



COMMUNICATION AND BEHAVIORAL STRENGTHS
DISCstyles™ SELF REPORT

Susan Sample

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Susan, this is your **DISCstyles Self Report**. After realizing the value of this version, you may want to derive the benefits from having your report converted into other comprehensive versions that are relevant to additional goals or alternate environments.

Ask us about the **DISCstyles: Sales, Leadership, Career Management, and
Résumé and Cover Letter Development Report**.

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INTRODUCTION TO THE DISCSTYLES™ SELF REPORT

Congratulations on your participation in the DISCstyles Assessment used to analyze your Communication Preferences and Behavioral Style for your personal and professional development.

This report is the result of that process...

Susan, with your personalized and comprehensive DISC report, you have a tool to help you develop strategies to meet the demands of your environment and become more effective. Your report provides information that helps you better understand *you* and helps you appreciate and use your natural strengths, while recognizing and improving your limitations. This report does not deal with values or judgments. Instead, it concentrates on the tendencies that influence your behavior and also helps you to recognize the preferences and strengths in others. To establish and maintain the best interactions with others and to your environment, you will want use a very practical rule:

Learn to treat others the way *they* want to be treated.

This concept focuses on patterns of external, observable behaviors using scales of directness, openness, and the pace the different styles of behavior exhibits. Because we can see and hear these external behaviors, it becomes easier to understand why others react and respond as they do. This model is simple, practical, and easy to remember.

BEHAVIORAL STYLES

Historical and contemporary research reveal more than a dozen models in understanding behavioral differences in people. Many share one common thread; the grouping of behavior into four basic categories. **Your report will be referring to these four categories as the DISC styles.**

The DISC concept measures **four dimensions of normal behavior and determines:**

- How you respond to **problems** and **challenges**.
- How you **influence** others to your point of view.
- How you respond to the **pace** of the environment.
- How you respond to **rules** and **procedures** set by others.

The **Four Basic DISCstyles Overview** section provides a summary of the DISC styles. (Pg. 24)

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

HOW TO USE YOUR DISC REPORT... Your report is divided into two parts.

Part I focuses on understanding **YOUR PERSONAL DISC STYLE CHARACTERISTICS**. While this information is extremely valuable, the second section increases the value of your report exponentially.

Part II explains **ADAPTABILITY** and provides action plans for your interactions with others.

There is no "best" style nor is there a "worst" style. Each style has its unique strengths and opportunities for continued improvement and growth. Behavioral descriptions mentioned in this report are tendencies for your style group and depending upon the blending of DISC styles and the intensity levels of DISC traits, some descriptions of a pure DISC style may not specifically apply to you.

In addition to understanding your personal style, Susan, your report identifies ways you can apply your personal strengths and how to temporarily adjust your style limitations to meet the needs of a specific person or environment. Social scientists refer to this adaptability as "Social Intelligence." Much has been written on how social intelligence is as important for effectiveness as is Intelligence Quotient (IQ). In some cases, social intelligence may even be more important than IQ. The concept of adaptability is explained within the section: **What is Behavioral Adaptability?** (Pg. 28)

PART I: UNDERSTANDING YOURSELF

GENERAL CHARACTERISTICS

Susan, the narration below serves as a general overview of your behavioral tendencies. Recognize that our behaviors define how we interact with others as we approach the problems, personal interactions, activity level, and structure of our daily lives. This sets the stage for your report and provides a framework for understanding and reflecting on your results. Additionally you will receive ideas on how to leverage your strengths to maximize your personal and professional success.

Some people who score like you tend to equate neatness with quality. You like organization and may perceive a person with a messy desk or office as a producer of lower-quality work. While this may be true in some cases, it's not true all the time. Our coaching here is meant to help you maintain an open mind and focus on the result as opposed to organizational methods.

You may tend to align with others who show a talent for quality control. You feel a certain "safety in numbers" when you find others of a similar style, especially those with similar behavioral traits. This helps serve two purposes simultaneously. Firstly, you are able to compare notes and ideas and reinforce those ideas with a cadre of like-minded people. Secondly, since you tend to avoid confrontation with others, you allow yourself security in the knowledge that others who share a similar opinion may be able to speak more forcefully as a group than as individuals.

You score like those who prefer clearly defined roles and responsibilities. You like precise job descriptions, with little overlap of activity or break from routine. Defined roles serve as an excellent base from which to operate, as long as it is understood that the unexpected sometimes happens, and that such times may call for more flexibility.

Susan, your score on this instrument indicates that you tend to be more modest and conservative than egocentric. You do things "by the book," and you expect others to do the same. Hence, you create a sense of order around yourself that can serve as a model for others who choose to follow your lead. It's frustrating for you when people choose not to do things your way, though you tend to keep the frustration inside, sharing it only with family or close friends.

GENERAL CHARACTERISTICS, *continued*

Your pattern of responses indicates that you do not like interruptions while working on detailed projects. You show a high degree of focus on the things you do, and thus complete tasks with a high degree of quality and accuracy. You score like those who are most effective when they are able to complete a project or assignment in its entirety before moving on to the next task.

You score like those who like to make sure they do things correctly the first time. Thus, you may require additional time in the short run to prevent mistakes in the long run. Some people in the organization might not understand the fact that one more review over the procedures, or one more look at the copy before it goes to press, may be an excellent insurance against wasted effort in the future. (Show this portion of the paragraph to colleagues who might have complained that things were taking too long.)

You may neglect to verbalize criticism of processes unless asked, at which point you may suddenly provide a wealth of practical information and ideas. Your attention to details is valuable to the team, but you may need to learn to vocalize concerns more quickly and assertively. Resist the thought that you might be making waves; instead, reason that you may be helping to calm future waves.

You prefer order over chaos and will work to create and preserve order. You prefer neatness over a mess. You prefer established procedures and are uncomfortable with make-it-up-as-you-go operations. This can be a strength as long as you can remain flexible in certain situations.

YOUR STRENGTHS: WHAT YOU BRING TO YOUR ENVIRONMENT

Susan, you are likely to display your strength characteristics rather consistently. These qualities tend to enhance your effectiveness within your environment. Your style preferences provide insight to how you react and respond in the workplace, at home, and as you socialize. These are the talents and tendencies you bring to people in your environment and how you approach tasks.

*Check your two most important strengths and your two most important style tendencies and transfer them to the **Summary of Your Style** on page 14.*

Your Strengths:

- You have a knack for logically negotiating cooperation from others, rather than demanding it.
- You make decisions based on factual data.
- You are technically skilled and highly proficient in your area of specialty.
- You remain objective, even in emotional situations.
- You bring a unique combination of accuracy and intuition to projects.
- You have a keen awareness of the broad impact of important decisions.
- You approach systems, utilities, and procedures with a high standard of quality.

Your Style Tendencies You Bring to Your Environment:

- You enjoy developing new systems and procedures to increase efficiency or quality control.
- You sometimes hesitate in making decisions due to a desire to investigate all facets of a problem, and all potential solutions.
- Your ability to quickly analyze the facts allows you to show dominance in many new situations.
- You are able to look at a project from a "big picture" perspective, while keeping track of the details and minutiae that contribute to each step.
- You are motivated to be an initiator of creative new ideas, and may be seen as an agent of change within an organization.
- You are motivated to be creative and tend to become bored with routine work.
- You motivate others on the team with a sense of competition and urgency.

YOUR MOTIVATORS: WANTS AND NEEDS

*What motivates you? People are motivated by what they want or need. People are motivated to avoid their fears. **Our behaviors are driven by these motivators.** Each style has different motivators. The more fully our needs are met, the easier it is to perform naturally with minimal effort. Your assessment has analyzed your behavioral wants and needs. Knowing these motivators helps you understand the “why” behind how you behave (react and respond). Susan, this section indicates what behavioral needs must be met for your performance at an optimum level.*

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

You Tend to be Motivated by:

- Efficient methods which get things done faster, without sacrificing quality.
- High standards of quality that all members of the team honor and support.
- Things being done correctly the first time, so that later corrections aren't necessary.
- Direct, factual answers to questions, supported by accurate data.
- Freedom from control and close scrutiny. A lack of freedom implies a lack of trust.
- Authority equal to the responsibility you have been given.
- Time to react to sudden changes, and to analyze the impact on overall quality.

People Having Your Patterns Tend to Need:

- Greater participation in team efforts and activities.
- A wider scope of perspective and operations.
- Job descriptions which are presented clearly, with no ambiguities.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- To spend less time on details, and more attention to the big picture.
- Increased authority to delegate routine tasks and procedures.
- Increased confidence in your own decision-making ability.

YOUR MOTIVATIONS: IDEAL ENVIRONMENT

*Everybody is motivated... however, they are motivated for their own reasons, not someone else's reasons. By understanding your motivations, you can **create an environment** where you are likely self-motivated. You will invest your natural energy just being "you" instead of using up your energy trying to use traits that are not naturally comfortable.*

*Select your two most important environmental factors. Transfer your selections to the **Summary of Your Style** on page 14.*

You Tend to be Most Effective in Environments that Provide:

- Security and confidence in quality control measures.
- Freedom to create in new and different ways.
- Opportunity for advancement to positions allowing for creativity.
- Challenging assignments that are both detailed and wide in scope.
- Power and authority to make decisions and create change.
- Opportunities for one to work alone, and to think things through.
- Support which allows you to focus maximum effort on the job tasks, and not to be concerned with social protocol.

THE C's BEHAVIOR AND NEEDS UNDER STRESS

Under Stress You May Appear:

- Unimaginative
- Withdrawn
- Slow to begin work
- Resistant to change
- Unable to meet deadlines

Under Stress You Need:

- Understanding of principles and details
- Accuracy
- Guarantees that you are right

Your Typical Behaviors in Conflict:

- You are quite uncomfortable with overt conflict, aggression and anger. You will do whatever you can to avoid these situations and to avoid individuals with whom you have a disagreement.
- You often resort to various indirect techniques to manipulate the environment to make it more favorable to your position. You may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.
- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.

Strategies to Reduce Conflict and Increase Harmony:

- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.

COMMUNICATION TIPS AND PLANS 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.

*Select your two most important ideas when others communicate with you (do & don't) and transfer them to the **Summary of Your Style** on page 14.*

When Communicating with Susan, DO:

- Prepare your case in advance. Don't try to "wing it," using charm alone.
- Provide a specific, step-by-step timetable, complete with names and responsibilities.
- Take your time; be precise and thorough.
- Be accurate and realistic; don't overinflate ideas or results.
- Keep on task with the business agenda.
- Do your homework, because she will have already done her share of it.
- Provide logical and practical evidence.

When Communicating with Susan, DON'T:

- Be unrealistic with deadlines.
- Push too hard.
- Use someone else's opinion as evidence.
- Use unreliable evidence or testimonials.
- Get in the habit of manipulating ideas quickly.
- Be casual, informal, or loud.
- Rush the issues or the decision-making process.

Communication Plan with the **DOMINANT** Style

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

Communication Plan with the **INFLUENCING** Style

CHARACTERISTICS	SO YOU...
Concerned with approval and appearance	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 and 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 and 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

Communication Plan with the **STEADY** Style

CHARACTERISTICS	SO YOU...
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 their patient perseverance noticed	Compliment them for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act passively and focus on common interest or support them
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide a relaxing and friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback they are appreciated and their support matters	Acknowledge their easy going manner and helpful efforts

Communication Plan with the **CONSCIENTIOUS** Style

CHARACTERISTICS	SO YOU...
Concerned with aggressive approaches	Approach them in an indirect and non-threatening way
Think logically	Show your reasoning
Seek data	Give data to them in writing
Need to know the process	Provide explanations and rationale
Use caution	Allow them to think. Ask. Check before making decisions
Prefer to do things themselves	When delegating, let them check procedures, process, and performance before they make decisions
Want others to notice their accuracy	Give them credit for their thoroughness and correctness
Gravitate toward quality control	Let them assess and be involved in the process
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"

POTENTIAL AREAS FOR IMPROVEMENT

Everyone has some possible **struggles, limitations, weaknesses, or areas for improvement**. Often it is simply an overextension of strengths, and thus, viewed as a **weakness** or even a personal **blind spot**.

For example, a High D's directness may be a strength in certain environments, but when overextended or used to the extreme, the High D may tend to become bossy.

Select the two most important areas you are committed to improve upon and transfer them to the **Summary of Your Style** on page 14.

Potential Weaknesses and Possible Blind Spots for Your C Style, Susan, and Perceptions Others May Have for Your C Style.

- When forming teams, you may tend to select people who are similar to you.
- You may be overly defensive about your position, especially when faced with change or threats.
- You may allow yourself to get bogged down in the details, especially when the climate becomes pressured.
- You may tend to withdraw ideas in order to avoid controversy.
- You do not like to make waves and thus may not be verbal with your feelings and opinions, especially if they run contrary to the group.
- You may need to assert yourself more in team meetings, so that others can take your opinions into consideration.
- You may tend to hesitate under intense pressure to make a proper decision.

SUMMARY OF SUSAN SAMPLE'S STYLE

Communication is a two-way process. Encourage others, with whom you interact, to complete their own DISCstyles Assessment (not necessarily the Self Report; select the version most appropriate for each person) and share the Summary Sheets with one another. By discussing preferences, needs, and wants of others, (your coworkers, those with whom you socialize, and your family members) you will be able to enhance these relationships and turn what may be a stressful relationship into a more effective one just by understanding and applying the DISCstyles information. Ask us about our DISCstyles Mini Report.

Complete the worksheet below from the previous pages of your report.

YOUR STRENGTHS: WHAT YOU BRING TO THE ORGANIZATION

1. _____
2. _____

YOUR STYLE TENDENCIES

1. _____
2. _____

YOUR MOTIVATORS: WANTS

1. _____
2. _____

YOUR NEEDS

1. _____
2. _____

YOUR MOTIVATIONS: IDEAL ENVIRONMENT

1. _____
2. _____

COMMUNICATION DO'S & DON'TS

1. _____
2. _____

POTENTIAL AREAS FOR IMPROVEMENT

1. _____
2. _____

WORD SKETCH: ADAPTED STYLE

DISC is an observable “needs-motivated language” based on the concept that emotions and behaviors are neither good nor bad. Behaviors reveal the needs that motivate our actions. We have perceptions of how we need to react and respond in a specific environment to foster good relationships and be more productive.

Susan, the chart below is your personal “ADAPTED STYLE” DISC Graph displayed as a Word Sketch. The highlighted descriptors in your chart indicate the behavior traits you exhibit based on **how you perceive the demands** of your environment. Use it with examples to describe why you do what you do and what is important to you in your situation.

DISC Focus →	D PROBLEMS TASKS	I PEOPLE	S PACE	C PROCEDURES
Needs →	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, teams, stable environment	Rules to follow, Data to analyze
Emotions →	Decisive, risk-taker	Optimistic, trusting others	Patient, non-expressive	Cautious, careful decisions
Fears →	Being taken advantage of or lack of control	Being left out / loss of social approval	Sudden change / loss of stability and security	Being criticized / loss of accuracy and quality
	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
	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical neat sensitive tactful
	calculated risks moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self assured opinionated persistent
	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
	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

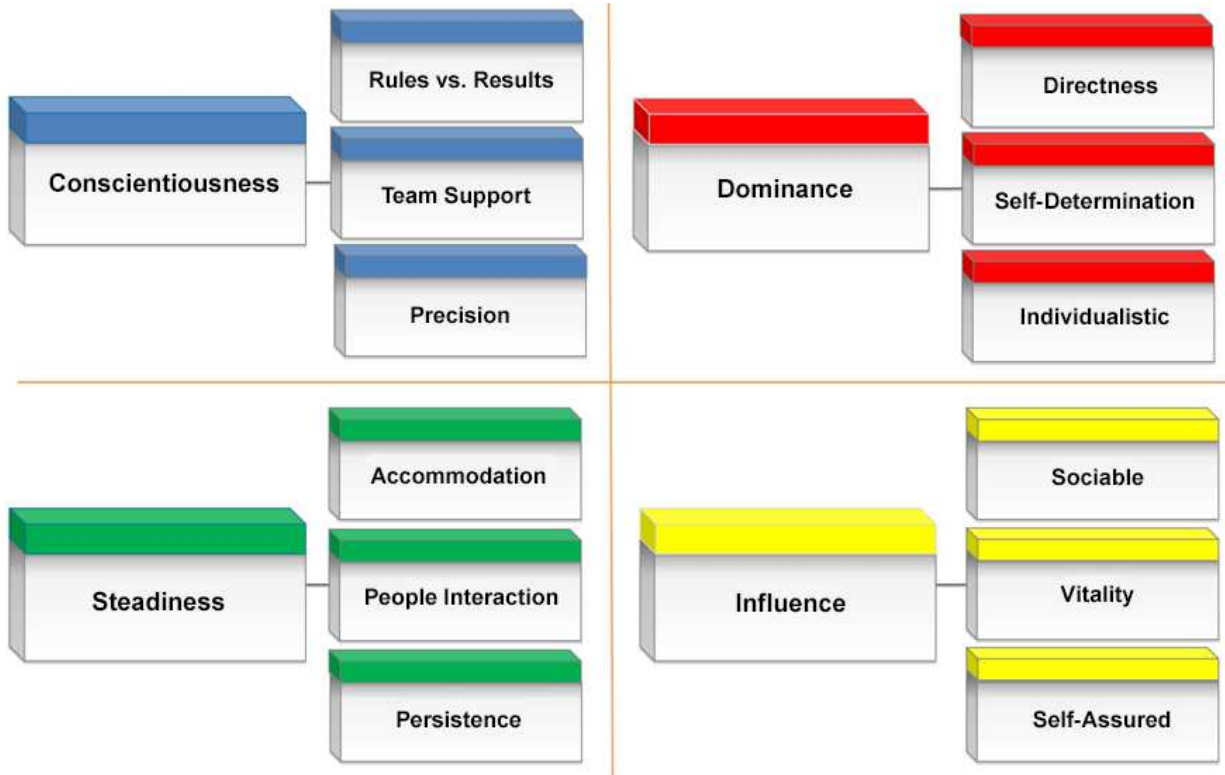
WORD SKETCH: NATURAL STYLE

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

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

DISC Focus →	D PROBLEMS TASKS	I PEOPLE	S PACE	C PROCEDURES
Needs →	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, teams, stable environment	Rules to follow, Data to analyze
Emotions →	Decisive, risk-taker	Optimistic, trusting others	Patient, non-expressive	Cautious, careful decisions
Fears →	Being taken advantage of or lack of control	Being left out / loss of social approval	Sudden change / loss of stability and security	Being criticized / loss of accuracy and quality
	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
	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical neat sensitive tactful
	calculated risks moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self assured opinionated persistent
	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
	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

THE 12 INTEGRATED DISC STYLE RELATIONSHIPS



For a more complete understanding of a person’s overall behavior style, you can view how each of the primary four DISC factors interact to produce twelve (12) integrated behaviors.

When comparing each of the four (4) basic DISC factors with the others, a group of twelve (12) factors of individual behaviors can be identified. Each person may display some of these factors more strongly than the others.

Each of the twelve (12) factors has been assigned a **specific descriptor** to help you associate the factor to a specific behavior. The ability to identify and measure the relative interaction of the twelve (12) factors represents the interpersonal skills often encountered in your environment and enhances the application of DISC to better understand behavior and helps in discussing it for professional development.

We can measure the strength of a factor in a person’s overall behavioral style by viewing the intensity score. **Intensity is a measurement of the relative contribution of a specific factor to a person’s observable natural behaviors that are most often displayed in most situations.**


There are five (5) intensity levels. The intensity levels range from Low (absent in most situations) through High (clearly displayed in most situations). (Pg. 21)

Add this powerful view to your relationship building tool kit and use it to help your understanding of why and how people shape their communications and connections with others.

Behaviors define how we express our thinking into the world.

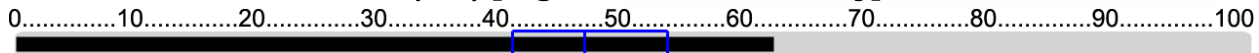
THE 12 INTEGRATED DISC STYLE RELATIONSHIPS

The Integrated DISC Relationships Graph reveals how the four Primary DISC Behaviors combine and work together to create the socialized behaviors others see and experience. Susan, this graph displays the Integrated DISC Relationships' ranking of **your natural behavioral style within a total of twelve areas commonly encountered in the workplace**. It will help you understand in which of these areas you are naturally most effective.

 The box identifies the range of all scores in the general population of each integrated behavior. The population scoring below the median are displayed to the left of the blue score line within the box and those scoring above the median are displayed to the right of the score line.

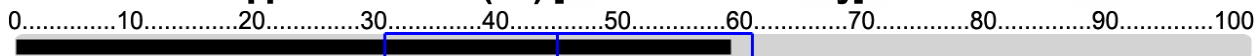
Unlike an average, a median score tends to have uneven spaces on both sides.

1. The Precision Behavior (C/S) [High Moderate Intensity]



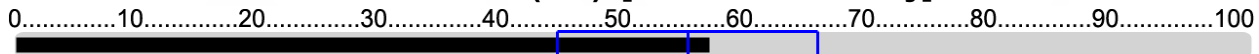
“How this individual's need for accuracy, precision and planning is impacted by their desire for team support and accommodation.” The Precision behavior measures HOW the strength of this individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation. Higher intensity scores reflect a desire to operate in a “fail-safe” environment supported by accurate data and through preparation while Lower intensity scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.

2. The Team Support Behavior (C/I) [Moderate Intensity]



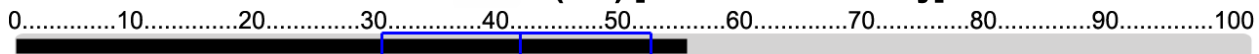
“How this individual's need for accuracy, precision and following procedure is impacted by their desire for social connection and interaction.” The Team Support behavior measures HOW the strength of this individual's desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people. Higher intensity scores display reliance upon structure, logic, facts and established data, procedures and protocols while Lower intensity scores display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.

3. The Rules vs. Results Behavior (C/D) [Moderate Intensity]



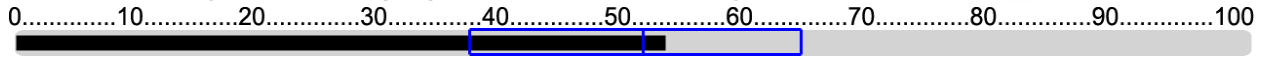
“How this individual's need for accuracy, precision and guidelines is impacted by their need for immediate results.” The Rules vs. Results behavior measures HOW the strength of this individual's need to precisely follow established structural and procedural guidelines, standards and codes is influenced by their need for direct “results now” actions that target immediate accomplishments. Higher intensity scores identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols and policies while Lower intensity scores suggest a more direct, immediate “result now” focus that will not likely be restrained by established protocols, procedures and policies.

4. The Self-Determination Behavior (D/S) [Moderate Intensity]



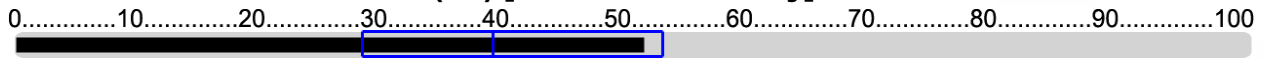
“How this individual's degree of assertive “results now” focus is impacted by their level of patience.” The Self-Determination behavior measures HOW the strength of this individual's direct, assertive and “results now” oriented behaviors are influenced by their degree of patience and preferred pace. Higher intensity scores identify a preference toward a more “now oriented pace” that is keyed toward taking actions that achieve immediate results and goals while Lower intensity scores identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.

5. The Vitality Behavior (I/S) [Moderate Intensity]



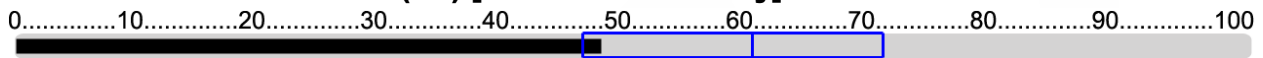
“How this individual's people focused extroversion is impacted by their preferred pace and activity level.” The Vitality behavior measures HOW the strength of this individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level. Higher intensity scores reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts while Lower intensity scores reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.

6. The Directness Behavior (D/I) [Moderate Intensity]



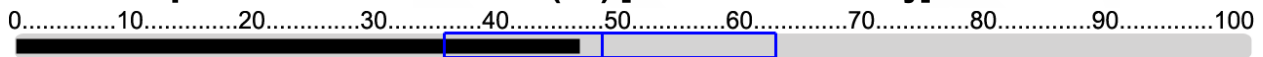
“How this individual's dominance and 'results now focus' is impacted by their desire to interact, connect and relate to others.” The Directness behavior measures HOW the strength of this individual's direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others. Higher intensity scores identify a willingness to make and defend tough and even unpopular decisions while Lower intensity scores will identify an inclination to search for a more socially interactive, popular and accommodating solution.

7. The Sociable Behavior (I/D) [Moderate Intensity]



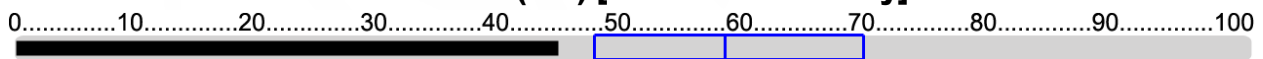
“How this individual's need for social interaction is impacted by their assertiveness and desire for immediate results.” The Sociable behavior measures HOW the strength of this individual's preference for cordial social interaction and people connection is influenced by their need for immediate results. Higher intensity scores reflect an emphasis on seeking, building and sustaining personal relationships while Lower intensity scores reflect a much stronger competitive “result now” focus with less effort on accommodation and building relationships.

8. The People Interaction Behavior (S/I) [Moderate Intensity]



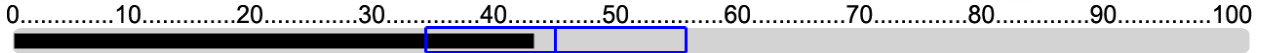
“How this individual's need for a steady pace and exercise of patience is impacted by their desire to connect and engage in social interaction.” The People Interaction behavior measures HOW the strength of this individual's degree of patience and preferred activity level are influenced by the strength of their extroversion and a desire to socially interact and accommodate others. Higher intensity scores will display a great deal of care and consideration when crafting the words and deeds that impact others while Lower intensity scores will reflect a freewheeling and confident belief that most if not all interactive social situations can be handled “on the fly.”

9. The Accommodation Behavior (S/D) [Moderate Intensity]



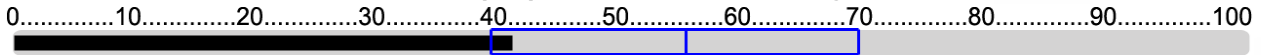
“How this individual's need to operate at a steady pace and innate degree of patience is impacted by their need for immediate results.” The accommodation behavior measures HOW the strength of this individual's level of patience and activity level are influenced by the strength of their desire to lead, command and direct activities focused on immediate results and solutions. Higher intensity scores reflect a willingness to consider, accommodate and support alternative solutions and ideas while Lower intensity scores reflect a propensity to make difficult decisions, remain firm in supporting and defending them sustained by a strong focus on achieving immediate results and accomplishing assigned goals.

10. The Individualistic Behavior (D/C) [Moderate Intensity]



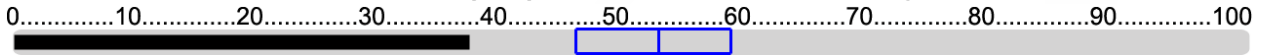
“How this individual's “results now” assertiveness is impacted by their desire to be accurate, analytical and structured.” The Individualistic behavior measures HOW the strength of this individual’s direct, assertive and “results now focus” is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives. Higher intensity scores will not likely be deterred by potential restraints or established policies especially if they are perceived to impede immediate results while Lower intensity scores will favor strong and precise compliance and adherence to established structure, rules, policy and procedures.

11. The Self-Assured Behavior (I/C) [Moderate Intensity]



“How this individual's people oriented extroversion is impacted by their need for accuracy and structure.” The Self-Assured behavior measures HOW the strength of this individual's extroversion and desire for personal connection with others is influenced by their need for structure, detail, and accurate evidence prior to taking action. Higher intensity scores can sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning while Lower intensity scores reflect a cautious and conscientious approach that seeks to take actions that are supported by reliable tactics, trusted data and past successes.

12. The Persistence Behavior (S/C) [Low Moderate Intensity]



“How this individual's need for pace and patience is impacted by their need for accuracy, precision and planning.” The Persistence behavior measures HOW the strength of this individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure. Higher intensity scores reflect an emphasis on supporting planned group and team efforts while Lower intensity scores reflect a need to follow established policies and procedures even if it requires running counter to the team's direction that may be advocating alternative or even potentially risky actions.

Intensity Scoring Legend - DISC Style intensity is a measure of how you will likely display the specific behavior when interacting and communicating with others.

- **Low Intensity** - indicates the **absence** of this behavior in **most** situations
- **Low Moderate Intensity** - **sometimes** observable
- **Moderate Intensity** - the behavior is **flexible** and **may or may not** become observable
- **High Moderate** - **frequently** observable
- **High Intensity** - **clearly** observable

Notes

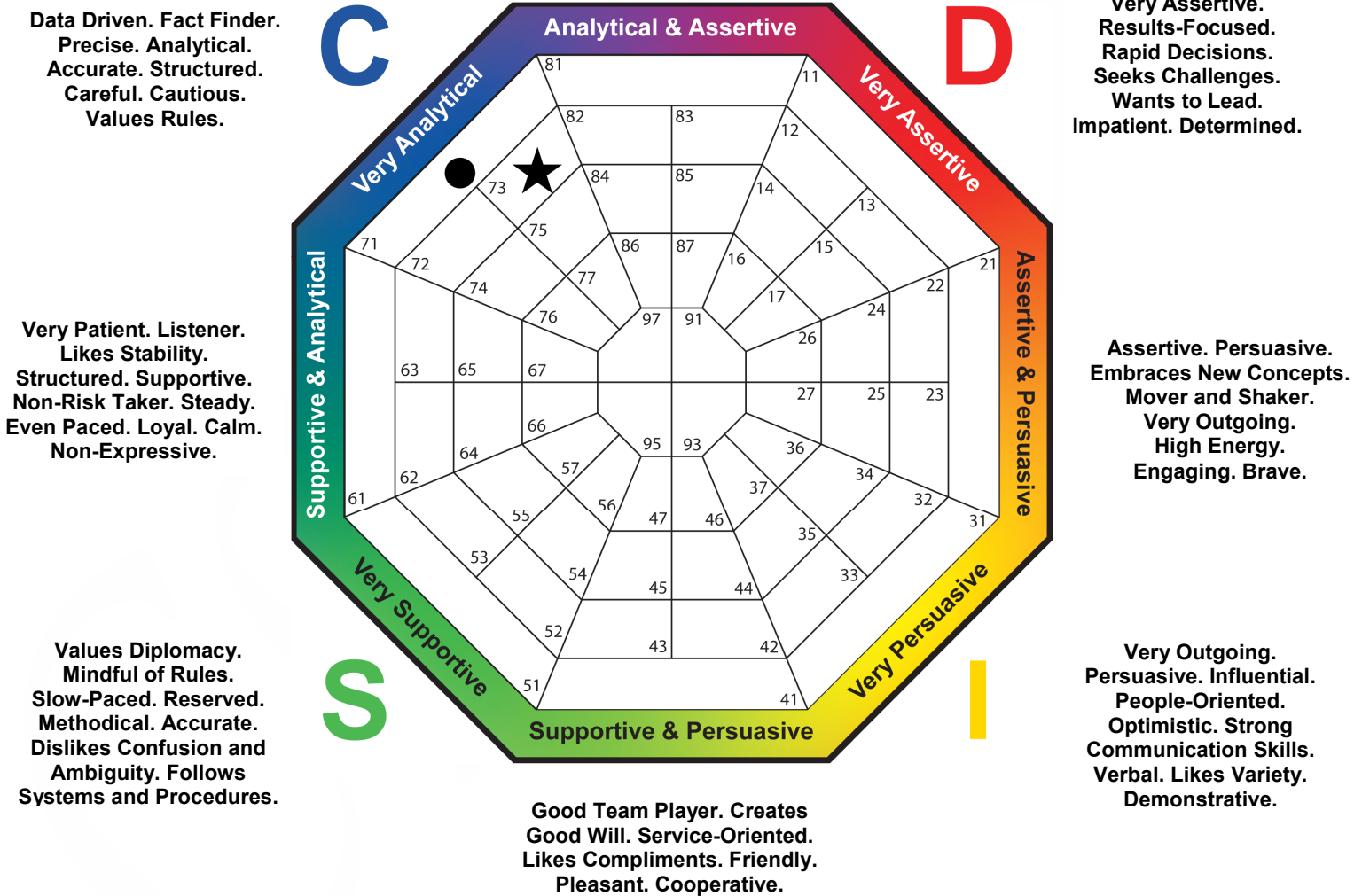
BEHAVIORAL PATTERN VIEW (BPV)

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. Plotting points on the **outer edges** of the diamond identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the diamond two and eventually three traits combine to temper the intensity of your style descriptors within a specific behavioral zone.

THE SCORING LEGEND

- D** → **Dominance:** How you deal with **Problems**
- I** → **Influence/Extroversion:** How you deal with **Others**
- S** → **Steadiness/Patience:** How you deal with your Activity Level (**Pace**)
- C** → **Conscientious/Compliance/Structure:** How you deal with **Rules** as well as your focus on **Details, Accuracy and Precision**

Efficient. Analytical. Organized.
Factual. Practical. Innovative.
"Consequences of Actions" Awareness.



PART II: APPLICATION OF DISC STYLES

Understanding your own behavioral style is the first step to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. The remainder of your report explains these practical applications.

To really begin to use the power of behavioral styles, Susan, invest time and practice in knowing how to apply the DISC concept and your knowledge to people and situations. Remember, **people want to be treated** according to **their** own behavioral style and communication preferences, **not yours!**

THIS APPLICATION SECTION INCLUDES:

- Overview of the Four Basic DISCstyles (Pgs. 24-25)
- How to Identify Another Person's Behavioral Style (Pg. 26)
- What is Behavioral Adaptability (Pg. 28)
- How to Modify Directness/Openness (Pg. 29)
- Tension Among the Styles (Pgs. 30-32)
- How to Adapt to the Different Behavioral Styles (Pgs. 33-34)

This section will help you understand how to be more effective in relationships and situations. Good relationships can be enhanced and challenging relationships can become easier and more effective.

After reviewing the information, select a relationship in which things have not gone as smoothly as you would have liked. Make a commitment to gain an understanding of the other person's behavioral style and take steps to adapt your behavior to improve the relationship.

Here's how:

(The bolded section titles referenced in the following steps have the location indicated by page numbers above)

1. Identify the behavioral style of the other person using the **How to Identify Another Person's Behavioral Style** section. You can read about their style in **Overview of the Four Basic DISCstyles**. The section on **What Is Behavioral Adaptability** provides insight for adaptability, what it is not, and why it is so important to all your relationships.
2. Once you know the other person's style and preferences for directness and openness, you can use the **How to Modify Your Directness and Openness** section to adjust these areas when interacting with this individual. You will be amazed at the difference.
3. To further understand the tension that may exist in the relationship, you can refer to the **Tension Among the Styles** section and complete the **Tension Among the Styles Worksheet**. Being aware of the differences in preferences in pace and priority, you can adapt accordingly. This will make a big difference in those tension-filled relationships.
4. The last section, **How to Adapt to the Different Behavioral Styles**, gives you suggestions for effective interactions with each of the four basic styles.

OVERVIEW OF THE FOUR BASIC DISCSTYLES

Below is a chart to help you understand some of the characteristics of each of the four DISC styles, so you can interact with each style more effectively. These behavioral tendencies are indicative of those with the **High or Pure D, I, S, or C Styles**. Tendencies are tempered by the blending of other styles, which changes the intensity of the behavior. Knowing the tendencies is quite useful in describing how a person is likely to behave, and how the person is likely to be perceived in a given environment.

	HIGH DOMINATE STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
PACE	Fast Decisive	Fast Spontaneous	Slow Relaxed	Slow Systematic
PRIORITY	Goal	People	Relationship	Task
SEEKS	Productivity Control	Participation Applause	Acceptance	Accuracy Precision
STRENGTHS	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemizing Orchestration
GROWTH AREAS	Impatient Insensitive Poor listener	Inattentive to detail Short attention span Low follow-through	Oversensitive Slow to start Lacks full perspective	Perfectionist Critical Unresponsive
FEARS	Being taken advantage of	Loss of social recognition	Sudden changes Instability	Personal criticism of their work efforts
IRRITATIONS	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
UNDER STRESS MAY BECOME	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
GAINS SECURITY THROUGH	Control Leadership	Playfulness Others' approval	Friendship Cooperation	Preparation Thoroughness
MEASURES PERSONAL WORTH BY	Impact, Results Track records and material	Acknowledgments Applause Compliments	Compatibility Depth of contribution	Precision Accuracy Quality of results
WORKPLACE	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured

DISCOVER YOUR BLUEPRINT FOR SUCCESS...

Learn the “how” of your life: How you walk, talk, shop, drive, work and play.

The DISC concept is the understanding of yourself and others. The basic DISC is easy to learn, understand, remember and apply.

C Style Descriptive Words

Correct
Careful
Cognitive
Cautious
Competent
Calculating
Critical Thinker
Compliant
Concerned

D Style Descriptive Words

Doer
Driving
Defiant
Demanding
Determined
Dictatorial
Dogmatic
Directing
Decision Maker

S Style Descriptive Words

Steady
Stable
Systematized
Supportive
Submissive
Status Quo
Sentimental
Steadfast
Security Conscious
Self-protective

I Style Descriptive Words

Inspirational
Influencing
Inducing
Impressive
Interesting
Impressionable
Important
Interactive
Impetuous
Impulsive

While everyone has strengths for effectiveness, everyone also has limitations. People with **similar** styles are likely to detect, recognize, and even appreciate the similar traits in each other and use **complimentary words** to describe the traits of the other person.

However, as people interact with people having **opposite styles**, they are likely to use less flattering words to describe one another. In fact, because opposite styles are different, what could be a positive trait is **perceived by the opposite styles as a much more negative trait**. For example:

POSSIBLE PERCEPTIONS OF THE STYLES

- D** Directs too much
- I** Talks too much
- S** Agrees too much
- C** Questions too much

THE LESSON? DIFFERENT DOESN'T MEAN WRONG, IT JUST MEANS DIFFERENT.

*Much of the vitality in compatibility lies in the acceptance of differences,
not simply in the enjoyment of similarities.*

HOW TO IDENTIFY ANOTHER PERSON'S BEHAVIORAL STYLE

How do you quickly and accurately identify the four behavioral styles to practice adaptability? You do this by focusing on two areas of behavior: **DIRECTNESS** and **OPENNESS**.

Notice the **vertical line** splitting the diamond in half:

The **D** and **I** are positioned to the **right of the vertical line**.

The **C** and **S** are to the **left of the vertical line**.

Notice the **horizontal line** splitting the diamond in half.

The **C** and **D** are positioned **above the horizontal line**.

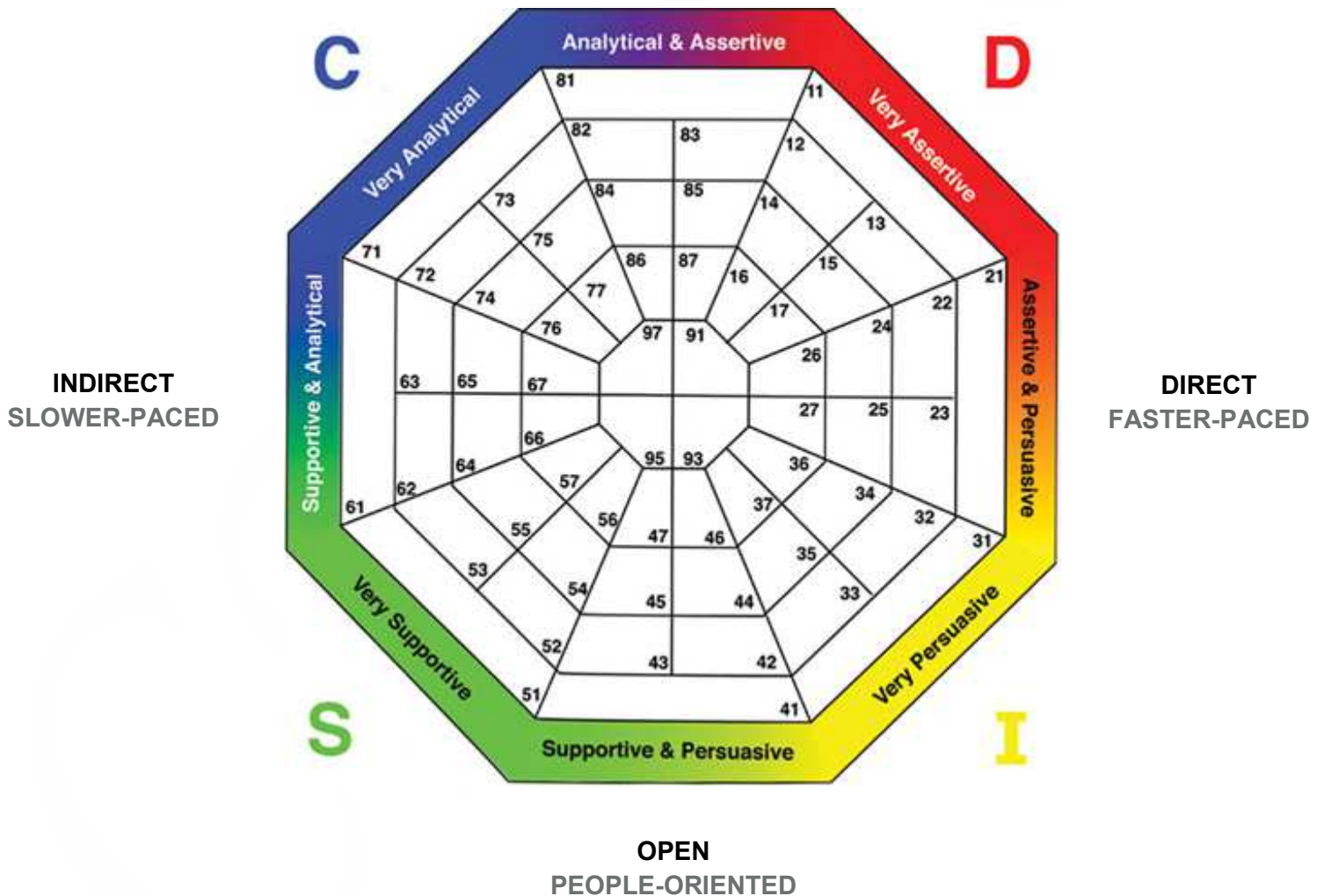
The **S** and **I** are **below the horizontal line**.

The crossing of the vertical and horizontal lines create the four DISC quadrants.

The Whole Picture

GUARDED

TASK-ORIENTED

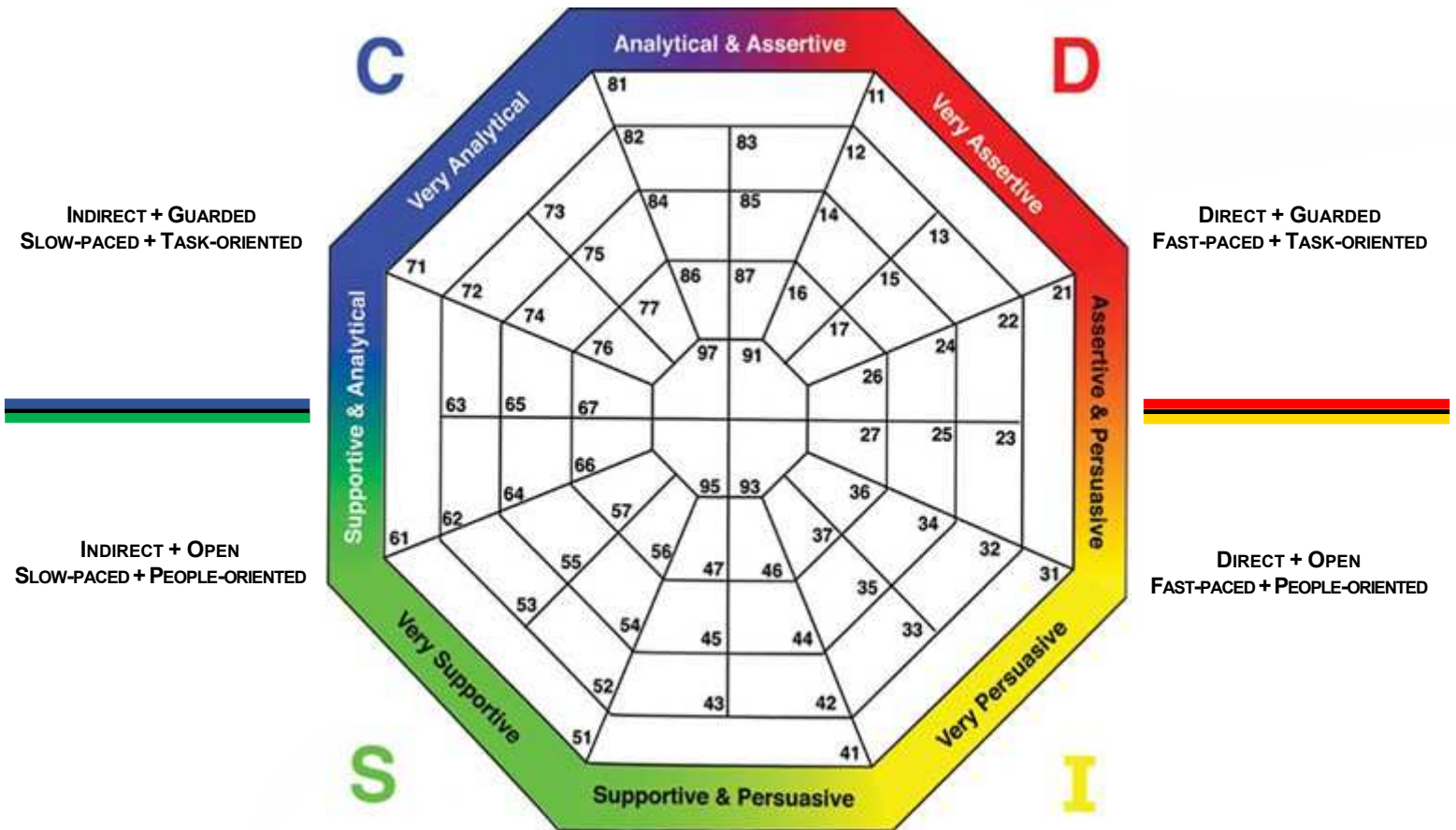


To quickly identify the styles of others, ask yourself the questions on the following page.

RECOGNIZING ANOTHER PERSON’S BEHAVIORAL STYLE

TWO POWER QUESTIONS:

1. Is the person **DIRECT (FAST-PACED)** or **INDIRECT (SLOW-PACED)**?
Direct styles plot on the right. Indirect styles plot on the left.
2. Is the person **GUARDED (TASK-ORIENTED)** or **OPEN (PEOPLE-ORIENTED)**?
Open styles plot on the bottom. Guarded styles plot on the top.



When we integrate both the natural tendency to be either **DIRECT** or **INDIRECT** with the natural tendency to be either **GUARDED** or **OPEN** it forms the foundation and the basis for plotting each of the four different behavioral styles:

- D** → Individuals who typically exhibit *direct & guarded behaviors* define the **Dominant Styles**
- I** → Individuals who exhibit *direct & open behaviors* define the **Influence/Extroverted Styles**.
- S** → Individuals who exhibit *indirect & open behaviors* define the **Steadiness/Patient Styles**.
- C** → Individuals who exhibit *indirect & guarded behaviors* define the **Conscientious/Compliant Styles**.

The behavioral intensity of the traits is shown in the D, I, S, or C quadrant. The plotting points towards the outside edge of the diamond reflect **MORE INTENSITY** and those plotting closer to the center reflect a **DECREASED INTENSITY LEVEL** from **MODERATE** to **LOW INTENSITY** of the characteristics related to the plotting quadrant.

WHAT IS BEHAVIORAL ADAPTABILITY?

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

No one style is naturally more adaptable than another. For any situation, the strategic adjustments each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person, and not so with others. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow.

Adaptability is how you manage your behavior.

You practice adaptability each time you slow down for a **C** or **S** style; or when you move a bit faster for the **D** or **I** styles. It occurs when the **D** or **C** styles take the time to build the relationship with an **S** or **I** style; or when the **I** or **S** styles focus on facts or get right to the point with **D** or **C** styles. It means adjusting your own behavior to make other people feel more at ease with you and the situation.

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

Adaptability is important to all successful relationships.

People often adopt a different style in their professional lives than they do in their social and personal lives. We tend to be more adaptable at work and less adaptable at home and with people we know well.

Adaptability at its extreme could make you appear wishy-washy, insincere and hypocritical. **A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency.** There is the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you are able to gain rapport with others. At the other end of the continuum, no adaptability would cause others to view a person as rigid and uncompromising because the person insists on behaving according to his/her own natural pace and priority.

Realize that it takes energy to adapt; to act in a way that is not natural. Adapting for a specific job description for 8 hours a day and for 40 hours a week can be exhausting.

Effectively adaptable people meet other peoples' needs. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or, when the situation calls for them to totally adapt to the other person's behavioral style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win; **tactful, reasonable, understanding, and non-judgmental.**

Sample, your adaptability level influences how others judge their relationship with you. **Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down.** This is valuable knowledge, especially for a **job interview!** Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations.

With adaptability you can treat other people the way *they* want to be treated.

HOW TO MODIFY YOUR DIRECTNESS AND OPENNESS

In some interpersonal situations, you will only be able to identify another person's **directness** (pace) or **openness** (people or task), **but not both**. In these situations, you need to know how to practice adaptability one behavioral dimension at a time. With that in mind, let's look at what you can do to **modify your level of Directness or Openness** (below) before looking at the specific guidelines for being more adaptable with each of the four styles. (Pgs. 33-34)

DIRECTNESS (Fast or Slow Pace)

TO INCREASE:

- Speak, move and make decisions faster
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong and confident voice
- Challenge and tactfully disagree
- Face conflict openly, but don't clash with the person
- Increase your eye contact

TO DECREASE:

- Talk, walk and make decisions more slowly
- Seek and acknowledge others' opinions
- Share decision-making
- Be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging or acting pushy
- When disagreeing, choose words carefully

OPENNESS (People-Focused or Task-Oriented)

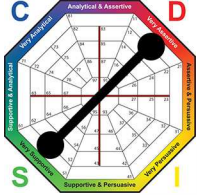
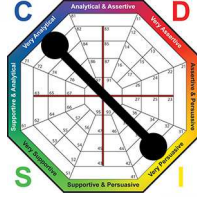
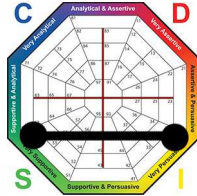
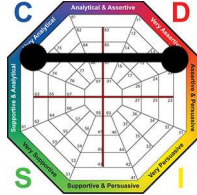
TO INCREASE:

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal complements
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

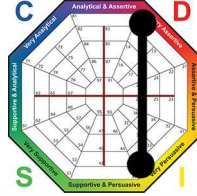
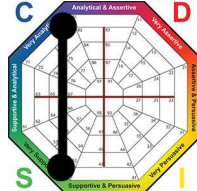
TO DECREASE:

- Get right to the task; the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use business-like language

TENSION AMONG THE STYLES

Potential Tensions/Disconnects	Plot Points Example
<p>Double Tensions of Patience versus Urgency PLUS People versus Task:</p> <p><i>Pattern 1:</i> The High S's preferred Patient & Slower Pace with a Primary Focus on People can conflict with the High D's Sense of Urgency and Focus on Tasks and Results and "Do It Now" traits.</p>	 <p>High S + High D (Lower Left vs. Upper Right Quadrant)</p>
<p>Double Tensions of Patience versus Urgency PLUS People versus Task:</p> <p><i>Pattern 2:</i> The High C's lack of Urgency with a Primary Focus on Tasks and Results can conflict with the High I's higher Urgency with a Primary Focus on People.</p>	 <p>High C + High I (Upper Left vs. Lower Right Quadrant)</p>
<p>Patience versus Urgency Tensions:</p> <p>The High S's innate Patience can conflict with the High I's Sense of Urgency.</p>	 <p>High S + High I (Lower Left vs. Lower Right Quadrant)</p>
<p>Patience versus Urgency Tensions:</p> <p>The High C's focus on exercising Patience to assure Accuracy and Avoid Errors can conflict with the High D's Focus on Quick Results; their "Do It Now Solutions" and "Jump into Action" style.</p>	 <p>High C + High D (Upper Left vs. Upper Right Quadrant)</p>

TENSION AMONG THE STYLES (Continued)

Potential Tension(s)/Disconnects	Plot Points
<p>People versus Tasks Tensions:</p> <p>The High D's focus on Results, Tasks and Action can conflict with the High I's Focus on People, Feelings and Sociable Correctness.</p>	 <p>High D + High I (Upper Right vs. Lower Right Quadrant)</p>
<p>People versus Tasks Tensions:</p> <p>The High C's focus on Data, Analysis, Accuracy and Precision can conflict with the High S's Focus on People, Teamwork, Personal Connection and a Feeling of Family.</p>	 <p>High C + High S (Upper Left vs. Lower Left Quadrant)</p>

Notes

TENSION AMONG THE STYLES WORKSHEET

Everyone has a few tension-filled relationships. Even those for whom you have the highest regard and/or loving feelings, it sometimes seems that no matter what you do, your interactions can become stressful. If this is behavioral related, remembering to **treat others the way they want to be treated** will be helpful.

Use this worksheet to gain insight on how to improve a relationship. You may discuss with the other person what you can do to ease the tension.

First, refer to the section on **How to Identify Another Person's Style** on pages 26-27 and determine the person's primary behavioral style. Refer to the **Overview of the Four Basic DISCstyles** on page 24 and the **Tension Models** on pages 30-31 to identify the pace and priority preferences. Next, see which preferences are different than yours and note the strategy you will take to modify your behavior. If both preferences are the same as yours, then determine where you will allow the other person's needs to be placed above yours.

For example, if you are a High I with fast-pace and people-oriented preferences and the other person is as well, you might let the person have the center stage in times when it is not as important for you. A little give and take will go a long way.

<p>Susan Sample</p> <p>My Style: C</p> <p>My Pace:</p> <p>My Priority:</p>	<p>RELATIONSHIP</p> <p>Name: John Doe</p> <p>Style: High I</p> <p>Pace: Faster-paced</p> <p>Priority: People-oriented</p> <p>Difference: Pace and Priority</p> <p>Strategy: Be more personable, social, upbeat, and faster-paced with John</p>
--------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

RELATIONSHIP 1

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

RELATIONSHIP 2

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

Consider investing in the **DISCstyles Mini Report** as a gift for the person or people you want to understand better through quality relationship strategies.

HOW TO ADAPT TO THE **DOMINANT** STYLE

They are time-sensitive; so don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure; all on a single page.

The Dominant Styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the D Style call the shots. If you disagree, argue with facts, not feelings. In groups, allow them to have their say because they are not the type who will take a back seat to others.

With the Dominant Style, in general, be efficient and competent.

AT WORK, 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

IN SOCIAL SETTINGS...

- 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

HOW TO ADAPT TO THE **INFLUENCING** STYLE

The Influencing Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them.

The I Styles are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.

With the Influencing Styles, in general, be interested in them.

AT WORK, HELP THEM TO...

- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice
- Focus on a positive, upbeat and warm approach

IN SOCIAL SETTINGS...

- 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

HOW TO ADAPT TO THE **STEADY** STYLE

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. The S Styles don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a Steady Style into a corner.

With the Steady Style, in general, be non-threatening and sincere.

AT WORK, HELP THEM TO...

- Utilize shortcuts and discard unnecessary steps
- Avoid doing things the same; Realize there is more than one approach
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings
- Modify their tendency to automatically do what others tell them
- Get and accept credit and praise, when appropriate

IN SOCIAL SETTINGS...

- Communicate with focus on a slower-paced and steady approach
- Avoid arguments and conflict; Respond sensitively and sensibly
- Privately acknowledge them with specific and believable compliments
- Allow them to follow through on what they're doing
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and minimum of change

HOW TO ADAPT TO THE **CONSCIENTIOUS** STYLE

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented; so don't expect to become their friend quickly. Friendship may develop later, but, unlike the Influencing Styles, it is not a prerequisite.

Support the Conscientious Styles in their organized thoughtful approach to problem solving. Be logical, well prepared and exact with them. Give them time to make decisions and work independently. Allow them to share details. Do not expect the C Styles to be leaders or outspoken contributors, but do rely on them to conduct research, crunch numbers, and perform detailed footwork for the group. Set guidelines and exact deadlines. They like to be complimented on their brainpower, so recognize their contributions.

With the C Styles, be thorough, well prepared, detail-oriented, business-like, and patient.

AT WORK, 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 work with both interaction and tasks
- Listen to their concerns, reasoning and suggestions

IN SOCIAL SETTINGS...

- Respond formally and politely
- Negative discussions are OK, provided they are not personally directed
- Privately acknowledge them about their thinking
- Solicit their insights and suggestions
- Show them by what you do, not what you say

SO NOW WHAT?

Susan, your report is filled with information about your style and each of the four primary behavioral styles. You now have an understanding and awareness of the four DISC styles.

There are many suggestions in the application section of this report for you to use this behavioral style and communication preference information. Do the exercises if you have not yet done so.

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

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

The information about your style preferences should be used for your total career management and continued personal and professional development:

Showcase your Interpersonal Strengths in your Résumé and Cover Letters

Interview Preparation and Skills

Interview Portfolio Content

Interview "Leave-Behinds"

Brand Message

Professional Bio (Social Networking)

Job Search Strategies and Campaigns

Time Management

Career Transition

Educational Planning

Sales Training

Professional Development and Leadership Education

Harmony in the Work Place

Team Building

Relationship Strategies

Hiring / Selection / Placement / Strategic Positioning

And MORE!

*Be sure to ask us how we can continue to help with your
Career Management and your Relationship Strategies.*

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