DISC Collaboration

An Evaluation of Behavioral Style Comparisons

Report Comparing: **Dave Sample and Sue Sample**

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Hiring Solutions LLC

Occupational Assessments to support Selection, Coaching, Training, and Development

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Overview of the four basic DISC styles

Dave, below is an overview chart to help you better understand some of the characteristics of each of the Four Basic DISC Styles, so you can interact with Sue and other DISC styles more effectively. DISC is quite useful in describing how a person behaves and is perceived in personal, social and work environments.

|	HIGH DOMINANT STYLE		HIGH INFLUENCING STYLE		HIGH STEADY STYLE		HIGH CONSCIENTIOUS STYLE
PACE	Faster/Decisive		Faster/Spontaneous		Slower/Relaxed		Slower/Systematic
PRIORITY	Challenges		Attention		Relationships		Correctness
SEEKS	Productivity Control		Participation Applause		Acceptance Status Quo		Data And Proof Precision
STRENGTHS	Administration Leadership Problem Solver		Persuasive Motivator Optimistic		Good Listener Team Player Loyalty		Critical Thinker Accuracy Planning
STRUGGLES	Impatient Lacks Tact Poor Listener		Inattentive To Detail Short Attention Span Impulsive		Oversensitive Resists Change Slow To Act		Perfectionist Critical Unresponsive
FEARS	Being Taken Advantage Of		Loss Of Social Recognition		Little Time To Adjust To Change		Personal Criticism Of Their Work Efforts
CONVERSATIONS	Short, Fast, Abrupt		Spontaneous, Upbeat		Supportive, Friendly		Systematic, Nonverbal
UNDER STRESS MAY BECOME	Demanding Aggressive		Excitable Disorganized		Submissive Indecisive		Withdrawn Critical
PLANNING	Achieving The Plan		Promoting The Plan		Implementing The Plan		Structuring The Plan
VOICE	Strong, Clear Confident		Animated, Friendly, Much Inflection		Soft, Lower Volume, Warm		Monotone, Quiet, Precise
WORKPLACE	Efficient Stacks Of Papers Plaques & Awards		Messy Desk Photos & Sayings Many Post-Its		Comfortable Family Photos Team Awards		Stark & Structured Wall Charts/Calendar Latest Technology

DISC scores of Dave and Sue

This DISC Collaboration Report shows how Dave and Sue interact with each other in order to help them develop a better working relationship. Their DISC behavioral style is only one aspect within a working relationship, but it is one of the most crucial elements, as it defines how they interact and communicate with each other.
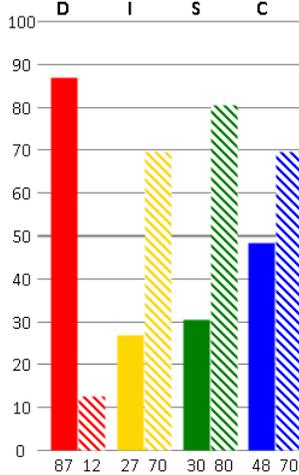
Dave Sample
- ● = Natural Behavioral Style
- ★ = Adapted Behavioral Style
- ▌ = Bar Graph

Sue Sample
- ● = Natural Behavioral Style
- ★ = Adapted Behavioral Style
- ▨ = Bar Graph
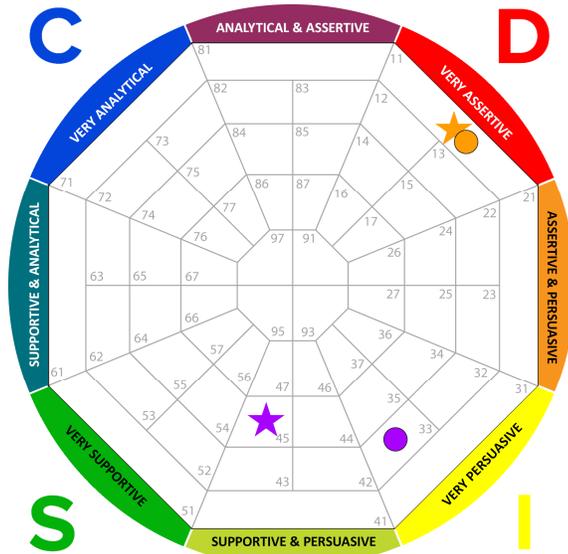
Adapted Style - Graph I

D	I	S	C
87	27	30	48
12	70	80	70

Natural Style - Graph II

D	I	S	C
98	41	34	30
27	98	58	30
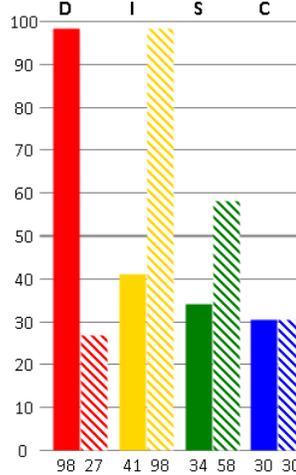
Classical DISC style overview

The behaviors of Dave and Sue displayed on this page are a combination of the influence of each of the four major DISC factors. Typically, each person will have one or two (most often) of the DISC factors that are prominently displayed. What follows is a description of the classic workplace patterns along with some insights into how Dave and Sue typically functions in their day-to-day interpersonal dynamics. Their style is a baseline indicator that likely will be adapted by Dave and Sue based upon the interpersonal dynamic of their relationship.

Dave Sample's DISC style: **Producer**

Producer Style Overview

Producers follow their own path and will seek new projects and challenges. They are self reliant and like to solve their issues without asking for help. This independence fosters innovation that is strongly advocated to others. Being in control is important to them and they can push back if challenged. They have high expectations of others and can be quite critical if expected results lag. They can be seen as uncaring and, at times, difficult to work with.

- **Emotional characteristic**: Will strive to meet their own needs in their own way.
- **Goals**: Finding new opportunities they can tackle and goals to achieve.
- **How others are valued**: Based upon ability to create workable solutions that meet the Producer's 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.
- **"Watch-out-for"**: Can appear overly controlling of others and outcomes in order to support and meet their own personal agendas.
- **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.

Sue Sample's DISC style: **Coach**

Coach Style Overview

Coaches are adept at solving "people problems." They are seen as warm, empathetic and insightful. They like to form extended personal relationships and often develop a reputation for unobtrusive, contributory efforts when working with others. They can become too lenient with marginal contributors and tend to be too mild when issuing corrections, directions and expectations.

- **Emotional characteristic**: Wants to be seen as warm and open by others.
- **Goals**: Building personal connections and positive feelings.
- **How others are valued**: Favorable recognition of others; finds the basic decency in them.
- **Influences group**: Through personal relationships and being open to others' ideas, problems and needs.
- **Value to the organization**: Will bring stability to group efforts with predictable actions and will possess good listening skills.
- **"Watch-out-for"**: Can become too tolerant and may avoid needed direct confrontations.
- **When under pressure**: Can become too accommodating, trusting and sharing too much with others.
- **Fears**: Having to pressure others or being seen or blamed as the source of pain or problems by others.

Strengths of Dave versus strengths of Sue

Dave and Sue likely display the strengths below rather consistently. For the most part, these qualities tend to enhance their interpersonal effectiveness. The big question is – how can Dave & Sue best utilize their strengths when working together?

Dave's strengths:

- You value perseverance and rarely give up.
- You are self-reliant, with the ability and innovation to blaze new trails.
- You bring innovative ideas and solutions.
- You have a strong sense of urgency when it comes to getting things done.
- You ask questions that challenge tradition.
- You deal directly, with an eye on the bottom-line.
- You are a quick and efficient problem solver.

Sue's strengths:

- Your excellent listening style stands as a model for others to observe and follow.
- Your strong optimism helps motivate the team toward their goals.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- You are able to reach goals by working with and supporting the efforts of others on the team.
- You work hard to achieve the team's goals and objectives.
- You bring a high "sincerity factor" to the team climate.
- You are able to build positive relationships with internal and external stakeholders.

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Work style tendencies

Work Style Preferences provide useful insights as Dave and Sue work together on a team or project. They are the talents and tendencies they each bring to the job. How do their work style tendencies mesh or clash?

Dave's work style tendencies:

- You set high goals for yourself and others.
- You are not easily influenced by the group, or by the constraints of organizational protocol.
- You like to generate new ideas, allowing others work on the details of a project.
- You may be critical of established procedures and methods.
- You desire authority equal to your responsibility.
- You are very self-reliant, always looking to find your own solutions.
- You tend to rely more heavily on your own evaluations and decisions, than on the input of others.

Sue's work style tendencies:

- You persuade others in the organization by demonstrating personal competence, and encourage others with a sense of optimism.
- You tend to be modest, but also have the ability to become assertive when necessary for emphasis.
- You have a large base of knowledge, and a continuing appetite to learn more and seek expertise in specialized subjects.
- You are articulate about many different topics and issues.
- You are able to express a sense of humor, while remaining very serious about work tasks and projects, especially when it is necessary to maintain a high degree of quality control.
- You may tend to become vocally disappointed when standards aren't met, or when a project gets delayed.
- You tend to be optimistic -- you demonstrate high personal standards while setting high goals for yourself.

Motivations – Ideal environments

Everybody is motivated; however, they are motivated for their own reasons, not somebody else's reasons. By understanding each other's motivations, Dave and Sue can create an environment where they are most likely to be able to be self-motivated and motivate each other.

Dave tends to be most effective in environments that provide:

- An audience to hear your ideas and solutions.
- A wide sphere of influence and responsibility.
- Removal from routine or repetitive work.
- A cutting-edge, innovative, entrepreneurial atmosphere with lots of latitude to express your ideas.
- Minimum direct supervision.
- Few, if any controls or limitations on your authority.
- Performance appraisals based on the results achieved, not the means or process used.

Sue tends to be most effective in environments that provide:

- Freedom from intensely pressured decisions.
- Close relationships with small groups of associates, rather than superficial relationships with a large group of people.
- Clear areas of responsibility with minimal ambiguities.
- A place relatively free of interpersonal conflict and hostility.
- Established practices, procedures, and protocols.
- A democratic environment with participatory management.
- Appreciation for your long hours and work ethic on tough projects and assignments.

Communication plans

The following suggestions can help Dave and Sue understand and be aware of each other's unique communication preferences. To use this information effectively, share it with each other, as well as with co-workers, and discuss your communication preferences to form a more productive, less stressful working relationship.

When communicating with Dave, DO:

- Be prepared to handle some objections.
- Present your items in a logical way.
- 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.
- When you agree, support the ideas and potential results, rather than supporting the person responsible for the results.
- Get to the point quickly, and don't ramble.

When communicating with Dave, DON'T:

- Forget or lose things necessary for the meeting or project.
- Make decisions for him.
- Let it reflect on him personally when in disagreement.
- Leave loopholes or vague issues hanging in the air.
- Make guarantees and assurances when there is a risk in meeting them.
- Try to develop "too close" a relationship, especially too quickly.
- Engage in rambling discussion, and waste his time.

When communicating with Sue, DO:

- Join in with some name-dropping and talk positively about people and their goals.
- Show sincere interest in her as a person.
- Present your ideas and opinions in a non-threatening way.
- Put the details in writing, but don't plan on discussing them too much.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Be candid, open, and patient.
- Plan to talk about things that support her dreams and goals.

When communicating with Sue, DON'T:

- Be vague or ambiguous.
- Let the discussion with her get caught in dreams too much, otherwise you'll lose time.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Be overly task-oriented.
- Leave the idea or plan without backup support.
- Manipulate or bully her into agreeing.
- Be rude or abrupt in your delivery.

Struggles of Dave versus struggles of Sue

Everyone has possible struggles, limitations or weaknesses. Oftentimes, it is simply an overextension of their strengths that may become a weakness. Dave's and Sue's struggles are listed below. It's best if they read through their list and identify the one or two struggles with which they are having the most difficulty. Then, they can look back at their strengths page and see if they have a strength that might help a struggle?

Dave's struggles:

- You may frequently be argumentative when in disagreement.
- You may overuse threats to persuade or motivate others.
- You are sometimes blunt and critical, and you forget about appropriate tact.
- You tend to be a one-way communicator.
- You may tend to overstep your boundaries in assuming authority.
- You can be a selective listener, hearing only what you want to hear.
- You may be very critical and even sarcastic when others don't measure up to your standards.

Sue's struggles:

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

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The 12 integrated DISC style relationships
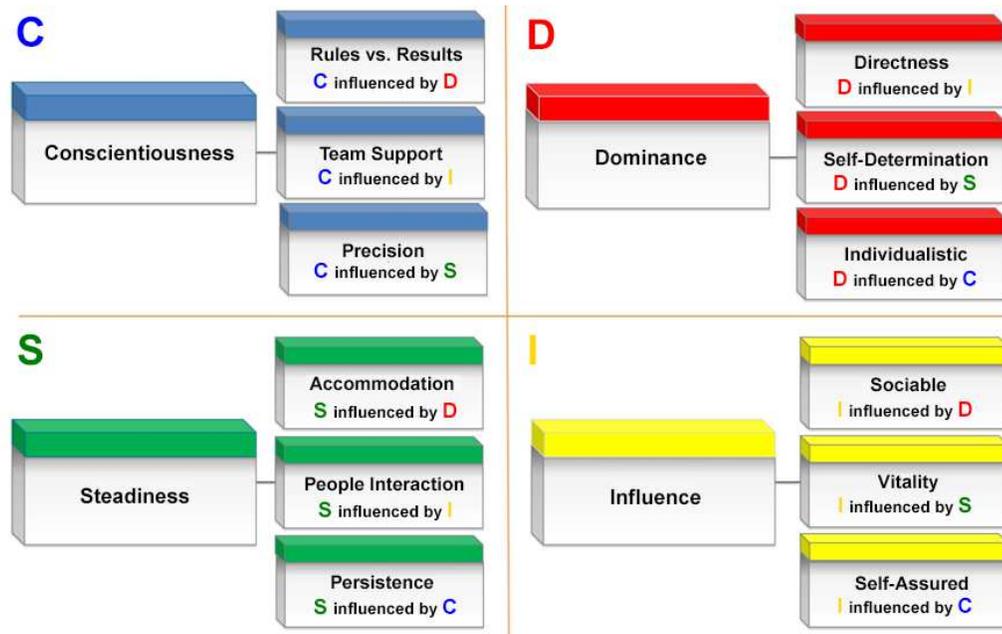
The **Directness Behavior** measures how the strength of an individual's direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others.

The **Self-Determination** behavior measures how the strength of an individual's direct, assertive and "results now" oriented behaviors are influenced by their degree of patience and preferred pace.

The **Individualistic Behavior** measures how the strength of an individual's direct, assertive and "results now focus" is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives.

The **Sociable Behavior** measures how the strength of an individual's preference for cordial social interaction and people connection is influenced by their need for immediate results.

The **Vitality Behavior** measures how the strength of an individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level.

The **Self-Assured Behavior** measures how the strength of an 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.

The **Accommodation Behavior** measures how the strength of an 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.

The **People Interaction Behavior** measures how the strength of an 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.

The **Persistence Behavior** measures how the strength of an individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure.

The **Rules vs. Results Behavior** measures how the strength of an 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.

The **Team Support Behavior** measures how the strength of an individual's desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people.

The **Precision Behavior** measures how the strength of an individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation.

■ **= Dave Sample**

■ **= Sue Sample**

1. The Directness Behavior (D/I)

LOW   HIGH

Lower intensity scores identify an inclination to search for a more socially interactive, popular and accommodating solution.
Higher intensity scores identify a willingness to make and defend tough and even unpopular decisions.

2. The Self-Determination Behavior (D/S)

LOW   HIGH

Lower intensity scores identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.
Higher intensity scores identify a preference toward a more "now oriented pace" that is keyed toward taking actions that achieve immediate results and goals.

3. The Individualistic Behavior (D/C)

LOW   HIGH

Lower intensity scores favor strong and precise compliance and adherence to established structure, rules, policy and procedures.
Higher intensity scores are not deterred by potential restraints or established policies especially if they are perceived to impede immediate results.

4. The Sociable Behavior (I/D)

LOW   HIGH

Lower intensity scores reflect a much stronger competitive "result now" focus with less effort on accommodation and building relationships.
Higher intensity scores reflect an emphasis on seeking, building and sustaining personal relationships.

5. The Vitality Behavior (I/S)

LOW   HIGH

Lower intensity scores reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.
Higher intensity scores reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts.

6. The Self-Assured Behavior (I/C)

LOW   HIGH

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.
Higher intensity scores sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning.

■ = **Dave Sample**

■ = **Sue Sample**

7. The Accommodation Behavior (S/D)
LOW   HIGH

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.
Higher intensity scores reflect a willingness to consider, accommodate and support alternative solutions and ideas.

8. The People Interaction Behavior (S/I)
LOW   HIGH

Lower intensity scores reflect a freewheeling and confident belief that most if not all interactive social situations can be handled "on the fly."
Higher intensity scores display a great deal of care and consideration when crafting the words and deeds that impact others.

9. The Persistence Behavior (S/C)
LOW   HIGH

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.
Higher intensity scores reflect an emphasis on supporting planned group and team efforts.

10. The Rules vs. Results Behavior (C/D)
LOW   HIGH

Lower intensity scores suggest a more direct, immediate "result now" focus that will not likely be restrained by established protocols, procedures and policies.
Higher intensity scores identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols and policies.

11. The Team Support Behavior (C/I)
LOW   HIGH

Lower intensity scores display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.
Higher intensity scores display reliance upon structure, logic, facts and established data, procedures and protocols.

12. The Precision Behavior (C/S)
LOW   HIGH

Lower intensity scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.
Higher intensity scores reflect a desire to operate in a "fail-safe" environment supported by accurate data and through preparation.

So Now What?

This report is filled with information about Dave's and Sue's style and how each, with the in-depth knowledge of each other's behavioral preferences can work better together as a well-oiled team.

There are many suggestions in this report for Dave and Sue to apply these behavioral style tips to improve their working relationship, avoid stressful behaviors and practice conflict resolution, if and when needed.

Don't put this report on a shelf or in a file. It is important to use this information to open up a meaningful dialogue with each other to improve all your relationship. Use this 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 The Platinum Rule®: "Treat others the way THEY want to be treated." You will have much more success in all your relationships, not just with each other!

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