



DISC Team Summary

A Team Evaluation of Behavioral Styles

Report For: Sample Group

Date: 3/27/2025





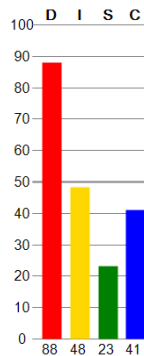
Introduction to DISC Team Summary Report

Team Members:

William Sample	John Sample	Leslie Sample	Kenneth Sample	Jane Sample
----------------	-------------	---------------	----------------	-------------

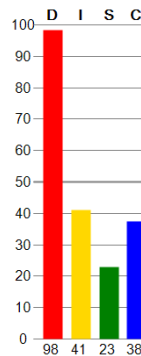
William Sample - D/D - Producer Style

Adapted Style - Graph I

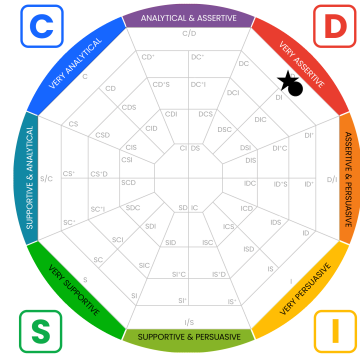


Pattern: D (6323)

Natural Style - Graph II



Pattern: D (6323)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You have a strong sense of urgency when it comes to getting things done.
- You ask questions that challenge tradition.
- You are self-reliant, with the ability and innovation to blaze new trails.
- You deal directly, with an eye on the bottom-line.
- You are a self-starter who doesn't wait for external things to happen.
- You bring innovative ideas and solutions.
- You value perseverance and rarely give up.

Your Work Style Tendencies – What You Bring to the Job:

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

You Will Be Most Effective in Environments That Provide:

- Minimum direct supervision.
- Removal from routine or repetitive work.
- Performance appraisals based on the results achieved, not the means or process used.
- Opportunities for multi-tasking, and multi-threaded projects.
- Freedom from details and minutiae.
- Few, if any controls or limitations on your authority.
- Many varying experiences, including some occasional unexpected surprises or problems.

You Are Motivated by:

- A change-oriented work culture.
- Independence to be able to act on ideas, and to express creativity in solving problems.
- Having authority equal to your responsibility.
- Opportunities for advancement and career expansion.
- A variety of experiences and new challenges.
- Opportunities to express your ideas and opinions.
- Having control over your own destiny and career path.

William Sample - D/D - Producer Style

You Need:

- Environments with challenging assignments.
- To be reminded to pace yourself, and to occasionally slow down to relax and rebalance.
- To curb intensity in less urgent situations.
- To soften your approach a bit, and take it down a notch, so as not to be so blunt and critical.
- To negotiate commitments on a face-to-face basis. This helps maintain clarity and mutual responsibility.
- To engage in a proactive confrontation when someone disagrees with your methods or ideas. This is preferable to sowing seeds of discontent behind one's back.
- To understand the results that are expected of you, and to be judged on the results, rather than the methods used to achieve the results.

Under Stress, May Be Perceived by Others:

- Arrogant
- Self-centered
- Controlling
- Manipulative

Your Needs When Stressed:

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

Your Typical Behaviors in Conflict:

- Your passion to win may result in win/lose situations, making it difficult for others to work with you.
- Your anger is directed at the situation and the lack of desired results, not at anyone, personally. However, your outbursts and behaviors may appear to be a personal attack. You tend to react quickly and often may fail to choose your words appropriately.
- Since you tend to focus on your own results, you may tend to become autocratic in order to get your way.

Reduce Conflict and Increase Harmony with Others:

- Avoid creating controversy or "stirring up the pot" just to keep things interesting. This may increase your own energy for the task; however, it is likely to have a serious negative effect on many others.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary. When using someone's suggestion, acknowledge that person.
- You need to include all the people involved with a project in your decision-making process. Ask for their input on a regular basis and take it into consideration. You can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.

When Communicating with William, DO:

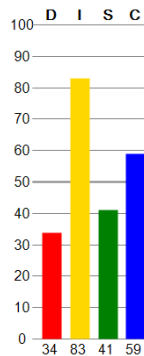
- Be clear in your explanations.
- Get to the point quickly, and don't ramble.
- When you disagree, take issue with the methods or procedures, not with the person.
- Stay on track. Don't talk about extraneous issues or items.
- Stick to business matters only.
- Ask "what"-oriented questions that close the issue or topic.
- Be prepared to handle some objections.

When Communicating with William, DO NOT:

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

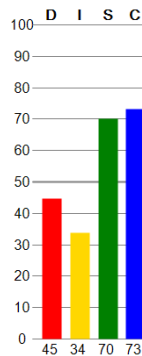
John Sample - Ic/CS - Formalist Style

Adapted Style - Graph I

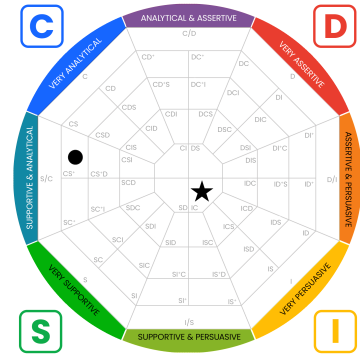


Pattern: Ic (2634)

Natural Style - Graph II



Pattern: CS (3255)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You maintain a high degree of accuracy while keeping an eye toward project deadlines.
- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.
- You are patient in working with others on the team and demonstrating detailed methods for completing a project.
- You are not an extremist and tend to be supportive of team efforts.
- You provide an objective, reality-focused view of systems, procedures, and organizational operations.
- You may be sought after by other members of the team because of your complete knowledge of processes and procedures.
- You have an excellent, considerate, analytical listening style.

Your Work Style Tendencies – What You Bring to the Job:

- You appreciate an occasional word of reassurance from your supervisor or board, as long as it is sincere input.
- 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 demonstrate a strong need for perfection and detail orientation.
- You like your workspace to be neat, well organized, and tidy, with everything in its place.
- You persuade others on the team by careful attention to detail, and through facts, data, and logic.
- You may get bogged down in details due to your tendency to keep the "data gate" open too long. You always worry that there may be more information forthcoming that can impact the direction of the decision.
- You set high performance standards for yourself and others, and expect everybody to meet those standards.

You Will Be Most Effective in Environments That Provide:

- A workplace relatively free of interpersonal conflict and hostility.
- A secure work situation.
- Established practices, procedures, and protocols.
- Support for your critical thinking skills, and encouragement to make decisions based on logic over emotion.
- Sufficient time to adjust to changes in workplace procedures.
- A close-knit group of people with whom you have developed mutual trust, rapport, and credibility.
- Identification with the team or greater organization.

You Are Motivated by:

- Having sufficient time to adjust to change, so as not to disrupt systems or processes.
- A home life that is supportive of work demands.
- 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.
- Appreciation for the competence and work ethic demonstrated over the long haul.
- The knowledge that the products and services offered are of the highest quality.
- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.

John Sample - Ic/CS - Formalist Style

You Need:

- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Job descriptions which are presented clearly (preferably in writing), with no ambiguities.
- Reassurance that the long hours you dedicate to projects are worthwhile for building a successful outcome.
- An increased urgency to take advantage of opportunities.
- Complete explanations of processes and the internal systems used for completion.
- Reassurance that your contributions are significant to the success of the team.
- Options for increasing the efficiency of certain methods or procedures.

Under Stress, May Be Perceived by Others:

- Too suspicious of others
- Inflexible
- Too much 'by-the-book' thinking
- Takes on too much, doesn't share the work

Your Needs When Stressed:

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

Your Typical Behaviors in Conflict:

- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.
- 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.
- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.

Reduce Conflict and Increase Harmony with Others:

- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.

When Communicating with John, DO:

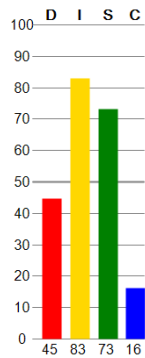
- John will follow through, so you should be certain to follow through on your part.
- Outline individual tasks and responsibilities in writing.
- Do your homework, because John's homework will already be done.
- Present your ideas and opinions in a non-threatening way.
- Approach issues in a logical, straightforward, and factual way.
- Ask 'how' oriented questions to draw out John's opinions.
- Be certain that the information you have is credible.

When Communicating with John, DO NOT:

- Offer assurances and guarantees that you can't fulfill.
- Be rude, abrupt, or too fast-paced in your delivery.
- Leave things up in the air, or decide by chance.
- Make decisions for John.
- Be vague about what's expected of the group.
- Rush the issues or the decision-making process.
- Leave an idea or plan without backup support.

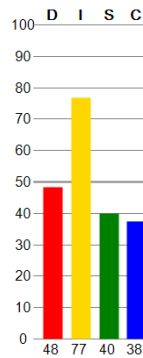
Leslie Sample - IS/I - Networker Style

Adapted Style - Graph I

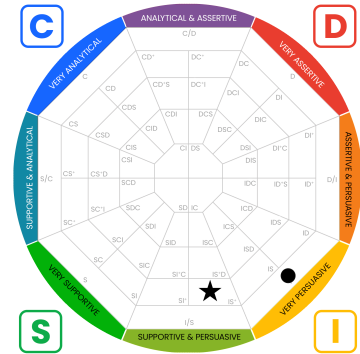


Pattern: IS (3651)

Natural Style - Graph II



Pattern: I (3533)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You demonstrate excellent people skills.
- You supply a positive sense of humor.
- You're an excellent team player.
- You are able to communicate to large and small audiences, with equal poise and confidence.
- You bring optimism to the team.
- You are able to generate enthusiasm in others.
- You demonstrate excellent verbal skills.

Your Work Style Tendencies – What You Bring to the Job:

- You tend to seek specialized assignments that capitalize on your social and motivational skills.
- You wish to be seen as an easy person to get along with. You won't deliberately antagonize others.
- You tend to be optimistic and rely on that positivity to engage and motivate others.
- You are able to generate team involvement through friendly conversation and gentle persuasion of team members in a one-on-one manner.
- You have the ability to speak to audiences, and motivate others with poise, confidence, and excellent verbal skills.
- You generally display a high energy level and are very good at meeting new people.
- You tend to be very extroverted and may rely on creativity or spontaneity to make an activity more exciting.

You Will Be Most Effective in Environments That Provide:

- A democratic environment with participatory management.
- The opportunity to network with others.
- Opportunities to express yourself.
- A non-hostile working environment.
- Freedom from controls, detail, and paperwork.
- Freedom to move around, either in the office or around the country.
- Projects that allow you to motivate and persuade people.

You Are Motivated by:

- A system of support to assist with details and follow-through.
- Acceptance as an important member of a group or team.
- Awards that recognize ability, skill, or achievements.
- Official recognition for success on a project or in achieving a goal.
- A strong, visible group or organization to identify with.
- A democratic environment with a free exchange of ideas.
- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.

Leslie Sample - IS/I - Networker Style

You Need:

- To be more practical and less ideological.
- An environment where there is frequent communication and contact with people.
- Greater emphasis on tasks, organizational work, business, or profits.
- A greater control over time management.
- An increased sense of urgency to get things done expediently.
- Better organization skills and better record-keeping.
- Friendly, active people to associate with.

Under Stress, May Be Perceived by Others:

- Disorganized in office
- Self-promoting
- Superficial
- Poor time manager

Your Needs When Stressed:

- Action and interaction
- To get credit
- Prestige

Your Typical Behaviors in Conflict:

- You are quite uncomfortable with conflict, aggression and anger. You do whatever you can do to avoid them. If possible, you may physically avoid an environment filled with conflict or anger. If that is not possible, you will probably seek to use your natural humor and story-telling ability to reduce the level of tension. If neither approach works, you may attempt to ignore the conflict. Given your strong focus on relationships, however, this tactic is rarely successful.
- If a conflict persists or your anger increases, you are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike your normal behavior.
- You may experience a desire to get even if someone thwarts a major component of your personal agenda; however, you are not very likely to follow through. You may choose to overlook the matter in order to preserve the relationship or you may simply lash out in anger.

Reduce Conflict and Increase Harmony with Others:

- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.
- Recognize that you can never resolve conflict by avoiding it. While you may be concerned that you will damage a relationship while expressing your needs or clarifying your expectations, respectfully dealing with issues will allow you to leave them behind you. Be sure, of course, to listen attentively to their concerns and respond appropriately.
- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.

When Communicating with Leslie, DO:

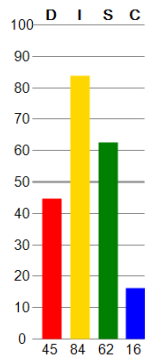
- Plan some extra time in your schedule for talking, relating, and socializing with Leslie.
- Plan to talk about things that support Leslie's dreams and goals.
- Be certain to conclude the communication with modes of action and specific instructions for the next step.
- Join in with some name-dropping, talk positively about people and their goals.
- Use Leslie's own words to direct you back to the topic or issue at hand.
- Provide immediate incentives for Leslie's willingness to help on the project.
- Be engaging, stimulating, and fast-paced.

When Communicating with Leslie, DO NOT:

- Be impersonal or judgmental.
- Talk down to Leslie.
- Be overly task-oriented.
- Let the discussion with Leslie get caught in dreams too much, otherwise you'll lose time.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Stick too rigidly to the agenda.
- Be cool, aloof, or regimented.

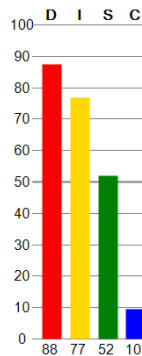
Kenneth Sample - Is/DIs - Results-Driven Style

Adapted Style - Graph I

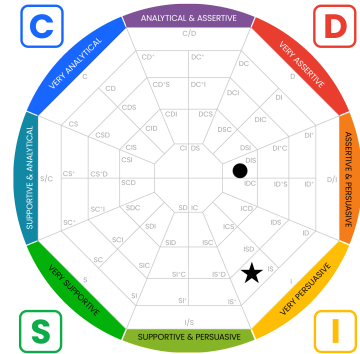


Pattern: Is (3641)

Natural Style - Graph II



Pattern: DIs (6541)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You are highly driven toward solutions and success, and enjoy bringing others with you on the journey.
- You have the ability to be both firm and friendly, as the situation demands.
- You have the ability to develop bold and new solutions independently, without deferring to others.
- You tend to take on challenging assignments or difficult tasks, and succeed with them.
- You are able to jump into the middle of a project in process, get people on board, and make decisions quickly.
- You are able to efficiently multi-task, maintaining control over many projects simultaneously.
- You are ready to take the credit or assume the blame for the results.

Your Work Style Tendencies – What You Bring to the Job:

- You expect others to keep up and maintain a rapid pace.
- You may be perceived by some as aggressive, in your strong determination to meet or exceed expectations.
- You seem to thrive in positions of power, authority, and responsibility.
- You demonstrate foresight and strong organizational skills when planning the "big picture."
- You tend to express a very high sense of urgency on projects and work tasks.
- You are motivated to be a very active agent in everything you do.
- You are able to take charge of a project, even in mid-stream, and work hard to make it a success.

You Will Be Most Effective in Environments That Provide:

- Assignments involving motivational skills in leading others.
- Social recognition for accomplishments.
- Challenges in building new territory or networks of people.
- Freedom from mundane, repetitive details.
- A climate that supports innovative ideas.
- Non-routine assignments.
- Opportunities to see immediate results.

You Are Motivated by:

- A climate allowing for communication with new people.
- Having the power to control your own career destiny, and make the necessary choices and decisions in fulfilling that destiny.
- The existence of a variety of challenges and goals which offer you opportunities to demonstrate your skills and abilities.
- Having authority equal to the responsibility you are given.
- An environment that provides rapid advancement to positions of higher responsibility.
- Recognition for the skills, insight, and problem-solving you dedicate and contribute on a daily basis.
- New problems to solve and new challenges to address.

Kenneth Sample - Is/DIs - Results-Driven Style

You Need:

- To become more aware of your impact and approach toward others in the organization.
- An organization that practices participatory leadership.
- To become more sensitive to the climate of the situation, and adjust your intensity accordingly.
- To realize that you may not always be the leader of every team or task force.
- A strong support staff to handle work details.
- To soften the ego a bit, especially with those who don't share the same egotism and optimism.
- To negotiate with others in a real-time, face-to-face manner, as opposed to using electronic means.

Under Stress, May Be Perceived by Others:

- Lacks detail focus
- Overly critical of others
- Oversteps authority
- Impatient with others who are slower

Your Needs When Stressed:

- A fast pace for moving toward goals
- Accomplishments
- Control of the situation and yourself

Your Typical Behaviors in Conflict:

- You are quite comfortable with conflict, aggression and anger. Many times you may not realize the impact your behavior has on others. In other instances, however, you may consciously choose anger and aggression as a tactical weapon. In any case, you are likely to increase the level of aggression.
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.
- You generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.

Reduce Conflict and Increase Harmony with Others:

- You need to include all the people involved with a project in your decision-making process. Ask for their input on a regular basis and take it into consideration. You can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary. When using someone's suggestion, acknowledge that person
- Recognize that others may not be comfortable dealing with conflict, anger, and aggression. Therefore, reacting with your normal behavior may be counterproductive, resulting in interference with your desired results.

When Communicating with Kenneth, DO:

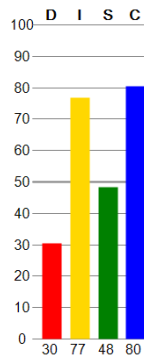
- Put the details in writing, but don't plan on discussing them too much.
- Plan some extra time in your schedule for talking, relating, and socializing, but let Kenneth take the lead, and don't be surprised if the socializing ends abruptly.
- Get to the point quickly, and don't ramble.
- Motivate and persuade Kenneth by pointing out objectives and expected results.
- Join in with some name-dropping, and talk positively about people and their goals.
- Be specific about what's needed, and who is going to do it.
- Be efficient: Hit the major points first.

When Communicating with Kenneth, DO NOT:

- Let the discussion with Kenneth get caught in dreams too much, otherwise you'll lose time.
- Ask rhetorical or useless questions.
- Get bogged down in facts, figures, or abstractions.
- Be overly task-oriented.
- Forget or lose things necessary for the meeting or project.
- Be sloppy or disorganized.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.

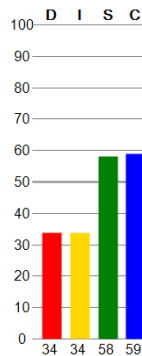
Jane Sample - CI/CS - Formalist Style

Adapted Style - Graph I

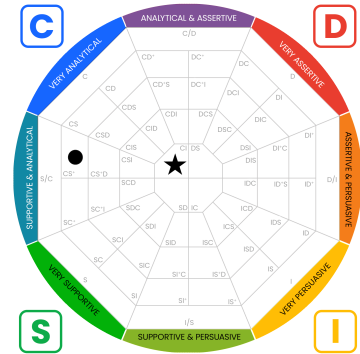


Pattern: CI (2536)

Natural Style - Graph II



Pattern: CS (2244)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- 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.
- You are patient in working with others on the team and demonstrating detailed methods for completing a project.
- You may be sought after by other members of the team because of your complete knowledge of processes and procedures.
- You have an excellent, considerate, analytical listening style.
- You are a strong guardian of quality-control standards and procedures.
- You demonstrate a high degree of technical specialty and skill in your area of expertise.

Your Work Style Tendencies – What You Bring to the Job:

- You are highly conscientious and can be relied on to follow through on detailed projects and complex assignments.
- You need to feel well-informed regarding specific details related to your area of authority and responsibility.
- 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 persuade others on the team by careful attention to detail, and through facts, data, and logic.
- You appreciate an occasional word of reassurance from your supervisor or board, as long as it is sincere input.
- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.
- 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 Be Most Effective in Environments That Provide:

- Highly specialized assignments and technical areas of responsibility.
- A workplace relatively free of interpersonal conflict and hostility.
- Identification with the team or greater organization.
- Sufficient time to adjust to changes in workplace procedures.
- Activities that can be monitored from beginning to end.
- Few sudden shocks, unexpected problems, or crises.
- Support for your critical thinking skills, and encouragement to make decisions based on logic over emotion.

You Are Motivated by:

- A home life that is supportive of work demands.
- Having sufficient time to adjust to change, so as not to disrupt systems or processes.
- The assurance that changes are made thoughtfully, carefully, and only when proven to be necessary.
- Sincerity from peers and colleagues.
- A link to some of the traditions that have built success in the past.
- Complete explanations of systems and processes that impact the work environment.
- Inclusion as a part of the group in social functions.

Jane Sample - CI/CS - Formalist Style

You Need:

- Job descriptions which are presented clearly (preferably in writing), with no ambiguities.
- Reassurance that the long hours you dedicate to projects are worthwhile for building a successful outcome.
- Complete explanations of processes and the internal systems used for completion.
- An increased urgency to take advantage of opportunities.
- A method to be introduced to new groups of people or business associations.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Reassurance for taking appropriate and calculated risks.

Under Stress, May Be Perceived by Others:

- Takes on too much, doesn't share the work
- Overly sensitive to criticism
- Inflexible
- Too much 'by-the-book' thinking

Your Needs When Stressed:

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

Your Typical Behaviors in Conflict:

- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.
- You often resort to various indirect techniques to manipulate the environment to make it more favorable to your position. You may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.
- 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.

Reduce Conflict and Increase Harmony with Others:

- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.

When Communicating with Jane, DO:

- Be certain that the information you have is credible.
- Show sincere interest in Jane as a person.
- Provide assurances about Jane's input and decisions.
- Jane will follow through, so you should be certain to follow through on your part.
- Ask 'how' oriented questions to draw out Jane's opinions.
- Assure Jane that there won't be any unexpected surprises.
- Make an organized appeal for Jane's support and contributions.

When Communicating with Jane, DO NOT:

- Fail to follow through. If you say you're going to do something, do it.
- Leave an idea or plan without backup support.
- Make decisions for Jane.
- Rush the issues or the decision-making process.
- Offer promises that you can't keep.
- Leave things up in the air, or decide by chance.
- Be vague about what's expected of the group.