your own life and in your relationships, keep in mind the following:

BEHAVIOR DESCRIPTORS OF EACH STYLE

DOMINANCE	INFLUENCE	STEADINESS	CONSCIENTIOUS
Decisive Competitive Daring Direct Innovative Persistent Adventurous Problem Solver Results Oriented	Charming Confident Convincing Enthusiastic Inspiring Optimistic Persuasive Sociable Trusting	Understanding Friendly Good Listener Patient Relaxed Sincere Stable Steady Team Player	Accurate Precise Analytical Compliant Courteous Diplomatic Detailed Fact Finder Objective

PACE AND PRIORITY: Two main sources of tension between the styles



PACE <i>Direct, Fast-Paced</i> vs. <i>Indirect, Slower-Paced</i>	PRIORITY <i>Guarded, Task-Oriented</i> vs. <i>Open, People-Oriented</i>	PACE & PRIORITY <i>Direct, Fast-Paced, Guarded, Task-Oriented</i> vs. <i>Indirect, Slower-Paced, Open, People-Oriented</i>
<p>High S + High I (Lower Left vs. Lower Right Quadrant).</p>	<p>High D + High I (Upper Right vs. Lower Right Quadrant)</p>	<p>High S + High D (Lower Left vs. Upper Right Quadrant)</p>
<p>High C + High D (Upper Left vs. Upper Right Quadrant)</p>	<p>High C + High S (Upper Left vs. Lower Left Quadrant)</p>	<p>High C + High I (Upper Left vs. Lower Right Quadrant)</p>

MOTIVATORS

Research shows that the most successful people share the common trait of self-awareness. They're able to more quickly recognize situations that will make them more successful. As such, it's easier for them **to find ways of achieving objectives that resonate and align with their motivations**. 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.








Motivation helps influence behavior and action. It is vital for superior performance to ensure that your motivations are satisfied by what you do to drive your passion, reduce fatigue, and inspire you.

The Motivators assessment is the result of Dr. Eduard Spranger's and Gordon Allport's combined research into what drives and motivates an individual. **The 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.** These pages will help you understand your motivations and drivers, providing a clear course on how to maximize your performance by achieving better alignment with your passion for what you do and your behavior.

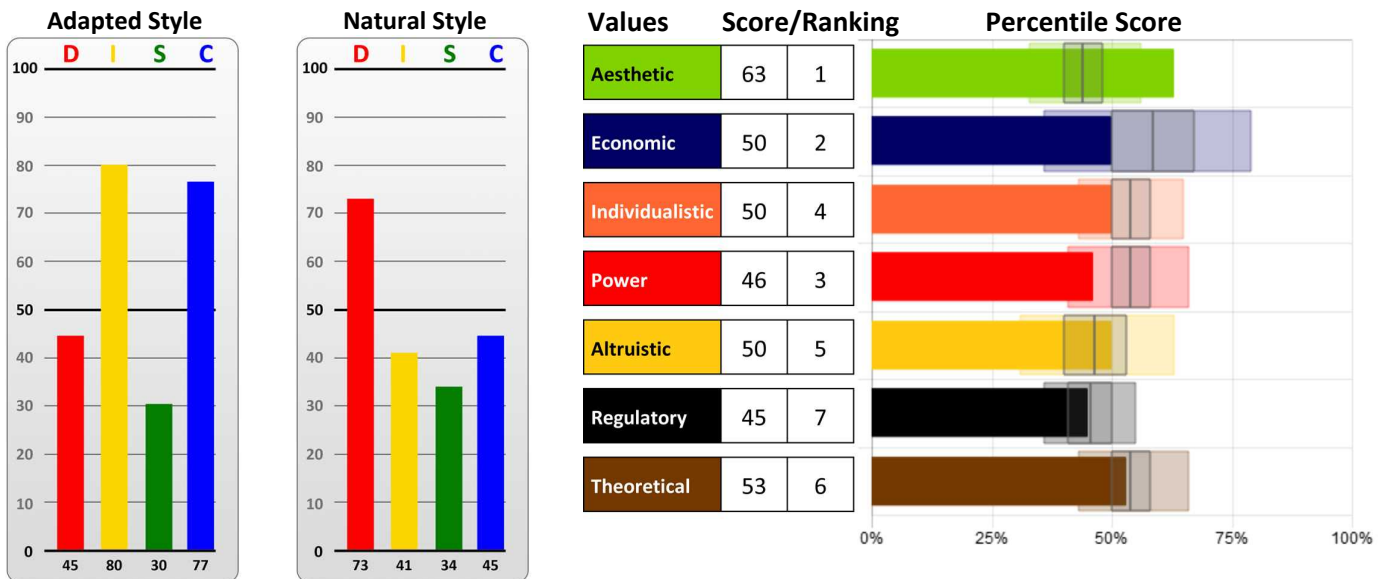
The Elements of the Motivation Index

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 drivers.

The Seven Dimensions of Motivation measured in this report are:

-  **Aesthetic** - A drive for balance, harmony and form.
-  **Economic** - A drive for a 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.

PART III - UNDERSTANDING YOURSELF



DISC describes you based on your observable behavior which can provide insights for others regarding your communication preferences and how you will likely interact with and respond to them.

MOTIVATORS describe you based on your values and beliefs. Understanding motivation helps reveal your preferences and why you do what you do. It is vital for aligned, superior performance that our motivators are satisfied by what we do.

Through this report you have an opportunity to discover (observe and evaluate) your behavioral responses in various environments and examine your unique values and what drives you to behave in the ways you do. You can explore your actions and reactions (and the actions and reactions of others) in a variety of situations and contexts to determine the most effective communication strategy or course of action to be sure you are living in alignment and able to express your best self.

DISC General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It provides a framework for understanding and reflecting on your DISC results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.

Sample, you score like those who love challenges and competition. You tend to take risks that others would not attempt, and you usually find those gambits successful. As a leader, your competitive spirit allows you to take your team to new heights. You enjoy a good challenge and appreciate that trait in your peers, likewise.

You tend to rely more heavily on your own opinions than on the evaluations of others. This is a symptom of your independence and can potentially lead to some problems, especially where rules, details, or minutiae are concerned. This may result in cut corners or overlooked details. You may balance this by striving to seek input from those who might have more expertise in a particular area.

You have many ideas and opinions of your own and a high degree of confidence in those ideas. It might be said that people who score like you tend to have a rather visible ego presence. However, those who are able to manage this can nevertheless thrive in a more people-friendly work climate.

You score like those who speak their minds, and may be blunt, or even sarcastic. While this gets results, it can also alienate those who are integrally important to the outcome. Our coaching suggests adopting a more people-friendly approach.

You tend to be more of a doer than a dreamer. Some people dream of making things happen, but you prefer to work hard to effect change. If something needs to be done, you'll roll up your sleeves and do it.

You frequently look for new, better, and more efficient ways of getting things done. Sample, you score like those who have a multi-tasking mind. You tend to have high urgency and little aversion to risk, often seeking ways to reduce costs (both money and time), and make systems more streamlined and efficient.

You are an excellent problem solver who can think quickly on your feet to solve problems that arise. You are able to do this due to your rapid decisiveness, ability to multi-task, and your tendency to "blaze your own trail" rather than follow the beaten path. Be certain to involve others in the decision-making process, as an independent problem solver can sometimes be perceived as a problem creator.

You are very direct and straightforward in communicating with others. You score like those who speak their minds, tell it like it is, and prefer bottom-line closure to ambiguity. You like to get things done quickly, and that includes conversations. You tend not to "sugar-coat" the message with unnecessary fluff.

Your Behavioral Style: Producer

Sample's style reflects a person who follows his/her own path and will seek new projects and challenges. They tend to be self-reliant and like to solve their own issues without asking for help. This independence fosters innovation that is strongly advocated to others. Being in control is important and this style can push back if challenged. It carries high expectations for others and can be quite critical if the expected results lag. It can be seen as uncaring and sometimes, difficult to work with.

Below are some key behavioral insights to keep in mind and share with others to strengthen your relationships.

- **Emotional characteristic:** Will strive to meet their own needs in their own way.
- **Goals:** Finding new opportunities and goals to achieve..
- **How others are valued:** Based upon ability to create workable solutions that meet their personal standards.
- **Influences group:** Will influence by setting a competitive fast paced agenda aimed at accomplishing results and by projecting personal power.
- **Value to the organization:** Will avoid the "blame game" and will offer new and innovative solutions towards making progress and achieving results
- **Cautions:** Can appear over controlling of others and outcomes in order to support and meet their own personal agenda.
- **Under Pressure:** Can become isolated and will push back hard if they are challenged or threatened or if they are denied new opportunities.
- **Fears:** Losing control or being without meaningful challenges.

WORD SKETCH - Adapted Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

This chart shows your ADAPTED DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

	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
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

WORD SKETCH - Natural Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

This chart shows your NATURAL DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

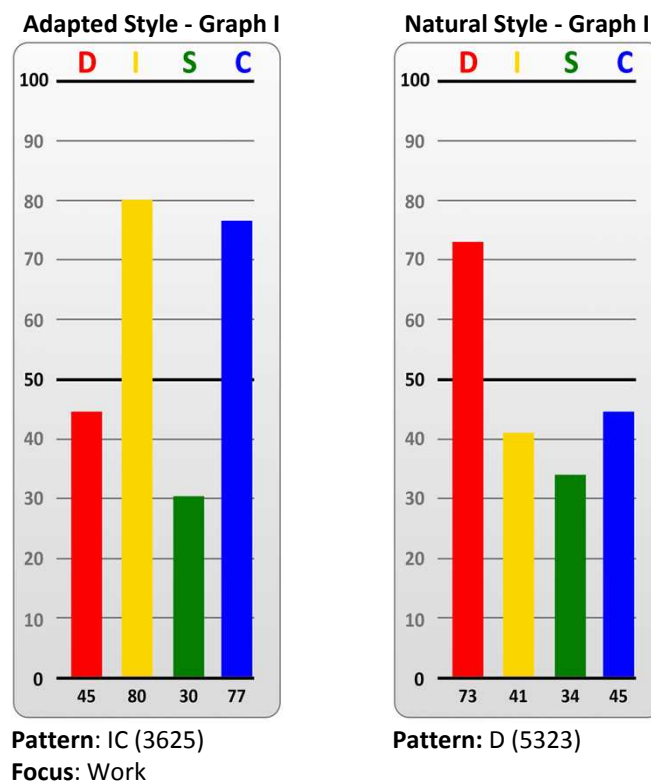
	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
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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

DISCstyles Graphs for Sample Report

Your Adapted Style indicates you tend to use the behavioral traits of the **IC style(s)** in your selected Work focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the **D style(s)**.

Your Adapted Style is your graph displayed on the left. It is **your perception of the behavioral tendencies you think you need to display to be successful in your focus situation**. This graph may change when you change roles or situations.

The graph on the right is your Natural Style **and indicates the intensity of your instinctive behaviors**. It is often a better indicator of the “real you” and your “knee jerk”, inherent behaviors. This is how you would choose to behave when you are most comfortable and there are no additional considerations or influences on your behavior. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.



If the bars are similar, it means that you tend to use your same natural behaviors in either environment. If your Adapted Style is different from your Natural Style, this may cause stress over a long period of time because you are using behaviors that are not as comfortable or natural for you.

The higher or lower each D, I, S, C point is on your graph, the greater or lesser that behavior impacts your results at work and with others around you. Once aware, you can adapt your style to be more effective. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioral change comes only with awareness and practice.

Behavioral Pattern View

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the BPV identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the BPV, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone. +The plus sign indicates that the preceding style score is higher, moving you closer to that style zone (i.e. CD+S: The D score is stronger than in CDS so it plots closer to the D behavioral zone).

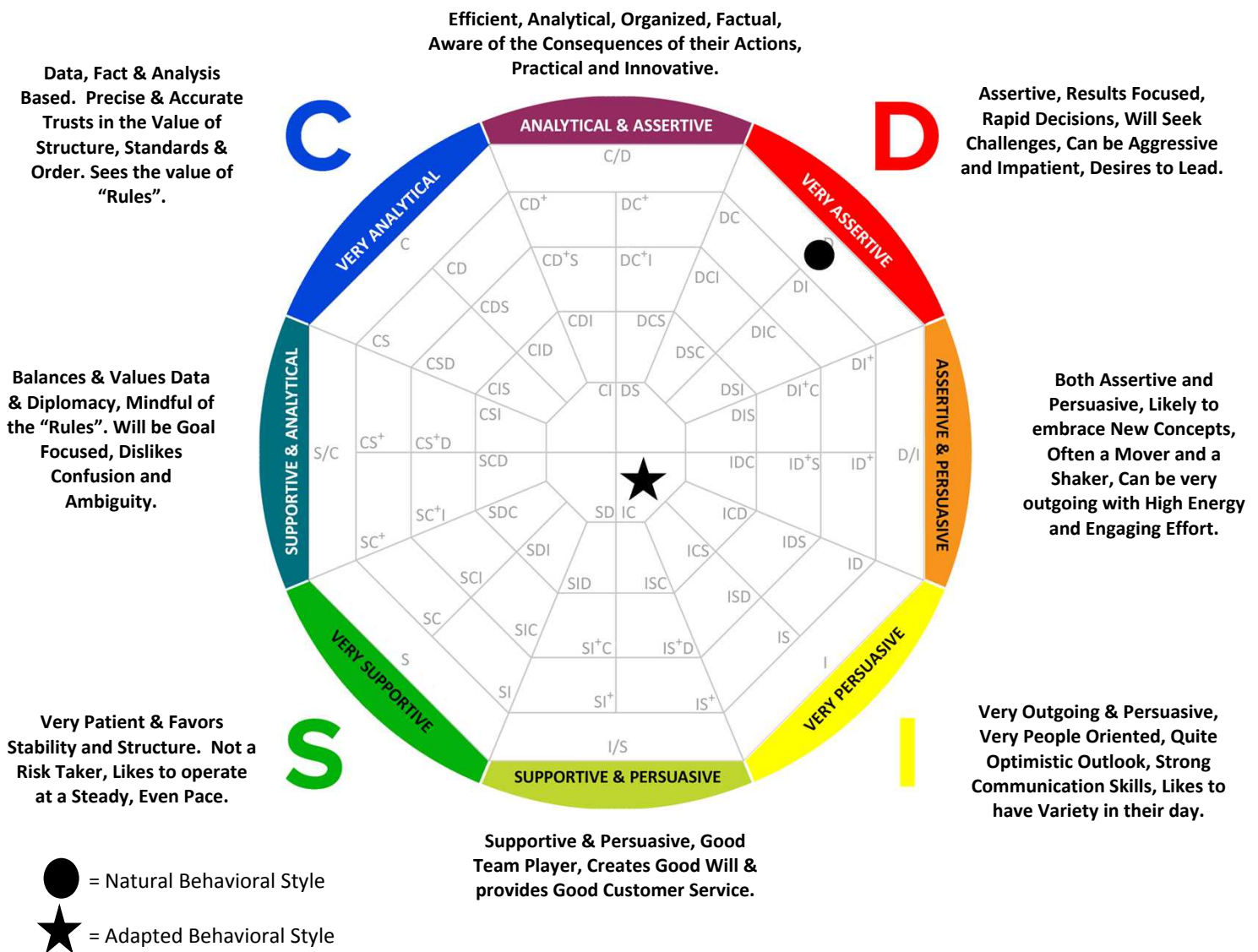
THE SCORING LEGEND

D = Dominance: How you deal with Problems and Challenges

I = Influence: How you deal with People and Contacts

S = Steadiness: How you deal with Pace and Consistency

C = Conscientious/Compliance/Structure: How you deal with Procedure and Constraints



MORE ABOUT YOUR DISC STYLE

In this portion of the report, you'll learn more about your DISC style behavioral tendencies and emotions. This information can be useful in helping you understanding your own behavior, and also support you in learning about and understanding others more effectively.

Communication Tips for Others

The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

Check the two most important ideas when others communicate with you (dos & don'ts) and transfer them to the Summary of Your Style page.

When Communicating with Sample, *DO*:

- Be prepared to handle some objections.
- Stick to business matters only.
- Ask "what"-oriented questions that close the issue or topic.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- When you disagree, take issue with the methods or procedures, not with the person.
- Offer specific evidence about the probability of success or effectiveness of options.
- Be clear in your explanations.

When Communicating with Sample, *DON'T*:

- Forget or lose things necessary for the meeting or project.
- Make guarantees and assurances when there is a risk in meeting them.
- Be sloppy or disorganized.
- Let it reflect on Sample personally when in disagreement.
- Engage in rambling discussion, and waste Sample's time.
- Make decisions for Sample.
- Leave loopholes or vague issues hanging in the air.

Wants and Needs

Motivation is the enthusiasm or willingness to do something. Everybody is motivated; however, all people are motivated for their own reasons, not somebody else's. Simply, people are motivated by what they want.

Our behaviors are also driven by our needs. Each style has different needs. If one person is stressed, they may need quiet time alone; another may need social time around a lot of people. Each has different ways to meet their needs. The more fully our needs are met, the easier it is to perform at an optimal level.

Choose the two most important wants and the two most important needs and transfer them to the Summary of Your Style page.

You Tend to Be Motivated By:

- Procedures that support a quality initiative and have the flexibility to be changed when necessary.
- Receiving complete explanations of systems and processes that impact the work environment.
- Environments in which changes are made in a controlled way, and only when necessary.
- Awards that recognize ability, competence, or achievements.
- Security in knowing that the products and services are of the highest quality.
- A supportive and encouraging working environment.
- Assignments that allow for a variety of interpersonal contact and mobility.

People With Patterns Like You Tend to Need:

- To understand the results that are expected of you, and to be judged on the results, rather than the methods used to achieve the results.
- Straight-forward, direct communication.
- To win people over by displaying a greater empathy for others.
- To negotiate commitments on a face-to-face basis. This helps maintain clarity and mutual responsibility.
- To curb intensity in less urgent situations.
- To delegate routine or detailed tasks after you have mastered them in order to increase efficiency.
- To engage in a proactive confrontation when someone disagrees with your methods or ideas. This is preferable to sowing seeds of discontent behind one's back.

What You Bring to the Organization

This page provides useful insights for a job or as you work together on a team or family project. These are the talents and tendencies you bring. When used in environments that you are most effective in, you are likely to be self-motivated to accomplish great things. It is possible that you may not always be in an environment that allows you to be your best. We recommend you speak with your leader to see what can be incorporated into your current environment to help maintain your motivation. Check the two most important strengths, the two most important work style tendencies and the two most important environmental factors and transfer them to the Summary of Your Style page.

Your Strengths:

- You are a competitive player, on and off the job.
- You are a quick and efficient problem solver.
- You bring innovative ideas and solutions.
- You are motivated to challenge yourself and others.
- You are self-reliant, with the ability and innovation to blaze new trails.
- You ask questions that challenge tradition.
- You deal directly, with an eye on the bottom-line.

Your Work Style Tendencies:

- When urgency reaches a high point, you can work with the team to restore comfort, while also obtaining good results.
- On difficult projects, you may become somewhat impatient or aggressive under pressure.
- On the job, you bring a high degree of optimism and a strong desire to win.
- You want to be perceived as someone with the ability to take the seed of an idea and develop it into a successful solution.
- You tend to be considerate of others on the team and are persuasive without being demanding.
- You have the ability to handle both the "people side" and the detail side of a project with equal skill and confidence.
- You show a special ability to help others on the team visualize the activities necessary to obtain success in a complex project.

You Tend to Be Most Effective In Environments That Provide:

- Highly specialized assignments and technical areas of responsibility.
- Public recognition for accomplishments.
- A democratic environment with participatory management.
- Complete explanations of areas of responsibility and control.
- Contact with groups, and opportunities to build a network of people.
- Projects requiring you to motivate and persuade people.
- An environment that supports your critical thinking skills.

The D Style

Under Stress - Perceptions, Behavior and Needs for the D

Stress is unavoidable. The perceptions of our behavior may have a significant impact on our effectiveness - both in how we perceive ourselves and how others perceive us. The way we behave under stress can create a perception that is not what we intend. The descriptions below of perceptions by others may seem somewhat extreme at times (especially if our behavior is an over-extended strength that becomes a weakness or limitation). As you understand these perceptions more clearly, you are able to modify your behavior to maximize your own effectiveness and ensure that others see you as you intend.

Potential Self Perception:

- Resourceful
- Independent
- Confident
- Assertive

Under Stress, May be Perceived by Others:

- Controlling
- Belligerent
- Manipulative
- Self-centered

Under Stress You Need:

- Control of the situation and yourself
- A fast pace for moving toward goals
- Tangible evidence of progress

Your Typical Behaviors in Conflict:

- You generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.
- Your anger is directed at the situation and the lack of desired results, not at anyone, personally. However, your outbursts and behaviors may appear to be a personal attack. You tend to react quickly and often may fail to choose your words appropriately.

Strategies to Reduce Conflict and Increase Harmony:

- You need to take time to express your ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying your message up front will result in more efficient operations later.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary. When using someone's suggestion, acknowledge that person
- Avoid creating controversy or "stirring up the pot" just to keep things interesting. This may increase your own energy for the task; however, it is likely to have a serious negative effect on many others.

Potential Areas for Improvement

Everyone has struggles, limitations, or weaknesses. Oftentimes, it's simply an overextension of our strengths which may become a weakness. For example, a High D style's directness may be a strength in certain environments, but when overextended they may tend to become bossy.

As you consider ways to continue to improve to be a better communicator, we recommend you focus on no more than two at a time, practice and strengthen them, and then choose another area to focus on and improve.

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

Potential Areas for Improvement:

- You could use better "people skills" when it comes to motivating and managing others.
- You may make unnecessary changes simply to avoid routine.
- You may take on too much because you prefer to work in a pressure situation.
- You may overuse threats to persuade or motivate others.
- You can be a selective listener, hearing only what you want to hear.
- You tend to be a one-way communicator.
- You may be very critical and even sarcastic when others don't measure up to your standards.

12 Behavioral Tendencies - Summary

The primary styles - **D, I, S, and C** - are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way your DISC styles combine and influence one another. On this page you'll see all 12 Behavioral Tendencies in Summary, and the following pages deliver more detail about each of these measurements.

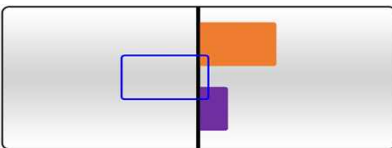
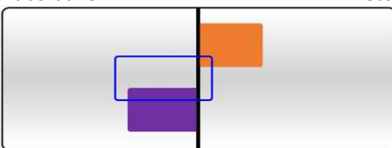
Behaviors	Natural	Adapted
Personal Drive <i>How this individual's own goals move things forward.</i>	Self-Driven	Situational
Self-Reliance <i>How this individual works within a team.</i>	Directive	Collaborative
Providing Instruction <i>How this individual dictates directions and expectations.</i>	Directive & Compulsive	Reserved & Detailed
Accuracy <i>How this individual focuses on correctness and exactness.</i>	Situational	Precision
Customer & Team Interaction <i>How this individual engages with customers and stakeholders, internal and external.</i>	Situational	Engaging
Reasoning <i>How this individual uses evidence to think through and solve problems.</i>	Situational	Situational
Expressing Openness <i>How this individual is most comfortable expressing themselves.</i>	Situational	Situational
Careful Decision Making <i>How this individual approaches decisions and actions.</i>	Situational	Impulsive
Work Process Alignment <i>How this individual focuses on process to follow through on work.</i>	Situational	Accuracy
Prioritizing <i>How this individual determines the order for dealing with items or tasks based on established rules and structure.</i>	Results	Rules
Building Rapport <i>How this individual focuses when interacting with others.</i>	Results-Focused	Relationships-Focused
Change Resistance <i>How this individual resists engaging with change.</i>	Drives Change	Situational

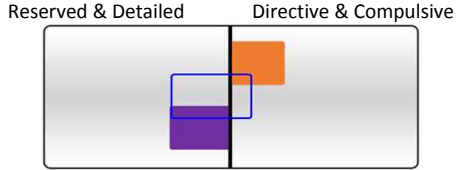
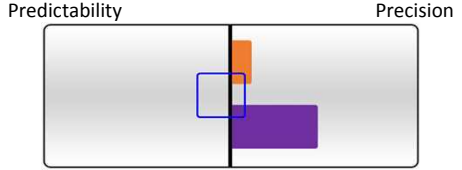
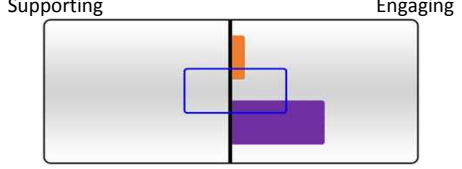
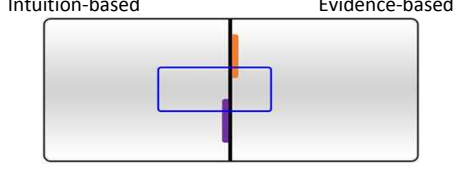
12 Behavioral Tendencies – Details & Graphs

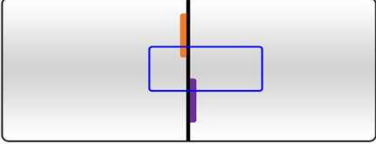
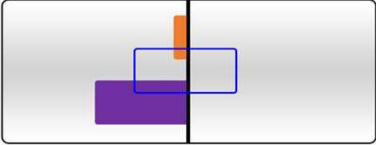
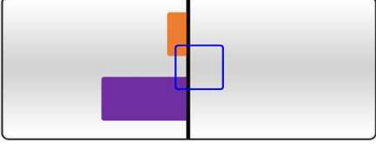
For each of the 12, you will see a graph and personalized statement for your Natural and Adapted style. These scores and statements reveal which of your style combinations are most observable and describe how you express that tendency based on your DISC blend.

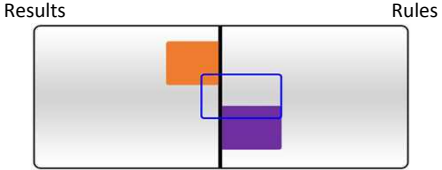
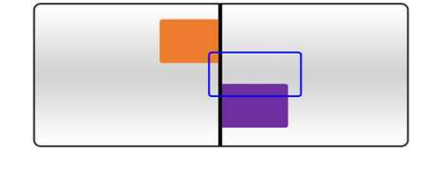
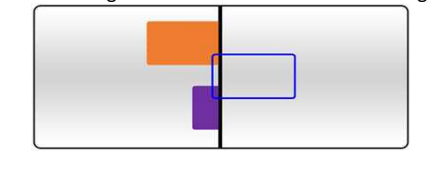
Interpretation Notes:

1. **Frequency Observed:** The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed.
 - **HI** – Clearly observed in most situations, seen more often
 - **HM** – Frequently observed in many situations
 - **MOD** – May or may not be observed depending on the situation
 - **LM** – Sometimes observed in some situations
 - **LOW** – Absence of the behavior in most situations
2. **Direction of your score** – As the graph **moves to the right or left**, it shows how you will likely express the behavior. If the graphs are near the center, the result is a balancing behavioral effect that will depend on the situation.
3. **General Population Comparison** – The **blue box** represents the general population in this behavioral tendency. Approximately 68% of people score in this range.

	Situational
<p style="text-align: center;">Personal Drive</p> <p>Natural (HM): You are somewhat self-determined, often focused on taking actions that achieve results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.</p> <p>Adapted (MOD): Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions. You are likely driven by both a desire to meet your own needs and motivations, and support and help others in the process.</p>	<p style="text-align: center;">Others-driven Self-Driven</p> 
<p style="text-align: center;">Self-Reliance</p> <p>Natural (HM): You are quite results driven, focused on accomplishing things quickly and efficiently and are likely to do so mostly independently and directionally. You will likely do your best work independently when you can manage your productivity and efficiency autonomously. Be sure you are not distancing yourself too much.</p> <p>Adapted (LM): You are quite attentive to involving others, preferring to reach results together, which may impact efficiency. You will likely do your best work in collaboration with others. Be aware that too much interaction may cause some delays in productivity or efficiency.</p>	<p style="text-align: center;">Collaborative Directive</p> 

	Situational
<p>Providing Instruction</p> <p>Natural (HM): You are somewhat direct and results-focused, and may prefer to set the course and direct others, rather than following the set expectations. Engaging with others for additional thoughts and perspectives can lead to better outcomes.</p> <p>Adapted (LM): You are more likely to precisely follow established structural and procedural guidelines, and are aware of the need for accuracy and compliance to certain guidelines and protocol. Sometimes, bending the rules slightly is important to getting the best results.</p>	
<p>Accuracy</p> <p>Natural (MOD): Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will like have more positive outcomes when using balanced planning.</p> <p>Adapted (HM): You frequently focus on carefully and deliberately ensuring high-quality outcomes with great importance on accuracy, structure, order and precision in all you do. You are likely to focus on being and doing things right. While doing it the right way can impact success dramatically, it is also helpful to have dependability and uniformity in planning processes.</p>	
<p>Customer & Team Interaction</p> <p>Natural (MOD): You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.</p> <p>Adapted (HM): You are somewhat engaging, charming, persuasive, and influential, often connecting with others in a way that builds trust and confidence. You are more likely to focus on engaging with the others to create a relationship, interacting with them to build a friendship to ensure they will come back to work with you directly. Sometimes business should be just business.</p>	
<p>Reasoning</p> <p>Natural (MOD): You may rely somewhat on your feelings and interactions with others to make decisions, and choose what is likely to be considered acceptable but will seek to back up judgments with evidence and verification. When reasoning, you likely rely on a balanced approach of logic and emotion, and look at the circumstances with a logical perspective and also paying attention to what feels right.</p> <p>Adapted (MOD): Consistent with natural style</p>	

	Situational
<p>Expressing Openness</p> <p>Natural (MOD): Your comfort is balanced between your ability to interact with others and build personal connections, while still maintaining a focus on structure, detail and accuracy, and you may struggle with maintaining a consistent pace or focus. You can be confident with both social interactions and information to support your perspective.</p> <p>Adapted (MOD): Consistent with natural style</p>	<p>Structural Social</p> 
<p>Careful Decision Making</p> <p>Natural (MOD): You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.</p> <p>Adapted (LM): You are somewhat impulsive based on feelings rather than taking the time to consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.</p>	<p>Impulsive Cautious</p> 
<p>Work Process Alignment</p> <p>Natural (MOD): Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.</p> <p>Adapted (LM): Your process and follow through is often driven by upholding quality standards to be sure what you are doing is accurate and precise. You are likely to process information and follow through with exactness and precision as a focus. There are times when consistency is as important as accuracy. Don't forget to balance them.</p>	<p>Accuracy Consistency</p> 

	Situational
<p>Prioritizing</p> <p>Natural (LM): You often focus specifically and directly on results now and take actions that target immediate accomplishment, and are less concerned with the established guidelines. You will likely prioritize and focus on the results and the bottom line. While the end result is certainly a key component of what should take priority, be sure you are also aware of the rules and constraints of your situation.</p> <p>Adapted (HM): You often focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision. You are likely to prioritize the rules rather than the results. While the rules and procedures are a key component to success and what should take precedence, be sure you know what the end result should be.</p>	
<p>Building Rapport</p> <p>Natural (LM): You are somewhat results driven in your interactions, preferring not to connect socially unless there is a specific outcome or purpose. You are more likely to focus on results with a desire to reach a goal or complete a task, rather than connecting or building relationship. Remember, others may like to get to know you more when working together.</p> <p>Adapted (HM): You are somewhat social and more likely to focus on building relationship and making connections, rather than accomplishing a goal or completing a task. Don't forget that sometimes there are things to be done.</p>	
<p>Change Resistance</p> <p>Natural (LM): You are likely to be more firm in times of change, preferring to lead and direct activities focused on results and solutions. You are likely to respond/interact in change by driving action and facing it head on as it comes. You may even want to change things just to see how it can be different. Sometimes keeping things consistent is good too.</p> <p>Adapted (MOD): You can be slow to accept or embrace change or more committed to your own thoughts and ideas during times of change, depending on the level of risk and expected outcome. There may be times when you actively accept and engage in change and other times you feel like more information and planning would be beneficial. You are likely to be on board, as long as things make sense.</p>	

Summary of Sample Report's DISC Style

Communication is a two-way process. Encourage others to complete their own DISCstyles Online Assessment and then share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the DISCstyles information. Complete the worksheet below from the previous pages of this report.

COMMUNICATION DOS & DON'TS

1. _____
2. _____

YOUR MOTIVATIONS: WANTS

1. _____
2. _____

YOUR MOTIVATIONS: NEEDS

1. _____
2. _____

YOUR STRENGTHS

1. _____
2. _____

YOUR WORK STYLE TENDENCIES

1. _____
2. _____

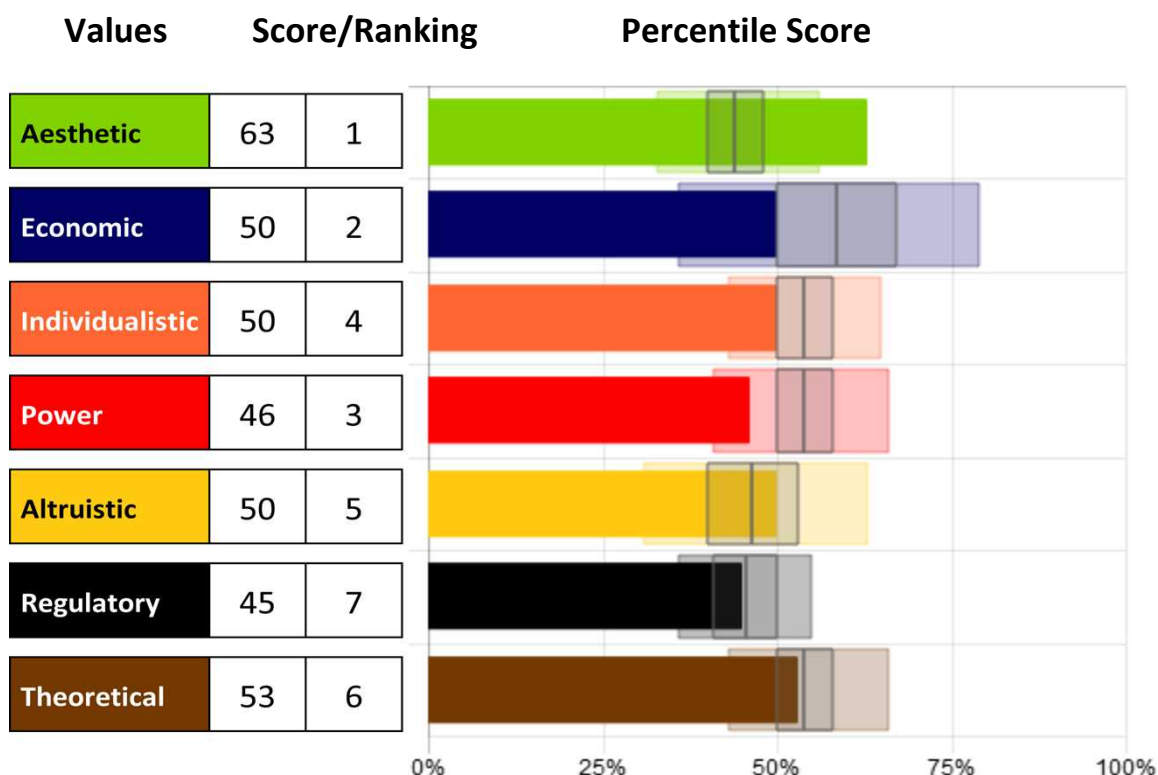
EFFECTIVE ENVIRONMENTAL FACTORS

1. _____
2. _____

POTENTIAL AREAS FOR IMPROVEMENT

1. _____
2. _____

Summary of Sample's Motivation



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.

Details of Sample'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 - Average

You will balance yourself between being satisfied with what you have and a need for more.



Individualistic - Average

You can both lead and follow and can be flexible between taking a stand or sitting quietly.



Power - Low

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



Altruistic - Average

You are able to balance your own needs and the needs of others on the team.



Regulatory - Average

You understand structure but will not be bound by another's idea if it does not work for you.



Theoretical - Average

You can rely on both new information and what has worked in the past when making decisions.

Sample's Motivator Word Matrix

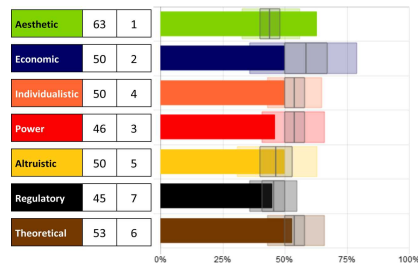
Eccentric	Self-Mastered	Unrestricted	Domineering	Pushover	Black & White	Scholarly
Impractical	Maximized	Independent	Forceful	Sacrificial	Fixed	Fact-Finder
Unconventional	Competitive	Self-Reliant	Authoritative	Accommodating	Systemic	Studious
Divergent	Incentivized	Creative	Controlling	Obliging	Orderly	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
AES	ECO	IND	POW	ALT	REG	THE

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.

Your Aesthetic Motivator - Very High



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 support creativity in others and promote form and harmony in the work environment.
- You may like rewards that are not always attached to economic rewards, and may include other types of appreciation.
- You may prefer some solitary time to allow personal "re-balancing" or reflection.
- You will utilize creativity and artful expression to persuade or influence others.



Driving Intuitions:

- You support willingness to bring form or harmony to haphazard systems or workspace areas.
- You don't allow others to over-use or abuse your creative nature.
- You offer ample opportunity for adjustments in surroundings and approaches to getting things done.
- You allow for outside activities other than strictly work related all the time.



Critical Advantages:

- You will bring a creative outside view to discussions.
- For you, form may hold more interest than function.
- You enjoy bringing people together who share common interests.
- You are able to defuse a tense situation with a humorous quip or comment.



Growth Opportunities:

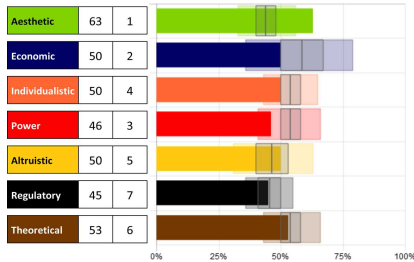
- You could use the creative mode as a safety blanket to avoid having to be overly practical.
- You may need to focus on the practical or economic side of an issue more frequently.
- You could benefit from being a little more pragmatic.
- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.



Learning Paths:

- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development, attempt to link those to your ability to see new or creative solutions in the future.

Your Economic Motivator - Average



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:

- This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to.
- The pattern of responses when compared to others in the business community indicates that there would be no visible "greed factor" in the interaction you have with others.
- The drive and motivational factors which tend to lead people who score like you should be measured against other peaks on the Values graph.
- Since the majority of people score near the mean, this indicates an economic motivation much like that of the average American businessperson.



Driving Intuitions:

- Remember that your score range is near the national mean for Economic drive and that you don't score as an extremist on this scale.



Critical Advantages:

- What motivates people who score like you? It's more than money alone; it's some of the other peaks that occur on the Values graph.
- You are a good team player in helping others with projects and initiatives without requiring an economic return of your own.
- You are not an extremist and therefore a stabilizing force when economic issues emerge.
- You are able to balance both needs and perspectives of those with substantially different economic drives.



Growth Opportunities:

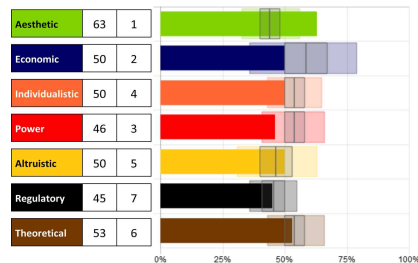
- You should assist in those areas or projects where there may be greater financial reward.
- You should allow space for those with higher economic drive factors to demonstrate their strengths or voice their ideas.
- If there is already a level of economic comfort, you may need to allow greater voice to those who haven't yet achieved their own economic comfort zone.
- There may be times when you may need to take a stronger stand on some issues related to economic drives or incentives.



Learning Paths:

- You typically don't come to the training session asking, 'How much more am I going to earn as a result of this course?'
- You may be somewhat flexible in preferences both cooperative and competitive learning activities.
- Because your score is near the national mean, please check other Values graph peaks and troughs to obtain additional professional development insights.
- Your score is like those who engage in training and development activities in a supportive manner.

Your Individualistic Motivator - Average



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 show the ability to take a leadership role when asked and also to be supportive team member when asked.
- You are generally not considered an extremist on ideas, methods, or issues in the workplace.
- You have the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- Those who score like you would probably not be considered controversial in their workplace ideas or transactions.



Driving Intuitions:

- Remember that you score like those with a high social flexibility, that is, you can assume an appropriate leadership role for a team, or be a supportive team member as the situation requires.
- Remember that you show the ability to get along with a wide variety of others, without alienating those with opinions in extreme positions on the spectrum.
- You act as a balancing or stabilizing agent in a variety of team environments.
- You bring an Individualistic drive typical of many professionals, i.e., near the national mean.



Critical Advantages:

- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- You may be considered flexible and versatile without being an extremist.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.
- You are able to follow or lead as asked.



Growth Opportunities:

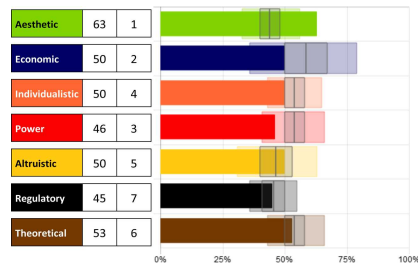
- Without necessarily picking sides, you may need to take a stand on some issues related to individual agendas.
- To gain additional insight, you should examine other values drives to determine the importance of this Individualistic drive factor.
- You should allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- You should avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.



Learning Paths:

- You are able to be a flexible participant in training and development programs.
- You tend to enjoy both team-oriented and individual or independent learning activities.
- You will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Because this score is near the national mean, please check other higher and lower Values areas to obtain additional insight into learning preferences.

Your Power Motivator - Low



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 have the ability to take or leave the control-factors of group leadership roles.
- You are able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.
- A score near the mean indicates that the Political (power seeking) drive is not your primary motivational factor.
- You may be seen as a stabilizing force in day-to-day team operations.



Driving Intuitions:

- Don't forget that you have the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- You bring a power seeking drive typical of many business professionals, since your score is very near the national mean on this scale.
- Give your input to the team in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and motivating.



Critical Advantages:

- You bring flexibility to the team. Able to lead when asked, but able to support when asked as well.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the higher and lower Political individuals on the team.
- You are perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.



Growth Opportunities:

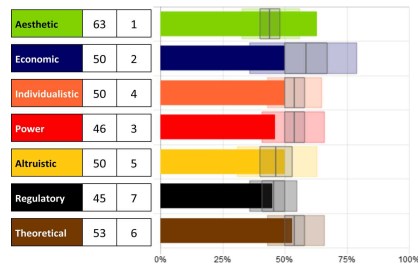
- You may need to shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, you may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continuous improvement.



Learning Paths:

- You score like those who are supportive in a variety of work activities and development.
- You will respond with flexibility to either cooperative or competitive team activities.
- You score like those who participate openly in training activities without trying to dominate the event.
- You show ability to lead a training event as well as support and participate.

Your Altruistic Motivator - Average



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 able to see the points of view from both the higher and lower Altruistic score locations.
- You have a good sense for when to freely help others and when to say "No."
- You will not create an imbalance between your own needs and those of others.
- You can be a good mediator between those who give too much and those who don't give enough.



Driving Intuitions:

- You are practical in how much to help others versus other objectives.
- You possess a healthy balance between a self focus and a focus on others.
- You will strike a moderate level of giving and taking in interactions with others.
- You have a very typical level of appreciation for others relative to the general working world.



Critical Advantages:

- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one's own self too much.
- You are willing to pitch in and help others as needed.



Growth Opportunities:

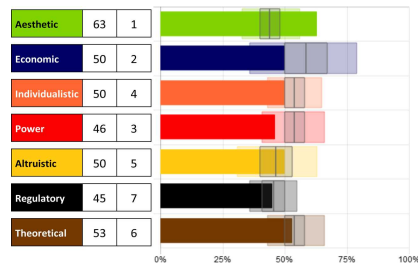
- You will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and deliver a business benefit as well.
- You should respect those who may not share your interest in understanding or benefiting others.



Learning Paths:

- You would be more motivated by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both your own personal gain and some altruistic aspect as well.
- You are likely supportive of the trainers themselves.

Your Regulatory Motivator - Average



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 think flexibility and creativity are good as long as they are not out of control.
- You are likely to have your own specific "way" of doing many things.
- You respect tradition a lot.
- You believe in sticking to what works.



Driving Intuitions:

- Work quickly to correct missing needs or inaccuracies to maintain productivity.
- You should avoid disrupting your schedules and flow unnecessarily.
- You prefer a structured and routine environment to work in.
- Be patient when introducing new concepts or procedures. Give ample to adapt.



Critical Advantages:

- You maintain timelines and meet deadlines.
- You maintain focus throughout projects.
- You are efficient and effective in organizing tasks and most work.
- You take pride in things that support tradition like national history, honor, duty.



Growth Opportunities:

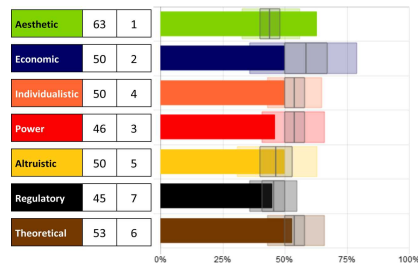
- Explore a little. Discovering new ways to do things can be rewarding.
- You shouldn't get too hung up on the rules.
- You should realize that others have their own way of doing things too and be open to that.
- When in a high change environment, remember to be flexible.



Learning Paths:

- You will prefer learning activities that are structured and detailed.
- You are a well disciplined learner.
- You like to understand the why behind the what when learning new things.

Your Theoretical Motivator - Average



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 like to develop quick utilities or procedures that are a new way to look at existing job responsibilities.
- You may prefer learning-based events or conferences over a small economic incentive.
- You may be attracted to new and cutting-edge ideas and concepts.
- You are willing to take risks to learn something new.



Driving Intuitions:

- Identify your interests and seek related information. Topical mail, brochures, and info-sheets... don't throw them into the recycle bin.
- You can be a constructive critic for new ideas or when evaluating existing projects and protocol.
- If there is a learning-based event to be planned, be certain you are involved. If there is an external learning-based event on the calendar, be certain you have the opportunity to attend.
- You sometimes prefer incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.



Critical Advantages:

- When others (internal or external) have a question, even if you aren't familiar with it, you can usually create solutions.
- You have a stable, knowledge-driven ethic.
- Others on the team may seek you out to answer their questions because they know of your strong knowledge base.
- You know a little about most everything and are conversant about it.



Growth Opportunities:

- You score like some who need coaching on time management.
- Your sense of urgency may vacillate, depending on the intellectual importance you assign to the issue.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.
- You don't rush from one learning experience to another. You make certain there are some practical applications.



Learning Paths:

- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off the job.

Summary of Sample Report's Motivators

Encourage others to complete their own Motivators Assessment and then share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying this information. Complete the worksheet below from the previous pages of this report.

MOST INFLUENTIAL ORDER OF MOTIVATORS

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

MOTIVATOR NEEDS (Scores over 85)

1. _____
2. _____

MOTIVATOR RISKS (Scores below low teens)

1. _____
2. _____

MOST IMPORTANT TO KNOW ABOUT MY MOTIVATORS COMBINATION

1. _____
2. _____
3. _____

PART IV UNDERSTANDING OTHERS AND ADAPTABILITY

People generally make the mistake of assuming that others interact and think the same way they do, and many of us grew up believing in The Golden Rule: treating others the way you would like to be treated. Instead, we encourage another practical rule to live by - what Dr. Tony Alessandra calls **The Platinum Rule®: to treat others the way THEY want to be treated.**

DISC ADAPTABILITY

People want to be treated according to *their style, not yours.*

Adapting to another's behavioral preference is not always easy! Adaptability is based on two elements: **Flexibility and Aptitude** to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. **Flexibility** is your **Willingness** and **Aptitude** is your **Capability**. Adaptability is something you must **cognitively choose to apply** to yourself (to your patterns, attitudes and habits), not expect from others.

Adaptability does not mean an "imitation" of the other person's style. It does mean adjusting your openness, directness, pace, and priority in the direction of the other person's preference, while maintaining your own identity.

*We practice adaptability each time we slow down for a **C** or **S** style; or when we move a bit faster for the **D** or **I** style. It also occurs when the **D** or **C** styles take the time to build the relationship with an **S** or **I** style, or when the **I** or **S** style focuses on facts or gets right to the point with **D** or **C** styles.*

Important:

- Adaptability is important to **all** successful relationships.
- No one style is naturally more adaptable than another.
- Adaptability is a choice:
 - You can choose to be adaptable with one person, and not so with others.
 - You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow.

Adaptability is dependent on recognizing another's person's behavioral style.

To quickly determine someone's style, ask these 2 questions & based on the answers, adapt accordingly:

1. Are they DIRECT or INDIRECT in their communication?

2. Are they GUARDED or OPEN in their communication?

<p><u>Direct Style: D or I</u> <i>Enthusiastic, competitive and results focus, fast paced</i></p> <p><u>Indirect Style: C or S</u> <i>Reserved, cooperative & patient, slower/deliberate</i></p>	<p><u>Guarded Style: D or C</u> <i>More private, specific, logical and analytical, task focus</i></p> <p><u>Open Style: I or S</u> <i>Desire to build a connection with others, relationship focus</i></p>
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MOTIVATORS ADAPTABILITY

Adapting to another's Motivational preference can be quite difficult! Sometimes Motivations are not readily observable, or may be disguised in behavior that doesn't align to them. A key way to understand another's Motivations is to pay attention to the things they value, the way they speak, and where they spend their time and attention (or other resources). What do you see that drives them? **You can use some of these questions to guide your discovery; you may ask them or just observe. Once you know someone's Motivators, you can interact with them in a more effective way.**

Aesthetic 	<ul style="list-style-type: none"> • What is beautiful to you? • How important is it for you that you can express yourself creatively? • Are form and aesthetics more important, or is functionality more important? • How important is work/life balance? • Do you find that you are more "head in the clouds" or more practical?
Economic 	<ul style="list-style-type: none"> • How important is winning for you? • What is a reasonable return on investment? • Do you generally think people have an agenda or want/need something from you? • Would you consider starting your own business or being an entrepreneur? • When you are faced with a situation do you first consider how it will affect you, or how it will affect others?
Individualistic 	<ul style="list-style-type: none"> • How important is it for you to be independent and autonomous? • If you could do anything you wanted today, what would it be? • Do you think people generally see the world the same way you do? • How do you feel about teamwork and collaboration? • What does "freedom" mean to you?
Power 	<ul style="list-style-type: none"> • What role do you typically take in a group? • How important is it for you to be in charge? • How would you motivate others to take action? • What kinds of things do you like to have control over? • Do you take initiative, or do you prefer direction before acting?
Altruistic 	<ul style="list-style-type: none"> • Do you have a hard time saying no, or feel overwhelmed and spread too thin? • What is considered a reasonable amount of assistance or help for others? • Would you more likely give to anyone who needs it, or only to those who deserve it? • Do you tend to sacrifice your needs for the needs of others? • Do you feel like you need to do things for others to be valuable or loved?
Regulatory 	<ul style="list-style-type: none"> • Is there a right way and a wrong way, or many ways to accomplish something? • How important is it for you to be right? • Are rules and regulations important to you? • How important is structure and process to you? • When you solve problems, do you prefer the tried and true approach or are you more flexible and open to options?
Theoretical 	<ul style="list-style-type: none"> • How important is it to understand all perspectives and details of a project/problem? • Do you consider yourself to be an expert in any field? • Would you rather spend time studying and reading, or just learn as you go? • What do you love about learning new things? • What do you think is most important – action or knowledge?

COMMUNICATING WITH THE DISCStyles™

Communicating with the **DOMINANT** Style

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

Communicating with the **INFLUENCING** Style

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

Communicating with the **STEADY** Style

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

Communicating with the **CONSCIENTIOUS** Style

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

The first step to building stronger communication is awareness. By identifying how we are similar and different, we can make cognitive choices when interacting to create stronger, more engaged relationships.

To Modify Directness and Openness

DIRECT/INDIRECT

With D Styles DIRECT	With I Styles DIRECT	With S Styles INDIRECT	With C Styles INDIRECT
<ul style="list-style-type: none"> • Use a strong, confident voice • Use direct statements rather than roundabout questions • Face conflict openly, challenge and disagree when appropriate • Give undivided attention 	<ul style="list-style-type: none"> • Make decisions at a faster pace • Be upbeat, positive, warm • Initiate Conversations • Give Recommendations • Don't clash with the person, but face conflict openly 	<ul style="list-style-type: none"> • Make decisions more slowly • Avoid arguments and conflict • Share decision-making • Be pleasant and steady • Respond sensitively and sensibly 	<ul style="list-style-type: none"> • Do not interrupt • Seek and acknowledge their opinions • Refrain from criticizing, challenging or acting pushy – especially personally

GUARDED/OPEN

With D Styles GUARDED	With I Styles OPEN	With S Styles OPEN	With C Styles GUARDED
<ul style="list-style-type: none"> • Get Right to the Task, address bottom line • Keep to the Agenda • Don't waste time • Use businesslike language • Convey Acceptance • Listen to their suggestions 	<ul style="list-style-type: none"> • Share feelings, show more emotion • Respond to expression of their feelings • Pay Personal compliments • Be willing to digress from the agenda 	<ul style="list-style-type: none"> • Take time to develop the relationship • Communicate more, loose up and stand closer • Use friendly language • Show interest in them • Offer private acknowledgements 	<ul style="list-style-type: none"> • Maintain logical, factual orientation • Acknowledge their thinking • Down play enthusiasm and body movement • Respond formally and politely

To Modify Pace and Priority

PACE

With D Styles FASTER	With I Styles FASTER	With S Styles SLOWER	With C Styles SLOWER
<ul style="list-style-type: none"> ● Be prepared, organized ● Get to the point quickly ● Speak, move at a faster pace ● Don't waste time ● Give undivided time and attention ● Watch for shifts in attention and vary presentation 	<ul style="list-style-type: none"> ● Don't rush into tasks ● Get excited with them ● Speak, move at a faster pace ● Change up conversation frequently ● Summarize details clearly ● Be upbeat, positive ● Give them attention 	<ul style="list-style-type: none"> ● Develop trust and credibility over time, don't force ● Speak, move at a slower pace ● Focus on a steady approach ● Allow time for follow through on tasks ● Give them step-by-step procedures/instructions ● Be patient, avoid rushing them 	<ul style="list-style-type: none"> ● Be prepared to answer questions ● Speak, move at a slower pace ● Greet cordially, and proceed immediately to the task (no social talk) ● Give them time to think, don't push for hasty decisions

PRIORITY

With D Styles TASK	With I Styles PEOPLE	With S Styles PEOPLE	With C Styles TASK
<ul style="list-style-type: none"> ● Get right to the task ● Provide options and let them decide ● Allow them to define goals and objectives ● Provide high-level follow up 	<ul style="list-style-type: none"> ● Make time to socialize ● Take initiative to introduce yourself or start conversation ● Be open and friendly, and allow enthusiasm and animation ● Let them talk ● Make suggestions that allow them to look good ● Don't require much follow-up, details, or long-term commitments 	<ul style="list-style-type: none"> ● Get to know them personally ● Approach them in a friendly, but professional way ● Involve them by focusing on how their work affects them and their relationships ● Help them prioritize tasks ● Be careful not to criticize personally, keep it specific and focused 	<ul style="list-style-type: none"> ● Be prepared with logic and practicality ● Follow rules, regulation and procedures ● Help them set realistic deadlines and parameters ● Provides pros and cons and the complete story ● Allow time for sharing of details and data, ● Be open to thorough analysis

Adapting in Different Situations: AT WORK

DOMINANT STYLE

HELP THEM TO:

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

INFLUENCING STYLE

HELP THEM TO:

- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice
- Write things down

STEADY STYLE

HELP THEM TO:

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings

CONSCIENTIOUS STYLE

HELP THEM TO:

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, less checking
- Maintain high expectations for high priority items, not everything

Adapting in Different Situations: IN SALES AND SERVICE

DOMINANT STYLE

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives – what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible

INFLUENCING STYLE

- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these toward mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

STEADY STYLE

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs as well as their task or business expectations
- Get them involved by focusing on the human element... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

CONSCIENTIOUS STYLE

- Prepare so that you can answer as many of their questions as soon as possible
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Hone your skills in practicality and logic
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into a hasty decision
- Tell them both the pros and cons and the complete story
- Follow through and deliver what you promise

Adapting in Different Situations: IN SOCIAL SETTINGS

DOMINANT STYLE

- Let them know that you don't intend to waste their time
- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

INFLUENCING STYLE

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence

STEADY STYLE

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and minimum of change

CONSCIENTIOUS STYLE

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond formally and politely
- Negative discussions are OK, so long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say

Adapting in Different Situations: IN LEARNING ENVIRONMENTS

DOMINANT STYLE

- Likes to learn quickly; may be frustrated with a slower pace
- Has own internal motivation-clock, learns for their own reasons, not for anyone else's reasons
- May like to structure their own learning design
- Does okay with independent self-study
- Defines own goals
- May have a short attention span

INFLUENCING STYLE

- Likes learning in groups
- Interacts frequently with others
- Responds to extrinsic motivation, praise, and encouragement
- Needs structure from the facilitator; may lose track of time
- Needs "what to do" and "when to do it"
- May exceed deadlines if left on their own and learning may be completed late

STEADY STYLE

- Accepts a balance between individual and group work
- Shows patience with detailed or technical processes
- Likes journaling and follow-through
- Prefers explicit instructions
- Wants to know the performance outcomes and expectations
- May need help in prioritizing tasks if a long assignment; may take criticism personally

CONSCIENTIOUS STYLE

- Prefers individual work over group interaction
- Accepts more impersonal training, such as remote or on-line
- Has high expectations of their own performance
- Will structure their own activities only with explicit goals and outcomes established
- Emphasizes details, deep thinking, and theoretical bases for the learning
- May get overly bogged down in details, especially if the learning climate is pressured

A DEEPER LOOK AT THE FOUR DISCStyles™

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

	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
Tends to Act	Assertive	Persuasive	Patient	Contemplative
When in Conflict, this Style	Demands Action	Attacks	Complies	Avoids
Needs	Control	Approval	Routine	Standards
Primary Drive	Independence	Interaction	Stability	Correctness
Preferred Tasks	Challenging	People related	Scheduled	Structured
Comfortable with	Being decisive	Social friendliness	Being part of a team	Order and planning
Personal Strength	Problem solver	Encourager	Supporter	Organizer
Strength Overextended	Preoccupation on goals over people	Speaking without thinking	Procrastination in addressing change	Over analyzing everything
Personal Limitation	Too direct and intense	Too disorganized and nontraditional	Too indecisive and indirect	Too detailed and impersonal
Personal Wants	Control, Variety	Approval, Less Structure	Routine, Harmony	Standards, Logic
Personal Fear	Losing	Rejection	Sudden Change	Being Wrong
Blind Spots	Being held accountable	Follow through on commitments	Embracing need for change	Struggle to make decisions without overanalyzing
Needs to Work on	Empathy, Patience	Controlling emotions Follow through	Being assertive when pressured	Worrying less about everything
Measuring Maturity	Giving up control	Objectively handling rejection	Standing up for self when confronted	Not being defensive when criticized
Under Stress May Become	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
Measures Worth by	Impact or results Track record	Acknowledgments Compliments	Compatibility Contributions	Precision, Accuracy Quality of results

DISC Application Activities

Adaptability Practice

Spend some time with people at home and at work that you know and trust who are different styles than you. Explore ways to communicate more effectively with them. Ask for support and feedback as you try new ways to communicate. Remember- tell them this is a skill you are building so they aren't surprised when you are behaving differently and can provide helpful feedback!

- **Practice Identifying their style based** on observable behavior
- **Practice Modifying your Directness and Openness** in conversation with them
- **Practice Modifying your Pace and Priority**
- **Ask for feedback** on your effectiveness in communicating with them
- **Take some time to reflect on your experience** and what worked or didn't work for you and for them
- **Consider** what you should repeat, and what you need to modify further to communicate as effectively as possible.

As you begin feeling more comfortable with adaptability and the needs of each style, try it with others!

Adaptability Activity

Select a relationship in which things have not gone as smoothly as you would like. Make a commitment to take the time to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship.

- 1 Identify the behavioral style of the other person using the 2 Power Questions:
 - Are they DIRECT or INDIRECT in their communication?
 - Are they GUARDED or OPEN in their communication?
- 2 Brush up on their style and look at ways to adapt your Directness and Openness when working with them.
- 3 To further understand the tension that may exist in the relationship, notice the difference in preference in pace and priority and modify accordingly.
- 4 Practice approaching them in the way you think **THEY want to be treated**. Remember, it may feel uncomfortable at first, but with practice and dedication to adapting, you will be amazed at the difference.

Tension Among the Styles Exercise

Even if you have the highest regard toward a person, tension can exist in a relationship where styles are different. If this is behavior related, applying The Platinum Rule® - Treat others the way THEY want to be treated – may be helpful. Complete this exercise to gain insights on how to improve tense relationships. If you feel comfortable, you may discuss with the other person things you can do to ease the tension.

<p style="text-align: center;">My</p> <p>Style: _____</p> <p style="text-align: center;">My</p> <p>Pace: _____</p> <p style="text-align: center;">My</p> <p>Priority: _____</p>	<div style="border: 1px dashed gray; padding: 10px;"> <p>RELATIONSHIP</p> <p>Name: <i>John Doe</i></p> <p>Style: <i>High I</i></p> <p>Pace: <i>Faster-paced</i></p> <p>Priority: <i>People-oriented</i></p> <p>Difference: <i>Pace and Priority</i></p> <p>Strategy: <i>Be more personable, social, upbeat, and faster-paced with John</i></p> </div>
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RELATIONSHIP 1	RELATIONSHIP 2
<p>Name: _____</p> <p>Style: _____</p> <p>Pace: _____</p> <p>Priority: _____</p> <p>Difference: _____</p> <p style="text-align: center;">—</p> <p>Strategy: _____</p> <p>_____</p> <p>_____</p>	<p>Name: _____</p> <p>Style: _____</p> <p>Pace: _____</p> <p>Priority: _____</p> <p>Difference: _____</p> <p style="text-align: center;">—</p> <p>Strategy: _____</p> <p>_____</p> <p>_____</p>

Create a DISC POWER TEAM

Wouldn't it be amazing to have a DISC POWER TEAM where all members brought their best strengths to the table, and each of our challenges could be supported by someone who was skilled in the areas we struggle?

Considering the strengths and workplace behaviors for each style, who would be an ideal DISC POWER TEAM Member?

	DOMINANT STYLE		INFLUENCING STYLE		STEADY STYLE		CONSCIENTIOUS STYLE
STRENGTHS	Administration Leadership Pioneering		Persuading Motivating Entertaining		Listening Teamwork Follow-through		Planning Systemizing Orchestration
WORKPLACE BEHAVIORS	Efficient Busy Structured		Interacting Busy Personal		Friendly Functional Personal		Formal Functional Structured
TEAM MEMBER							

For an upcoming project, consider how your DISC POWER TEAM could accomplish greatness!

- Assign responsibilities based on strengths
- Determine what opportunities or challenges exist or may come up
- Give each Team Member the opportunity to showcase their skills and experience
- Check in regularly and discuss as a team how it's going
- Provide feedback regarding roles, strengths, needs, and any additional support required

Guidelines to help you explore and apply what is in this report.

1. The scores in this report are a snapshot in time. These scores represent your preference-pathways (desires, such as being in control or not) at the time you completed the survey. These are not lifelong motivators from which you have no choice or power to influence. Your scores are not the end of your learning they are the beginning of what you have learned.
2. There are no good or bad scores to have, but there are consequences. If you do not like the level of effort you feel toward your goals, how you are behaving toward others or how others are behaving toward you, you can influence them through intended behavior and emotions (See your DISC).
3. The key is to understand your motivational preferences so you can flex with the situation to encourage progress.

What works?

- Decide what level of effort and intensity (energy) you want to use moving forward.
- Pick one simple behavior such as how long you take to think through a problem or how you endeavor to get what you need from someone.
- Make it easier to do using your motivational orientation you have right now, rather than finding a greater or a more difficult motivational element.
- It is important for you to develop a practical understanding of your own motivational orientation so you do not trick yourself into feeling you lack motivation. We are all motivated but we may lack the “emotional energy” (your natural/concealed DISC graph) for the process of getting what we want.

What is proven not to work?

- Not starting or giving up.
- Getting more information. Information may help to change your attitude and intention but information alone does not work well to change your behaviors. Advice is hard to give and receive. When you hear advice, you may not be sure it will work for you. The way to get unstuck is not becoming extreme by exaggerating your efforts or stopping them altogether. Try doing something small and then look at the evidence.
- Wanting to get better at something is easy. Sticking with small changes is a different story.
- Avoid pursuing “ideal motivational activities or work.” Instead, improve your pursuit of vital work/activities using your natural motivational orientation within this report.

Tiny Steps, Big Results Plan

You are only a few behaviors away from making progress.

Where do I currently excel at work and what motivators are in play already?

Which motivators don't need any additional attention?

With which motivators am I currently struggling and need an extra boost?

Using my understanding of my motivational orientation, which types of additional motivations would work best for me right now?

Using my understanding of my motivational orientation, which types of additional motivations would not work for me right now?

Choose one harmful influence on your motivational orientation (take in small steps) to act on today. Then, practice and repeat.

Choose one positive influences on your motivational orientation (take in small steps) to act on today. Then, practice and repeat

We all are motivated to get better but we get stuck with the process we must go through to move toward what we want. How can I make the process of making progress smaller and simpler? List up to three (3).

So Now What?

This report is filled with information about your behavioral and motivational style and the styles that you will encounter in others. There are many suggestions in the application section of this report for you to apply this information. Take the next step and DO the exercises. Don't put this report on a shelf or in a file. Knowing your own style is just the beginning— you must be able to apply this information to improve all of your relationships.

Continually use this report as a reference tool. It contains a lot of information and was never meant to be digested in a single reading. Experiment with making a few changes in your behavior and examine the results. You might be surprised!

Remember The Platinum Rule® - "Treat others the way THEY want to be treated."

How to Assure Assessment Accuracy? Independent & Qualified Testing at Standards Set by the [APA](#) and [EEOC](#).

*"...this DISC assessment has one of the highest Cronbach scores in the DISC marketplace."
"...we applaud your efforts at making Motivators reliable and valid.."
- Assessment Standards Institute*

The Assessment Industry's Past and Present

Assessments have been used since the mid-20th century, initially relied upon by Fortune 500s, calculated by highly skilled PhDs and produced by only a handful of trusted developers. With the advent of the internet in the 1990s, the ability to produce, market, and sell assessments became exponentially easier and less expensive. Since then, it has developed into a kind of "global cottage industry" with hundreds of new assessment developers, producing thousands of different assessments. Each developer purporting its assessments to be scientifically accurate instruments - sold, resold and used by individuals and organizations of all kinds; including many of our largest institutions like Fortune 500s, major universities, world governments, and even military. Frighteningly, this "global cottage industry," which produces data relied upon by millions, is entirely unregulated with nothing to ensure its consumers are receiving what they are being told and sold. There are zero requirements, safeguards, laws or regulations ensuring the consumer receives a scientifically accurate instrument - or even what the developers and sellers claim.

The Solution? Independent & Verifiable Testing by a Qualified Institution

The *Assessment Standards Institute (ASI)* provides our assessments with verifiably objective testing and reporting that meet standards set by the [American Psychological Association \(APA\)](#) and the [Equal Employment Opportunity Commission \(EEOC\)](#). This battery of tests is both voluntary and verifiably transparent. Our goal? To ensure this assessment's professional merit and scientific accuracy for you, the user. These reports are readily available upon request and include:

Construct Validity ([APA Standards](#)) [[DISC & Motivators](#)]

Construct validity is one of the most central concepts in psychology. It is the degree to which a test measures what it claims, or purports to be measuring. Researchers generally establish the construct validity of a measure by correlating it with a number of other measures and arguing from the pattern of correlations that the measure is associated with these variables in theoretically predictable ways.

Reliability - Cronbach's alpha ([APA Standards](#)) [[DISC](#)]

This technique is regarded as one of the most robust measures of reliability and presents the highest 'bar' from which to compare. The readers should note that Cronbach's alpha is the method selected for this instrument, because of its high standards. The reader is encouraged to compare reliability coefficients presented herein to other vendors, and also to ask those vendors which reliability formulas they used to compute their reliability coefficients. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency.

External Data Reliability ([APA Standards](#)) [[Motivators](#)]

The term reliability in psychological research refers to the consistency of a testing or assessment method. In this case we are measuring the reliability or consistency of assessment measures over time. External Reliability measures the extent to which assessment measure varies from one use to another. In this analysis we are measuring reliability from the use of a test at one time as compared to another time. The comparison is using a mean variance measure referred to as the mean value ratio. The mean value ratio measures the external or time consistency of an assessment.

Disparate Impact ([EEOC Guidelines](#)) [[DISC & Motivators](#)]

Employers often use tests and other selection procedures to screen applicants for hire and employees for promotion. The use of tests and other selection procedures can be a very effective means of determining which applicants or employees are most qualified for a job. However, use of these tools can also violate the EEOC Guidelines if they disproportionately exclude people in a protected group by class, race, sex, or another covered basis. Importantly, the law does allow for selection procedures to select the best candidates based on job related requirements. If the selection procedure has a disparate impact based on race, color, religion, sex, or national origin, the employer is required to show that the selection procedure is job related and consistent with business necessity. If discrimination exists, the challenged policy or practice should therefore be associated with the skills needed to perform the job successfully.

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