DISC Summary

An Evaluation of Behavioral Styles

Report For: **Sample Report**

Style: **CI/CS**

Date: **3/19/2025**

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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.

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**.

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.

Directness and Openness of Each Style

D	Tends to be direct and guarded
I	Tends to be direct and open
S	Tends to be indirect and open
C	Tends to be indirect and guarded

Pace and Priority of Each Style

D	Fast-paced and task-oriented
I	Fast-paced and people-oriented
S	Slow-paced and people-oriented
C	Slow-paced and task-oriented

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.

Your response pattern indicates that you tend to hide your emotions. You are generally quiet in a group unless asked for input, or if the topic is one of high importance to you. Our advice is to move out of that comfort zone and be a bit more verbal. It will benefit the team, because many will not have considered the issues as deeply as you have. Your input will raise the quality of the conversation. And you will benefit by being perceived as a more open and interactive person.

You tend to make decisions slowly and carefully, only after consideration of all variables and input from others. Of the many patterns of behavioral styles, your scores put you among a minority of the population (a positive minority) who show the trait of careful and deliberate decision making when it comes to important decisions. We specify "important," because you may make routine decisions rather rapidly.

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.

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 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.

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.

You take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes. This is a strength. However, when the team has a deadline, you could be perceived as a bottleneck to the process. Not maliciously, but because you want to analyze the facts and data and determine all possible outcomes as a result of a decision. Be aware of this, and be prepared to abbreviate the analysis a bit when the clock is ticking.

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.

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 provide an objective, reality-focused view of systems, procedures, and organizational operations.
- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.
- You maintain a high degree of accuracy while keeping an eye toward project deadlines.
- You demonstrate a high degree of technical specialty and skill in your area of expertise.
- You are especially careful that there are no loose ends on a project that may have been overlooked by others.
- You are tactful in explaining ideas that may impact others on the team.
- You are not an extremist and tend to be supportive of team efforts.

Your Work Style Tendencies:

- You tend to judge others on the job by objective standards and prefer to be evaluated yourself in the same way.
- You need to feel well-informed regarding specific details related to your area of authority and responsibility.
- 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 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.
- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.
- You set high performance standards for yourself and others, and expect everybody to meet those standards.
- 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:

- A close-knit group of people with whom you have developed mutual trust, rapport, and credibility.
- Established practices, procedures, and protocols.
- Sufficient time to adjust to changes in workplace procedures.
- A workplace relatively free of interpersonal conflict and hostility.
- Identification with the team or greater organization.
- Clear lines of authority and areas of responsibility, with minimal ambiguities.
- Few sudden shocks, unexpected problems, or crises.

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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:

- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- 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.
- Having sufficient time to adjust to change, so as not to disrupt systems or processes.
- Appreciation for the competence and work ethic demonstrated over the long haul.
- A home life that is supportive of work demands.
- A link to some of the traditions that have built success in the past.
- High quality control standards that are respected by all members of the organization, not just by a few people.

People With Patterns Like You Tend to Need:

- Greater participation in team efforts and activities which would provide you with a broader perspective and greater ability to see the "big picture."
- Options for increasing the efficiency of certain methods or procedures.
- Job descriptions which are presented clearly (preferably in writing), with no ambiguities.
- A method to be introduced to new groups of people or business associations.
- Sufficient time for effective planning, especially prior to change.
- An increased urgency to take advantage of opportunities.
- Reassurance that the long hours you dedicate to projects are worthwhile for building a successful outcome.

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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:

- Sample will follow through, so you should be certain to follow through on your part.
- Approach issues in a logical, straightforward, and factual way.
- Provide assurances about Sample's input and decisions.
- Be candid, open, and patient.
- Present your ideas and opinions in a non-threatening way.
- Be certain that the information you have is credible.
- List pros and cons to suggestions you make.

When Communicating with Sample, DON'T:

- Leave things up in the air, or decide by chance.
- Leave an idea or plan without backup support.
- Offer promises that you can't keep.
- Be rude, abrupt, or too fast-paced in your delivery.
- Offer assurances and guarantees that you can't fulfill.
- Make decisions for Sample.
- Fail to follow through. If you say you're going to do something, do it.

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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:

- Does it right the first time and always
- High detail orientation
- Modest and conscientious about work
- Emotionally stable and in control

Under Stress, May be Perceived by Others:

- Too suspicious of others
- Takes on too much, doesn't share the work
- Overly sensitive to criticism
- Not open to new ideas

Under Stress You Need:

- A slow pace for "processing" information
- Accuracy
- Guarantees that you are right

Your Typical Behaviors in Conflict:

- Your tendency to be something of a loner may make it more difficult for other people to trust you, although your demonstrated reliability tends to offset this.
- 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 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:

- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- 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 too tightly bound to established procedures and tradition, even as more efficient and effective methods become available.
- You may be perceived by some as rigid, inflexible, and overly strict regarding procedures and options.
- You may be perceived by others as private, guarded, shy, and undemonstrative.
- You could broaden your perspective by interacting with a wider variety of people.
- 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 be perceived as slow in making decisions and tentative when it comes to making changes.
- You may sometimes use facts, figures, and details as a "security blanket" to avoid confrontation or hostility.

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

D I S C

| 30 | 77 | 48 | 80 |
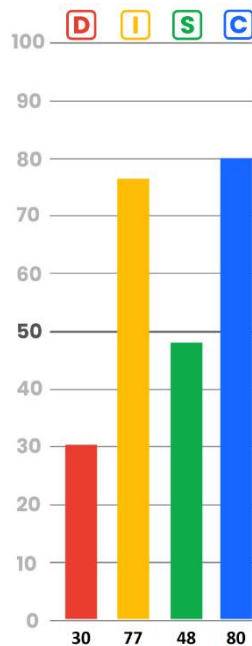
Pattern: CI

Natural Style

D I S C

| 34 | 34 | 58 | 59 |
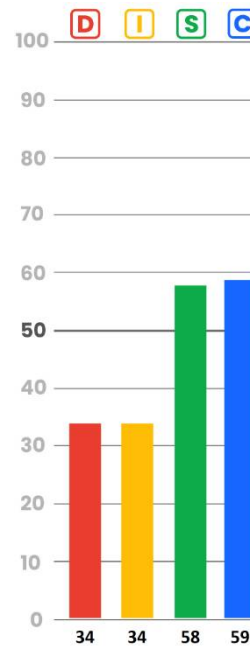
Pattern: CS

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.

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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).
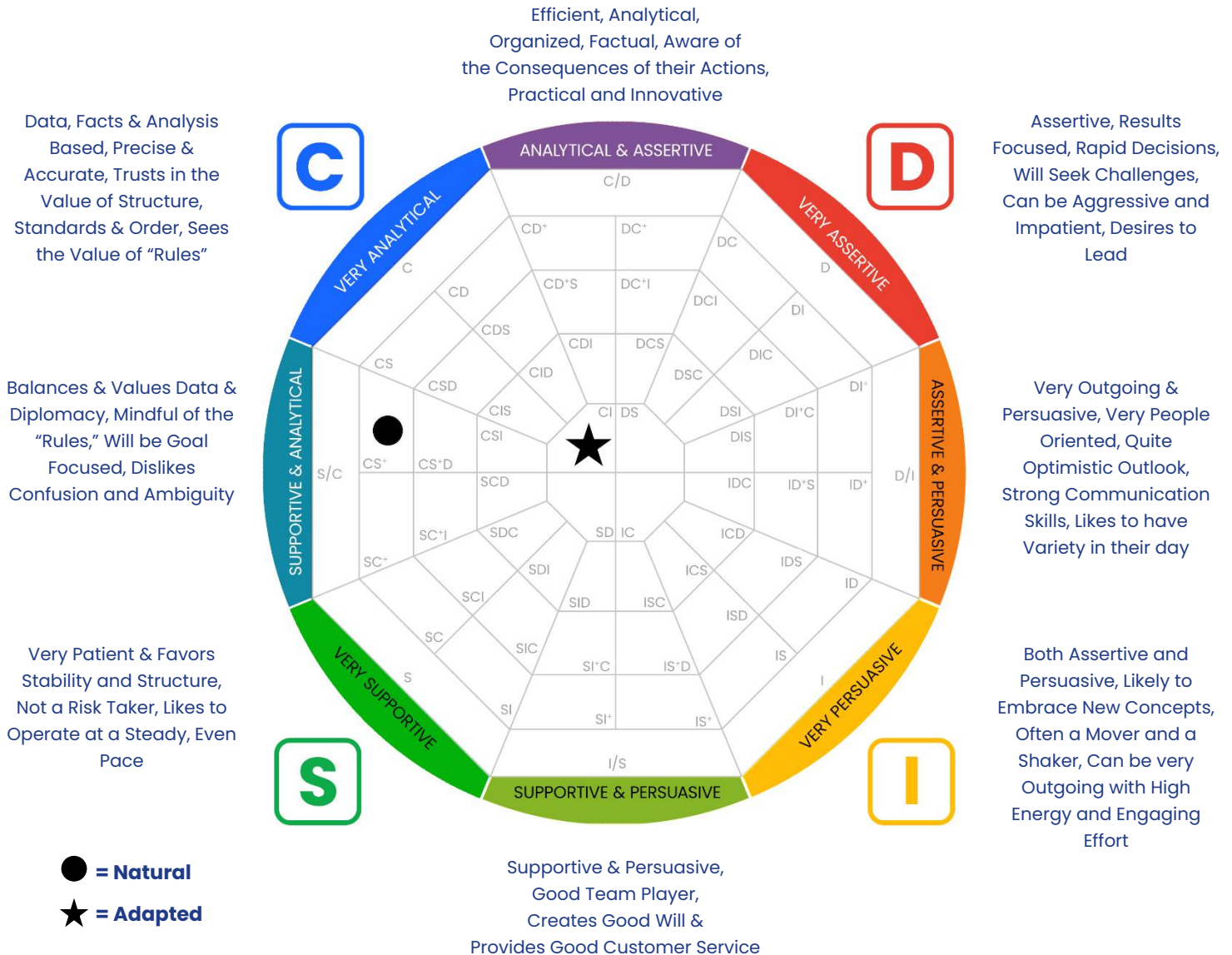
THE SCORING LEGEND

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

Efficient, Analytical, Organized, Factual, Aware of the Consequences of their Actions, Practical and Innovative

Data, Facts & Analysis Based, Precise & Accurate, Trusts in the Value of Structure, Standards & Order, Sees the Value of "Rules"

Assertive, Results Focused, Rapid Decisions, Will Seek Challenges, Can be Aggressive and Impatient, Desires to Lead

Balances & Values Data & Diplomacy, Mindful of the "Rules," Will be Goal Focused, Dislikes Confusion and Ambiguity

Very Outgoing & Persuasive, Very People Oriented, Quite Optimistic Outlook, Strong Communication Skills, Likes to have Variety in their day

Very Patient & Favors Stability and Structure, Not a Risk Taker, Likes to Operate at a Steady, Even Pace

Both Assertive and Persuasive, Likely to Embrace New Concepts, Often a Mover and a Shaker, Can be very Outgoing with High Energy and Engaging Effort

Supportive & Persuasive, Good Team Player, Creates Good Will & Provides Good Customer Service

● = Natural

★ = Adapted

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!

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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.

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