



# **DISC Service**

An Evaluation of Behavioral Styles

Report For: **Sample Report**

Style: **CI/CS**

Date: **3/26/2025**



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# Introduction to DISC

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:

**D** Dominance    **I** Influence    **S** Steadiness    **C** Conscientiousness

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 **Conscientiousness**. There is no “best” style. Each style has its unique strengths and opportunities for continuing improvement and growth.

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

### Behavior Descriptors of Each

<div>D</div>	<div>I</div>	<div>S</div>	<div>C</div>
Decisive	Charming	Understanding	Accurate
Competitive	Confident	Friendly	Precise
Daring	Convincing	Good Listener	Analytical
Direct	Enthusiastic	Patient	Compliant
Innovative	Inspiring	Relaxed	Courteous
Persistent	Optimistic	Sincere	Diplomatic
Adventurous	Persuasive	Stable	Detailed
Problem-Solver	Sociable	Steady	Fact-Finder
Results-Oriented	Trusting	Team Player	Objective

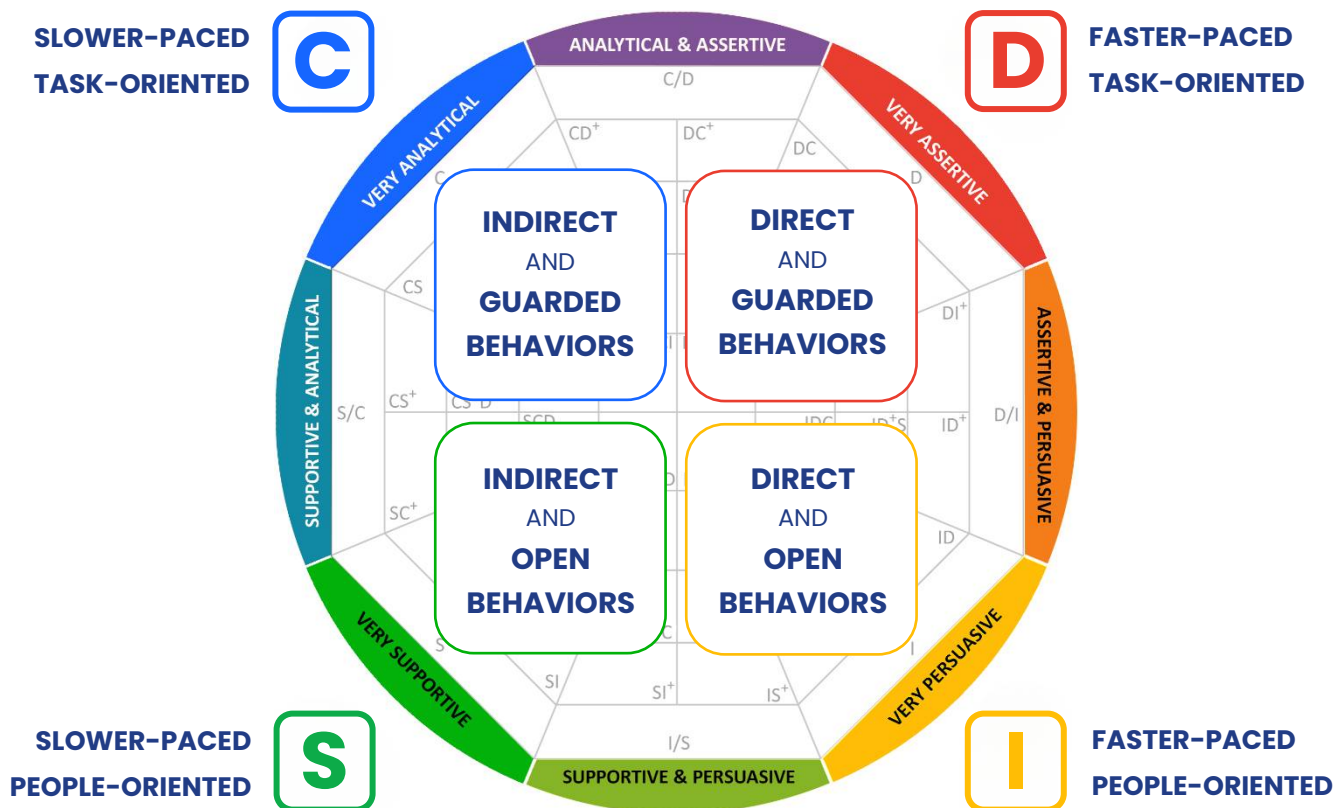
### Directness and Openness of Each Style

<div>D</div>	Tends to be direct and guarded
<div>I</div>	Tends to be direct and open
<div>S</div>	Tends to be indirect and open
<div>C</div>	Tends to be indirect and guarded

### Pace and Priority of Each Style

<div>D</div>	Fast-paced and task-oriented
<div>I</div>	Fast-paced and people-oriented
<div>S</div>	Slow-paced and people-oriented
<div>C</div>	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 & I** are faster-paced
  - **S & C** are slower-paced.
- **D & I** and **S & C** have different **PRIORITIES**:
  - **D & C** are task oriented
  - **I & S** are people oriented.
- **D & S** and **C & I** have **BOTH PACE AND PRIORITY DIFFERENCES**.

## A Deeper Look at the Four DISC Styles

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.

<b>Tends to Act</b>	Assertive	Persuasive	Supportive	Analytical
<b>When in Conflict, this Style</b>	Demands	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-goals over people	Speaking without thinking	Procrastination in addressing change	Overanalyzing 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 DISC Styles

### Communicating with the **D** style

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 **I** style

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 **S** style

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 **C** style

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"



## 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.

Sample, your motto could be, "There is a right way and a wrong way to complete all projects, so let's do it the right way." Whether at home or at the office, you like to do things correctly. You score like those who read instructions and do their research before making decisions. Because of your dedication to precision and accuracy, you are more attentive to ensuring everything is done right when communicating, making a decision, or taking action.

Your score pattern indicates that you tend to maintain a keen awareness of time. You tend to be on time or early for appointments, and expect the same consideration of your time from others. It annoys you when certain people are perpetually late, or when meetings drag on with no assigned time to end.

Your response pattern on the instrument indicates that you appreciate the security of efficient systems and procedures, and strive to maintain or improve them to the highest possible standards. This also might mean that you spend more time thinking about various processes and procedures than others on the team, and as a result, may act as an oracle for those who are uncertain. They ask you because they know you'll have the correct answer, but you may wonder why they didn't learn the correct procedure in the first place.

You tend to judge others by objective standards, and prefer to be evaluated by specific criteria, preferably provided in writing. For you, things are more clear and well-defined when written down. When evaluation time comes, your preference is a list of specific criteria, or a performance measure that is specific and unambiguous.

Sample, people who score like you may tend to get bogged down in details during the decision-making process, thinking that there may be more information forthcoming that might impact the choice. It's true that there will almost always be more information available if we continue to wait; however, there is also a time at which the collection of data must stop and the decision must be made. Be aware of this when facing a series of data-driven decisions.

You set high performance standards for yourself and others and expect everybody to meet those standards. You have remarkably good quality control skills and a high degree of patience. These traits combine to allow you to aim your sights higher than some others on the team. You lead by setting the example yourself, rather than delegating to others and walking away.

You tend to evaluate others by how well they implement and execute procedures, standards, and quality action. You hold others accountable to the same high standards that you maintain for yourself. Those who demonstrate these high standards (as you know, they are somewhat rare) are individuals that you will tend to hold in esteem.

You demonstrate extremely high attention to detail as you strive for perfection. You strive to make things as high-quality as possible and may be disappointed when things turn out just "pretty good." Few people on the team have the ability to attend to details and to follow through the way you do.

## 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: Formalist

Formalists bring a remarkable sense of attention to detail, precision, and maintaining stability within their empowerment boundaries. Given clear expectations, a timeline, and quality resources, Formalists will deliver quality results. They are cautious risk-takers and will move forward only when facts, details, and logic point the way. While they may not be outwardly verbal, they provide deep critical thinking behind their decisions. They should be encouraged to contribute their ideas and analysis to others more openly.

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

- **Personal direction:** Focus on reaching goals in a steady, reliable way
- **Strengths offered:** Will embrace and support high-quality results, including the important details, to reach goals
- **General characteristics:** Driven by high degree of detail awareness and follow-through on tasks and projects
- **Contributions to others:** Thorough, detailed, and accurate input to others' efforts and goals
- **Getting along with others:** Focuses on stability and accuracy of tasks completed
- **When stressed:** May engage in overly-cautious maneuvering and revert to too many negotiations
- **Keep in mind:** May rely too much on old ways of doing things and be hesitant to accept new methods
- **Additional notes:** High degree of accuracy and follow-through, but may bog down in details as a safety blanket

## 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 **Dominance** of Problems, **Influence** of People, **Steadiness** of Pace, or **Conscientiousness** 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.

Focus	<b>D</b> Problems/Challenges	<b>I</b> People/Contacts	<b>S</b> Pace/Consistency	<b>C</b> Procedures/Constraints
<b>Needs</b>	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
<b>Emotions</b>	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
<b>Fears</b>	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 discerning 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 **Dominance** of Problems, **Influence** of People, **Steadiness** of Pace, or **Conscientiousness** 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.

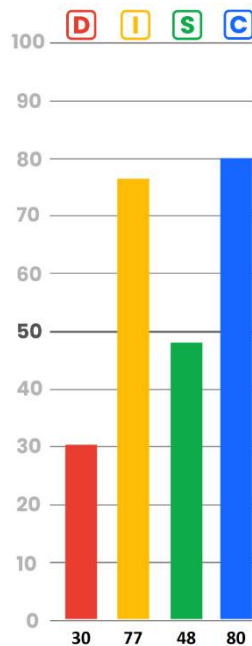
Focus	<b>D</b> Problems/Challenges	<b>I</b> People/Contacts	<b>S</b> Pace/Consistency	<b>C</b> Procedures/Constraints
<b>Needs</b>	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
<b>Emotions</b>	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
<b>Fears</b>	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 discerning rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
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1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

## DISC Graphs for Sample Report

Your Adapted Style indicates you tend to use the behavioral traits of the **CI style(s)** in the focus area you had in mind when completing the assessment. Your Natural Style indicates that you naturally tend to use the behavioral traits of the **CS style(s)**.

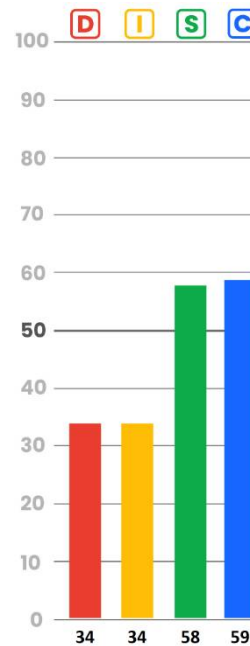
Your Adapted Style is your graph displayed on the left. It is **your perception of the behavioral tendencies you think you should use in your current environment, situation, or relationship**. This graph may change when you change roles or circumstances. The graph on the right is your Natural Style **and 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.

### Adapted Style



Pattern: CI

### Natural Style



Pattern: CS

If you have scores under 10 or over 90, these are extended scores where the behavior becomes a **need**. If expressing that behavior isn't possible, you'll likely create situations where that *behavioral need* can be met.

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 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 (**D**, **I**, **S**, or **C**) 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).

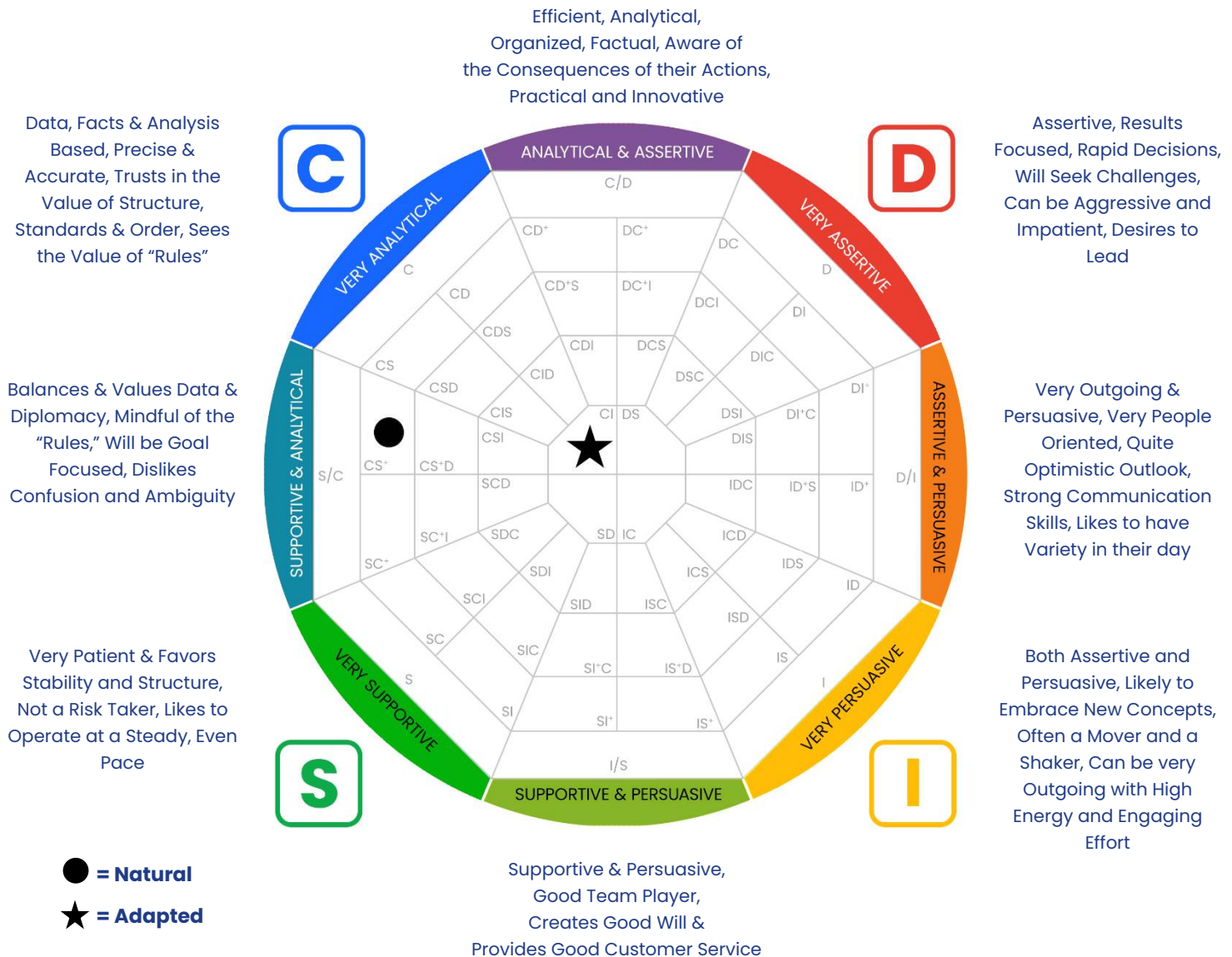
### THE SCORING LEGEND

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

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

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

**Conscientiousness:** 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**:

- Show sincere interest in Sample as a person.
- Provide assurances about Sample's input and decisions.
- Be certain that the information you have is credible.
- Present your ideas and opinions in a non-threatening way.
- Be candid, open, and patient.
- Sample will follow through, so you should be certain to follow through on your part.
- Give Sample time to verify the issues and potential outcomes.

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

- Leave things up in the air, or decide by chance.
- Fail to follow through. If you say you're going to do something, do it.
- Make decisions for Sample.
- Be rude, abrupt, or too fast-paced in your delivery.
- Offer assurances and guarantees that you can't fulfill.
- Rush the issues or the decision-making process.
- Be vague about what's expected of the group.

## 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 home life that is supportive of work demands.
- Complete explanations of systems and processes that impact the work environment.
- Work projects of a highly specialized nature that support your natural curiosity and detail orientation, as well as allow you to demonstrate your skill and competence.
- Inclusion as a part of the group in social functions.
- High quality control standards that are respected by all members of the organization, not just by a few people.
- Having sufficient time to adjust to change, so as not to disrupt systems or processes.
- Sincerity from peers and colleagues.

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

- Increased urgency in making decisions. To be able to shut the data gate and make a decision based on the information currently available.
- Complete explanations of processes and the internal systems used for completion.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- A method to be introduced to new groups of people or business associations.
- An increased urgency to take advantage of opportunities.
- Job descriptions which are presented clearly (preferably in writing), with no ambiguities.
- Options for increasing the efficiency of certain methods or procedures.

## What you Bring to the Organization

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

### Your Strengths:

- You are a strong guardian of quality-control standards and procedures.
- You are especially careful that there are no loose ends on a project that may have been overlooked by others.
- You demonstrate a high degree of technical specialty and skill in your area of expertise.
- You may be sought after by other members of the team because of your complete knowledge of processes and procedures.
- You provide valuable input on projects by considering possible pitfalls that others on the team may have overlooked.
- You are patient in working with others on the team and demonstrating detailed methods for completing a project.
- You provide an objective, reality-focused view of systems, procedures, and organizational operations.

### Your Work Style Tendencies:

- On work-related projects, you tend to be restrained and reticent with your emotions. You may not be openly verbal at a team or organizational meeting unless asked for input, or if the topic is of high personal importance.
- You tend to judge others on the job by objective standards and prefer to be evaluated yourself in the same way.
- You give careful consideration to all variables and input on a project. This process may take a bit more time, but it will yield a quality outcome.
- You set high performance standards for yourself and others, and expect everybody to meet those standards.
- You will take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes.
- You need to feel well-informed regarding specific details related to your area of authority and responsibility.
- You like your workspace to be neat, well organized, and tidy, with everything in its place.

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

- Identification with the team or greater organization.
- Support for your critical thinking skills, and encouragement to make decisions based on logic over emotion.
- A work culture that demonstrates sincere care for the people involved.
- A close-knit group of people with whom you have developed mutual trust, rapport, and credibility.
- Sufficient time to adjust to changes in workplace procedures.
- Established practices, procedures, and protocols.
- Few sudden shocks, unexpected problems, or crises.



## The C Style

### Under Stress – Perceptions, Behavior and Needs for the C

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:

- Very high quality control
- Does the necessary homework
- High detail orientation
- Does it right the first time and always

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

- Takes on too much, doesn't share the work
- Indecisive under pressure
- Too suspicious of others
- Not open to new ideas

#### Under Stress You Need:

- A slow pace for "processing" information
- Accuracy
- Understanding of principles and details

#### Your Typical Behaviors in Conflict:

- You appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, you are often just withdrawing to prepare for a future, probably covert, attempt to reestablish your position.
- You tend to hold conflicts or conflicting views in your mind, looking for proof that you are right or a new valid way of looking at things that accommodates both points of view.
- You are quite uncomfortable with overt conflict, aggression and anger. You will do whatever you can to avoid these situations and to avoid individuals with whom you have a disagreement.

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

- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.

## 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, the directness of a High D 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 be perceived as slow in making decisions and tentative when it comes to making changes.
- You may tend to spend more time than necessary on certain details, for fear of being seen as underprepared.
- You could demonstrate a bit more spontaneity and take yourself a bit less seriously.
- You may be too tightly bound to established procedures and tradition, even as more efficient and effective methods become available.
- You could benefit from a greater degree of self-confidence and an increased sense of urgency to accomplish activities on a tighter timeline.
- You may be overly dependent on a few people who share a similar focus, leading to the exclusion of others on the team who could provide valuable input.
- You may sometimes use facts, figures, and details as a "security blanket" to avoid confrontation or hostility.

## 12 Behavioral Tendencies

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



## 12 Behavioral Tendencies – Details & Graphs

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

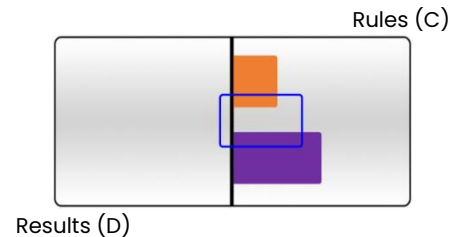
### Interpretation Notes:

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

### Prioritizing

**Natural (HM):** You often focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision. You are likely to prioritize the rules rather than the results. While the rules and procedures are a key component to success and what should take precedence, be sure you know what the end result should be.

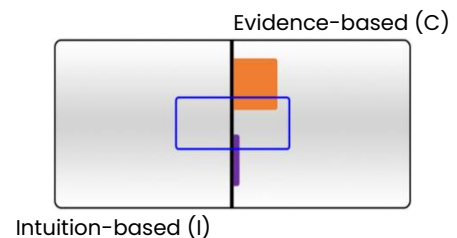
**Adapted (HM):** Consistent with natural style



### Reasoning

**Natural (HM):** You often rely on data and evidence to ensure decisions reflect the right thing to do, and will seek verification to make complete and accurate judgments. You are likely to think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.

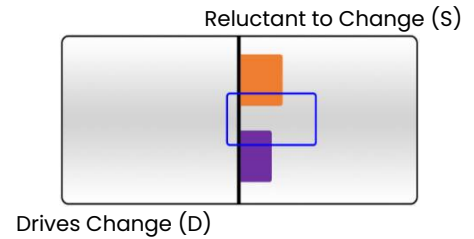
**Adapted (MOD):** You may rely somewhat on your feelings and interactions with others to make decisions, and choose what is likely to be considered acceptable but will seek to back up judgments with evidence and verification. When reasoning, you likely rely on a balanced approach of logic and emotion, and look at the circumstances with a logical perspective and also paying attention to what feels right.



## Change Resistance

**Natural (HM):** You are somewhat change oriented as long as you can prepare for it and understand the expectations associated as well as the reasons for the needed adjustments. You are likely to respond/interact in change by building understanding first, and then planning how to successfully navigate what may come. You won't always have time to fully prepare so flexibility and openness can be a benefit

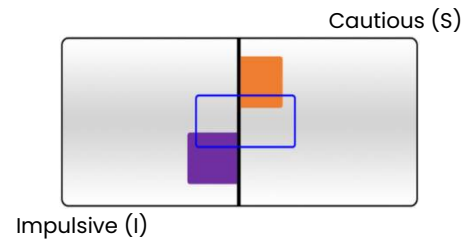
**Adapted (MOD):** You can be slow to accept or embrace change or more committed to your own thoughts and ideas during times of change, depending on the level of risk and expected outcome. There may be times when you actively accept and engage in change and other times you feel like more information and planning would be beneficial. You are likely to be on board, as long as things make sense.



## Careful Decision Making

**Natural (HM):** You often carefully and cautiously consider the risks and benefits, while weighing the pros and cons to prepare for the outcome. You are likely to approach decisions with thoughtfulness before moving forward. There are times when it can be appropriate to do what feels right. Don't let logic be the only ruler.

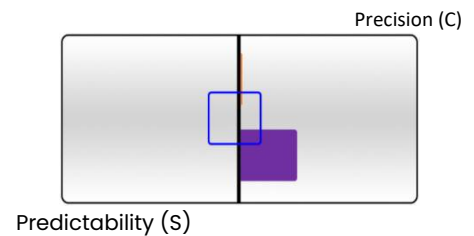
**Adapted (LM):** You are somewhat impulsive based on feelings rather than taking the time to consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.



## Accuracy

**Natural (MOD):** Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will have more positive outcomes when using balanced planning.

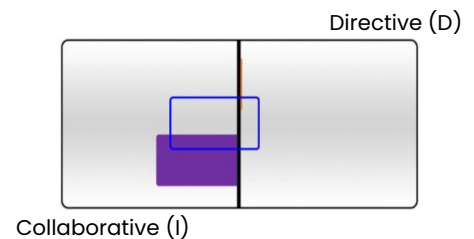
**Adapted (HM):** You frequently focus on carefully and deliberately ensuring high-quality outcomes with great importance on accuracy, structure, order and precision in all you do. You are likely to focus on being and doing things right. While doing it the right way can impact success dramatically, it is also helpful to have dependability and uniformity in planning processes.



## Self-Reliance

**Natural (MOD):** You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work.

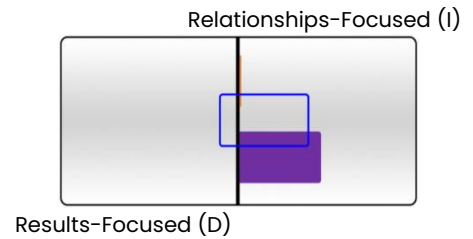
**Adapted (LM):** You are quite attentive to involving others, preferring to reach results together, which may impact efficiency. You will likely do your best work in collaboration with others. Be aware that too much interaction may cause some delays in productivity or efficiency.



## Building Rapport

**Natural (MOD):** Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!

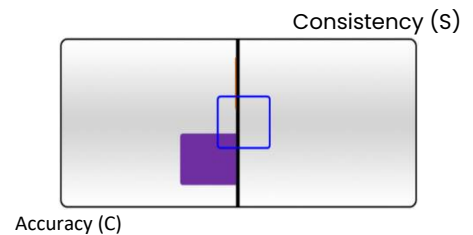
**Adapted (HM):** You are somewhat social and more likely to focus on building relationship and making connections, rather than accomplishing a goal or completing a task. Don't forget that sometimes there are things to be done.



## Work Process Alignment

**Natural (MOD):** Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.

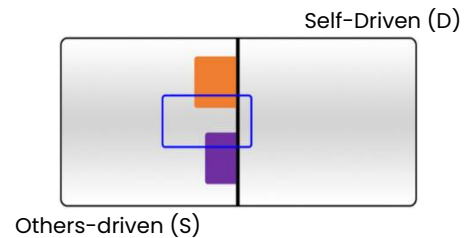
**Adapted (LM):** Your process and follow through is often driven by upholding quality standards to be sure what you are doing is accurate and precise. You are likely to process information and follow through with exactness and precision as a focus. There are times when consistency is as important as accuracy. Don't forget to balance them.



## Personal Drive

**Natural (LM):** Your determination is somewhat steady, supportive and less urgent, considering relationship consequences before acting. You will likely be driven to action based on the expectations of others which may mean you take on more than your fair share or stretch yourself too thin when you make commitments.

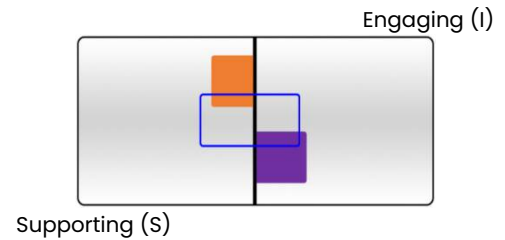
**Adapted (MOD):** Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions. You are likely driven by both a desire to meet your own needs and motivations, and support and help others in the process.



## Customer & Team Interaction

**Natural (LM):** You are likely to focus on providing support and a calming presence to others, often caring for their needs in a way that builds trust and confidence in your service. You are more likely to do whatever you can to make sure others are taken care of and get what they require. It is important to also be attentive to the needs of the business too.

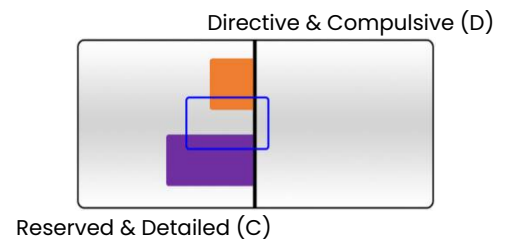
**Adapted (HM):** You are somewhat engaging, charming, persuasive, and influential, often connecting with others in a way that builds trust and confidence. You are more likely to focus on engaging with the others to create a relationship, interacting with them to build a friendship to ensure they will come back to work with you directly. Sometimes business should be just business.



## Providing Instruction

**Natural (LM):** You are more likely to precisely follow established structural and procedural guidelines, and are aware of the need for accuracy and compliance to certain guidelines and protocol. Sometimes, bending the rules slightly is important to getting the best results.

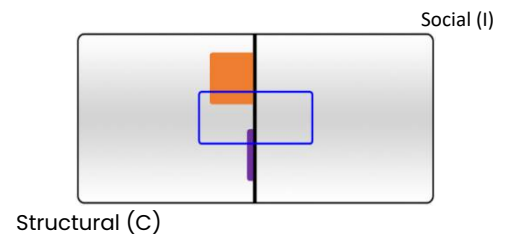
**Adapted (LM):** Consistent with natural style



## Expressing Openness

**Natural (LM):** You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.

**Adapted (MOD):** Your comfort is balanced between your ability to interact with others and build personal connections, while still maintaining a focus on structure, detail and accuracy, and you may struggle with maintaining a consistent pace or focus. You can be confident with both social interactions and information to support your perspective.





## Summary of Sample Report’s Style

Communication is a two-way process. Encourage others to complete their own DISC 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 DISC 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/FAST-PACED** or **INDIRECT/SLOWER-PACED** 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/TASK-ORIENTED** or **OPEN/PEOPLE-ORIENTED** 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:

Directness & Openness		Pace & Priority	
<b>D</b>	Tends to be <b>direct</b> and <b>guarded</b>	<b>Fast</b> -paced and <b>task</b> -oriented	
<b>I</b>	Tends to be <b>direct</b> and <b>open</b>	<b>Fast</b> -paced and <b>people</b> -oriented	
<b>S</b>	Tends to be <b>indirect</b> and <b>open</b>	<b>Slow</b> -paced and <b>people</b> -oriented	
<b>C</b>	Tends to be <b>indirect</b> and <b>guarded</b>	<b>Slow</b> -paced and <b>task</b> -oriented	

## Communicating with Each Style

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

### Guarded/Open

With <b>D</b> Styles <b>GUARDED</b>	With <b>I</b> Styles <b>OPEN</b>	With <b>S</b> Styles <b>OPEN</b>	With <b>C</b> Styles <b>GUARDED</b>
<ul style="list-style-type: none"> <li>• Get right to the task, address bottom line</li> <li>• Keep to the agenda</li> <li>• Don't waste time</li> <li>• Use businesslike language</li> <li>• Convey acceptance</li> <li>• Listen to their suggestions</li> </ul>	<ul style="list-style-type: none"> <li>• Share feelings, show more emotion</li> <li>• Respond to expression of their feelings</li> <li>• Pay personal compliments</li> <li>• Be willing to digress from the agenda</li> </ul>	<ul style="list-style-type: none"> <li>• Take time to develop the relationship</li> <li>• Communicate more, loosen 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>• Downplay enthusiasm and body movement</li> <li>• Respond formally and politely</li> </ul>

## To Modify Pace and Priority

### Pace

With <b>D</b> Styles <b>FASTER</b>	With <b>I</b> Styles <b>FASTER</b>	With <b>S</b> Styles <b>SLOWER</b>	With <b>C</b> Styles <b>SLOWER</b>
<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 <b>D</b> Styles <b>TASK</b>	With <b>I</b> Styles <b>PEOPLE</b>	With <b>S</b> Styles <b>PEOPLE</b>	With <b>C</b> Styles <b>TASK</b>
<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, regulations, and procedures</li> <li>• Help them set realistic deadlines and parameters</li> <li>• Provide 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

### Adapting at Work

#### **D** DOMINANCE 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

#### **I** INFLUENCE 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

#### **S** STEADINESS 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

#### **C** CONSCIENTIOUSNESS 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 Sales and Service

### **D** DOMINANCE 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

### **I** INFLUENCE 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

### **S** STEADINESS 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

### **C** CONSCIENTIOUSNESS 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 Social Settings

### **D** DOMINANCE 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

### **I** INFLUENCE 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

### **S** STEADINESS 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

### **C** CONSCIENTIOUSNESS 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 Learning Environments

### **D** DOMINANCE 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

### **I** INFLUENCE 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

### **S** STEADINESS 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

### **C** CONSCIENTIOUSNESS 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:
  - a. Are they DIRECT or INDIRECT in their communication?
  - b. 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.

My Style:\_\_\_\_\_

My Pace:\_\_\_\_\_

My Priority:\_\_\_\_\_

**RELATIONSHIP**

SAMPLE

**Name:** John Doe

**Style:** High I

**Pace:** Faster-paced

**Priority:** People-oriented

**Difference:** Pace and Priority

**Strategy:** Be more personable, social, upbeat, and faster-paced with John

### Relationship 1

**Name:**\_\_\_\_\_

**Style:**\_\_\_\_\_

**Pace:**\_\_\_\_\_

**Priority:**\_\_\_\_\_

**Difference:**\_\_\_\_\_

**Strategy:**\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### Relationship 2

**Name:**\_\_\_\_\_

**Style:**\_\_\_\_\_

**Pace:**\_\_\_\_\_

**Priority:**\_\_\_\_\_

**Difference:**\_\_\_\_\_

**Strategy:**\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## 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?

	<div>D</div>	<div>I</div>	<div>S</div>	<div>C</div>
Strengths	Supervising Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemizing Orchestration
Workplace Behaviors	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured
Team Member				

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

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



# 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 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.

The next several pages integrate the Integrity Solutions Customer Service Model with the DISC Behavioral Styles Model.

## Greeting Each Style

### Greeting **C** Styles

- C styles are Indirect and Guarded.
- Be polite and courteous, but get to the point.
- Avoid making small talk, but establish credibility.
- Speak slowly, calmly and be brief with words.
- Build credibility by being logical rather than emotional.
- If possible, provide them with a brief overview of the agenda prior to the meeting.
- They tend to be naturally cautious, so don't talk too much about yourself.

### Greeting **D** Styles

- D styles are Direct and Guarded.
- They may be impressed with your success level.
- Give them just enough information to satisfy their need to know.
- Focus on the purpose of the meeting and get to the point.
- Be organized, time-conscious, efficient, formal and business-like.
- Focus on results and the value you can bring versus trying to be friends.
- Ask them about their accomplishments.

### Greeting **S** Styles

- S's are Indirect and Open.
- Keep the relationship business focused until they get to know you.
- Focus on process, stability, details and logic.
- Be organized with specifics and details.
- Be honest, sincere and give personal attention.
- Listen patiently to their detailed responses.
- Be non-threatening, friendly and professional.

### Greeting **I** Styles

- I styles are Direct and Open.
- Shake hands firmly, introduce yourself with confidence and show personal interest.
- Let them set the pace and direction of the interaction.
- Be enthusiastic.
- Be an especially attentive listener.
- Give them positive feedback so they know you relate to their ideas and feelings.
- Be prepared to listen to their stories.
- Ask questions about them and their interests.

## Valuing Each Style

### Valuing **C** Styles

- Don't interact with too much enthusiasm.
- They are driven by logic, not emotion.
- Give them time to think; avoid pushing them.
- Document how and why something applies.
- C styles will quickly sense how well you listen and understand them.
- C styles weigh all alternatives before making decisions.
- Don't try to impress them.
- Match their low emotional tone.

### Valuing **D** Styles

- Provide enough facts for them to feel comfortable but don't overwhelm with information.
- Be prepared, organized, fast-paced and to the point.
- Ask them what they want to accomplish and how they are motivated.
- Provide options and let them make the decision, when possible.
- Let them know you don't intend to waste their time.
- Convey openness and acceptance of them.
- Give them your time and attention.

### Valuing **S** Styles

- Recognize their need to make slower decisions as they weigh the details to avoid risk.
- Tap into their motivation to seek security and please other people.
- Explain how you and your organization will be there to support them in case of any problems.
- Develop trust, friendship, and credibility at a relatively slow pace.
- Avoid rushing them and offer personal, concrete assurances, when appropriate.
- Communicate in a consistent manner on a regular basis.

### Valuing **I** Styles

- I styles are concerned about what others think about them.
- Listen to them and don't interrupt.
- I styles value people over tasks.
- Be open to new topics that may interest them.
- Respond openly and congenially.
- Make suggestions that allow them to look good.
- Give them your attention, time, and presence.
- Create a relaxed friendly environment.

## Asking to Understand Needs

### Asking **C** Styles

- Ask questions that reveal their expertise and knowledge.
- Ask logical, fact-oriented, relevant questions.
- Phrase questions that require specific, accurate information to be shared.
- Focus questions on processes and efficiency.
- Ask questions that reveal a clear direction.
- If appropriate, focus questions on savings, efficiency, and return on investment.

### Asking **D** Styles

- Ask the D style what they want to accomplish, how they currently are motivated and what they would like to change.
- Clarify the purpose for asking questions.
- Stay focused on goals and objectives.
- Make questions practical, logical, and straightforward.
- Keep questions direct and to the point.
- Express interest in and ask questions about goals and results.

### Asking **S** Styles

- Speak warmly and informally, asking open questions that draw them out.
- Show tact and sincerity in exploring their needs.
- Avoid confrontations and challenging questions.
- S's may tell you what they think you want to hear.
- Allow time for S's to open up and reveal their needs and concerns.
- Ask them to identify their own emotional needs as well as their task or business expectations.

### Asking **I** Styles

- Get I styles talking about themselves and their interests.
- Establish personal relationships before asking business questions.
- Ask about their aspirations and recognize their need to be valued.
- Ask about personal needs they want filled.
- Ask who else might be involved in any decision.
- Gently keep them on the topic.

## Listening to People

### Listening to **C** Styles

- Listen for ways to compliment them for their thoroughness and correctness.
- Listen to their concerns, reasoning, and suggestions.
- Listen for specific facts, data, and specifications that are important to them.
- Listen for ways they want to solve the problem and be open to their ideas.
- Listen for specific time frames or deadlines that are important to them.
- Be aware that they may not show outward emotions.

### Listening to **D** Styles

- Listen to what they want to accomplish, how they are motivated and what they would like to change.
- Convey openness and acceptance of them.
- Listen to their suggestions.
- Appreciate and acknowledge them when possible.
- Maintain eye contact and don't interrupt their conversation.
- Summarize their achievements and accomplishment.

### Listening to **S** Styles

- S's need patience and reassurance.
- Be sensitive to their feelings and emotions.
- Listen to how something affects them and their relationships with others.
- Listen for the risk or changes they may want to avoid.
- Listen for fears or concerns.
- Listen for opportunities to provide positive feedback and appreciation.

### Listening to **I** Styles

- Show you are interested in them, let them talk and be enthusiastic.
- Listen to their dreams and goals.
- Listen to their personal feelings and experiences.
- Give them your attention, time, and presence.
- Be sure to maintain eye contact.
- Provide positive feedback; compliment them, when appropriate.
- Match their energy, tone, and pace.

## Helping People

### Helping **C** Styles

- Provide data to them in writing.
- Base your claims on facts, specifications and data.
- Allow them to think, inquire and check before they make decisions.
- Provide explanations and rationale.
- Tell them the pros and cons and the complete story.
- Follow through and deliver on what you promise.
- Respond formally and politely.

### Helping **D** Styles

- Talk in terms of bottom line and achievement.
- Focus on results with quick benefit statements.
- Do the analysis and present solutions for them to approve or reject.
- Give them choices backed with enough data and analysis to make an intelligent decision.
- Make it clear that you will handle the details and deliver end results.
- Agree on goal and boundaries, the support, or get out of their way.
- Let them take the lead, when appropriate, but give them parameters.

### Helping **S** Styles

- Show how you will stabilize, simplify or support procedures and relationships.
- Present new ideas in a non-threatening way.
- Clearly define their roles and goals plus include specific expectations of them in your plan.
- Explain why change may be necessary and how long the changes will take.
- Show the appropriate steps to follow.
- Avoid rushing them and offer personal, concrete assurances, when appropriate.

### Helping **I** Styles

- Interact and participate with them when showing how your products can meet their needs.
- Show that you are interested in them, let them talk and be enthusiastic.
- Illustrate your ideas with stories and emotional descriptions that can relate to their interests.
- Clearly summarize details and direct these toward mutually agreeable objectives and action steps.
- Make suggestions that allow them to increase their prestige, image, or recognition.
- Give them your attention, time, and presence.
- Support their feelings when possible.



## Inviting People Back and Following Up

### Inviting **C** Styles

- Set a specific timetable for when and how you will measure success.
- Continue proving your reliability, quality, and value.
- Make yourself available for follow-up on customer satisfaction and ask for specific feedback.
- Send tips for improved usage or shortcuts.
- Get back to them quickly with responses to their suggestions and how they may be incorporated.

### Inviting **D** Styles

- Follow up to find out if they have any complaints and address them immediately.
- Impress upon them your intent to stand behind your product or service.
- Stress that you will follow up without taking much of their time.
- Whatever the promise, make sure you deliver on everything you offer.
- Appreciate and acknowledge them when possible.

### Inviting **S** Styles

- Give them your personal guarantee that you will remain in touch, keep things running smoothly.
- Follow-up consistently.
- Develop a predictable relationship that is more than just another business acquaintance.
- Be available on an "as needed" basis.
- Continue to build the relationship with low-key, personalized attention and assistance.

### Inviting **I** Styles

- Provide ongoing reminders that they made the right decision.
- Give plenty of assistance immediately after the contact.
- Ask them to share their testimonials about you and your product with others.
- Be certain they actually use your product or they may get frustrated and cancel or return.
- Ask for referrals since they know a lot of people and desire recognition from others.

Step	With the D Style	With the I Style	With the S Style	With the C Style
<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>

## 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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## ASI Validation

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

A recent review found that the majority of assessments available today lack reporting to verify 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.

## 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.