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DISC + Motivators

Integrated Insight into Behavior & Motivation

Report for: **Sample Report**

DISC Style: **Coach**

Motivators Style: **The Nonconformist**

Date: **4/8/2026**

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Introduction to the DISC + Motivators Report

Welcome to a deeper kind of discernment – where behavior meets purpose.

This integrated report brings together two powerful tools – **DISC** and **Motivators** – to offer a comprehensive view of **how you act** and **why**. While DISC helps you understand your observable behaviors and communication style, Motivators uncovers the internal drivers and passions that propel and fuel your choices.

By combining these concepts, you gain insight that goes beyond surface-level understanding. You'll not only see **what you do**, but also **what moves you** – and how aligning these elements can lead to greater effectiveness, more personal satisfaction, stronger relationships, and more meaningful, purpose-driven work and life.

This is more than a simple combined look at parts of your personality profile. It's a blueprint for operating with intention in both your personal and professional journey – focusing on growth, collaboration, and strategic success.

Remember:

- **DISC** measures **observable behavior, communication style tendencies**, and **emotional response**.
Note: Behavioral descriptions are only tendencies for your style group.
- **Motivators** reveals the **values, drivers, and passions** that **compel** our behavioral expression.

When DISC and Motivators are **in alignment**, we have personal **synergy**.
When DISC and Motivators are **not in alignment**, we may experience personal **conflict** or **tension**.

How to Use This Report

With this personalized and comprehensive DISC + Motivators integrated report, you have tools to help you become a better you. The report is divided into 3 parts:

- **Part I** provides insight and identification of the DISC styles through the behavioral tendencies and pace and priority for each. It also introduces the 7 Motivators that drive our behaviors and the definitions to ensure common language and understanding.
- **Part II** reveals what makes you unique, providing awareness and deeper discernment of your own blend of behavioral tendencies and motivations, and how those patterns connect your external action with your internal purpose.
- **Part III** offers actionable recommendations for you, and others who interact with you, to use this information as effectively as possible for immediate application and mutually-beneficial results.



Part I: Understanding DISC & Motivators

DISC Styles

DISC is a simple, practical, easy to remember, and universally-applicable model. It focuses on individual patterns of observable behaviors and emotions, 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

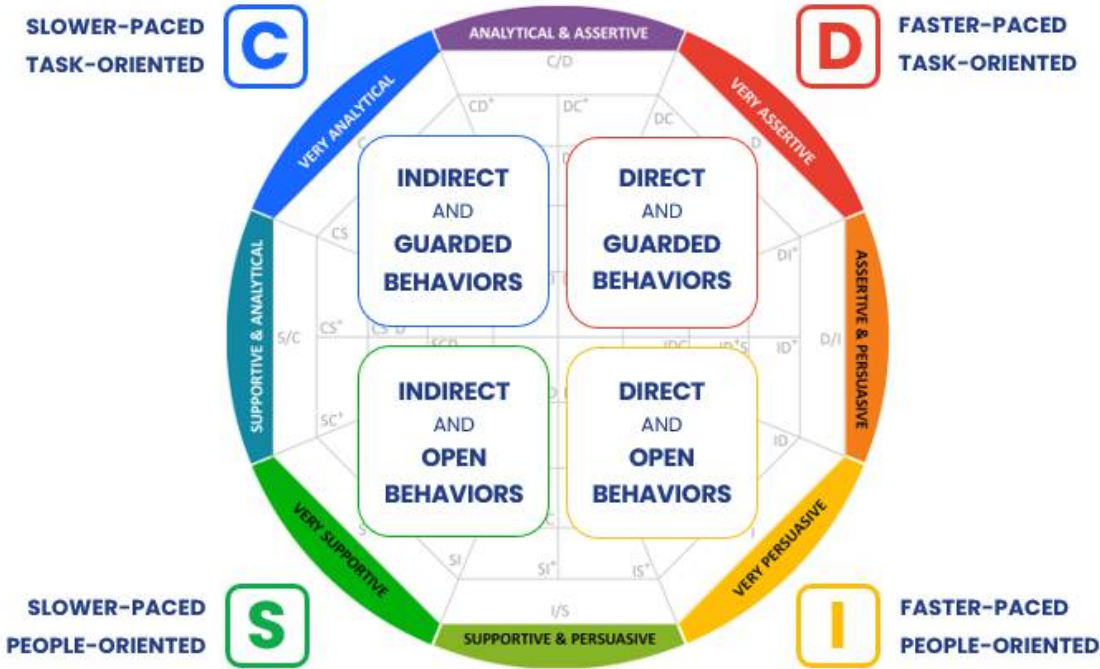
D	Tends to be direct and guarded
I	Tends to be direct and open
S	Tends to be indirect and open
C	Tends to be indirect and guarded







Using the DISC model, it is easy to identify and understand our own style and emotions, recognize and cognitively adapt to different styles, and develop a process to communicate more effectively with others.

Behavior Descriptors of Each

D	I	S	C
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

Pace and Priority: Two Main Sources of Tension Between the Styles



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



Motivators

Self-awareness is a defining trait of successful, purposeful people. Those who understand themselves deeply are better equipped to recognize opportunities that align with their natural strengths and inner drivers. This clarity allows them to make more intentional decisions, pursue meaningful goals, and achieve results with greater focus and fulfillment.

Motivation is the force behind behavior. It fuels passion, sustains energy, and directs action. When your work and life align with your core motivators, you're more likely to perform at a higher level, feel more satisfied, experience less burnout, and stay inspired over the long term.

The **Motivators Assessment** is grounded in the foundational research of **Dr. Eduard Spranger** and **Gordon Allport**, who explored the inner values that drive human behavior. Their work uncovered key motivational dimensions that explain *why* individuals express themselves in unique ways.

The Elements of The Motivation Index

This Motivation Index is unique to the marketplace in that it examines seven independent and unique aspects of motivation. Most similar instruments only examine six dimensions of motivation by combining the Individualistic and Power into one dimension. This assessment remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique drivers.

The Seven Dimensions of Motivation measured in this report are:

	Aesthetic	A drive for balance, harmony, and form
	Economic	A drive for a return on investment
	Individualistic	A drive to stand out as independent and unique
	Power	A drive to be in control or have influence
	Altruistic	A drive to help others at the expense of self
	Regulatory	A drive to establish order, routine, and structure
	Theoretical	A drive for knowledge, learning, and understanding

A Closer Look at The Seven Motivator Dimension Scores

Each descriptor below reveals your preference for shaping behavior and indicates what likely energizes you.

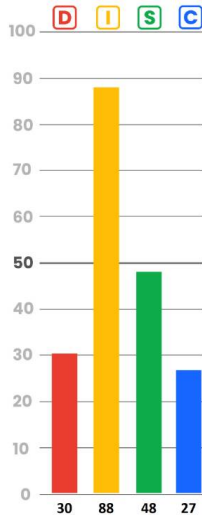
	Low Scores Energized by...	High Scores Energized by...
 Aesthetic	Grounded Pragmatic and tangible approaches that bring concrete and reliable results	Eccentric Achieving equilibrium and harmony between the world around you and yourself
 Economic	Satisfied Less competitive approaches and being more satisfied with what you already have	Self-Mastered Self-interest, economic gains, and achieving real-world returns on efforts
 Individualistic	Secure Not seeking the limelight, keeping ideas to yourself, and less likelihood of self-promotion	Unrestricted Expressing your autonomy and freedom from others' ideas and protocols
 Power	Submissive Supporting other people's efforts and a less focused approach to owning your own personal space	Domineering Directing and controlling people, environments, and personal spaces
 Altruistic	Self-Focused Focusing on personal wants and needs and taking a more suspicious stance towards the moves of others	Pushover Helping and eliminating pain and suffering of others at personal cost
 Regulatory	Defiant Remaining independent of as opposed to depending on the restrictive ideas of others	Black & White Establishing routine, order, and setting boundaries for yourself and others
 Theoretical	Disinterested A more dismissive view of gathering new information and discovery while relying more on your natural instincts and past experiences for answers	Scholarly Activities towards knowing everything that can be known about what you believe to be important and truthful

In the pages that follow, you'll gain insight into what truly drives you – offering a path to align your **behavior and emotion (DISC)** with your **values and passions (Motivators)** for more impactful, rewarding performance in both your personal and professional life.

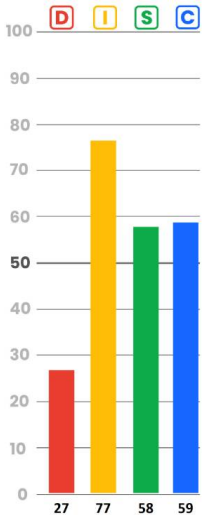
Part II: Understanding Yourself

Through this report you have an opportunity to discover (observe and evaluate) your behavioral responses in various environments and examine your unique values and what drives you to behave in the ways you do. You can explore your actions and reactions (and the actions and reactions of others) in a variety of situations and contexts to determine the most effective communication strategy or course of action to be sure you are living in alignment and able to express your best self.

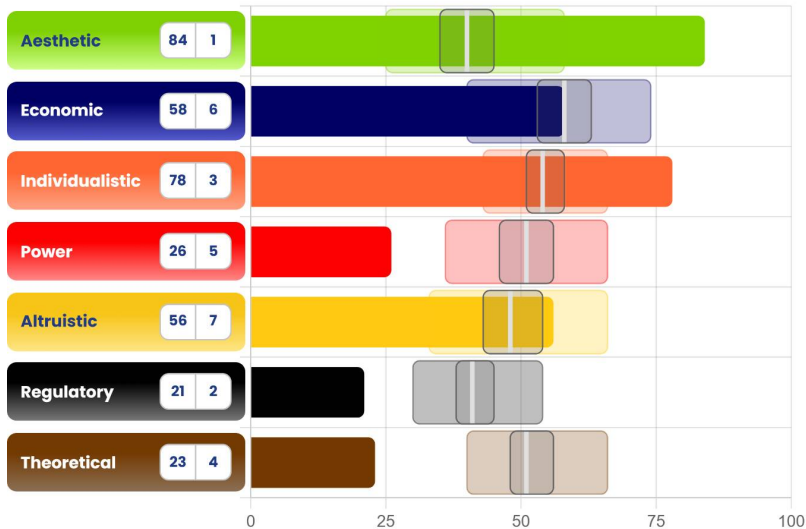
Adapted Style



Natural Style



Values Score/Ranking



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.

Your DISC Behavioral style: **Coach**

Motivators describe you based on your values, passions, drivers, and beliefs. Understanding motivation helps reveal your preferences and why you do what you do. It is vital for aligned, superior performance that our motivators are satisfied by what we do.

Your Motivators Pattern style: **The Nonconformist**



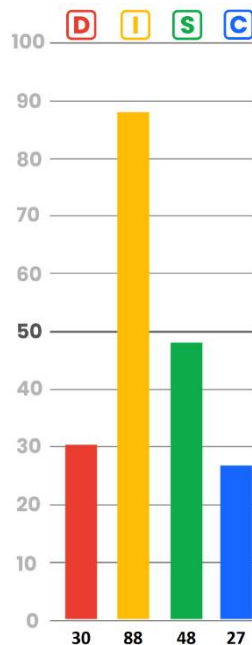
DISC Graphs for Sample Report

Your Adapted Style indicates you tend to use the behavioral traits of the **I 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 **Ics style(s)**.

The Adapted Style (Graph I) displayed on the left 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.

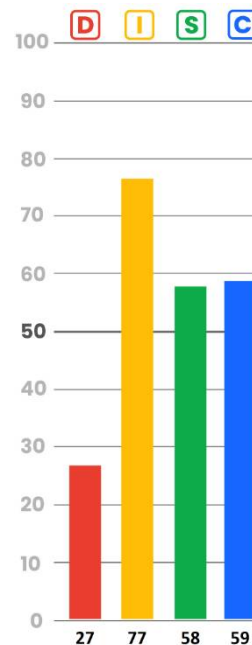
The Natural Style (Graph II) **indicates the intensity of your instinctive behavior**. It is often an indicator of the “real you” when you are not influenced by any other factors and typically shows up in stressful situations. This graph tends to be stay fairly consistent, even in different environments.

Adapted Style – Graph I



Pattern: I

Natural Style – Graph II



Pattern: Ics

The higher or lower each **D, I, S, C** point is on your graph, the greater or lesser your behavior impacts outcomes and interactions with others around you. Once aware, you can adapt your style to be more effective.

If the bars are similar, it means that you tend to use consistent behaviors in various environments. If your Adapted Style is different from your Natural Style, you are likely shifting behavior, which may cause stress or depleted energy if done for a significant amount of time.

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.

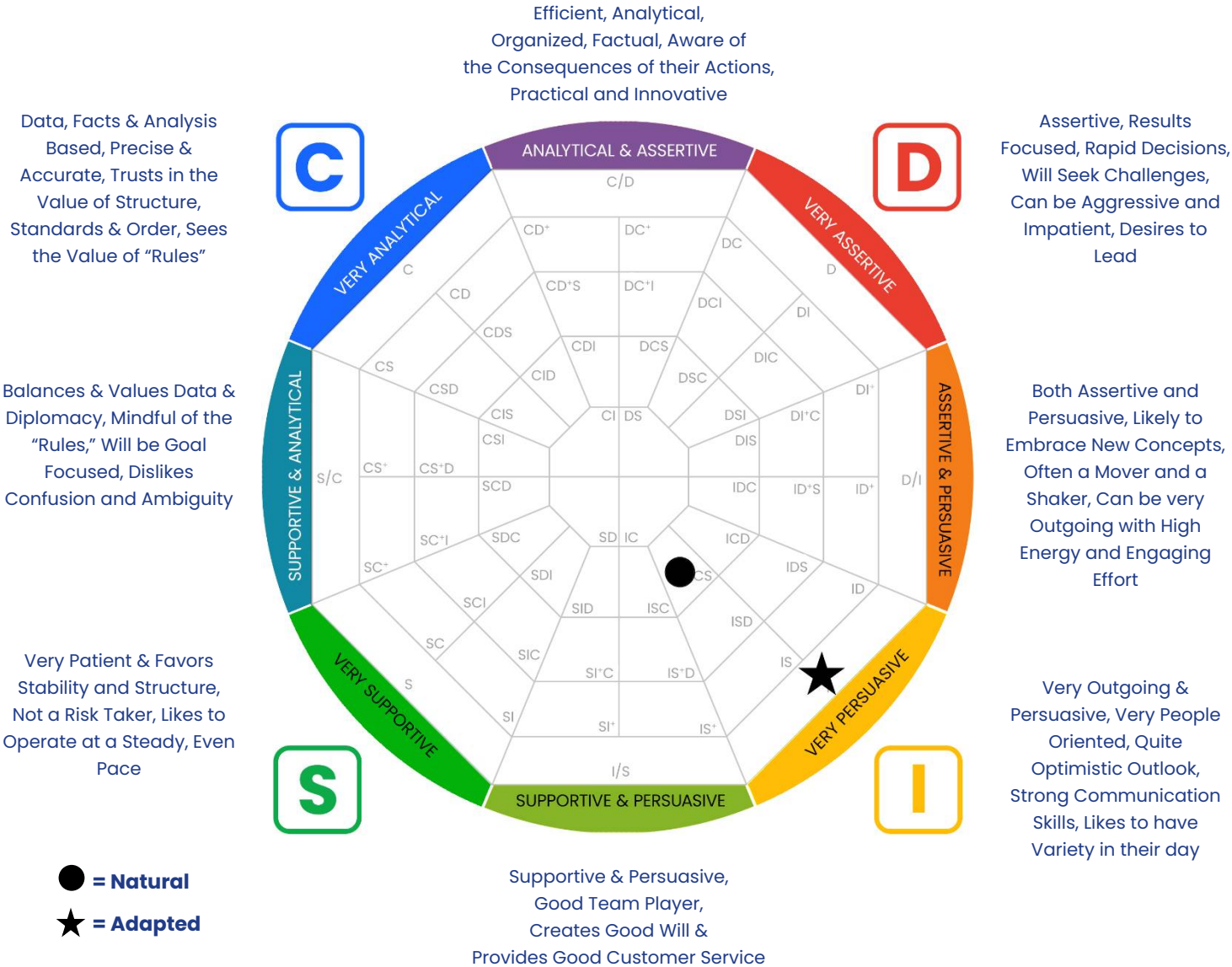


Behavioral Pattern View

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 Procedures and Constraints





DISC General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It provides a framework for understanding and reflecting on your DISC results.

Others may tend to seek you out for assistance or advice. This is because they perceive you as being sensitive to their needs, and because you provide a stable and consistent point of view for them. You may be seen as a coach or counselor that they can count on to listen to ideas and input. That's good, as long as it doesn't hamper your ability to complete your own tasks.

You score like those who are socially poised without being overly controlling. You have the ability to project confidence and poise that is perceived as sincere and genuine. Others are likely to notice this, allowing you to develop trust and credibility with them easily.

Sample, the responses you gave indicate that you tend to be unselfish and sensitive to the needs of others. This is a rare type of generosity that comes with no strings attached, hidden agendas, or ulterior motives. People who score like you get a genuine "rush" when they are helping others. That's the up-side. The flipside is that you may need to monitor yourself closely to make sure you are not spreading yourself too thin in your efforts to please everybody.

Your response pattern to the instrument indicates that you have an empathetic listening style. As you know, this is a rare gift. Some listening skills can be taught, but the inherent, sincere listening that you demonstrate is something innate.

You have the ability to persuade others, not with hype, but rather with warmth, sincerity, and understanding. These are perhaps considered "soft sell" tools, but they can make a big impact. This skill comes from the merging of your "people skills," along with the fact that you tend to be more modest when dealing with people.

You show a rare ability to get along with a wide variety of people. This comes from both your sincere interest in people and from your inherent patience in working with others. You may be able to bring various individuals together who might not otherwise cooperate.

You show the ability to meet new people easily and confidently. Some individuals are reticent about meeting others, but you have a warmth and comfort to your style that makes new acquaintanceships easy for you. Your inherent optimism also helps exude a personal confidence without coming off as arrogant. It's a rare gift to show confidence while keeping your ego in check, and others are likely to welcome this style.

You tend to have a long fuse and seldom become visibly angry or agitated. You may harbor internal anger, but you tend not to vocalize it to those involved, instead perhaps "venting" to others not involved in the project. Overall, you tend not to seek direct confrontation about what is making you upset, which is a good thing as long as you don't let such conflicts boil to the surface.

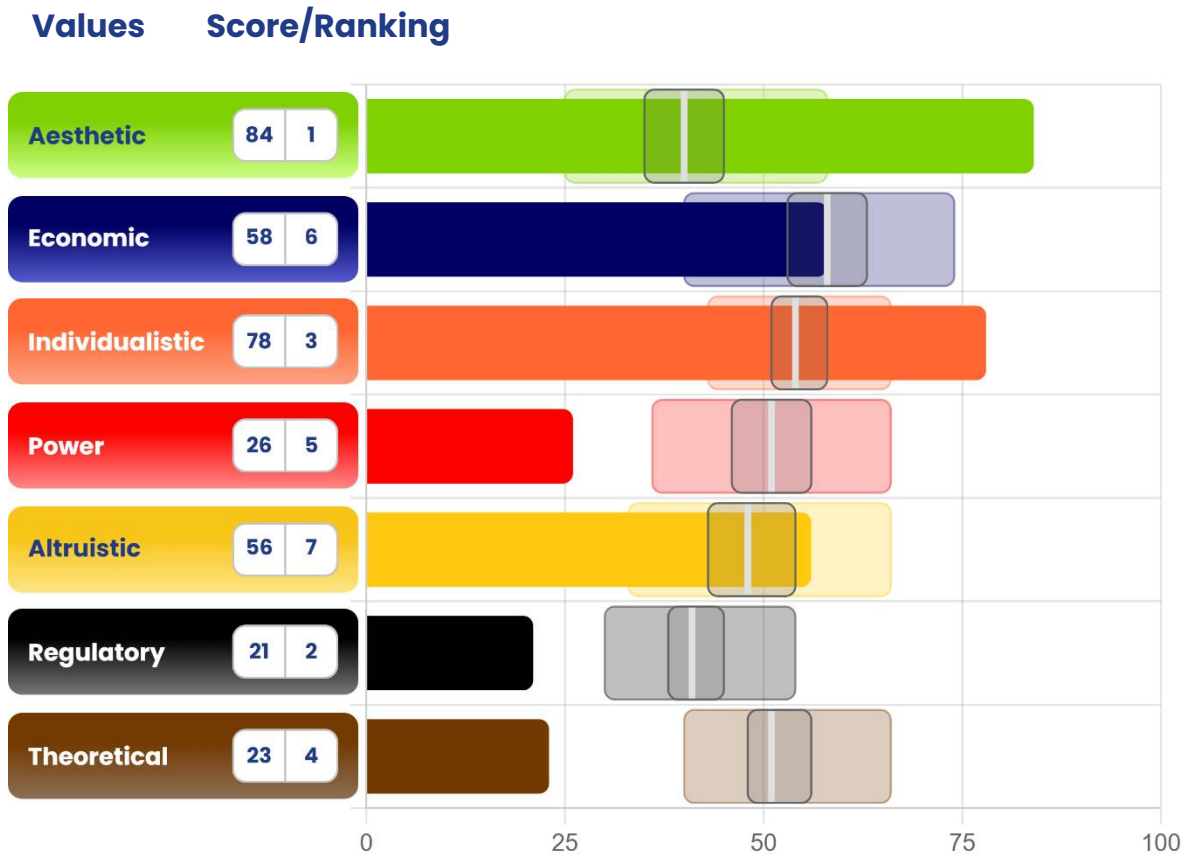
Your Behavioral Style: Coach

Coaches are supportive, empathetic, and people-focused individuals who excel at actively listening and providing sincere encouragement. They bring sensitive insight to interactions, contributing meaningfully without seeking the spotlight, and can diffuse tense situations by helping others see the big picture and understand both individual and group goals. Steady and engaged, Coaches foster strong personal relationships and are valued for their unobtrusive, constructive contributions. While naturally patient and understanding, they can enhance their effectiveness by offering clearer direction and more timely feedback. By combining warmth, insight, and a focus on collaboration, Coaches create positive, productive environments where others can thrive.

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

- **Personal direction:** Building personal connections and encouraging with positive feelings
- **Strengths offered:** A skilled and sincere stabilizing force in both good and difficult times
- **General characteristics:** Able to engage with people and be a sincere listener
- **Contributions to others:** Builds sincere relationships with others and provides a listening ear
- **Getting along with others:** Accepting and open attitude toward others
- **When stressed:** May become non-committal and overly trusting
- **Keep in mind:** May avoid taking a firm stand on divisive issues
- **Additional notes:** A great coach for everyone, but may need to take a more decisive stand at times

Summary of Sample's Motivation



Personal Scores

Importance & Impact

1. Importance: The score number & solid bar

Individual Score – Your score shows how much you value the motivator, or the passion you have for it, and reveals how you’ll likely express that Motivator

2. Impact: Ranking

Distance from 50 – The ranking indicates the order of influence that the motivator has on your decisions, from 1-7: the further from 50, the more influence it will have on your actions (whether high or low)



Motivators General Characteristics

The narration below serves as a general overview of your motivational pattern. It provides a framework for understanding and reflecting on your Motivators results.

The Nonconformist

Objective: Your main objective is resigning yourself to enjoying the life you have while experiencing the world around you in creative and meaningful ways. You are typically interested in environmental cause and effect strategies useful to the enhancement of the earth and its inhabitation as well as unconventional approaches to life and work.

Basic Desire: Your basic desire is to find creative ways to express your inner creativity and experience your surroundings. You will seek personal fulfillment through unconventional and creative expression, inspirational activities, and "out of the box" thinking.

Learning Preference: Your basic learning preference means you will not be interested in using your rational mind through excessive study to solve problems and you will not likely pursue knowledge for knowledge's sake. This is known as intuitive learning; where you learn more through intuition, past experience, and original instinct rather than taking the arduous path involving textbooks, tedious lessons, or lackluster classroom settings.

Energizing Activities: Your style usually seeks a mission or cause greater than yourself to invest your time, intuition, and talent into where returns can be both rewarding and helpful to your personal psyche, without unnecessary conflicts or confrontations.

Focus: You will usually focus on attractive presentations, teachings, and creative experiences that involve nature or your own tribe for the purpose of making an unconventional difference in the world. You may be active in volunteering your time, resources, and talent to worthy or environmental causes.

Potential Blockers: Potential blockers are created when you take a back seat and don't drive your agenda to a conclusion. Oftentimes appreciating the spotlight, you may inadvertently focus too much attention on your own issues. You can become somewhat insecure and may only project an illusion of self-confidence that may falter if someone calls your bluff.

Potential Strengths: Your strength lies in your ability to think "outside the box" and work tirelessly for a cause or mission larger than yourself. You're an intuitive and imaginative thinker who takes the time to "experience" the world around you as opposed to just passing through it without a sense of meaning or real impact.

Potential Conflicts: Inner and outer conflicts associated with your style include a predisposition to sacrificial thinking or yielding your position when things get tough. At times you may find yourself settling for what you can get instead of fighting for what you deserve.



Details of Sample's Motivation

The Nonconformist is driven by a desire to express creativity and individuality through inventive, unconventional, and “out-of-the-box” approaches. Bold and independent, they seek personal fulfillment by challenging norms, rejecting conventional rules, and pursuing innovative solutions. Creative, rebellious, and visionary, they thrive as innovators, disruptors, or trendsetters, often inspiring others with their originality. Their challenge lies in navigating authority, structure, and teamwork, as their instinctive rule-breaking and independent mindset can sometimes clash with established systems or collaborative settings.



Aesthetic – Eccentric

You tend to think “alternatively” and will likely seek personal fulfillment, creative alternatives, and peace of mind rather than the status quo.



Economic – Judicious

You will balance yourself between being satisfied with what you have and a need for more.



Individualistic – Unrestricted

You will seek independence, freedom, and positions of autonomy where you can freely express and display your reasoning.



Power – Submissive

You don't need to be behind the wheel and won't mind yielding your position to avoid controversy.



Altruistic – Obliging

You connect personally before connecting professionally and are always willing to lend a hand.



Regulatory – Defiant

You may subvert or break the rules you feel don't apply and believe in multithreaded approaches to solving problems.



Theoretical – Disinterested

You will tend to skip over information you consider unnecessary and will rely solely on what you already know.

Your Motivators Patterns

These patterns are a collaboration of your Motivators tendencies. By understanding how your patterns integrate, you can more effectively create a life of satisfaction and effectiveness.

High IND

Low REG

High AES

High IND

Represents creativity, out-of-the-box ideas, and uniqueness

Represents independence and personal freedom

High IND

High ALT

Often inspires others through genuine care and personal connection



Combining DISC and Motivators: Your Behavioral Blueprint

Integrating your results of DISC + Motivators provides an overview of your combined style and what's happening on the outside, driven by the inside.

Your DISC Style is:

Coach

Your Motivators Style is:

The Nonconformist

Your Integrated Style is: The Transformational Inspirer

Creative and unconventional, this style encourages others to explore interesting solutions. Focusing on independence and action over theory, they are bold, inventive, and motivating. This style brings a unique viewpoint and unconventional flair to interactions. They learn more through intuition, past experience, and instinct rather than study or investigation.

Your Coach Style with:

- **High Aesthetic:** Fosters trust and balance in relationships, creating harmonious and supportive environments.
- **Moderate Economic:** Considers success and efficiency without prioritizing profit over relationships.
- **High Individualistic:** Supports and inspires others through personalized guidance, authenticity, and creative self-expression.
- **Low Power:** Guides quietly and avoids visibility, leading without seeking attention or recognition.
- **High Altruistic:** Finds fulfillment in prioritizing others' well-being and achievement, excelling in supportive and caregiving roles.
- **Low Regulatory:** Adapts rules to prioritize relationships and responsiveness, valuing flexibility over consistency and structure.
- **Low Theoretical :** Prefers hands-on experience and personal connection over deep analysis or technical study.



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, how we act reveals 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.

	D	I	S	C
Focus	Problems/Challenges	People/Contacts	Pace/Consistency	Procedures/Constraints
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-expression	Fear, Concern
Fears	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality

6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled 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, how we act reveals 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.

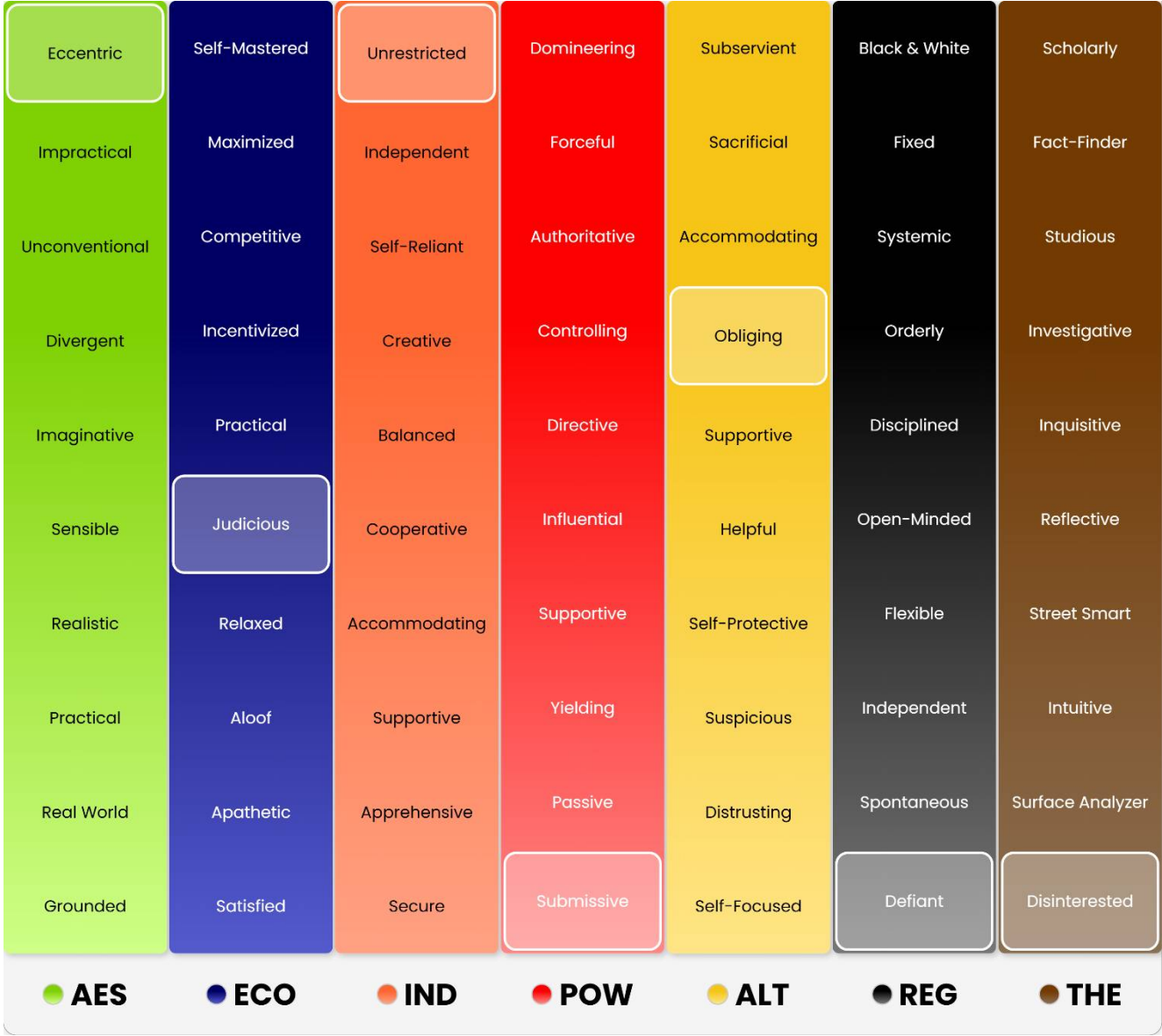
This chart shows your NATURAL DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes **Dominance** of Problems, **Influence** of People, **Steadiness** of Pace, or **Conscientiousness** of Procedures. Share more about the specific 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.

	D	I	S	C
Focus	Problems/Challenges	People/Contacts	Pace/Consistency	Procedures/Constraints
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Sample's Motivator Word Matrix

The Motivator Word Matrix translates your numeric score into a descriptor for each dimension to help you better identify, understand, and share your motivational orientation. Keep in mind, **the ranges for each of the seven Motivator scales are different**. This means the words will not likely be highlighted in the same area from dimension to dimension, even if your score number is the same.



More About Your DISC & Motivators Styles

This information can be useful in helping you understand your own behavior and drivers, and also support you in learning about and understanding others more effectively.

Communication Tips for Others

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

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:

- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Break the ice with a brief personal comment.
- Ask for Sample's input regarding people and specific assignments.
- Plan to talk about things that support Sample's dreams and goals.
- Show sincere interest in Sample as a person.
- Provide assurances about Sample's input and decisions.
- Be candid, open, and patient.

When Communicating with Sample, DON'T:

- Talk down to Sample.
- Leave the idea or plan without backup support.
- Offer assurances and guarantees you can't fulfill.
- Be overly task-oriented.
- Manipulate or bully Sample into agreeing.
- Let the discussion with Sample get caught in dreams too much, otherwise you'll lose time.
- Be rude or abrupt in your delivery.



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:

- Identification with the organization, team, and others with whom a spirit of work responsibility has been established.
- Flexibility to circulate and talk with a variety of people.
- Evidence that a new process has been successful in similar applications.
- A supervisor, manager, or board who practices a democratic leadership process.
- A work culture that is supportive of family activities and commitments.
- Projects and assignments that provide interpersonal contact, and an opportunity to help both internal and external stakeholders.
- Acceptance as a positive and supportive member of the organization and team.

People With Patterns Like You Tend to Need:

- A sense of belonging to the team or organization as a whole.
- To learn to say "no" more often in order to avoid spreading yourself too thin.
- To be kept in the information loop regarding projects and initiatives within the organization.
- To get better control of files and record keeping.
- Increased urgency in decision making.
- More direction toward work tasks, and less focus on chatting and socializing.
- Detailed delegation of responsibilities, to reduce ambiguity and confusion.



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 very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- Your strong optimism helps motivate the team toward their goals.
- You are able to negotiate conflicts into win-win situations.
- You are a good listener.
- You possess a positive sense of humor and never make jokes at the expense of others.
- Your excellent listening style stands as a model for others to observe and follow.
- You are able to reach goals by working with and supporting the efforts of others on the team.

Your Work Style Tendencies:

- Your empathetic nature and sensitivity toward people may lead others to seek you out as a coach or counselor, or ask to assist them with a personal or team problem.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- On the job, you have a strong need to be patient, polite, and create an environment of good-will for internal and external stakeholders.
- You are optimistic and motivated to be an excellent team player, able to defer your ego when working with others who may prefer having more control of the situation.

You Tend to Be Most Effective in Environments That Provide:

- A participatory manager or board with whom a democratic relationship has been established.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A job culture where there is little hostility, confrontation, anger, or pressure.
- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- Support and appreciation of your individual efforts.



The I Style

Under Stress – Perceptions, Behavior and Needs for the I

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:

- A stabilizing presence
- Easy to make friends
- Good coach / counselor
- Modest

Under Stress, May be Perceived by Others:

- Overly tolerant with non-producers
- Doesn't accept responsibility
- Doesn't take a stand
- Indirect and vague

Under Stress You Need:

- To get credit
- A quick pace for stimulation and excitement
- Prestige

Your Typical Behaviors in Conflict:

- When you experience a moment of misery, you may appear overeager, impulsive, sarcastic and demanding. You may disregard the facts, and may not listen well to what is being said (only hearing what you want to hear).
- 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.
- 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.

Strategies to Reduce Conflict and Increase Harmony:

- 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.
- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.
- 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.

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 rather indirect in providing instructions, because you don't want to impose your will on others.
- You may show less emphasis on productivity and more emphasis on the "people side" of a project.
- You may have difficulty with quick decision making because of your need to consider the "people side" of all issues.
- You may tend to take constructive criticism personally, possibly losing focus as to how it relates to the task.
- You may hesitate to correct or discipline those who report to you, for fear of offending someone.
- You may need some coaching in time management; for instance, in setting more ambitious deadlines.
- You may be a bit of a grudge-holder toward those who offer criticism.

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. The following behavioral tendencies are scored based on the way your DISC styles combine and influence one another. On this page you'll see all 12 Behavioral Tendencies in Summary, and the following pages deliver more detail about each of these measurements.

Behaviors	Natural	Adapted
Building Rapport <i>How this individual focuses when interacting with others.</i>	Relationships-Focused (I)	Relationships-Focused (I)
Prioritizing <i>How this individual determines the order for dealing with items or tasks.</i>	Rules (C)	Situational
Change Resistance <i>How this individual engages with change.</i>	Reluctant to Change (S)	Situational
Customer & Team Interaction <i>How this individual engages with customers and stakeholders, internal and external.</i>	Situational	Engaging (I)
Expressing Openness <i>How this individual is most comfortable expressing themselves.</i>	Situational	Social (I)
Planning Orientation <i>How this individual focuses their attention when making plans.</i>	Situational	Predictability (S)
Work Process Alignment <i>How this individual focuses on process to follow through on work.</i>	Situational	Consistency (S)
Reasoning <i>How this individual thinks through and solves problems.</i>	Situational	Intuition-based (I)
Careful Decision Making <i>How this individual approaches decisions and actions.</i>	Situational	Impulsive (I)
Personal Drive <i>How this individual's goals move things forward.</i>	Others-driven (S)	Situational
Providing Instruction <i>How this individual dictates directions and expectations.</i>	Reserved & Detailed (C)	Situational
Self-Reliance <i>How this individual works within a team.</i>	Collaborative (I)	Collaborative (I)



12 Behavioral Tendencies – Details & Graphs

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

Interpretation Notes:

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

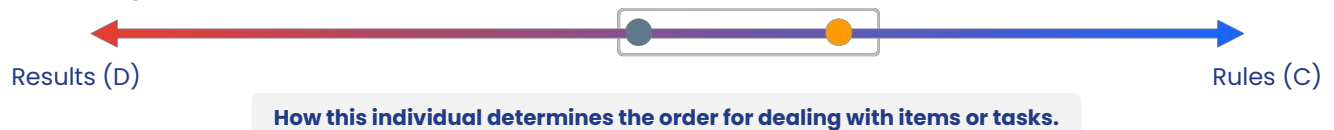
Building Rapport



Natural (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.

Adapted (HM): Consistent with natural style

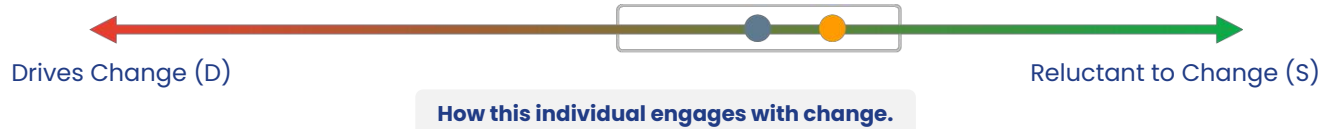
Prioritizing



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 (MOD): You are attentive to established guidelines to ensure high-quality results now and are focused on actions that target immediate accomplishment. You likely balance both rules and results when prioritizing, recognizing that both have significance in a successful experience and outcome.

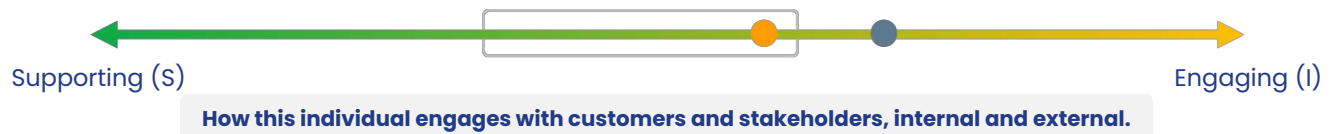
Change Resistance



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.

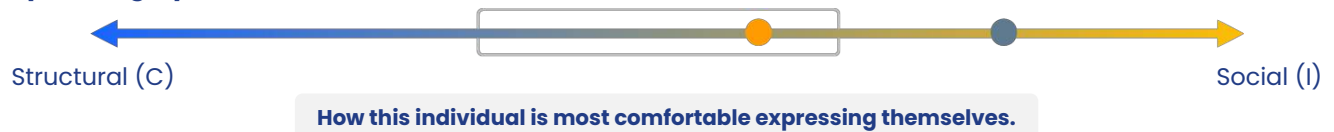
Customer & Team Interaction



Natural (MOD): You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.

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.

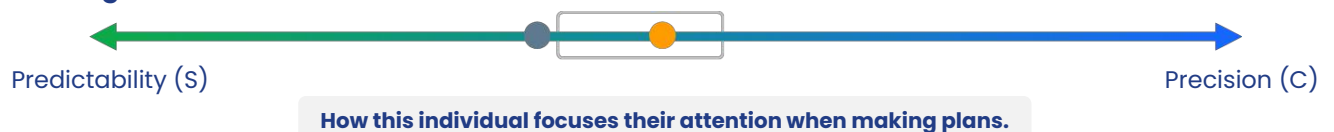
Expressing Openness



Natural (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.

Adapted (HI): You are very comfortable when interacting with others, quick paced and focused on personal connections, and may tend to embellish to capture attention. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.

Planning Orientation



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 (LM): Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome. You are likely to focus on risk-aversion when planning. Predictability and consistency are incredibly important when taking things from start to finish, but remember correctness is important too.

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 (HM): Your process and follow through is often driven by a desire to keep things consistent and moving forward at a methodical, steady pace. You are likely to process information and follow through with consistency and predictability as your focus. Don't forget that accuracy is an important part of reliability and stability.

Reasoning



Natural (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.

Adapted (LOW): You frequently rely on your intuition and interactions with others to make decisions, and value external validation and social acceptance. You are likely to think things through based on emotions over logic and trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.

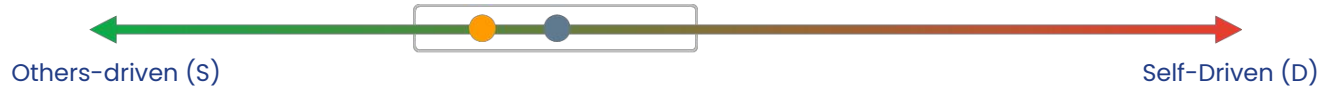
Careful Decision Making



Natural (MOD): You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.

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.

Personal Drive

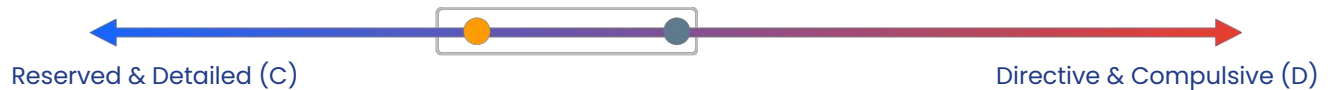


How this individual's goals move things forward.

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.

Providing Instruction



How this individual dictates directions and expectations.

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 (MOD): You are able to balance the desire to set the expectations or uphold the protocol based on the situation and what is most relevant. You may follow the established structural and procedural guideline if they support the objectives. Keep in mind that sometimes this may come through as difficult for styles that are less focused on tasks and more focused on relationship.

Self-Reliance



How this individual works within a team.

Natural (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.

Adapted (LM): Consistent with natural style



Your Aesthetic Motivator – Eccentric



Universal Assets:

- You may think in unconventional ways which could lead to inefficient processes to real world problems.
- You may care less about money and things, but will gravitate towards just being happy and fulfilled.
- You will likely struggle with deciding what to do with your life. Making choices like career, college, or your direction may feel daunting.
- You may feel as though you were born at the wrong time and might feel misunderstood by most.



Driving Intuitions:

- You should really fight for what you want rather than settling for what you can get.
- You should consider your path and be true to yourself, if it isn't something you really want to do.
- You should realize that it takes money to do most things and that it's not a bad thing to have it.
- You should take time to explore creative possibilities rather than settling for things you don't really appreciate.



Critical Advantages:

- You believe people should do work that is an expression of who they are as opposed to a job that simply must get done.
- You may demonstrate a very high personal and professional regard for the feelings and emotions of those outside the machine.
- You are very adept at helping others find creative alternatives.
- You may not be moved by monetary rewards, but rather you are looking for personal fulfillment and peace of mind.



Growth Opportunities:

- You could benefit from having your feet a bit more grounded as opposed to your head being in the clouds.
- Remember that it is OK that some people won't "get" you or understand your alternative ideas.
- You could get lost in creative intuition if not kept somewhat reined in and on target.
- You may place too great an emphasis on creative alternatives leading to impractical outcomes or not meeting important deadlines.



Learning Paths:

- You have the ability to act as a go-between and integrate people's imaginations with certain tasks.
- You can assist team members in accessing their creative side.
- You should not be afraid to look like the rest of society; it doesn't mean you are one of them.
- To increase the meaning of people's lives you could act as a facilitator between people's gifts and talents and meaningful jobs that might require them.



Your Economic Motivator – Judicious



Universal Assets:

- Your score indicates a balance between being satisfied with what you have and the need for more.
- Your score indicates that there would be no excessive need to win when engaging with others.
- You may have already achieved substantial economic goals of your own.
- You are realistic and down-to-earth in regards to getting what you believe you deserve.



Driving Intuitions:

- You are comfortably poised between what's in it for you and what's in it for them.
- You can leverage your ability to cooperate with all types of people.
- You are likely not bent on having to win in everything.
- You'll bring a more balanced approach to giving and gaining.



Critical Advantages:

- You do not try to compete to the extent of creating dissension within the group.
- You can balance the needs and perspectives of those with different attitudes towards financial gain.
- You are likely motivated by more than just personal gain.
- You're fine with helping others with their projects and initiatives without experiencing to "get yours."



Growth Opportunities:

- At times you may need to be more aware of time constraints.
- you may need to get into a different gear in order to get what they want.
- You might need to be aware of those who are not as incentivized as you.
- You should think about where you'll be in five years and if your current path will get you there.



Learning Paths:

- You won't come to a training session asking, "How much more will I earn as a result of this course?"
- You should work with those who are not so concerned about leveraging their best interests.
- You may engage in training and development activities in a balanced and supportive method.
- You can focus both on the ambitious and those who are content where they are.



Your Individualistic Motivator – Unrestricted



Universal Assets:

- You'll likely take the necessary risks depending upon your appetite for jumping off the cliff and building your wings on the way down.
- You really enjoy doing your own thing your own way.
- You will seek your own personal niche where you can be seen as unbelievable.
- You may be very different, but not always valuable when it comes to creative ideas.



Driving Intuitions:

- You need the freedom and autonomy to bring your ideas to a conclusion.
- You must realize you don't do things in the standard, traditional way.
- You may have expanded on current ideas and need to be aware that unless you push for them, they'll go unnoticed.
- Many times your style thinks outside the box, but you may keep it to yourself if you're the quiet type.



Critical Advantages:

- You will have a variety of outstanding ideas to choose.
- You will project self-confidence even if you really don't have any.
- Your energy and expressive intuition enables you to think like MacGyver.
- Your ideas are likely to be forced to the forefront because of your need to be seen as unique.



Growth Opportunities:

- Sometimes your extremely exclusive process isn't the most effective or efficient means to an end.
- Be aware that being different may be too important to you and may turn certain people types off.
- Your potential value can clash with realistic people who think in only real-world terms.
- Sometimes innovation isn't the answer when existing processes will do.



Learning Paths:

- You'll need a large amount of creative space when working with teams.
- You must link the benefits of learning new things to your personal ability to recreate new ways of doing things.
- You'll create an environment that encourages organic thinking.
- You need a wide variety of options available to you.



Your Power Motivator – Submissive



Universal Assets:

- You may be more of a maintainer than you are an obtainer.
- You won't want all the responsibility that comes with being in charge.
- You may be less deliberate and more responsive when facing challenging opportunities.
- You'll likely want to watch others lead more than you'll want to lead things yourself.



Driving Intuitions:

- Use your stabilizing ability when working with others and don't allow others to run you over.
- Don't say yes to things you don't really want to do.
- You won't need to ask for input once decisions are final and people have moved on.
- Just because people don't voice it, don't believe you haven't made a difference.



Critical Advantages:

- You will likely wait your turn and not jump to the front.
- You'll likely be more-mission minded as opposed to being control and authority driven.
- You may quickly spot the value in others sooner than you see it in yourself.
- Personal accomplishments far outweigh the need for recognition and power.



Growth Opportunities:

- You may shudder to think about being in charge of something very important.
- You may not think you are worth other people's investment.
- Fighting for your own rights might make you uncomfortable.
- You will likely be a target for aggressive people who may want to take advantage of your willingness to help.



Learning Paths:

- You will likely be quiet and in the background when involved in training activities.
- You may not want to compete, but will feel at home when working as a team.
- Being forceful and determined isn't always bad.
- You may need to take stronger initiative when working with dominant types.



Your Altruistic Motivator – Obliging



Universal Assets:

- Your high service ethic allows you to put others first and yourself last while feeling good about it.
- You are likely very benevolent and sincere.
- Selfish people probably turn you off.
- You are likely looking for purpose in everything you do.



Driving Intuitions:

- Be careful you don't become a doormat.
- You will be sincere and compassionate when communicating as a rule.
- You provide ample time for servicing the needs of others on the team.
- Make sure you don't allow others to take advantage of your good nature.



Critical Advantages:

- You are usually looking for meaningful ways to help.
- You are likely a good cooperative listener.
- You are often willing to volunteer your time and efforts for things you believe in.
- You likely say, "yes" more often than you say, "no."



Growth Opportunities:

- Your need to please could also be rooted in low self-worth as opposed to a high regard for others.
- Because you see yourself as last and others first, you will likely end up with what's left over, if anything, at times.
- Your need to help others may not always be rooted in benevolence, sometimes it's a fear of not being a "good person."
- You need to strike a balance between saying "yes" and saying "no."



Learning Paths:

- Your learning development should be connected to benevolence.
- Your learning and development should connect knowledge to be shared with others.
- You should be exposed to others and allow them the benefit of being around you.
- Your training and development should involve community efforts.



Your Regulatory Motivator – Defiant



Universal Assets:

- You'll likely do things "by the book," but it's your book.
- You believe there's always another way to do it.
- You're looking for the freedom and autonomy to think your own thoughts.
- You probably don't appreciate being told what to do or handholding.



Driving Intuitions:

- Your spontaneity works for you, but it won't work for everyone.
- Remember, you have a way of looking at the broader perspective and others may not.
- Because the end justifies the means, you'll figure it out.
- Play to your strengths, which are rooted in freedom, flexibility, and open-mindedness.



Critical Advantages:

- You'll likely try just about anything once.
- You always have a different opinion on the matter at hand.
- You will always find a way no matter what.
- You will pick and choose your rules by deciding which one's are worthy of your investment.



Growth Opportunities:

- Remember, patience is a virtue not a vice.
- You can still be innovative while following procedures sometimes.
- Not all rules can be broken.
- Carefulness leads to reliable outcomes.



Learning Paths:

- You're likely thinking, "That's not how I'd do it."
- You prefer spontaneous and independent work environments where you can be more flexible.
- You prefer multiple learning modalities that enable your creative side.
- You work independently even when you are on a team.



Your Theoretical Motivator – Disinterested



Universal Assets:

- You are likely a "trial & error" learner and may find things out the hard way.
- You may want to skip learning "everything" in order to get to the most important information.
- You will not likely spend inordinate amounts of time looking into things more closely.
- You may have limited patience when it comes to reading books to completion.



Driving Intuitions:

- Remember, you have a way of looking at the broader perspective and others may not.
- You likely do not support inefficient and complicated means to any end.
- You like to cut to the chase and not waste energy on non-essentials.
- Because the end justifies the means, you'll figure it out.



Critical Advantages:

- You likely don't want to wait for all the information before deciding.
- You are more than likely highly adaptive and intuitive.
- You are very open-minded and open to more options.
- You are likely an innovative and practical thinker.



Growth Opportunities:

- You may find you don't have a large capacity for retaining information.
- You will likely ignore certain regulations you do not believe to be necessary.
- You may dislike detailed information and not read to the end.
- Your lack of interest in certain subjects doesn't mean you are not intelligent.



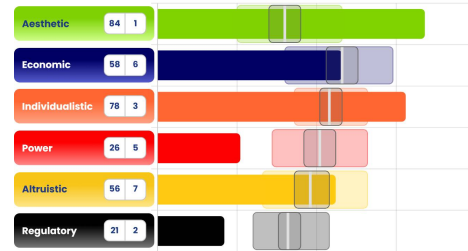
Learning Paths:

- You should hit only those essential items that relate to increased success or efficiency on projects.
- You should link training and professional development to other areas of the values graph where you sit outside the national norm.
- The trainer or presenter may need to force-feed you some important details, especially if they are perceived as unimportant or a waste of your time.
- You should make training and development activities as hands-on as possible.

Social Awareness Insights

Each Motivator is divided into population scoring ranges to help you know how similar or different your Motivators are when compared to others. Keep in mind, you'll want to determine how close your styles are for the groups in which you are active (the group may be like the population or different from the population, so you could fit into a group very well, even if your scores are outside of the average scorer range).

- **Very Low** and **Low** scores indicate a lower drive or passion to fulfill the value.
- **High** and **Very High** scores indicate a strong drive or passion to fulfill the value.
- **Average** scores indicate that there is no significant drive or passion, and the desire to fulfill the value will likely be situational in that dimension.



Your scores, as compared to the population:



Remember: Very High and Very Low scores are potential risks because **wants** become **needs** and can impact your effectiveness.

● Aesthetic

Compared to others in the population in this Motivator, you score Very High.

This means that you likely value things in this area very differently from the majority of the population, which may be a source of miscommunication or misunderstanding in some relationships. Very High Aesthetic styles may tend toward impracticality and originality, and are often described as eccentric or unusual by others. They likely value work life balance and place focus on their well-being. The journey and the experience matter much more than the result.

● Economic

Compared to others in the population in this Motivator, you score Average.

This means that you likely value things in this area quite similarly to the majority of the population. Average Economic styles typically recognize the need for balance in getting what they desire and helping others get something, too. They tend to be practical and just in ensuring everyone is rewarded for their time, work, and attention.



● Individualistic

Compared to others in the population in this Motivator, you score Very High.

This means that you likely value things in this area very differently from the majority of the population, which may be a source of miscommunication or misunderstanding in some relationships. Very High Individualistic styles want to be seen as special and unique. They appreciate recognition, external validation, and want to be known for being different. They value flexibility, autonomy, and the freedom to do things their own way.

● Power

Compared to others in the population in this Motivator, you score Very Low.

This means that you likely value things in this area very differently from the majority of the population, which may be a source of miscommunication or misunderstanding in some relationships. Very Low Power styles often relinquish control and will not try to initiate change, preferring to accept things as they are.

● Altruistic

Compared to others in the population in this Motivator, you score High.

This means that you likely value things in this area somewhat differently from the majority of the population, which may be a source of miscommunication or misunderstanding in some relationships. High Altruistic styles are more likely to be quite accommodating and supportive of others. They are generous with time and resources and value people over results or profit. They tend to be compassionate and want to help.

● Regulatory

Compared to others in the population in this Motivator, you score Very Low.

This means that you likely value things in this area very differently from the majority of the population, which may be a source of miscommunication or misunderstanding in some relationships. Very Low Regulatory styles tend to be very flexible and open to many options and solutions. They value independence, spontaneity, and can be rebellious and challenging when forced to do things in one particular way or held to rules and standards they don't like or value.

● Theoretical

Compared to others in the population in this Motivator, you score Very Low.

This means that you likely value things in this area very differently from the majority of the population, which may be a source of miscommunication or misunderstanding in some relationships. Very Low Theoretical styles tend to be situational learners, learning through living and trial and error and only value knowing enough to be effective for the situation at hand; they prefer to figure things out as they experience them. They do not value retaining the information, but rather, they value the resources that can give them information when needed.



Summary of Sample Report's DISC + Motivators Styles

Communication is a two-way process. Encourage others to complete their own DISC and Motivators Assessments and then share this 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 this information.

Communication Dos & Don'ts

- 1. _____
- 2. _____

Your Motivations: Wants

- 1. _____
- 2. _____

Your Motivations: Needs

- 1. _____
- 2. _____

Most Influential Order of Motivators

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____

Most Important to Know about My Motivators Combination

- 1. _____
- 2. _____
- 3. _____



Part III: Understanding Others and Adaptability

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.

DISC Adaptability

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

Adapting to another's behavioral preference is not always easy! 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.

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.

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.

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.

Adaptability is dependent on recognizing another's person's behavioral style.

To quickly determine someone's style, ask these 2 questions, and, based on the answers, adapt accordingly:

1. Are they **DIRECT** or **INDIRECT** in their communication?
2. Are they **GUARDED** or **OPEN** in their communication?

Guarded Style: **D** or **C**

More private, specific, logical & analytical, task focus

Direct Style: **D** or **I**

Enthusiastic, competitive and results focus, fast paced

Indirect Style: **C** or **S**

Reserved, cooperative & patient, slower/deliberate

Open Style: **I** or **S**

Desire to build a connection with others, relationship focus

Motivators Adaptability

Adapting to another’s Motivational preference can be quite difficult! Sometimes Motivations are not readily observable, or may be disguised in behavior that doesn’t align to them. A key way to understand another’s Motivations is to pay attention to the things they value, the way they speak, and where they spend their time and attention (or other resources). What do you see that drives them? **You can use some of these questions to guide your discovery; you may ask them or just observe. Once you know someone’s Motivators, you can interact with them in a more effective way.**

 Aesthetic	<p>What is beautiful to you? How important is it for you that you can express yourself creatively? Are form and aesthetics more important, or is functionality more important? How important is work/life balance? Do you find that you are more “head in the clouds” or more practical?</p>
 Economic	<p>How important is winning for you? What is a reasonable return on investment? Do you generally think people have an agenda or want/need something from you? Would you consider starting your own business or being an entrepreneur? When you are faced with a situation do you first consider how it will affect you, or how it will affect others?</p>
 Individualistic	<p>How important is it for you to be independent and autonomous? If you could do anything you wanted today, what would it be? Do you think people generally see the world the same way you do? How do you feel about teamwork and collaboration? What does “freedom” mean to you?</p>
 Power	<p>What role do you typically take in a group? How important is it for you to be in charge? How would you motivate others to take action? What kinds of things do you like to have control over? Do you take initiative, or do you prefer direction before acting?</p>
 Altruistic	<p>Do you have a hard time saying no, or feel overwhelmed and spread too thin? What is considered a reasonable amount of assistance or help for others? Would you more likely give to anyone who needs it, or only to those who deserve it? Do you tend to sacrifice your needs for the needs of others? Do you feel like you need to do things for others to be valuable or loved?</p>
 Regulatory	<p>Is there a right way and a wrong way, or many ways to accomplish something? How important is it for you to be right? Are rules and regulations important to you? How important is structure and process to you? When you solve problems, do you prefer the tried and true approach or are you more flexible and open to options?</p>
 Theoretical	<p>How important is it to understand all perspectives and details of a project/problem? Do you consider yourself to be an expert in any field? Would you rather spend time studying and reading, or just learn as you go? What do you love about learning new things? What do you think is most important – action or knowledge?</p>

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"

To Modify Directness and Openness

Direct/Indirect

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

Guarded/Open

With D Styles GUARDED	With I Styles OPEN	With S Styles OPEN	With C Styles GUARDED
<ul style="list-style-type: none"> • Get right to the task, address bottom line • Keep to the agenda • Don't waste time • Use businesslike language • Convey acceptance • Listen to their suggestions 	<ul style="list-style-type: none"> • Share feelings, show more emotion • Respond to expression of their feelings • Pay personal compliments • Be willing to digress from the agenda 	<ul style="list-style-type: none"> • Take time to develop the relationship • Communicate more, loosen up, and stand closer • Use friendly language • Show interest in them • Offer private acknowledgements 	<ul style="list-style-type: none"> • Maintain logical, factual orientation • Acknowledge their thinking • Downplay enthusiasm and body movement • Respond formally and politely

To Modify Pace and Priority

Pace

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

Priority

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



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

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.

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



DISC 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?

	D	I	S	C
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



Guidelines To Help You

1. The scores in this report are a snapshot in time. These scores represent your preferences (desires, such as being in control or not) at the time you completed the survey. These are not lifelong motivators from which you have no choice or power to influence.
2. There are no good or bad scores to have, but there are consequences. If you do not like the level of effort you feel toward your goals, how you are behaving toward others or how others are behaving toward you, you can influence them through intended behavior and emotions (with DISC).
3. The key is to understand your motivational preferences so you can move with the situation to encourage your own awareness, intentionality and growth.

What works?

- Decide what level of effort and intensity (energy) you want to use moving forward.
- Pick one simple behavior to focus on such as how long you take to think through a problem or how you endeavor to get what you need from someone.
- Make it easier to use your motivational orientation you have right now, rather than finding a greater or a more difficult motivational element.
- It is important to develop a practical understanding of your own motivational orientation, so you do not trick yourself into feeling you lack motivation. We are all motivated, but we may lack the “energy” (see your DISC graph) for the process of getting what we want.

What is proven not to work?

- Not starting or giving up. The way to get unstuck is not becoming extreme by exaggerating your efforts or stopping them altogether. Try doing something small and then look at the evidence.
- Getting too much information. Information may help to change your attitude and intention, but information alone does not work well to change your behaviors. Action is key.
- Wanting to get better at something is easy. Sticking with small changes is a different story.
- Avoid pursuing “ideal motivational activities or work.” Instead, improve your pursuit of vital work/activities using your natural motivational orientation within this report.



Action Plan

You are only a few behaviors away from making progress.

Where do I currently excel and what motivators are in play already?

What behaviors do I engage that are most effective in my role?

Where might I need to adapt more for greater effectiveness?

Which motivators don't need any additional attention?

With which motivators am I currently struggling and need an extra boost?

Using my understanding of my behavior style and motivator patterns, which types of additional motivations would work best for me right now?



Using my understanding of my behavior style and motivator patterns, which types of additional motivations would **not** work well for me right now?

Choose one **adverse influence** on your motivational pattern to act on today (take in small steps). Remember - practice and repeat.

Choose one **positive influence** on your motivational pattern to act on today (take in small steps). Remember - practice and repeat.

We all are motivated to get better, but we may get stuck with the process we must go through to move toward what we want. How can I make the process of progress smoother and simpler? List up to three (3).



So Now What?

This report is filled with information about your behavioral and motivational styles 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!

Remember the Platinum Rule – “Treat others the way THEY want to be treated.”



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."

"...we applaud your efforts at making Motivators reliable and valid..."

- 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) [DISC & Motivators]

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) [DISC]

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.

External Data Reliability (APA Standards) [Motivators]

The term reliability in psychological research refers to the consistency of a testing or assessment method. In this case we are measuring the reliability or consistency of assessment measures over time. External Reliability measures the extent to which assessment measure varies from one use to another. In this analysis we are measuring reliability from the use of a test at one time as compared to another time. The comparison is using a mean variance measure referred to as the mean value ratio. The mean value ratio measures the external or time consistency of an assessment.

Disparate Impact (EEOC Guidelines) [DISC & Motivators]

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.