



# DISC Leadership

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## An Evaluation of Behavioral Styles

Report For: **Dave Sample**

Style: **D/D**

Focus: **Work**

Date: **3/4/2014**

**Hiring Solutions LLC** 

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

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# Welcome to the DISCstyles™ Online Report

## INTRODUCTION

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**.

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.

## HOW TO USE THIS REPORT

The DISC report is divided into 3 parts introducing the DISC model, helping you understand your own style, and identifying ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of others.

- **Part I** focuses on understanding each of the DISC styles and identifying characteristics, including the tendencies of each behavioral style
- **Part II** is about understanding yourself and will reveal information about the tendencies that make you unique
- **Part III** examines and explores adaptability and offers actionable recommendations for you and others who interact with you

With this personalized and comprehensive report, DISC gives you tools to help you become a better you - to develop and use more of your natural strengths while recognizing, improving upon, and modifying your limitations. Then, because we can easily see and hear these behaviors, we can quickly and accurately “read” other people and use our knowledge to enhance communication and grow our relationships.

**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.

## Part I Understanding DISC

### BEHAVIORAL STYLES

Historical and contemporary research reveal more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into **four basic categories**.

The DISC styles are **Dominance, Influence, Steadiness, and Conscientious**. There is no “best” style. Each style has its unique strengths and opportunities for continuing improvement and growth.

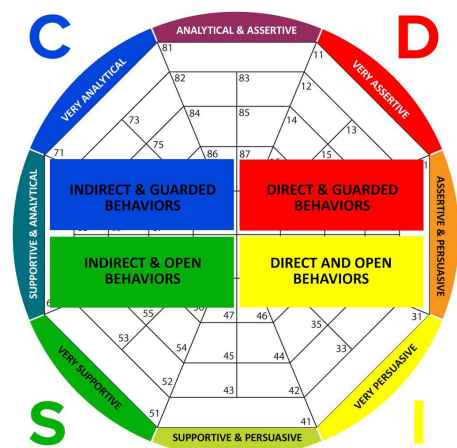
The DISCstyles™ assessment examines external and easily observable behaviors and measures tendencies using scales of **directness** and **openness** that each style exhibits.

### BEHAVIOR DESCRIPTORS OF EACH

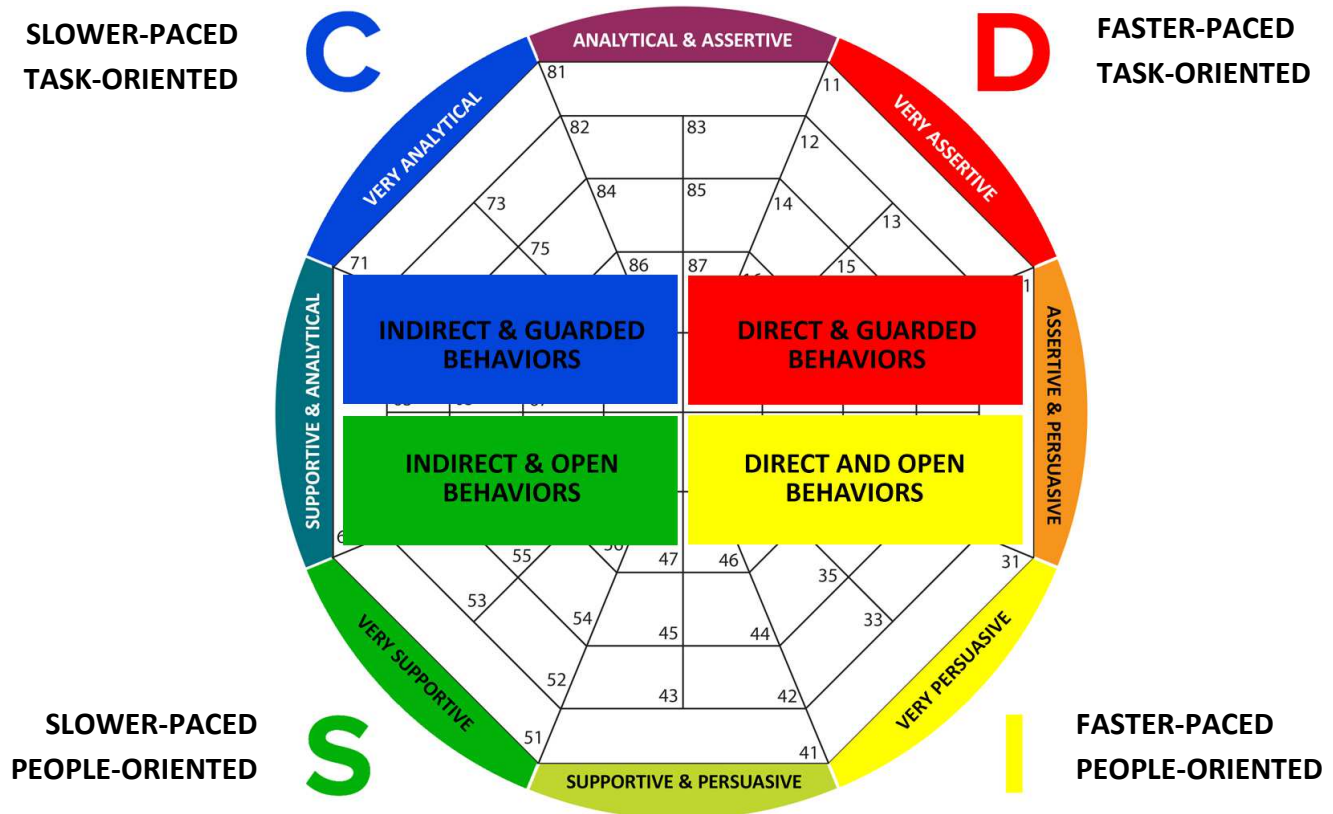
DOMINANCE	INFLUENCE	STEADINESS	CONSCIENTIOUS
Decisive Competitive Daring Direct Innovative Persistent Adventurous Problem Solver Results Oriented	Charming Confident Convincing Enthusiastic Inspiring Optimistic Persuasive Sociable Trusting	Understanding Friendly Good Listener Patient Relaxed Sincere Stable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

### DIRECTNESS AND OPENNESS OF EACH STYLE

STYLE	TENDENCIES
<b>Dominance</b>	Tends to be direct and guarded
<b>Influence</b>	Tends to be direct and open
<b>Steadiness</b>	Tends to be indirect and open
<b>Conscientious</b>	Tends to be indirect and guarded



## PACE AND PRIORITY OF EACH STYLE



**PACE AND PRIORITY** represent two of the main sources of tension between the styles.

- D&C and I&S have different **PACES**: D and I are faster-paced, and S and C are slower-paced.
- D&I and S&C have different **PRIORITIES**: D and C are task-oriented, and I and S are people oriented.
- D&S and I&C have **BOTH PACE AND PRIORITY DIFFERENCES**.

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

## 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.**



## Part II Understanding Yourself

### General Characteristics

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

You are a strong self-starter who shows a high sense of urgency to get things done... now. This is a prominent theme in your response pattern. Of all the behavioral styles, your response pattern tops the list for high urgency. The good news is that you're usually the first to get service, to offer an idea, and usually the first to cross the finish line on projects. The flipside is that some of those who helped you along the way might feel as if they are forgotten. Don't forget to acknowledge those who assisted, as you may require their assistance in the future.

You frequently look for new, better, and more efficient ways of getting things done. Dave, 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 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 are a strong individualist who likes to forge your own path, and to be recognized for your achievements. Your responses to the instrument indicate that you are "field independent" in your operating style. That means that you blaze your own trails, sometimes without seeking much input from others. You may feel a greater sense of internal accomplishment when a success is achieved mostly on your own, without much guidance or assistance.

You are very self-reliant, and prefer to find your own solutions. You score like other independent people who may be considered "movers and shakers." This group tends to think quickly, decide quickly, and create opportunities and solutions where none existed before. All or much of this is done in a completely independent manner. That's a strength, for both you and your organization, as long as that strength is recognized.

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.

Dave, your response pattern on the instrument shows that you set high goals for yourself and others, and expect to meet those goals. This trait comes from your high degree of decisiveness, your sense of urgency, and your risk-taking ability. This combination is somewhat rare, descriptive of someone with high expectations. If someone says it can't be done, your response may be, "Just watch me."

Dave, 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.

## Style Overview

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.

Through this report you have an opportunity to discover (observe and evaluate) your behavioral responses in various environments. You can explore your reactions to a variety of situations and contexts, including the actions and reactions of others, to determine the most effective communication strategy or course of action.

## Your Behavioral Style: Producer

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.

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 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.
- **Cautions:** Can appear overly controlling of others and outcomes in order to support and meet their own personal agendas.
- **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 allows us to predict what will and will not please them which makes for better relationships and a more harmonious and productive workplace! 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 other People, (S)teadiness of Pace, or (C)ompliance to Procedures and Rules. Share more about the specific needs (now maybe habits) that drive you in each area of FOCUS. Is your DISC point at levels 1 and 2? Then your emotions and needs are the opposite of those whose graph is 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
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
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

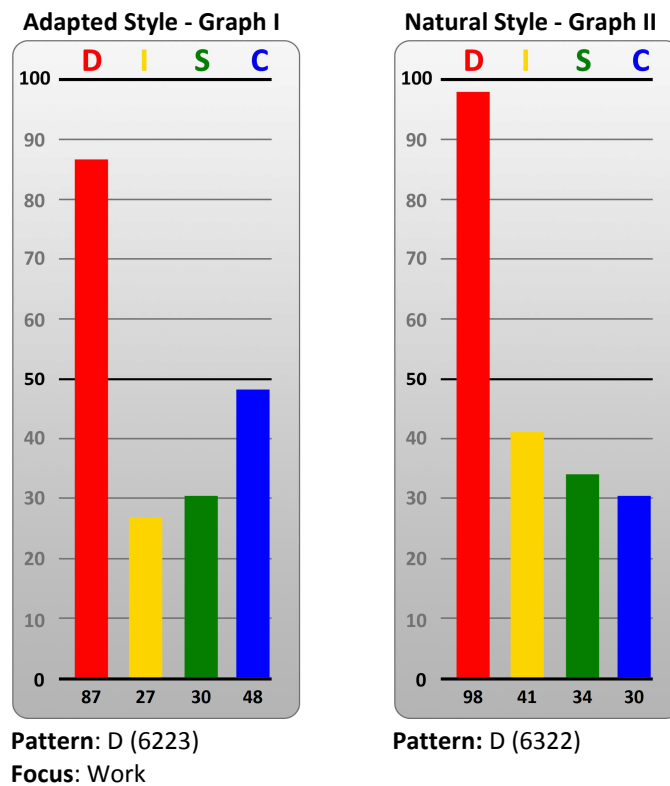
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	D	I	S	C
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## DISCstyles eGraphs for Dave Sample

Your Adapted Style indicates you tend to use the behavioral traits of the D 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 should use in your selected focus** (work, social or family). 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 and motivators**. It is often a better indicator of the “real you” and your “knee jerk”, instinctive behaviors. This is how you act when you feel comfortable in your home environment and are not attempting to impress. 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 if over a long period of time. You are then using behaviors that are not as comfortable or natural for you.

The four-digit numbers (under the graphs) represent your segment numbers in DISC order and dictate the adjectives highlighted on the Word Sketch pages.

The higher or lower each D, I, S, C point is on your graph, the greater or lesser your 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 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 moderate the intensity of your style descriptors within a specific behavioral zone.

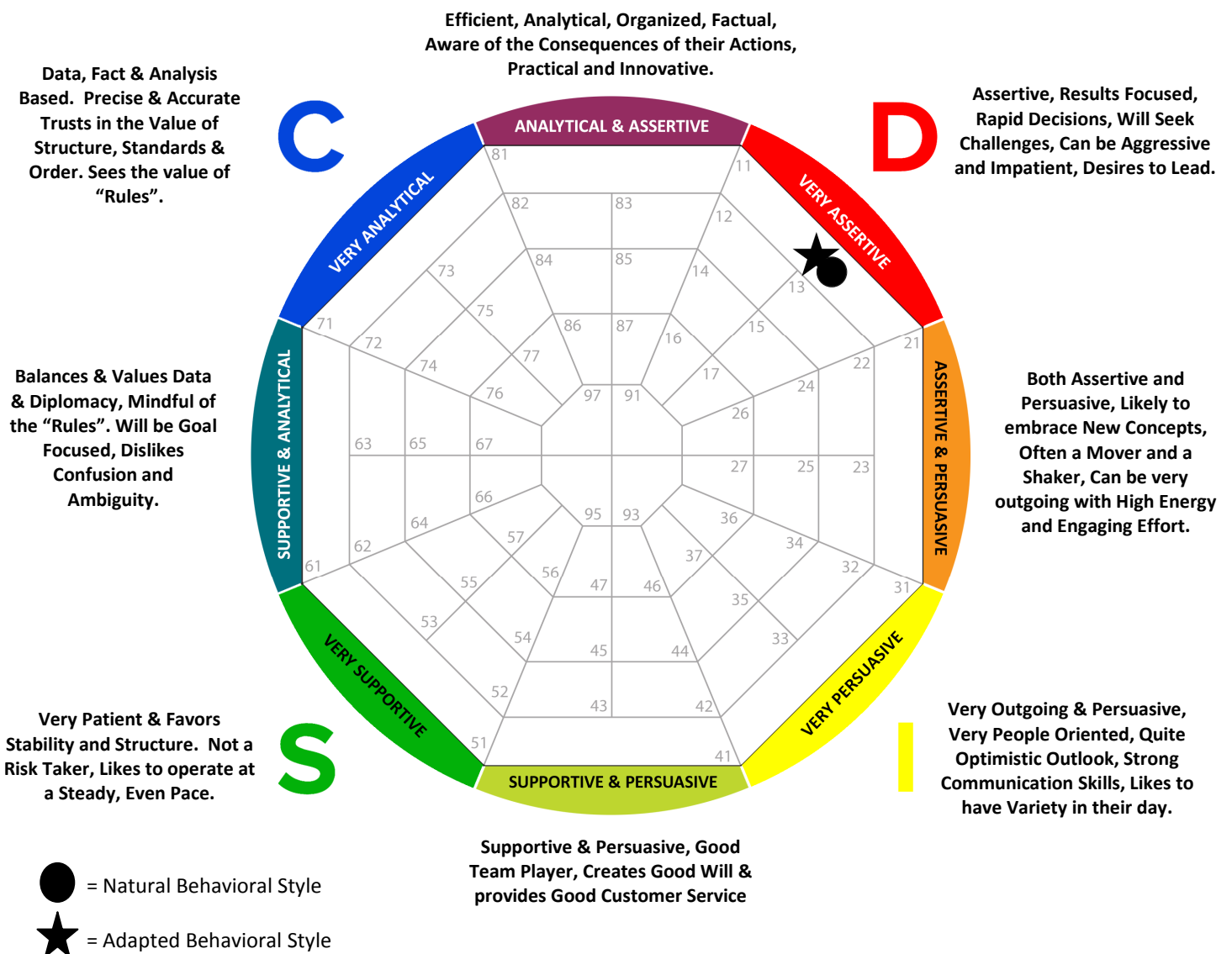
### THE SCORING LEGEND

**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



## 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 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 Dave.
- Let it reflect on Dave 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 Dave's time.

## Your Motivators: 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:**

- Recognition for achievements and competence.
- Having authority equal to your responsibility.
- Opportunities for advancement and career expansion.
- A change-oriented work culture.
- Independence to be able to act on ideas, and to express creativity in solving problems.
- Opportunities to express your ideas and opinions.
- People around you who are efficient in getting things done, and effective in working with people.

### **People With Patterns Like You Tend to Need:**

- To curb intensity in less urgent situations.
- 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.
- To negotiate commitments on a face-to-face basis. This helps maintain clarity and mutual responsibility.
- To be involved and active in making things happen, so as not to become bored with massive amounts of routine work.
- Environments with challenging assignments.
- Straight-forward, direct communication.
- An understanding of your boundaries to keep from overstepping your authority.



## 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 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.

### **Your 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.

### **You Tend 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.

## 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:**

- Confident
- Resourceful
- Assertive
- Competitive

#### **Under Stress, May be Perceived by Others:**

- Arrogant
- Controlling
- Self-centered
- Demanding

#### **Under Stress You Need:**

- Accomplishments
- Control of the situation and themselves
- Tangible evidence of progress

#### **Your Typical Behaviors in Conflict:**

- D's are quite comfortable with conflict, aggression and anger. Many times they may not realize the impact their behavior has on others. In other instances, however, they may consciously choose anger and aggression as a tactical weapon. In any case, they are likely to increase the level of aggression.
- Their anger is directed at the situation and the lack of desired results, not at anyone, personally. However, their outbursts and behaviors may appear to be a personal attack. They tend to react quickly and often may fail to choose their words appropriately.
- Since D's tend to focus on their own results, they may tend to become autocratic in order to get their way.

#### **Strategies to Reduce Conflict and Increase Harmony:**

- Be sure to share the reasoning behind 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 their own energy for the task; however it is likely to have a serious negative effect on many others.
- D's need to include all the people involved with a project in their decision-making process. Ask for their input on a regular basis and take it into consideration. D's can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.

## 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's directness may be a strength in certain environments, but when overextended they may tend to become bossy.*

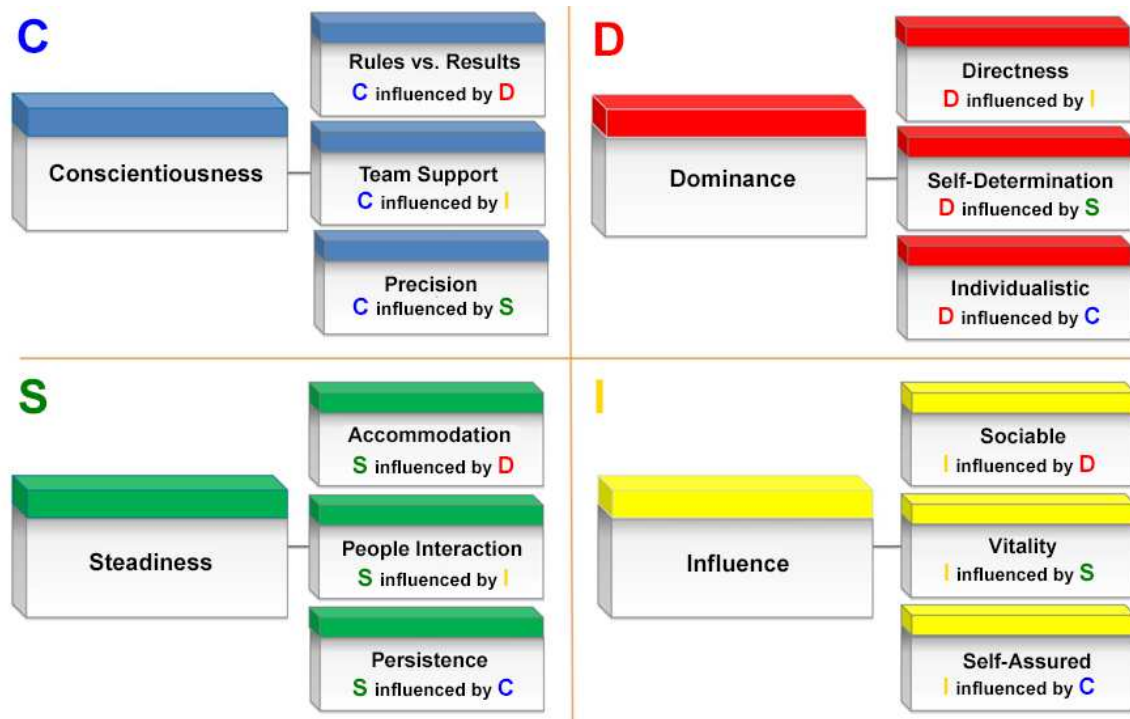
*As you consider ways to continue to improve to be a better communicator, we recommend you focus on no more than two at a time, practice and strengthen them, and then choose another area to focus on and improve.*

*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 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.

## 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 (4) four DISC factors interact to produce (12) twelve integrated behaviors, or how your individual D style is influenced by your I, S and C styles. The ability to identify and measure the interaction of the (12) twelve factors represents a dramatic improvement in the use and application of DISC to better understand human behavior. These behaviors define how we deliver our thinking into the world.

Each of the (12) twelve factors has been assigned specific descriptors to help you naturally associate the factor to a specific behavior.

Each person will display some of these factors more strongly than the others. The (5) five intensity levels range from Low (absent in most situations) through High (clearly displayed in most situations). 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. We can measure the strength of a factor in a person's overall behavioral style by viewing the intensity score.

- The **length of the black bar** shows the relative influence of the DISC factors in someone's overall observable behavioral style. These are presented in order from highest to lowest influence and are specific to you.
- The **blue box** identifies 68% of all scores in the general population for each integrated behavior. One standard deviation (34%) below the median score (vertical link) and one standard deviation (34%) above the median score (vertical link). Unlike an AVERAGE, the median score will not always be shown with equal space on both sides.

## The 12 Integrated DISC Style Relationships Graphs

This list of (12) twelve Integrated DISC relationships reveals how the (4) four Primary DISC behaviors combine and work together to create the socialized behaviors others see and experience. These are presented in order from highest to lowest influence and are specific to you.

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

- **Low Intensity** - Low Intensity scores indicate the ABSENCE of this behavior in MOST situations.
- **Low Moderate** - Low Moderate Intensity scores are only SOMETIMES observable in SOME situations.
- **Moderate Intensity** - Moderate Intensity score is flexible and may or may not become observable based upon the requirements of the specific situation.
- **High Moderate** - High Moderate Intensity scores are frequently observable in many situations.
- **High Intensity** - High Intensity scores will be clearly observable, displayed more often and seen in most situations.

### 1. The Individualistic Behavior (D/C) [High 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.

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

### 3. The Directness Behavior (D/I) [High 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.

#### 4. 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.

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



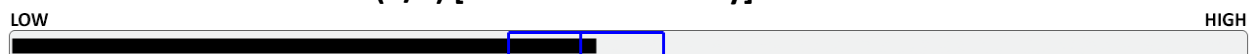
"How this individual's people focused extroversion is impacted by their preferred pace and activity level." The Vitality behavior measures HOW the strength of this individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level. Higher intensity 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 Persistence Behavior (S/C) [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.

#### 7. The Precision Behavior (C/S) [Moderate Intensity]

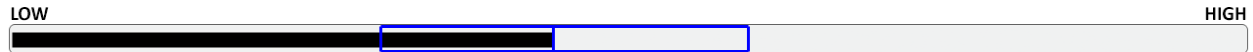


"How this individual's need for accuracy, precision and planning is impacted by their desire for team support and accommodation." The Precision behavior measures HOW the strength of this individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of 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.

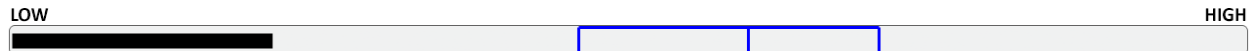
#### 8. The People Interaction Behavior (S/I) [Moderate Intensity]



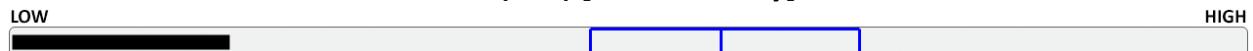
"How this individual's need for a steady pace and exercise of patience is impacted by their desire to connect and engage in social interaction." The People Interaction behavior measures HOW the strength of this individual's degree of patience and preferred activity level are influenced by the strength 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 Team Support Behavior (C/I) [Moderate Intensity]**

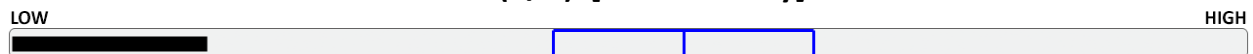
"How this individual's need for accuracy, precision and following procedure is impacted by their desire for social connection and interaction." The Team Support behavior measures HOW the strength of this individual's desire for accuracy, structure, rules and standards is influenced by the strength of 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.

**10. The Sociable Behavior (I/D) [Low 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.

**11. The Accommodation Behavior (S/D) [Low 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.

**12. The Rules vs. Results Behavior (C/D) [Low 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.

## Summary of Dave Sample's 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. \_\_\_\_\_



## PART III UNDERSTANDING OTHERS AND ADAPTABILITY

Understanding your own behavioral style is just the first step to enhancing relationships. To really begin to use the power of behavioral styles, you also need to know how to apply the information to other people and in other situations. Good relationships can get better and challenging relationships may become good.

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

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**. This practice requires strategic adjustment made on a case-by-case basis, and adjusting your own behavior to make people feel more at ease with you and the situation is known as **Adaptability**.

It is important to remember that adapting our styles is not always easy! It may take some time, feel very difficult, or seem especially foreign in certain situations. Give it time, practice, patience and diligence and you will see relationship benefits.

## ADAPTABILITY

### *THE APPLICATION SECTION INCLUDES:*

- What is Adaptability?
- How to Identify Another Person's Behavioral Style
- Communicating with Each Style
- How to Adapt to the Different Behavioral Styles
  - Modifying Directness/Indirectness
  - Modifying Openness/Guardedness
  - Modifying Pace & Priority
- Adapting in Different Situations
  - At Work
  - In Sales and Service
  - In Social Settings
  - In Learning Environments
- Application Activities

## What is Adaptability?

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

*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.*

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. Adaptable people know how to negotiate relationships in a way that allows everyone to win.

Your adaptability level influences how others judge their relationship with you. Raising your adaptability will increase trust and credibility; if you lower your adaptability, trust and credibility will decrease. Being more adaptable enables you to interact more productively with difficult people and helps you to avoid or manage tense situations.

### Important Considerations:

- 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.
- 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 with people we know less.
  - We tend to be less adaptable at home and with people we know better.

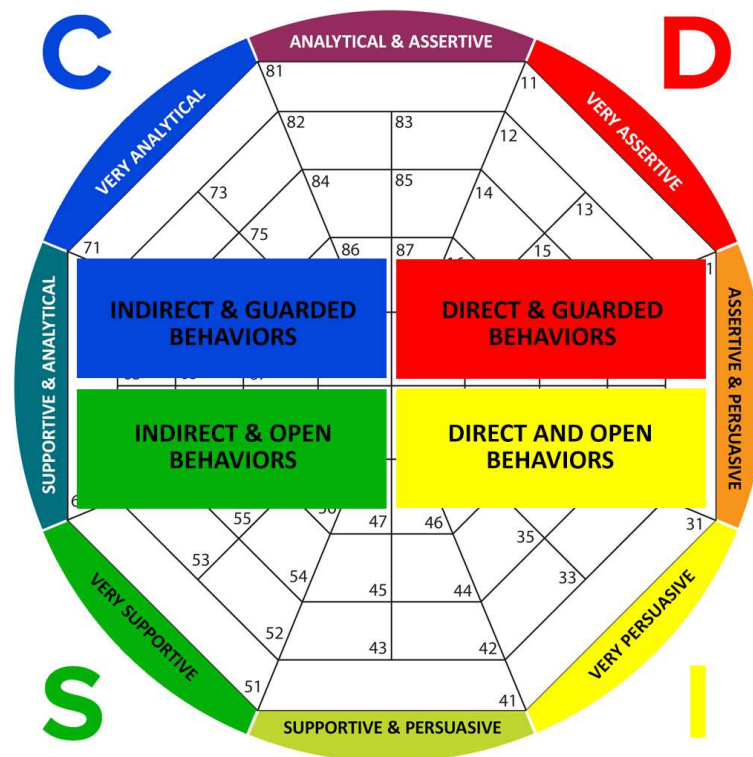
### Words of Advice:

Adaptability at its extreme could appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also 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 gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

## Recognizing another person's Behavioral Style

### 2 Power Questions:

1. Are they **DIRECT** or **INDIRECT** in their communications?  
(Directness is the 1<sup>st</sup> predictor of Style. Direct plots on the right, Indirect on the Left).
2. Are they **GUARDED** or **OPEN** in their communications?  
(Openness is the 2<sup>nd</sup> predictor of Style. Open plots on the Bottom, Guarded 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 Style**.

**I** = Individuals who exhibit *direct & open behaviors* define the **Influence Style**.

**S** = Individuals who exhibit *indirect & open behaviors* define the **Steadiness Style**.


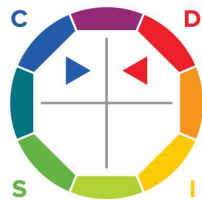
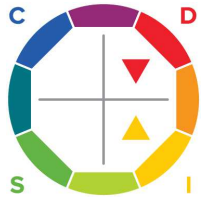


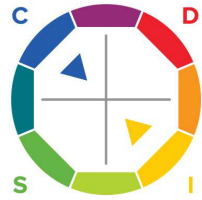
**C** = Individuals who exhibit *indirect & guarded behaviors* define the **Conscientious Style**.

The behavioral intensity of directness or indirectness and being open or guarded is shown in the quadrant you plot. The plots towards the edge of the diamond reflect **MORE INTENSITY** and those plotting closer to the center reflect **MODERATE INTENSITY** of both characteristics.

## Communicating with each Style

With D's	With I's	With S's	With C's
<ul style="list-style-type: none"> <li>• Show them how to win</li> <li>• Display Reasoning</li> <li>• Provide concise data</li> <li>• Agree on goals and boundaries</li> <li>• Vary Routine</li> <li>• Compliment them on what they have done</li> <li>• Provide opportunities for them to lead, impact results</li> </ul>	<ul style="list-style-type: none"> <li>• Show them that you admire and like them</li> <li>• Be Optimistic</li> <li>• Support their feelings and ideas</li> <li>• Avoid involved details</li> <li>• Focus on the Big Picture</li> <li>• Interact and Participate with them - do it together</li> <li>• Provide acknowledgements, accolades and compliments</li> </ul>	<ul style="list-style-type: none"> <li>• Show how your idea minimizes risk</li> <li>• Demonstrate interest in them</li> <li>• Compliment them on follow through</li> <li>• Give personal assurances</li> <li>• Provide a relaxing, friendly, stable atmosphere</li> <li>• Act non-aggressively, focus on common interests</li> <li>• Provide opportunities for deep contribution and teamwork</li> </ul>	<ul style="list-style-type: none"> <li>• Approach indirectly, non-threatening</li> <li>• Show your reasoning, logic, give data in writing</li> <li>• Allow them to think, inquire and check before they make decisions</li> <li>• Tell them "why" and "how"</li> <li>• Provide opportunities for precision, accuracy and planning for quality results</li> </ul>

## Tension Among the Styles

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

## To Modify Directness and Openness

### DIRECT/INDIRECT

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

### GUARDED/OPEN

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

## To Modify Pace and Priority

### PACE

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

### PRIORITY

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

## 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

## 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>My Style: _____</p> <p>My Pace: _____</p> <p>My Priority: _____</p>	<div><div><b>RELATIONSHIP</b> <b>Name:</b> <i>John Doe</i> <b>Style:</b> <i>High I</i> <b>Pace:</b> <i>Faster-paced</i> <b>Priority:</b> <i>People-oriented</i> <b>Difference:</b> <i>Pace and Priority</i> <b>Strategy:</b> <i>Be more personable, social, upbeat, and faster-paced with John</i></div><div><b>SAMPLE</b></div></div>
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RELATIONSHIP 1	RELATIONSHIP 2
<p><b>Name:</b> _____</p> <p>Style: _____</p> <p>Pace: _____</p> <p>Priority: _____</p> <p>Difference: _____</p> <p>Strategy: _____</p> <p>_____</p> <p>_____</p>	<p><b>Name:</b> _____</p> <p>Style: _____</p> <p>Pace: _____</p> <p>Priority: _____</p> <p>Difference: _____</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?

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

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

## Building and Maintaining Rapport/Productivity

### BUILDING AND MAINTAINING RAPPORT AND PRODUCTIVITY THROUGHOUT THE MANAGEMENT/LEADERSHIP PROCESS

The Platinum Rule (*Do Unto Others as They Would Have You Do Unto Them*) can have a positive effect on almost every aspect of managing/leading others. With each of the four DISC behavioral types, for example, there's a different way to communicate and delegate tasks to them; compliment and correct them; and motivate and counsel them.

Learning these methods can quickly make you a more sensitive, effective leader of people. Sensitivity and tact are constantly demanded of leaders. If, as someone once said, tact is the radar of the mind, The Platinum Rule can be a valuable tune-up of your antenna.

By now, you know your primary DISC behavioral style along with growth opportunities to help you deal better with tasks and people. Keep those thoughts in mind.

Meanwhile, recognize that your power to influence employees springs from two sources. First, there's "position power." That's just what it sounds like, you're the CEO, the department head, the regional manager, and a certain amount of power comes with that title.

But ask any CEO what happens when he tries to get a brand of ketchup changed in the employee cafeteria. Ask the department head what happens when she decides to cut back on overtime. Ask the regional manager what happens when he asks all the store managers to upgrade the signs in their windows. Sometimes the bosses get their way and sometimes they don't.

So even if you have a title, you can't rely on position power alone to get you what you want. You also need "personal power." In fact, it's now generally believed that a leader can't really lead until he or she is genuinely accepted by those who are to be led.

If the CEO, department head, or regional manager gets the cooperation he or she asks for, it's not just because that person has a title. It's because he or she has also gained the confidence and trust of the average employee. It's because he or she has attained personal power.

So position power comes from being anointed by the hierarchy. But personal power comes from earning it, from developing it. Position power is a starting point for influencing people. But it's personal power that turns mere compliance into real cooperation.

The Platinum Rule provides that extra ingredient that leaders and managers can use in endless ways for their firm and for themselves. Being adaptable can help supervisors, managers and leaders build bridges to their employees and make them feel valued. By learning how best to respond to their interests and concerns, their strengths and weaknesses, you can get the most from your people as well as leave them more personally satisfied.

## Developing Your People

Developing C's	Developing D's
<ul style="list-style-type: none"> <li>• Point out the most important things to remember first.</li> <li>• Demonstrate in an efficient, logical manner, stressing the purpose of each step.</li> <li>• Proceed slowly, stopping at key places to check for their understanding.</li> <li>• Ask for possible input, especially regarding potential refinements.</li> <li>• Build up to the big picture.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on the big picture.</li> <li>• Cover basic steps/ high points quickly.</li> <li>• Show them the simplest, fastest route to get them to their stated destination.</li> <li>• Tell them what is to be done by when.</li> <li>• Help them find shortcuts Connect concept with their highest value.</li> </ul>
Developing S's	Developing I's
<ul style="list-style-type: none"> <li>• Use one-on-one, hands-on instruction.</li> <li>• Start at the beginning &amp; end at the end.</li> <li>• Let them observe others before trying.</li> <li>• Provide a step-by-step list of procedures or a working timetable/ schedule.</li> <li>• Allow plenty of repetition for their actions to become second nature and more routine.</li> <li>• Use a pleasant and patient approach in small group settings.</li> </ul>	<ul style="list-style-type: none"> <li>• Release information in chunks.</li> <li>• Skip details and boring material.</li> <li>• Get them involved kinesthetically.</li> <li>• Let them show you what they are learning.</li> <li>• Be slow to criticize and quick to praise.</li> <li>• Let them teach concept to others.</li> </ul>

## Adapt Your Communication Style

Communicating with C's	Communicating with D's
<ul style="list-style-type: none"> <li>• Be well organized and clear in your communications.</li> <li>• They search for logical conclusions.</li> <li>• Ask your questions in a more discreet, non-judgmental manner to elicit the points, objectives, or assurances C's want: "Lenny, I'm not trying to pressure you, but are you not interested in the auditor's position, or in any position?"</li> </ul>	<ul style="list-style-type: none"> <li>• Listen to their suggestions, their course of action and the results they are considering.</li> <li>• Find areas where you already agree.</li> <li>• Work backwards toward gaining agreement on the results you both want—and are willing to either mutually or independently allow the other to achieve: "Sarah, this format will give you the freedom to develop your branch your way and still allow Vern and Ellen to structure theirs another way... without sacrificing time or morale."</li> </ul>
Communicating with S's	Communicating with I's
<ul style="list-style-type: none"> <li>• Be ready to do more talking than listening; they don't feel comfortable when the limelight is focused on them.</li> <li>• Clarify any key agenda items with them.</li> <li>• Stay organized and move forward steadily (but slowly) as you check to make sure they understand and accept what is being said: "Did you want me to stick around the office at a particular time each day in case you need to telephone me for emergency questions on this account, or do you want me to call you?"</li> </ul>	<ul style="list-style-type: none"> <li>• Listen to their personal feelings and experiences.</li> <li>• Their style requires open and responsive interaction with others, preferably in a manner of congenial and unhurried conversation (like that between long-time friends): "Just between you and me, Chris, I feel very uneasy about Jill and Howard handling this account by themselves."</li> </ul>



## Helping People Reach Decisions

Helping C's Decide	Helping D's Decide
<ul style="list-style-type: none"> <li>• Confirm they are open to discussing the problem or decision.</li> <li>• If they aren't ready, either set a definite time that's better for both of you or explore their concern in even pursuing this subject.</li> <li>• Give them time and space to think clearly.</li> <li>• When the situation is being explored, review your impression of the process: "My understanding is you'd like to think it over and figure out what time commitment you'd be able to make to the group. When may I call you about your decision?"</li> </ul>	<ul style="list-style-type: none"> <li>• D's tend to make autonomous, no-nonsense decisions.</li> <li>• If the decision will help them meet their goals, they go for it; if not, they say no.</li> <li>• One of the few times they put off reaching a conclusion is when it takes too much time/effort doing the homework to determine the best alternative.</li> <li>• Prevent this procrastination by simply providing a brief analysis for each option.</li> </ul>
Helping S's Decide	Helping I's Decide
<ul style="list-style-type: none"> <li>• Deal with only one subject or situation at a time, one step at a time.</li> <li>• Before moving on to other items, make sure they are ready, willing, and able to do so.</li> <li>• Remain calm and relaxed.</li> <li>• Encourage them to share their suggestions as to how the decision might be made in a way that is likely to add even more stability to the current conditions: "Would you mind writing down a schedule of your office's activities so I can write my proposal without missing anything?"</li> </ul>	<ul style="list-style-type: none"> <li>• They want to avoid discussions of complex, negative-sounding, messy problems.</li> <li>• Frame suggestions in a positive light.</li> <li>• They are open to your suggestions—as long as they allow them to look and feel good—and not require a lot of difficult, follow-up, detail work or long-term commitments. "You know just about everybody, George. Since we need to get \$350 in pledges by the end of February, why not go ahead and wrap up all your calls by Friday? Then you can relax a lot more next week."</li> </ul>

## Motivating Your People

Motivating C's	Motivating D's
<ul style="list-style-type: none"> <li>• Appeal to their need for accuracy and logic.</li> <li>• Keep your approach clear, clean and procedural.</li> <li>• Better yet, provide illustration and documentation.</li> <li>• Avoid exaggeration and vagueness.</li> <li>• Show them how this is the best available current option.</li> </ul>	<ul style="list-style-type: none"> <li>• Lead with the big picture.</li> <li>• Provide them with options and clearly describe the probabilities of success in achieving goals.</li> <li>• Allow them the opportunity to make choices.</li> <li>• Set boundaries, but let them take charge.</li> </ul>
Motivating S's	Motivating I's
<ul style="list-style-type: none"> <li>• Show how their work benefits others.</li> <li>• Show how the outcome will provide security for their family.</li> <li>• Connect their individual work to the benefit of the whole team.</li> <li>• Get them to see how their follow-through links to a greater good.</li> <li>• Show how it can strengthen their relationships with others.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide "special" incentives to inspire them to go the whole nine yards.</li> <li>• Show them how they can look good in the eyes of others.</li> <li>• Create short-term contests that don't require long-term commitment.</li> <li>• Reward them in front of others.</li> <li>• Let them speak about their achievements.</li> </ul>

## Complimenting Your People

Complimenting C's	Complimenting D's
<ul style="list-style-type: none"> <li>• Mention their efficiency, thought processes, organization, persistence and accuracy.</li> <li>• Don't mix personal and professional comments unless you know them very well.</li> <li>• One C told us: "Compliments don't mean much to me. But I do like genuine, heartfelt appreciation once in awhile."</li> <li>• Keep praise simple and concise.</li> </ul>	<ul style="list-style-type: none"> <li>• Mention their achievements, upward mobility and leadership potential.</li> <li>• Omit personal comments and focus on their track record: "Jones, you've exceeded our company goals every month for the past year and have put in more hours than anybody but the top officials here. The CEO has his eye on you for an upcoming VP slot."</li> </ul>
Complimenting S's	Complimenting I's
<ul style="list-style-type: none"> <li>• Mention their teamwork and dependability.</li> <li>• Remark about how others regard them, how well they get along with co-workers, and how important their relationship-building efforts have been to the company.</li> <li>• Effusiveness can arouse their suspicions, so stick to praising what they've done rather than personal attribute.</li> </ul>	<ul style="list-style-type: none"> <li>• Pay direct personal compliments to them when legitimately deserved.</li> <li>• Mention their charm, friendliness, creative ideas, persuasiveness, and/or appearance (or better yet, all of the above).</li> <li>• They willingly accept "general praise": "We are so lucky to have you with us, Dee. You're a real gem."</li> </ul>

## Counseling Your People

Counseling C's	Counseling D's
<ul style="list-style-type: none"> <li>• Draw them out by asking, "How would you...?" questions about problems.</li> <li>• They express thoughts indirectly, so persist in your attempts to get them to talk.</li> <li>• They need to plan for change so they can identify and bring under control any key considerations that have to be addressed.</li> <li>• When possible, allow them to investigate possible repercussions, especially at the beginning stages. That way they'll become more comfortable with possible changes.</li> </ul>	<ul style="list-style-type: none"> <li>• Stick to the facts.</li> <li>• Draw them out by talking about the desired results; then discuss their concerns.</li> <li>• Focus on tasks more than feelings.</li> <li>• Ask them how they would solve problems: "Anne, we've heard comments that need to be addressed. It seems some of your employees don't feel appreciated for the extra hours they've been putting in for you. They've worked 14-hour days to beat your deadline. How do you think we can bolster their morale?"</li> </ul>
Counseling S's	Counseling I's
<ul style="list-style-type: none"> <li>• Understand the emotional side of their situation by drawing them out through questioning and listening</li> <li>• They are disrupted by change and the unknown.</li> <li>• Reduce their fears by showing how specific changes will benefit them and others: "Barbara, moving to Dallas will be an adjustment for all of us at first, but 80% of our staff has agreed to go. The company will move you and your family, sell your house, and give you a 10% bonus for loyal service."</li> </ul>	<ul style="list-style-type: none"> <li>• Give them ample opportunity to talk about whatever may be bothering them.</li> <li>• Pay attention to both facts and feelings, but put your primary emphasis on their feelings.</li> <li>• Involve them by asking how they could solve a challenge or problem.</li> <li>• Sometimes, just airing their feelings and thoughts relieves tension for I's.</li> <li>• Talking allows them to get something off their chests and can even become an end in itself, since their energy is largely influenced by the quality of their relationships.</li> </ul>

## Correcting Your People

Correcting C's	Correcting D's
<ul style="list-style-type: none"> <li>• Show them how to get a job done and they'll master and modify it to suit their needs.</li> <li>• Specify the exact behavior that is indicated and how you would like to see it changed.</li> <li>• Mutually agree on checkpoints and timeframes.</li> <li>• Allow them to save face, as they fear being wrong. "Nelson, your work here is typically done neatly and on time. Now that we're switching to computers, you'll be able to turn out the same quality of work faster. I'd like you to take this computer class..."</li> </ul>	<ul style="list-style-type: none"> <li>• Describe what results are desired.</li> <li>• Show the gap between actual and desired.</li> <li>• Clearly suggest the needed improvement and establish a time to get back to you: "We need to streamline communication so that one hand knows what the other is doing. Last month, we had two separate divisions calling on the same CEO for corporate donations. I want you to work up a plan to keep everybody informed of who's working on what so we don't duplicate our efforts. Get back to me by the end of the week."</li> </ul>
Correcting S's	Correcting I's
<ul style="list-style-type: none"> <li>• Reassure them that you only want to correct a specific behavior, not them personally</li> <li>• They tend to take things personally, so remove the "something is wrong with you barrier" as quickly as possible</li> <li>• Point out in a non-threatening way what they're already doing right while also emphasizing what needs changing: "Norma, I admire your persistence, but we have to add more details to the proposal before we send it out. For example..."</li> </ul>	<ul style="list-style-type: none"> <li>• They avoid facing problems and if pressure persists, may walk away from the problem.</li> <li>• Sometimes stress manifests itself in animated panic. "I can't talk now, Hal. It's really hit the fan this time!"</li> <li>• Let them specifically know the challenge and define the behaviors to solve the problem.</li> <li>• Confirm the mutually agreeable action plan (in writing) to prevent future problems.</li> <li>• Use positive, optimistic questions and phrases: "How'd you like to increase your sales to your normal range and beyond?"</li> </ul>

## Delegating to Your People

Delegating to C's	Delegating to D's
<ul style="list-style-type: none"> <li>• Take time to answer their most critical questions about structure and/or guidance they require in a specific situation. The more they understand the details, the more likely they will be to complete the task properly.</li> <li>• Be sure to establish deadlines.</li> <li>• “Angela, the court date on the Mortimer case has been moved up to Monday, so we have to respond by speeding things up a bit. It will proceed almost as efficiently as if you researched everything by yourself if we enlist two associates to help you work, under your direction, on tasks you delegate to them and then review. Before getting started, do you have any preferences on the who's or how to's of this process that you think are essential to check with me at this time?”</li> </ul>	<ul style="list-style-type: none"> <li>• Give them the bottom line and then let them do their thing.</li> <li>• So that they can be more efficient, give them parameters, guidelines, and deadlines.</li> <li>• “We need to get that mall built a month sooner or we'll lose our shirts. Fourteen tenants are threatening to bail out of their contracts if we don't open in time for the holidays. Don't spend more than another \$30,000, keep everything legal and out of the newspapers, and get back to me by Monday morning.”</li> </ul>
Delegating to S's	Delegating to I's
<ul style="list-style-type: none"> <li>• S's may be reluctant to ask others to do their own share of the work, so make a personal appeal to their loyalty and sense of sportsmanship.</li> <li>• “Al, you're an example for this company of genuine cooperative spirit. Your staff wants to please you, so by giving everyone in your department just 10 of those names to call, you can all reach the goal together by noon tomorrow. Otherwise, you'll probably have a lot more difficulty reaching all those people by the target date.” Give them the task, state the deadlines that need to be met, and explain why it's important to do it that way. “I'll need 500 copies of these summaries typed and collated by 5 p.m. today. Mr. Jeffries is getting back from New York two days early and he wants them by tomorrow morning.”</li> </ul>	<ul style="list-style-type: none"> <li>• Receive clear agreements; set up check points/times to avoid long stretches with no progress reports.</li> <li>• I's are often concept people who come up with plenty of ideas, but not necessarily the means of carrying them out, so steer them toward ways of assuring the implementation of those ideas.</li> <li>• “Olivia, this proposal for the King Company looks good so far, but how about including more direct benefits for each employee. Marian has surveys filled out by each employee. Get together with her, bounce some ideas around, and then include more essential information about the eight or so key people in your proposal. Add some extra plus points on the others...12 pages in all. In this manner, you should do the job very well. And, Olivia, thanks for making the extra effort on this project. It's really important to all of us.”</li> </ul>

## Acknowledging Your People

Acknowledging C's	Acknowledging D's
<ul style="list-style-type: none"><li>• Focus on your realization of how difficult it can be for them to attempt to meet the high personal standards they set for themselves.</li><li>• Cite specific and appropriate examples which prove this point.</li></ul>	<ul style="list-style-type: none"><li>• When it's appropriate to reward or reinforce their behavior, focus on how pleased you are with their results.</li><li>• Mention how glad you are to be a part of the process working with them to make things better for both of you through cooperation.</li></ul>
Acknowledging S's	Acknowledging I's
<ul style="list-style-type: none"><li>• Focus on how you sincerely appreciate their willingness to make things good for everyone</li><li>• Approach matters in a systematic, low-keyed, and understanding manner, and reinforce the importance of them sharing their ideas.</li></ul>	<ul style="list-style-type: none"><li>• Focus on how glad you are they have succeeded in finding a pleasant solution to their concern or objective.</li><li>• Show you appreciate them for their openness and willingness to respond to you in a way that allows everyone to end up feeling good about the results.</li></ul>

## Adapting Your Leadership Style

When You are the C	When You are the D
<ul style="list-style-type: none"> <li>• Modify criticism (whether spoken or unspoken) of others' work.</li> <li>• Check less often, or only check the critical things (as opposed to everything), allowing the flow of the process to continue.</li> <li>• Ease up on controlling emotions; engage in more water cooler interaction.</li> <li>• Accept the fact that you can have high standards without expecting perfection.</li> <li>• Occasionally confront a colleague (or boss) with whom you disagree, instead of avoiding or ignoring them (and doing what you want to do, anyway).</li> <li>• Tone down the tendency to OVER-prepare.</li> </ul>	<ul style="list-style-type: none"> <li>• Allow others to do things without excessive or untimely interference.</li> <li>• Participate in the group without expecting always to be in command.</li> <li>• Modify your tendency to give orders.</li> <li>• Enlist others' input and support through participative, collaborative actions.</li> <li>• Praise and give credit for jobs well done.</li> <li>• Let colleagues and employees know that you realize it's only natural that you and others will make mistakes.</li> <li>• When delegating, give some authority along with the responsibility.</li> </ul>
When You are the S	When You are the I
<ul style="list-style-type: none"> <li>• Stretch by taking on a bit more (or different) duties beyond your comfort level.</li> <li>• Increase verbalization of your thoughts and feelings.</li> <li>• Speed up your actions by getting into some projects more quickly.</li> <li>• Desensitize yourselves somewhat, so that you aren't negatively affected by your colleagues' feelings to the point of affecting your own performance.</li> <li>• Learn to adapt more quickly to either changes or refinements of existing practices.</li> <li>• Bolster your assertiveness techniques.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve your follow-through efforts.</li> <li>• Monitor socializing to keep it in balance with other aspects of business and life.</li> <li>• Write things down and work from a list, so you'll know what to do and when to do it.</li> <li>• Prioritize activities and focus on tasks in their order of importance.</li> <li>• Become more organized and orderly in the way you do things.</li> <li>• Get the less appealing tasks of the day over with early in the day.</li> <li>• Pay attention to your time management.</li> <li>• Check to make sure you're on course with known tasks or goals.</li> </ul>



## Adapting Your Leadership Style

When they are C's, Help Them...	When they are D's, Help Them...
<ul style="list-style-type: none"> <li>• Share their knowledge and expertise.</li> <li>• Stand up for themselves with the people they prefer to avoid.</li> <li>• Shoot for realistic deadlines.</li> <li>• View people and tasks less seriously and critically.</li> <li>• Balance their lives with both interaction and tasks.</li> <li>• Keep on course with tasks, with less checking.</li> <li>• Maintain high expectations for high priority items, not necessarily everything.</li> </ul>	<ul style="list-style-type: none"> <li>• More realistically gauge risks.</li> <li>• Exercise more caution and deliberation before making decisions and coming to conclusions.</li> <li>• Follow pertinent rules, regulations and expectations</li> <li>• Recognize and solicit others' contributions, both as individuals and within a group.</li> <li>• Tell others the reasons for decisions.</li> <li>• Cultivate more attention and responsiveness to emotions.</li> </ul>
When they are S's, Help Them...	When they are I's, Help Them...
<ul style="list-style-type: none"> <li>• Utilize shortcuts; discard unnecessary steps.</li> <li>• Track their growth.</li> <li>• Avoid doing things the same way.</li> <li>• Focus on the goal without attending to other thoughts or feelings.</li> <li>• Realize tasks have more than one approach.</li> <li>• Become more open to risks and changes.</li> <li>• Feel sincerely appreciated.</li> <li>• Speak up; voice their thoughts and feelings.</li> <li>• Modify the tendency to do what others tell them.</li> <li>• Get and accept credit and praise, when appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritize and organize.</li> <li>• See tasks through to completion.</li> <li>• View people and tasks more objectively.</li> <li>• Avoid overuse of giving and taking advice (which can result in lack of focus on tasks).</li> <li>• Write things down.</li> <li>• Do the unpleasant, as well as the fun things.</li> <li>• Focus on what's important now.</li> <li>• Avoid procrastination and/or hoping others will do things for them.</li> <li>• Practice and perfect, when appropriate.</li> </ul>

There are different ways to interact and lead the different DISC Styles. Being adaptable to the needs of others can build rapport with employees and help them feel valued. By learning how best to respond to others, you can encourage the best results and support personal satisfaction as an effective leader.

The table below provides an overview of suggestions to interact with those you lead/manage:

	With D's	With I's	With S's	With C's
<b>Develop</b>	<ul style="list-style-type: none"> <li>Focus on the big picture</li> <li>Cover basic steps/ high points quickly</li> <li>Show them the simplest, fastest route to get them to the destination</li> <li>Tell them what is to be done by when</li> <li>Help them find shortcuts</li> </ul>	<ul style="list-style-type: none"> <li>Release information in chunks</li> <li>Skip details</li> <li>Involve them kinesthetically</li> <li>Let them share what they learn</li> <li>Be slow to criticize and quick to praise</li> <li>Let them teach concept to others</li> </ul>	<ul style="list-style-type: none"> <li>Use one-on-one, hands-on instruction</li> <li>Start at the beginning &amp; end at the end</li> <li>Let them observe others before trying</li> <li>Provide a step-by-step procedure &amp; working schedule</li> <li>Allow repetition for creating routine</li> </ul>	<ul style="list-style-type: none"> <li>Point out most important things first</li> <li>Demonstrate efficiently, logically – stress purpose of each step</li> <li>Proceed slowly, stopping to check understanding</li> <li>Ask for input, especially potential refinements</li> <li>Build up to the big picture</li> </ul>
<b>Communicate</b>	<ul style="list-style-type: none"> <li>Listen to their suggestions, and their plans for actions/results</li> <li>Acknowledge where you already agree</li> <li>Work backwards toward agreement on the results you both want</li> </ul>	<ul style="list-style-type: none"> <li>Listen to their personal feelings and experiences</li> <li>Be open and responsive, preferably through congenial and leisurely conversation (like good friends)</li> <li>Allow time to socialize</li> </ul>	<ul style="list-style-type: none"> <li>Be patient, ready to do more talking than listening</li> <li>Clarify any key agenda items with them</li> <li>Stay organized and move forward steadily (but slowly) checking to make sure they understand and accept what is being said</li> </ul>	<ul style="list-style-type: none"> <li>Be well organized and clear in your communication</li> <li>Provide logical conclusions</li> <li>Ask questions nonjudgmentally to clarify objectives or elicit agreement</li> </ul>
<b>Help Decide</b>	<ul style="list-style-type: none"> <li>Expect autonomous, no-nonsense decisions</li> <li>If the decision will help meet goals, they go for it; if not, they say no</li> <li>May put off reaching a conclusion when it takes too much time or effort to do the work determining the best choice</li> <li>Provide a simple, brief analysis for each option</li> </ul>	<ul style="list-style-type: none"> <li>Avoid discussions of complex, negative-sounding, messy problems</li> <li>Frame suggestions in a positive light</li> <li>Provide suggestions that allow them to look and feel good</li> <li>Do not require a lot of difficult, follow-up, detail work or long-term commitment</li> </ul>	<ul style="list-style-type: none"> <li>Deal with only one subject or situation at a time, one step at a time</li> <li>Before moving on to other items, make sure they are ready, willing, and able to do so</li> <li>Remain calm and relaxed</li> <li>Encourage them to share their suggestions of how the decision might be made in a way that is likely to add more stability</li> </ul>	<ul style="list-style-type: none"> <li>Confirm they are open to discussing the problem or decision</li> <li>If they aren't ready, either set a definite time that's better for both of you or explore their concern in pursuing this subject</li> <li>Give time and space to think clearly before providing responses</li> </ul>
<b>Motivate</b>	<ul style="list-style-type: none"> <li>Lead with the big picture</li> <li>Provide options and clearly describe the probability of success</li> <li>Allow the opportunity to make choices</li> <li>Set boundaries, but let them take charge</li> </ul>	<ul style="list-style-type: none"> <li>Provide "special" incentives or short term contests to inspire follow through</li> <li>Show them how they can look good to others</li> <li>Reward them in front of others, let them share achievements</li> </ul>	<ul style="list-style-type: none"> <li>Show how their work benefits others/team</li> <li>Show how the outcome will provide security</li> <li>Show them how their follow-through links to greater good</li> <li>Show how work strengthens relationships</li> </ul>	<ul style="list-style-type: none"> <li>Appeal to the need for accuracy and logic</li> <li>Keep approach clear, clean and procedural, with illustrations and documentation</li> <li>Avoid exaggeration and vagueness</li> <li>Show them how this is the best available option</li> </ul>

	With D's	With I's	With S's	With C's
<b>Compliment</b>	<ul style="list-style-type: none"> <li>• Mention their achievements, upward mobility and leadership potential</li> <li>• Remove personal comments and focus on their track record</li> </ul>	<ul style="list-style-type: none"> <li>• Mention their charm, friendliness, creative ideas, persuasiveness</li> <li>• Pay direct personal compliments to them when legitimately deserved</li> </ul>	<ul style="list-style-type: none"> <li>• Mention their teamwork and dependability, what they have done</li> <li>• Notice how others respect them, how well they get along, and the importance of effort in relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Mention efficiency, processes, organization, persistence, accuracy</li> <li>• Do not mix personal and professional comments</li> <li>• Keep praise simple and concise</li> </ul>
<b>Counsel</b>	<ul style="list-style-type: none"> <li>• Stick to the facts</li> <li>• Draw them out by talking about the desired results; then discuss their concerns</li> <li>• Focus on tasks more than feelings</li> <li>• Ask them how they would solve problems</li> </ul>	<ul style="list-style-type: none"> <li>• Give opportunity to share what bothers them – they may need to air feelings to relieve tension</li> <li>• Pay attention to both facts and feelings, but put primary emphasis on feelings</li> <li>• Ask how they could solve a challenge or problem</li> </ul>	<ul style="list-style-type: none"> <li>• Understand emotional side of the situation by drawing them out through questioning and listening</li> <li>• Limit disruption by change, ambiguity, and the unknown</li> <li>• Reduce fears by showing how specific changes will benefit them and others</li> </ul>	<ul style="list-style-type: none"> <li>• Draw them out by asking, “How would you...?” questions about problems</li> <li>• Persist in attempts to get them to express themselves more directly</li> <li>• Allow them to investigate potential considerations and plan for change early to increase comfort</li> </ul>
<b>Correct</b>	<ul style="list-style-type: none"> <li>• Describe what results are desired</li> <li>• Show gaps between actual and desired result</li> <li>• Listen to their suggestions, and their plans for actions/results</li> <li>• Clearly suggest needed improvements and establish a time to get back to you with plan or report of new results</li> </ul>	<ul style="list-style-type: none"> <li>• Specifically define challenge and behaviors to solve the problem</li> <li>• Confirm a mutually agreeable action plan (in writing) to prevent misunderstanding</li> <li>• Help them face, not avoid problems</li> <li>• Recognize that stress may cause panic - help decompress fear and anxiety with positive questions and statements</li> </ul>	<ul style="list-style-type: none"> <li>• Reassure them that you only want to correct a specific behavior, not them personally</li> <li>• Help them not to take things personally by removing the “something is wrong with you” barrier quickly</li> <li>• Point out in a non-threatening way what they're already doing right while also emphasizing what needs changing</li> </ul>	<ul style="list-style-type: none"> <li>• Show them how to get a job done - they'll master and modify it to suit their needs</li> <li>• Specify the exact behavior that is indicated and how you would like to see it changed</li> <li>• Mutually agree on checkpoints and timeframes</li> <li>• Allow them to avoid embarrassment and preserve dignity in mistakes</li> </ul>
<b>Delegate</b>	<ul style="list-style-type: none"> <li>• Give them the bottom line and then let them take their own action</li> <li>• Outline parameters, guidelines, and deadlines to help them be efficient</li> <li>• Remind them to engage more with employees when delegating</li> </ul>	<ul style="list-style-type: none"> <li>• Get clear agreements; set up check points to avoid long stretches with no progress reports</li> <li>• Steer them toward implementation of ideas and taking action</li> <li>• Encourage them to engage others in work</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor workload and responses when delegating</li> <li>• Be sure to explain how by delegating work it is a benefit to others - reaching goals together, allowing more time for you to support others</li> <li>• Give specific task/deadline, and justification of why it is important</li> </ul>	<ul style="list-style-type: none"> <li>• Take time to answer the most critical questions about structure</li> <li>• Give guidance they require in a specific situation. The more they understand the details, the more likely they will be to complete the task properly</li> <li>• Establish deadlines</li> </ul>
<b>Acknowledge</b>	<ul style="list-style-type: none"> <li>• Focus on how pleased you are with results</li> <li>• Share how glad you are to be a part of working with them to make things better</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on success in finding solutions</li> <li>• Appreciate them for their openness and willingness to help others feel good about results</li> </ul>	<ul style="list-style-type: none"> <li>• Sincerely appreciate their willingness to make things good for everyone</li> <li>• Reinforce gratitude at the importance of them sharing their ideas to help others</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize how difficult it can be for them to meet the high personal standards they set</li> <li>• Cite specific and appropriate examples of excellence</li> </ul>

## Taking Ownership of Your Destiny

Imagine what would have happened if you had successfully applied these principles and practices ten years ago... or even five years ago? Well, hundreds of thousands of people like you have already used these principles and experienced dramatic improvements in all their professional and personal relationships; more satisfaction in their dealings with customers and co-workers (family and friends, also!), and greater awareness of their own strengths and weaknesses. Many people report that they no longer feel like “just a boss”; they feel, behave and are treated like a *trusted advisor*. They have an increased ability to help people find solutions to their problems and are more adept at helping others grow and succeed.

For you to also share in the pleasure from experiencing these benefits, we encourage you to get started this very minute. First, think about the relationships you want to improve within the next year... the next month... the next week... even by the end of today! Develop a plan to meet those goals using **The Platinum Rule** and the other principles that make up the **DISC Leadership Strategies**.

### Accept the Challenge

This first step requires your *personal commitment* to this challenge and your *belief* in these principles and putting them to work for you. Of course, any adapting your communication style takes practice, and you cannot realistically expect to put all of these ideas into effect immediately. However, the minute you start to manage people the way *they* want and need to be managed, you’ll start to see immediate improvements.

### Commit to Growth

“Change is inevitable... growth is optional.” We love that saying because it’s true. Right now, you have the option to take this moment and make a life-changing decision. You may decide to *keep learning* about yourself, your strengths and weaknesses, how you make decisions, how you come across to other people, etc... You may decide to learn more about DISC styles and apply your new knowledge in other relationships beyond management; relationships with your peers, colleagues, children, spouse and/or family.

**Here’s wishing you continued success!**

## So Now What?

This report is filled with information about each of your four learning style categories. Now you have a learning profile that will truly help you understand your own unique learning style patterns.

There are many suggestions in each of the four sections of this report, presenting opportunities for you to apply this valuable information. Take the next action steps required to make improvements in the specific learning styles sections most important to you and your success.

Do not put this report on a shelf or in a file. You have the opportunity to use this information to open a meaningful dialogue with others and improve the way you learn new information. Use this report as a reference tool. It contains a lot of information and it wasn't designed to be digested in a single reading.

Have fun making the minor changes in the way you attend, translate, relate and understand new material and immediately experience improved results. You will be pleasantly surprised!

## Disclaimer

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