



# DISC Plus

**An Evaluation of Behavioral Styles**

Report For: **Sample Report**

Style: **IC/D**

Focus: **Work**

Date: **10/23/2019**

YOUR COMPANY  
**LOGO**  
APPEARS HERE

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## Why is Independently Tested Accuracy of this Assessment Important?



A recent review revealed a **significant majority of assessments available today were absent the studies & reporting to confirm their accuracy**. Of the small minority which claimed reporting, the significant majority of those were conducted privately; oftentimes by the assessment provider itself, rather than an objective and scientifically qualified third party. However, we are leading by example in this otherwise unregulated industry. How are we doing this? By submitting our assessments to an objective, independently conducted battery of tests: Construct Validity, Reliability, and Disparate Impact - all by a qualified scientific authority (*Assessment Standards Institute*). Our goal? Ensuring the trust and confidence of our users by producing the industry's most accurate and class protected assessments. Please turn to the last page of this report to learn more on this topic, and the steps we've taken to safeguard the scientific accuracy of this assessment.

# 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

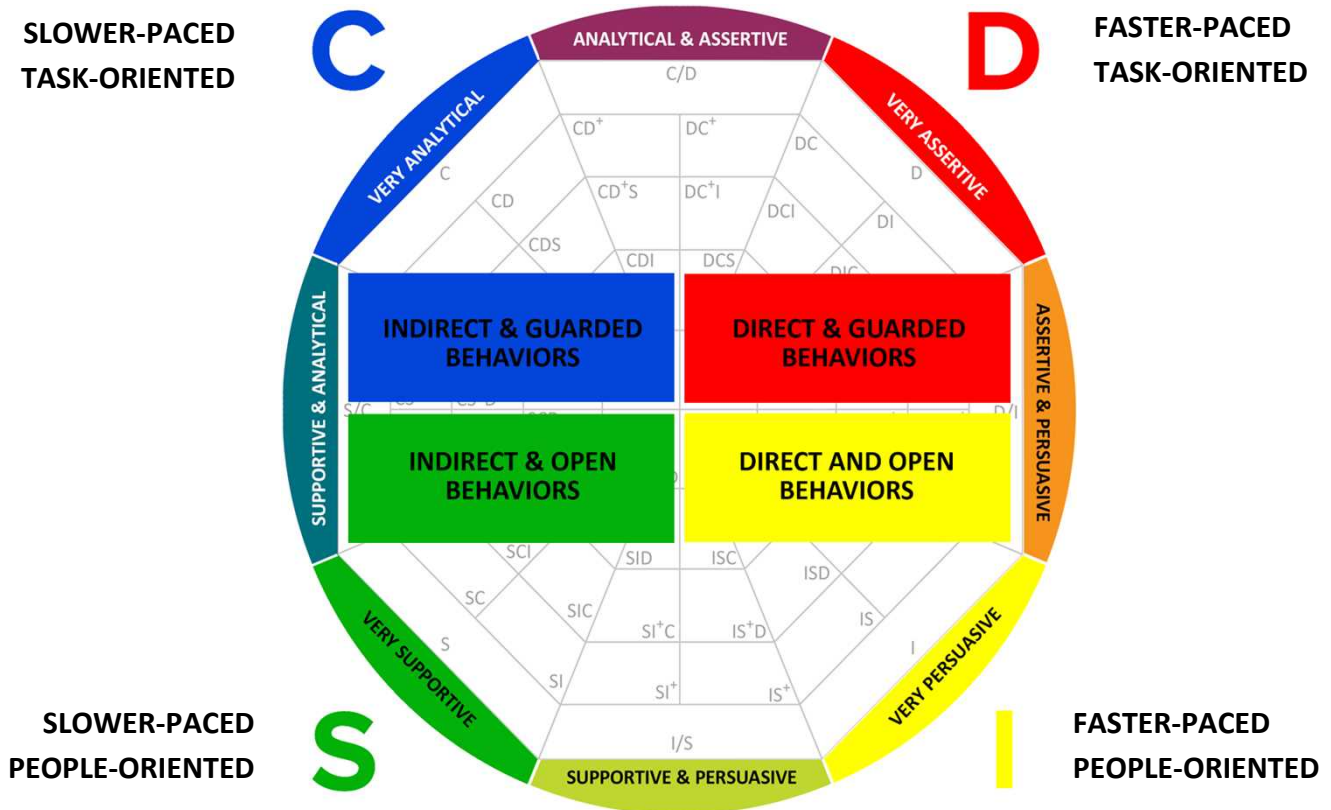
### DIRECTNESS AND OPENNESS OF EACH STYLE

STYLE	TENDENCIES
DOMINANCE	Tends to be direct and guarded
INFLUENCE	Tends to be direct and open
STEADINESS	Tends to be indirect and open
CONSCIENTIOUS	Tends to be indirect and guarded

### PACE AND PRIORITY OF EACH STYLE

STYLE	TENDENCIES
DOMINANCE	Fast-paced and task-oriented
INFLUENCE	Fast-paced and people-oriented
STEADINESS	Slow-paced and people-oriented
CONSCIENTIOUS	Slow-paced and task-oriented

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

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

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

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

You 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.

Sample, 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."

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

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
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

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

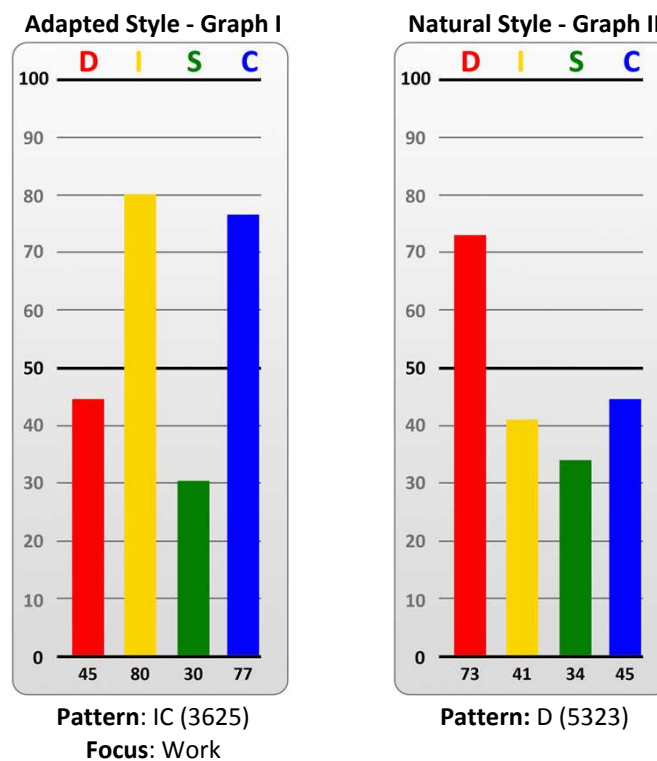
This chart shows your NATURAL DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs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

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## DISCstyles eGraphs for Sample Report

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

Your Adapted Style is your graph displayed on the left. It is **your perception of the behavioral tendencies you think you 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 BPV identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the BPV, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone. +The plus sign indicates that the preceding style score is higher, moving you closer to that style zone (i.e. CD+S: The D score is stronger than in CDS so it plots closer to the D behavioral zone).

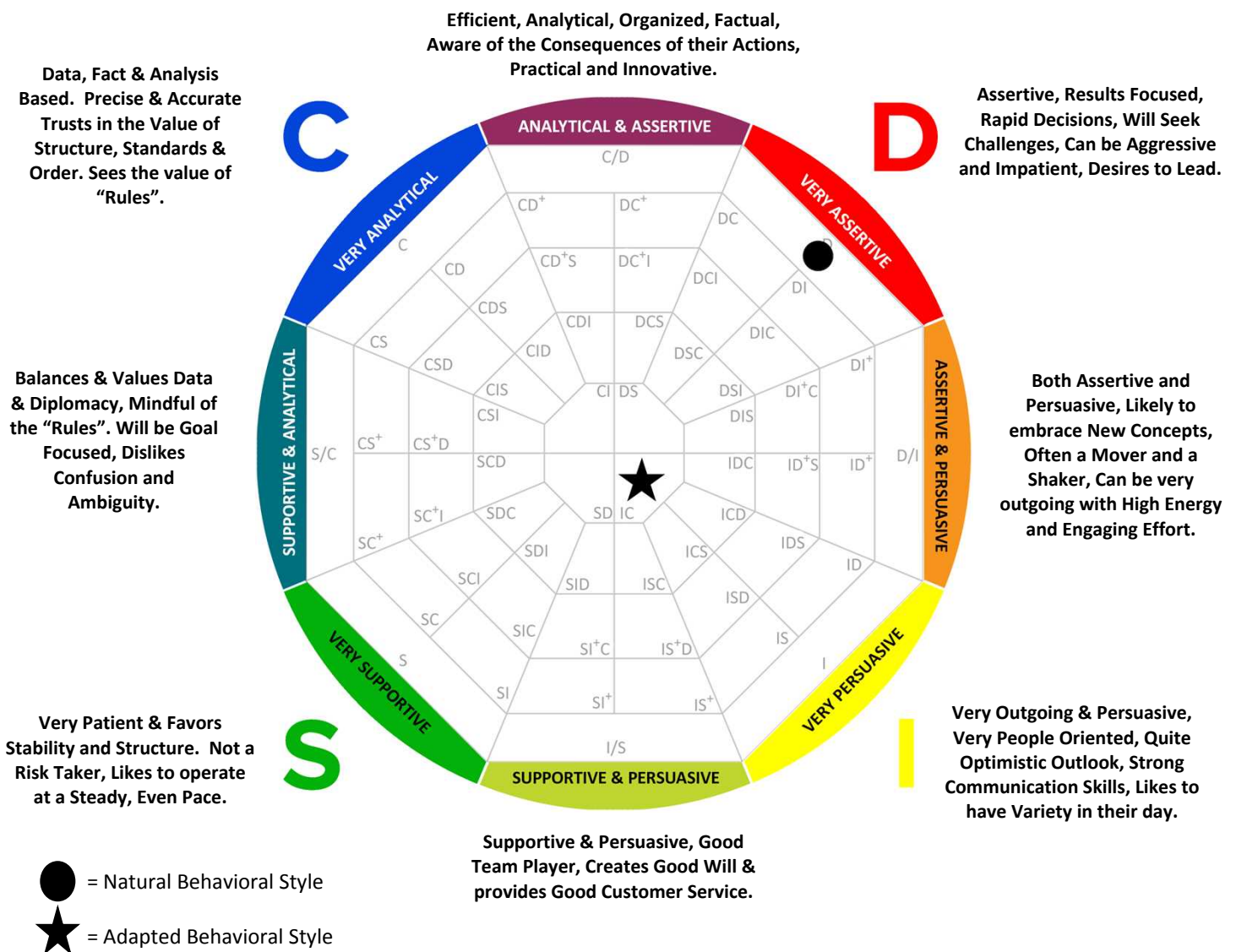
## THE SCORING LEGEND

**D = Dominance:** How you deal with Problems and Challenges

**I = Influence:** How you deal with People and Contacts

**S = Steadiness:** How you deal with Pace and Consistency

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



## Communication Tips for Others

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

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

### **When Communicating with Sample, *DO*:**

- Present your items in a logical way.
- 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.
- Stay on track. Don't talk about extraneous issues or items.
- Be specific about what's needed, and who is going to do it.
- Be prepared to handle some objections.
- When you agree, support the ideas and potential results, rather than supporting the person responsible for the results.
- Offer specific evidence about the probability of success or effectiveness of options.

### **When Communicating with Sample, *DON'T*:**

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



## 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:**

- A variety of activities involving interpersonal contact, both on and off the job.
- A strong, visible group or organization to identify with.
- Work tasks of a specialized nature to support your natural curiosity and detail orientation.
- Social recognition for success on a project, or in achieving a goal.
- Assignments that allow for a variety of interpersonal contact and mobility.
- Security in knowing that the products and services are of the highest quality.
- Procedures that support a quality initiative and have the flexibility to be changed when necessary.

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

- To delegate routine or detailed tasks after you have mastered them in order to increase efficiency.
- An understanding of your boundaries to keep from overstepping your authority.
- Environments with challenging assignments.
- To soften your approach a bit, and take it down a notch, so as not to be so blunt and critical.
- To be reminded to pace yourself, and to occasionally slow down to relax and rebalance.
- To curb intensity in less urgent situations.
- To negotiate commitments on a face-to-face basis. This helps maintain clarity and mutual responsibility.

## What You Bring to the Organization

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

### **Your Strengths:**

- You are motivated to challenge yourself and others.
- You have a strong sense of urgency when it comes to getting things done.
- You are a competitive player, on and off the job.
- You are self-reliant, with the ability and innovation to blaze new trails.
- You value perseverance and rarely give up.
- You ask questions that challenge tradition.
- You bring innovative ideas and solutions.

### **Your Work Style Tendencies:**

- You may be overly afraid of losing on a project or proposal.
- You may tend to overuse your power in order to get your way.
- You have the ability to handle both the "people side" and the detail side of a project with equal skill and confidence.
- You have the ability to carry out detailed action plans, and verbalize the steps in an articulate manner.
- You show a special ability to help others on the team visualize the activities necessary to obtain success in a complex project.
- On the job, you bring a high degree of optimism and a strong desire to win.
- When urgency reaches a high point, you can work with the team to restore comfort, while also obtaining good results.

### **You Tend to Be Most Effective In Environments That Provide:**

- Time to reflect and think about pros and cons to solutions.
- Freedom to express your ideas.
- Variety in work tasks and projects.
- Complete explanations of areas of responsibility and control.
- Projects requiring you to motivate and persuade people.
- An environment that supports your critical thinking skills.
- Highly specialized assignments and technical areas of responsibility.

## 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:**

- Entrepreneurial
- Confident
- Self-starter
- Assertive

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

- Manipulative
- Arrogant
- Self-centered
- Demanding

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

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

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

- You are quite comfortable with conflict, aggression and anger. Many times you may not realize the impact your behavior has on others. In other instances, however, you may consciously choose anger and aggression as a tactical weapon. In any case, you are likely to increase the level of aggression.
- Your anger is directed at the situation and the lack of desired results, not at anyone, personally. However, your outbursts and behaviors may appear to be a personal attack. You tend to react quickly and often may fail to choose your words appropriately.
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.

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

- Avoid creating controversy or "stirring up the pot" just to keep things interesting. This may increase your own energy for the task; however, it is likely to have a serious negative effect on many others.
- You need to take time to express your ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying your message up front will result in more efficient operations later.
- Recognize that others may not be comfortable dealing with conflict, anger, and aggression. Therefore, reacting with your normal behavior may be counterproductive, resulting in interference with your desired results.

## 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 take on too much because you prefer to work in a pressure situation.
- You may become verbally impatient when things don't go as expected.
- You may overuse threats to persuade or motivate others.
- Your demanding attitude may alienate others who don't share your drive.
- You are sometimes blunt and critical, and you forget about appropriate tact.
- You could use better "people skills" when it comes to motivating and managing others.
- You may make unnecessary changes simply to avoid routine.

## 12 Behavioral Tendencies - Summary

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

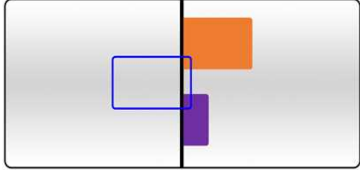
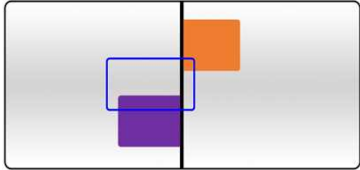
Behaviors	Natural	Adapted
<b>Personal Drive</b> <i>How this individual's own goals move things forward.</i>	<b>Self-Driven</b>	<b>Situational</b>
<b>Self-Reliance</b> <i>How this individual works within a team.</i>	<b>Directive</b>	<b>Collaborative</b>
<b>Providing Instruction</b> <i>How this individual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

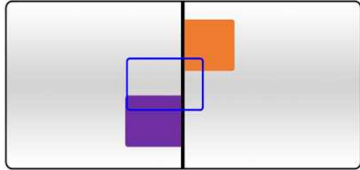
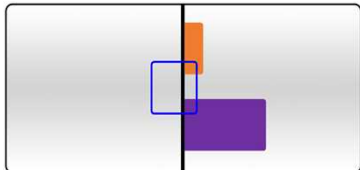
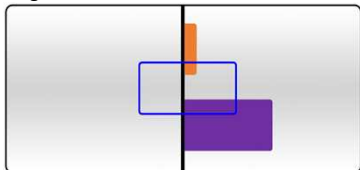
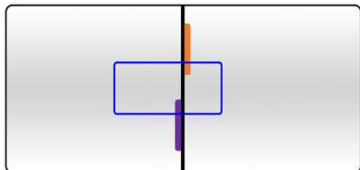
## 12 Behavioral Tendencies – Details & Graphs

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

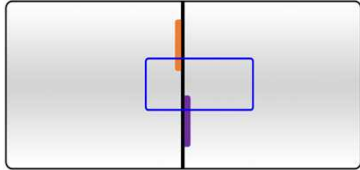
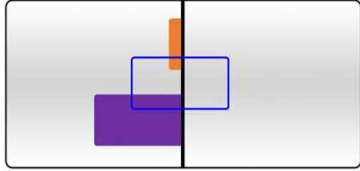
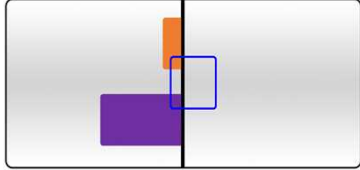
### Interpretation Notes:

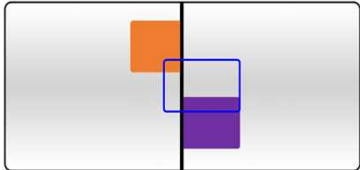
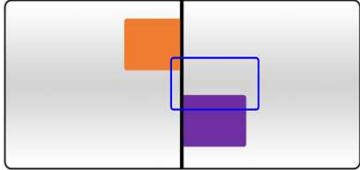
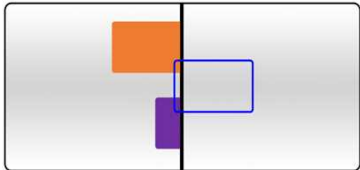
- Frequency Observed:** The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed.
  - HI** – Clearly observed in most situations, seen more often
  - HM** – Frequently observed in many situations
  - MOD** – May or may not be observed depending on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

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

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



<p style="text-align: center;"><b>Expressing Openness</b></p> <p><b>Natural (MOD):</b> Your comfort is balanced between your ability to interact with others and build personal connections, while still maintaining a focus on structure, detail and accuracy, and you may struggle with maintaining a consistent pace or focus. You can be confident with both social interactions and information to support your perspective.</p> <p><b>Adapted (MOD):</b> Consistent with natural style</p>	<p style="text-align: center;"><b>Situational</b></p> <div style="display: flex; justify-content: space-between; padding: 0 10px;"> <span>Structural</span><span>Social</span> </div> 
<p style="text-align: center;"><b>Careful Decision Making</b></p> <p><b>Natural (MOD):</b> You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.</p> <p><b>Adapted (LM):</b> You are somewhat impulsive based on feelings rather than taking the time to consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.</p>	<div style="display: flex; justify-content: space-between; padding: 0 10px;"> <span>Impulsive</span><span>Cautious</span> </div> 
<p style="text-align: center;"><b>Work Process Alignment</b></p> <p><b>Natural (MOD):</b> Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.</p> <p><b>Adapted (LM):</b> Your process and follow through is often driven by upholding quality standards to be sure what you are doing is accurate and precise. You are likely to process information and follow through with exactness and precision as a focus. There are times when consistency is as important as accuracy. Don't forget to balance them.</p>	<div style="display: flex; justify-content: space-between; padding: 0 10px;"> <span>Accuracy</span><span>Consistency</span> </div> 

<p style="text-align: center;"><b>Prioritizing</b></p> <p><b>Natural (LM):</b> You often focus specifically and directly on results now and take actions that target immediate accomplishment, and are less concerned with the established guidelines. You will likely prioritize and focus on the results and the bottom line. While the end result is certainly a key component of what should take priority, be sure you are also aware of the rules and constraints of your situation.</p> <p><b>Adapted (HM):</b> You often focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision. You are likely to prioritize the rules rather than the results. While the rules and procedures are a key component to success and what should take precedence, be sure you know what the end result should be.</p>	<p style="text-align: center;"><b>Situational</b></p> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <span>Results</span> <span>Rules</span> </div> 
<p style="text-align: center;"><b>Building Rapport</b></p> <p><b>Natural (LM):</b> You are somewhat results driven in your interactions, preferring not to connect socially unless there is a specific outcome or purpose. You are more likely to focus on results with a desire to reach a goal or complete a task, rather than connecting or building relationship. Remember, others may like to get to know you more when working together.</p> <p><b>Adapted (HM):</b> You are somewhat social and more likely to focus on building relationship and making connections, rather than accomplishing a goal or completing a task. Don't forget that sometimes there are things to be done.</p>	<div style="display: flex; justify-content: space-between; margin-top: 10px;"> <span>Results-Focused</span> <span>Relationships-Focused</span> </div> 
<p style="text-align: center;"><b>Change Resistance</b></p> <p><b>Natural (LM):</b> You are likely to be more firm in times of change, preferring to lead and direct activities focused on results and solutions. You are likely to respond/interact in change by driving action and facing it head on as it comes. You may even want to change things just to see how it can be different. Sometimes keeping things consistent is good too.</p> <p><b>Adapted (MOD):</b> You can be slow to accept or embrace change or more committed to your own thoughts and ideas during times of change, depending on the level of risk and expected outcome. There may be times when you actively accept and engage in change and other times you feel like more information and planning would be beneficial. You are likely to be on board, as long as things make sense.</p>	<div style="display: flex; justify-content: space-between; margin-top: 10px;"> <span>Drives Change</span> <span>Reluctant to Change</span> </div> 

## Summary of Sample Report'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.

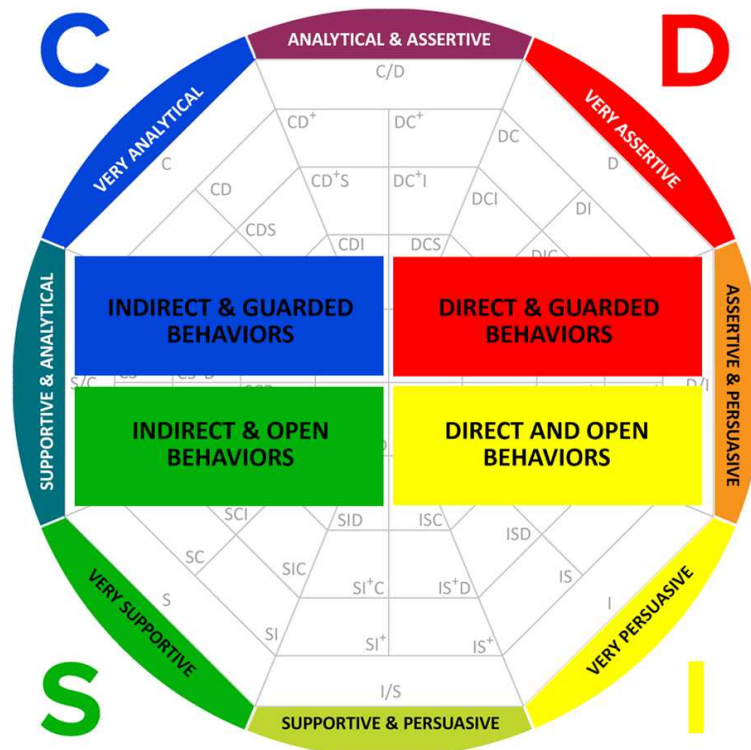
### Words of Advice:

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 BPV 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 D + High I</b> (Upper Right vs. Lower Right Quadrant)</p>	 <p><b>High S + High D</b> (Lower Left vs. Upper Right Quadrant)</p>
 <p><b>High C + High D</b> (Upper Left vs. Upper Right Quadrant)</p>	 <p><b>High C + High S</b> (Upper Left vs. Lower Left 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 Styles DIRECT	With I Styles DIRECT	With S Styles INDIRECT	With C Styles INDIRECT
<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 Styles GUARDED	With I Styles OPEN	With S Styles OPEN	With C Styles GUARDED
<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 Styles FASTER	With I Styles FASTER	With S Styles SLOWER	With C Styles SLOWER
<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 Styles TASK	With I Styles PEOPLE	With S Styles PEOPLE	With C Styles TASK
<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 style="border: 1px dashed black; padding: 10px;"><p><b>RELATIONSHIP</b></p><p><b>Name:</b> <i>John Doe</i></p><p><b>Style:</b> <i>High I</i></p><p><b>Pace:</b> <i>Faster-paced</i></p><p><b>Priority:</b> <i>People-oriented</i></p><p><b>Difference:</b> <i>Pace and Priority</i></p><p><b>Strategy:</b> <i>Be more personable, social, upbeat, and faster-paced with John</i></p></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?

	DOMINANT STYLE		INFLUENCING STYLE		STEADY STYLE		CONSCIENTIOUS STYLE
STRENGTHS	Supervising Leading Pioneering		Persuading Motivating Entertaining		Listening Teamwork Follow-through		Planning Systemizing Orchestration
WORKPLACE BEHAVIORS	Efficient Busy Directive		Interacting Active Personal		Friendly Purposeful Sincere		Formal Functional Structured
TEAM MEMBER							

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

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

## Communicating Effectively Throughout the Selling Process

There are five definable stages to most every buying cycle. Successfully guiding prospects through each phase will lead to positive outcomes for both of you.

**1. Connecting:** Understanding DISC styles will have an impact on the impression you make in the first few minutes of a meeting. In that short, precious time, you make or break the sale. In that time, your prospect sizes you up and determines if you are the type of person he or she would like to do business with.

The purpose of making contact with your prospect is to begin opening up lines of communication. Great listeners make the best salespeople... period. Master the skill of effective listening and every other aspect of your relationships will improve.

**2. Exploring:** The purpose of Exploring is to get an accurate picture of the customer's needs and what it will take to provide an effective solution. To do so, you need to listen to what the customer says as well as know how to ask the right questions to get the information you need.

Asking intelligent questions is a critical sales skill. It does not require asking many questions - just the right ones. Asking questions is similar to painting a picture. You start with a blank canvas and begin to fill in the background and rough in the picture with broad-brush strokes. Then you fill in the details using finer and finer strokes.

**3. Collaborating:** During this phase, you and your prospect collaborate to find a solution that meets the prospect's needs. It is a process of taking your prospect's ideas and combining them with your own ideas to arrive at a solution that makes sense to both of you.

The give-and-take exchange can be thought of as an opportunity to "switch heads" with your prospect. Imagine saying this to your customer: "If you and I could switch heads, that is, if you could know what I know about my product and if I could know what you know about your business, we would both know exactly how to give you the best possible solution for your needs."

That's your goal - to come as close as possible to the perfect knowledge that would allow you to develop the ideal solution for your prospect. To achieve that goal, you need to exchange enough information to fully understand your client's business, industry, trends and challenges; and they have to know as much as possible about your products and services and how they can help them. As you propose a solution, relate it to the prospect's needs discovered in the Explore phase and explain how it will work in your prospect's environment.

**4. Confirming:** Gaining commitment flows naturally out of the Exploring and Collaborating stages for the DISC salesperson. If you did a thorough job during the first three stages of selling: Contacting, Exploring and Collaborating, the prospect should close.

The Confirming stage is a critical point in building a customer partnership. DISC salespeople do not use fancy closing techniques. You cannot work through all the stages of the sale and then, at the end, try to use a manipulative closing technique to clinch the deal. It doesn't make sense... and it most certainly doesn't work when you're trying to build long-term customer relationships rather than simply closing one-shot sales.

**5. Assuring:** A great weakness of most salespeople is the way they handle the Assuring phase of the sales process. Most salespeople stop with getting the sales commitment; they disappear from the customer's life, leaving service, installation, training and follow-up to others.

One "old-school" method of selling has an adage that the sale begins when the customer says "no." In direct contrast, the real job of selling starts when the customer says "yes."

Assuring customer satisfaction is a secret ingredient of extraordinary sales success. You will benefit two ways by assuring each customer. First, this assures repeat business. Almost all products have a life cycle and will be replaced or upgraded. Customers have a tendency to return to the salesperson who previously matched them with a product that met their needs and then provided excellent service and follow-up.

Secondly, satisfied customers are excellent sources of referrals. Customers talk. They talk about poor service and they talk about extraordinary service. When they get super service, they refer others to the salesperson who delivered on his or her promises.

Without repeat business and referrals, a salesperson must constantly prospect and cold-call new accounts. That is not the way most salespeople want to spend their lives... and it certainly is not the best way to be successful!

When you start the sales process, you have a chance to begin building a good customer relationship. However, it is only after the sale, when you make sure your customer is satisfied (preferably delighted!), that you really cement the relationship.

Phase	With D's	With I's	With S's	With C's
<b>Connecting</b>	<ul style="list-style-type: none"> <li>• Skip small talk</li> <li>• Lead with the main point</li> <li>• Show up fully prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Allow for time and stories before turning focus to business at hand</li> <li>• Let them set the pace of the conversation</li> </ul>	<ul style="list-style-type: none"> <li>• Stick to business until they warm up to you</li> <li>• Don't rush into agenda first</li> <li>• Take an active interest in them</li> </ul>	<ul style="list-style-type: none"> <li>• Skip small talk</li> <li>• Bring an agenda</li> <li>• Remain cool, calm and professional</li> </ul>
<b>Exploring</b>	<ul style="list-style-type: none"> <li>• Let him/her know where the questions are headed</li> <li>• Only ask for information that's unavailable elsewhere</li> <li>• Answer their questions directly</li> </ul>	<ul style="list-style-type: none"> <li>• Alternate questions between them personally and business</li> <li>• Gently guide them back to the topic</li> <li>• Keep the focus on their vision and goals</li> </ul>	<ul style="list-style-type: none"> <li>• Be sincerely interested in their answers</li> <li>• Never interrupt them</li> <li>• Ask nonthreatening questions to draw them out over time</li> </ul>	<ul style="list-style-type: none"> <li>• Ask questions that reveal their expertise</li> <li>• Keep the questions focused on the topic</li> <li>• Alternate open and closed-ended questions</li> </ul>
<b>Collaborating</b>	<ul style="list-style-type: none"> <li>• Make any presentation brief</li> <li>• Focus on the bottom line and/or time savings</li> <li>• Provide concise analysis of needs along with your professional recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Involve as many senses as possible</li> <li>• Ask for their ideas often</li> <li>• Sprinkle in testimonials</li> <li>• Provide incentives for making decisions</li> <li>• Show how the solution enhances their image and/or saves them effort</li> </ul>	<ul style="list-style-type: none"> <li>• Show how solution will simplify, add stability or support their goals</li> <li>• Present new ideas in a non-threatening way</li> <li>• Never rush them, but provide gentle, helpful nudges toward a decision</li> </ul>	<ul style="list-style-type: none"> <li>• Emphasize value, accuracy, precision, quality and reliability</li> <li>• Stick to facts and logic; attempt to reduce risks when possible</li> <li>• Never pressure for any decision</li> <li>• Remain cool and emotionally detached</li> </ul>
<b>Confirming</b>	<ul style="list-style-type: none"> <li>• Flat out ask if they are interested</li> <li>• Present two or three options with recommendations and summaries</li> <li>• Be quiet while they review and decide</li> </ul>	<ul style="list-style-type: none"> <li>• Openly ask, "Where do you see us going next?"</li> <li>• Be ready to take their order</li> <li>• Slow them down if they're buying too quickly</li> <li>• Do the paperwork for them</li> </ul>	<ul style="list-style-type: none"> <li>• They are slow decision makers and like to consult opinions of others</li> <li>• Don't press for a decision</li> <li>• Focus on a guarantee if relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Provide logical options with documentation</li> <li>• Give them both time and space to make their decisions</li> <li>• Point out any glaring downside to deal if one exists</li> <li>• Suggest a pilot program or warranty to reduce risk</li> </ul>
<b>Assuring</b>	<ul style="list-style-type: none"> <li>• Follow-up to ensure they're 100% satisfied with solution</li> <li>• Keep the relationship all business</li> <li>• Make certain you deliver on every small promise</li> </ul>	<ul style="list-style-type: none"> <li>• Reinforce their decision by providing ample assistance after the sale</li> <li>• Make sure they don't get frustrated (they don't read instructions)</li> <li>• Help them use the product/service to reduce anxiety</li> </ul>	<ul style="list-style-type: none"> <li>• Provide consistent follow-up along with personal assurances</li> <li>• Give them private phone number to reach you</li> <li>• Remind them that you also desire a long-term business relationship</li> </ul>	<ul style="list-style-type: none"> <li>• Share your process and/or timetable for your follow-up</li> <li>• Double-check their method for measuring satisfaction</li> <li>• Email them ideas and shortcuts</li> <li>• Reinforce value, quality and reliability.</li> </ul>

## Communicating Effectively 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.

However, 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.

Therefore, 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.

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. However, 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.

Phase	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>



Phase	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>

## Communicating Effectively Throughout the Service Process

According to Integrity Solutions® of Nashville, TN, there are six definable steps to the customer service process – Greet, Value, Ask, Listen, Help and Invite. Successfully guiding customers through each step typically leads to positive outcomes.

**1. Greet:** According to recent studies, people make ten or more decisions about us in the first few seconds of contact. People can sense when a person's greeting is genuine and sincere. A famous quote states "Who you are speaks so loudly that I can't hear what you say". In person or over the telephone, tune the world out and people in. Thank people for coming in or contacting you. If possible, have good eye contact. Strong first impressions are lasting ones.

**2. Value:** Valuing people comes from your heart and is not a strategy. Sincerity can't be faked. One of the strongest motivators of people is the need to be valued, understood and noticed. We know that people are instinctively motivated to return to us the attitudes, feelings and behaviors we give them. You can extend value with a sincere smile. Attempt to listen 80% of the time. Think thoughts like, "There is something about you I like", or "You make my job possible". When you silently think thoughts like this, you will value people – whether they are external customers, internal associates, family members or friends. They will be instinctively impelled to return this value to you.

**3. Ask:** Your communication and service effectiveness increases when you focus on filling other people's needs and solving their problems. Needs may range from solving a problem to rewards or gratification. When you ask how you can help someone, your tone of voice and the degree to which you internally value the customer are communicated both consciously and subconsciously. People sense when you sincerely want to help them or are "just going through the motions". Use open-ended questions to obtain information that helps you determine desired objectives. Develop questions to help people discover their true needs since they are more motivated by their own discoveries than your advice.

**4. Listen:** Actively listen to energy level, tone of voice, and pay attention to facial expressions and body language. Nod your head as you understand what people are saying, even over the phone. Responses like "I see" or "I appreciate what you're saying" reinforce the degree of your sincerity. Keep an open mind until you have all the facts. Everyone has a need to be understood. People don't always say what they mean with their words, but almost always do with their tone of voice and body language. Studies show that communication effectiveness is 7% words we say, 38% the way we say the words and 55% body language, gestures, and expressions.

**5. Help:** This step is about taking action and offering solutions to wants, needs, problems or objectives. It also includes giving people extra value. Customers may have a variety of needs that can be solved with your products or services. Some may be obvious, such as "I need to have this problem solved" or "I want this particular product". Others may not be so obvious, such as "I want to look good" or "I want you to value me as an important person." Be aware that often these deeper reasons strongly drive their actions. Helping people also involves giving extra value. It might be a follow-up call to see if the product was received on time, a "thank-you note", or anything that is not expected. It might even be your expertise, experience, knowledge or friendship.

**6. Invite:** Inviting back involves not only thanking people but also leaving them wanting to return. It may also include following up to make sure they are pleased with the interaction. You can say "thank you" in many ways with your words and actions. You are, in essence, re-connecting with people and communicating your appreciation to them for their business or entrusting you to solve their problem. Inviting people to return is more than wanting their repeat business. It is a "mindset" that communicates you will be there to serve them if a future need arises. Make your last impressions as impressive as your first impression. People go where they are appreciated – where they feel welcomed and valued and return when they are invited back. Always take time to ensure that customers and associates feel they had a special experience with you.

STEP	With D's	With I's	With S's	With C's
<b>Greet</b>	<ul style="list-style-type: none"> <li>• Skip small talk</li> <li>• Lead with the main point</li> <li>• Focus on the purpose of the contact</li> </ul>	<ul style="list-style-type: none"> <li>• Allow time for personal information</li> <li>• Let them set the pace and tone</li> <li>• Ask questions about their interests</li> </ul>	<ul style="list-style-type: none"> <li>• Stick to business until they get to know you</li> <li>• Don't rush into the agenda</li> <li>• Give personal attention</li> </ul>	<ul style="list-style-type: none"> <li>• Skip small talk</li> <li>• Polite and courteous but get to the point</li> <li>• Listen patiently</li> </ul>
<b>Value</b>	<ul style="list-style-type: none"> <li>• Be prepared and organized</li> <li>• Get to the point</li> <li>• Ask them what they want to accomplish</li> </ul>	<ul style="list-style-type: none"> <li>• Listen and don't interrupt</li> <li>• Respond openly</li> <li>• Create a relaxed friendly environment</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize their need to make slower decisions</li> <li>• Motivated to seek security and please people</li> <li>• Avoid rushing them and offer assurances</li> </ul>	<ul style="list-style-type: none"> <li>• Don't interact with too much enthusiasm</li> <li>• Logic driven, not emotion</li> <li>• Match their low emotional tone</li> </ul>
<b>Ask</b>	<ul style="list-style-type: none"> <li>• Clarify the purpose for asking questions</li> <li>• Stay focused on the goals and objectives</li> <li>• Keep questions direct and to the point</li> </ul>	<ul style="list-style-type: none"> <li>• Establish personal relationships before asking business questions</li> <li>• Ask about personal needs they want filled</li> <li>• Ask them who else might be involved in any decision</li> </ul>	<ul style="list-style-type: none"> <li>• Speak warmly and informally, asking open questions</li> <li>• Avoid confrontations and challenging questions</li> <li>• Allow time for them to open up and reveal needs</li> </ul>	<ul style="list-style-type: none"> <li>• Ask questions that reveal their expertise and knowledge</li> <li>• Focus questions on process and efficiency</li> <li>• Ask questions that reveal a clear direction</li> </ul>
<b>Listen</b>	<ul style="list-style-type: none"> <li>• Listen to what they want to accomplish</li> <li>• Listen to their suggestions</li> <li>• Summarize their achievements and accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>• Show you are interested in them</li> <li>• Listen to their personal experiences</li> <li>• Provide positive feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Be sensitive to their feelings and emotions</li> <li>• Listen for the risk or changes they want to avoid</li> <li>• Listen for fears or concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Listen to their concerns, reasoning and suggestions</li> <li>• Listen for ways they want to solve the problem</li> <li>• Be sensitive to their need to do things themselves</li> </ul>
<b>Help</b>	<ul style="list-style-type: none"> <li>• Talk in terms of bottom-line achievement</li> <li>• Give them choices with data and analysis</li> <li>• Agree on goals and boundaries</li> </ul>	<ul style="list-style-type: none"> <li>• Show you are interested in them</li> <li>• Clearly summarize details</li> <li>• Support their feelings</li> </ul>	<ul style="list-style-type: none"> <li>• Present new ideas in a non-threatening manner</li> <li>• Explain why change may be necessary</li> <li>• Avoid rushing them</li> </ul>	<ul style="list-style-type: none"> <li>• Provide data in writing</li> <li>• Provide explanations and rationale</li> <li>• Base your claims on facts and data</li> </ul>
<b>Invite / Follow Up</b>	<ul style="list-style-type: none"> <li>• Follow up on any complaints immediately</li> <li>• Stress you will not take a lot of their time</li> <li>• Be sure to deliver on what you promise</li> </ul>	<ul style="list-style-type: none"> <li>• Provide ongoing reminders they have made the right decision</li> <li>• Ask them to share testimonials about you and your products</li> <li>• Ask for referrals</li> </ul>	<ul style="list-style-type: none"> <li>• Follow up consistently</li> <li>• Be available on an "as-needed" basis</li> <li>• Continue to build the relationship with low-key personal attention</li> </ul>	<ul style="list-style-type: none"> <li>• Set a timetable to measure success</li> <li>• Make yourself available for follow up on customer satisfaction</li> <li>• Get back to them quickly with responses to their suggestions</li> </ul>

## Communicating Effectively Throughout the Coaching Process

According to Integrity Solutions® of Nashville, TN, there are five definable steps to their coaching process – Ask, Listen, Coach, Praise and Challenge. Successfully guiding people through each step almost always leads to positive outcomes.



**1. Ask:** The purpose of the Ask step is to understand people’s perspective on progress towards goals and objectives. In essence, you are helping them discover the gap between their current and desired situation.

Ask closed-ended, open-ended, as well as follow-up questions to engage the individual. This will help the person share goals and challenges, while providing opportunities for professional development coaching and support that may be needed. At this stage, resist giving advice because the emphasis should be on gaining the individual’s perspective before sharing your own.

**2. Listen:** Effective coaching depends upon strong listening skills. Strive to listen approximately 80% of the time in the Ask and Listen steps. Develop the practice of focusing your attention completely on the other person versus multi-tasking. Maintain eye contact or if on the phone, interject words of understanding to show you are focused on them.

Practice active listening, or “tune-in” to the other person. Be aware of the individual’s tone of voice, paying attention to emotions and body language, as well as words. Don’t interrupt, and wait until breaks before speaking or asking follow-up questions.

Reflective listening involves summarizing what the person said – paraphrasing without using the exact words – and repeating back what you heard to confirm understanding and create empathy.

**3. Coach:** The primary purpose of the Coach step is to share your perspective, but this is not a monologue. Your goal is to begin with questions rather than giving direction. Help the individual discover any constraints and gain agreement to remove constraints.

Be prepared with specific examples to validate the potential you see in the individual, as well as areas for improvement.

When sharing your perspective, there are several considerations to keep in mind. These are:

1. Being fair and objective.
2. Backing up your perspective with details.
3. Asking for feedback.

During the Coach step, your goal is to spend 50% of the time talking and 50% listening. This is accomplished by asking feedback questions. For example, asking “How is this goal important to you?” maintains a dialogue, allowing you to assess reactions to your suggestions.

Usually during this step, there is an opportunity to provide feedback. Basically there are two types – evaluative and developmental. Evaluative feedback is a picture of past performance, focusing on what the person did or did not achieve. It is usually part of a performance rating system and is a more passive experience for the person receiving feedback.

Developmental feedback is a picture of a desired future result you believe the person can achieve. This type of feedback is a process where the coach and the person being coached work together to ensure the person's success.

It can be positive, focusing on something the person did well. It can also be constructive, addressing something the person did not do well or you would like to have done differently. In either case, be specific.

**4. Praise:** Sincerely personalize praise for specific skills, attitudes, and abilities. In this step, communicate your belief in the individual's ability and express potential you see that the person may not.

Many studies have shown that the number one thing people want is praise and appreciation from others. You can show praise by recognizing a strength, acknowledging a job well done, highlighting the attainment of a goal, or complimenting the support given to a team member. However, to be effective, praise must be sincere and specific. Those same studies point out that sincere praise reduces stress, enhances relationships, increases job satisfaction, and improves morale and performance.

**5. Challenge:** There is a balance between expressing belief in people and holding them accountable. When people respect and trust us, they have a compelling need to live up to our expectations. During this step, it is often your belief in people that causes them to believe they can accomplish more.

As you challenge people, you will gain commitment to specific goals, results and time frames. It is critical to explain that you will follow up and hold them accountable.

**6. Prepare and Follow up:** Coaches understand the importance of preparation and follow up. Preparation begins by doing your homework which relates to:

1. Reviewing commitments made during prior coaching sessions.
2. Knowing how the individual is doing with regard to work or personal goals.
3. Leveraging available resources to prepare.

Basically, there are two types of preparation – physical and mental.

Physical preparation includes referring to notes from previous coaching conversations and progress against previously established goals and actions. It may also involve identifying a topic for discussion that will achieve the greatest impact. Write notes to help guide the conversation.

Mental preparation can be visualizing a successful session and outcome for you and the person being coached. Think, "This is about the person being coached, not me." Think in terms of ability and solutions, not problems and concerns while focusing on the individual's strengths.

Following up is "inspecting what you expect". After establishing agreed-upon goals or actions with the person you are coaching, follow up to ensure these goals or actions are implemented. Follow up can be done by phone, email, or in face-to-face meetings. Expressing your belief in the person's ability to remove constraints or reach goals is an important part of effective follow up.

It is important to recognize there may be barriers to effective follow-up. Things like "time" issues, other priorities, or just plain forgetting get in the way of effective follow up. Identify the barriers that may prevent you and your team member from "touching base" and commit to taking the actions necessary to remove the barriers.

The following pages integrate The Integrity Solutions Coaching Model with The DISC Behavioral Styles Model.

STEP	With D's	With I's	With S's	With C's
<b>Ask</b>	<ul style="list-style-type: none"> <li>● Get to the point of the coaching session</li> <li>● Stay focused on the goals and objectives</li> <li>● Keep questions direct and to the point</li> </ul>	<ul style="list-style-type: none"> <li>● Establish personal relationships before asking business questions</li> <li>● Ask about personal needs they want filled</li> <li>● Gently keep them on topic</li> </ul>	<ul style="list-style-type: none"> <li>● Speak warmly and informally; ask questions to draw them out</li> <li>● Avoid confrontations and challenging questions</li> <li>● Allow time for them to open up and reveal needs</li> </ul>	<ul style="list-style-type: none"> <li>● Ask questions that reveal their expertise and knowledge</li> <li>● Focus questions on process and efficiency</li> <li>● Ask questions that reveal a clear direction</li> </ul>
<b>Listen</b>	<ul style="list-style-type: none"> <li>● Listen to what they want to accomplish</li> <li>● Listen to their suggestions</li> <li>● Summarize their achievements and accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>● Show you are interested in them</li> <li>● Listen to their personal experiences</li> <li>● Provide positive feedback</li> </ul>	<ul style="list-style-type: none"> <li>● Be sensitive to their feelings and emotions</li> <li>● Listen for the risk or changes they want to avoid</li> <li>● Listen for fears or concerns</li> </ul>	<ul style="list-style-type: none"> <li>● Listen to their concerns, reasoning, and suggestions</li> <li>● Listen for ways they want to solve problems</li> <li>● Be sensitive to their need to do things themselves</li> </ul>
<b>Coach</b>	<ul style="list-style-type: none"> <li>● Talk in terms of bottom line achievement</li> <li>● Give them choices with data and analysis</li> <li>● Agree on goals and boundaries</li> </ul>	<ul style="list-style-type: none"> <li>● Show you are interested in them</li> <li>● Clearly summarize details</li> <li>● Keep them focused on their goals and timelines</li> </ul>	<ul style="list-style-type: none"> <li>● Present new ideas in a non-threatening manner</li> <li>● Explain why change may be necessary</li> <li>● Avoid rushing them</li> </ul>	<ul style="list-style-type: none"> <li>● Provide data in writing</li> <li>● Provide explanations and rationale</li> <li>● Base your claims on facts and data</li> </ul>
<b>Praise</b>	<ul style="list-style-type: none"> <li>● Be prepared and organized to congratulate them on their success</li> <li>● Get to the point quickly</li> <li>● Acknowledge the specific goals they accomplished</li> </ul>	<ul style="list-style-type: none"> <li>● Listen and don't interrupt</li> <li>● Recognize their accomplishments with enthusiasm</li> <li>● Be excited when acknowledging how well they did in reaching a goal</li> </ul>	<ul style="list-style-type: none"> <li>● Recognize their need to make be humble</li> <li>● Be sincere in recognizing achievements</li> <li>● Avoid rushing them and offer assurances; request permission to congratulate them for accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>● Don't praise with too much enthusiasm</li> <li>● Recognize the logic used in reaching their accomplishments</li> <li>● Document their achievements and success accurately</li> </ul>
<b>Challenge</b>	<ul style="list-style-type: none"> <li>● Use more caution and deliberation before deciding</li> <li>● Look for ways to recognize others and solicit their opinions</li> <li>● Give more attention to others' emotions</li> </ul>	<ul style="list-style-type: none"> <li>● Prioritize and organize</li> <li>● See tasks through to completion</li> <li>● Keep track of details</li> </ul>	<ul style="list-style-type: none"> <li>● Develop shortcuts and eliminate unnecessary steps</li> <li>● Accept sincere praise and feel appreciated</li> <li>● Accept some risks and changes</li> </ul>	<ul style="list-style-type: none"> <li>● Develop a balance between sensitivity to people and task accomplishment</li> <li>● Be transparent in sharing plans</li> <li>● Praise others, when appropriate</li> </ul>



## So Now What?

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

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

## Disclaimer

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(continued from page 2)

## How to Assure Assessment Accuracy? Independent & Qualified Testing at Standards Set by the **APA** and **EEOC**

*"...this DISC assessment has one of the highest Cronbach scores in the DISC marketplace."  
- Assessment Standards Institute*

### The Assessment Industry's Past and Present

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

### The Solution? Independent & Verifiable Testing by a Qualified Institution

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

#### Construct Validity (**APA Standards**)

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

#### Reliability - Cronbach's alpha (**APA Standards**)

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

#### Disparate Impact (**EEOC Guidelines**)

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

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