DISC Self and Motivators

A Dual Evaluation of Behavioral & Motivational Styles

Report For: **Sample Report**

Style: **DIs/CD**

Date: **4/2/2025**

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Introduction to the DISC & Motivators Combined Report

Research shows that the most successful people share the common trait of self-awareness. They're able to more quickly recognize situations that will make them more successful. With this personalized and comprehensive DISC and Motivators combined report, you have tools to help you become a better you.

Please Note: Any behavioral descriptions mentioned in this report are only **tendencies** for your style group and may or may not specifically apply to you personally.

Remember:

- **DISC** measures **observable behavior** and **emotion**.
- **Motivators** shows the **values** that **drive** our behavior and emotion.

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

How to Use This Report

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

- **Part I** focuses on understanding each of the DISC styles through identifying characteristics, including the tendencies of each behavioral style. It also introduces the 7 Motivators that drive our behaviors and the definitions of each

- **Part II** reveals what makes you unique, through greater understanding of your own behavioral tendencies and blend of motivators

- **Part III** explores adaptability and offers actionable recommendations for you and others who interact with you, helping you use this information as effectively as possible for immediate results

DISC &
MOT

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 external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four styles:

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

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, 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
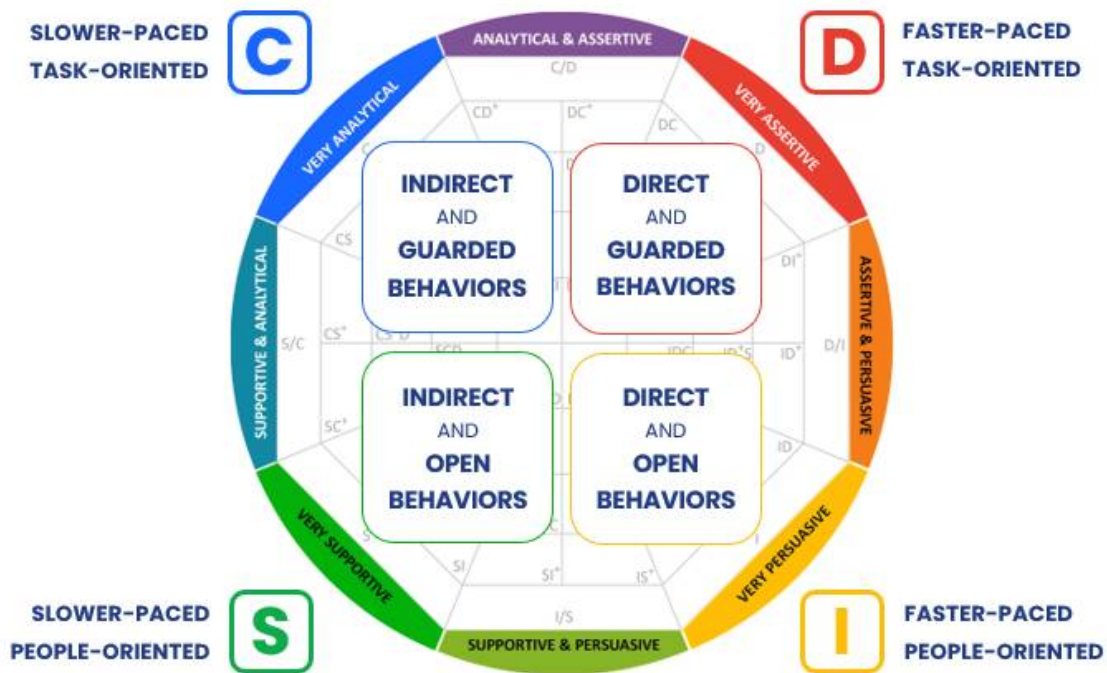
PACE	PRIORITY	PACE & PRIORITY
Direct, Fast-Paced *vs.* *Indirect, Slower-Paced*	*Guarded, Task-Oriented* *vs.* *Open, People-Oriented*	*Direct, Fast-Paced, Guarded,* *Task-Oriented* *vs.* *Indirect, Slower-Paced, Open,* *People-Oriented*

High S + High I
(Lower Left vs. Lower Right Quadrant)

High D + High I
(Upper Right vs. Lower Right Quadrant)

High S + High D
(Lower Left vs. Upper Right Quadrant)

High C + High D
(Upper Left vs. Upper Right Quadrant)

High C + High S
(Upper Left vs. Lower Left Quadrant)

High C + High I
(Upper Left vs. Lower Right Quadrant)

Motivators

Research shows that the most successful people share the common trait of self-awareness. They're able to more quickly recognize situations that will make them more successful. As such, it's easier for them to find ways of achieving objectives that resonate and align with their motivations. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

Motivation helps influence behavior and action. It is vital for superior performance to ensure that your motivations are satisfied by what you do to drive your passion, reduce fatigue, and inspire you.

The Motivators assessment is the result of Dr. Eduard Spranger's and Gordon Allport's combined research into what drives and motivates an individual. The dimensions of value discovered between these two researchers identify the reasons that drive an individual to utilize their talents in the unique way they do. These pages will help you understand your motivations and drivers, providing a clear course on how to maximize your performance by achieving better alignment with your passion for what you do and your behavior.

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

Part II: Understanding Yourself

Adapted Style

D I S C

100
90
80
70
60
50
40
30
20
10
0

73 70 55 27

Natural Style

D I S C

100
90
80
70
60
50
40
30
20
10
0

55 27 34 59

Values   Score/Ranking

Value	Score	Ranking
Aesthetic	46	4
Economic	48	7
Individualistic	46	5
Power	71	1
Altruistic	38	2
Regulatory	45	3
Theoretical	53	6

0   25   50   75   100

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.

Motivators describe you based on your values 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.

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.

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. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.

You like to be perceived as a pacesetter -- one who comes up with new ideas and creative solutions. This theme will emerge in other parts of this report due to its importance. You bring a creative spin to the way you solve problems and find solutions. You have the ability to evaluate the whole range of possibilities, and provide deep mindshare on the decisions you make. This comes from both your decision-making ability and your deep concern for details.

You tend to handle assertive and aggressive people in a blunt and critical way. If someone is "dishing it out," you can take it and also dish it right back to them. This may be somewhat intimidating to those in the workplace who prefer a softer approach, so be careful not to overreact. In your communication with others, you tend to provide just the facts and information needed to get the job done, or the question answered. Sometimes, however, it may be necessary to tolerate some off-topic discussion in order to build a rapport with others on the team.

Your decisiveness and reaction time may suffer due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. Your detail-oriented nature may work against you by creating an internal bottleneck.

Sample, your response pattern on the instrument indicates that you evaluate others by their ability to bring about change and accomplish a task quickly and accurately. That is, you hold others to the same standards to which you hold yourself. There may be some peers and team members that struggle to meet that standard. It's important that you provide others on the team with the resources and tools to assist them in prioritizing tasks, making decisions, and practicing good quality control.

You tend to be assertive and responsive to creative ideas and solutions. When in creative mode, you may tend to withdraw a bit and process information internally. Once the decision has been made, or the solution created, you emerge as a more assertive and mission-focused leader. Sample, you score like those who push the envelope of their own creativity, and tend to lead their teams to optimal performance. To get the most out of this trait, be certain to display a more people-oriented side at times, so that others on the team can see this side of you as well.

Your responses to the instrument show that you tend to be non-aggressive with your input, in order to avoid making waves. You tend to be brief and concerned with the bottom-line, and thus may be perceived as abrupt.

When in high thought-processing gear, you may be somewhat restrained in sharing ideas or expressing feelings. You score like those who may be perceived by others as somewhat cool or aloof. This is especially true when you are faced with decisions of very high importance. You tend to internalize the thought processes and not share them with others as you are evaluating the possibilities. By opening up a bit, you might reduce the potential for internal stress, and also be perceived as more of a collaborative decision maker.

You make day-to-day operational decisions very quickly and easily. You put substantially more time, effort, and caution into larger decisions. You score like some who tend to be worriers, in a good sense, because of the level of detail and quality of thought behind the important decisions you make. At times, you may present yourself with "double-bind" situations: "damned if you do, and damned if you don't." You may reduce stress in these types of situations by seeking input from trusted advisors.

Your Behavioral Style: Explorer

Explorers are creative change agents. They bring decisiveness, a sense of urgency, and an eye on quality control to their projects. Explorers can spin many plates and projects simultaneously. There are two goals on their radar: quick results and high quality. When they achieve both, it's great; but sometimes these two goals may be an either/or situation. Explorers make routine decisions very quickly, but become more cautious on bigger, riskier ones. Explorers appreciate a wide berth of authority to carry out their responsibilities.

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

- **Personal direction:** Creatively solving difficult and complex problems

- **Strengths offered:** Creativity in generating new ideas and solutions after doing the homework

- **General characteristics:** Brings a sense of firm direction and an awareness of quality control

- **Contributions to others:** Creative problem-solving and bringing focus on direction and solutions

- **Getting along with others:** Strong ideas and opinions, but may vacillate between focus on direction and focus on quality issues

- **When stressed:** May withdraw from others or become indecisive

- **Keep in mind:** May become overly critical and sometimes distant when in disagreement

- **Additional notes:** Creates unique ideas for projects, but may vacillate at times about direction or quality focus

Word Sketch – Adapted Style

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

This chart shows your ADAPTED DISC Graph as a "Word Sketch." Use it with examples to describe why you do what you do and what's important to you when it comes **Dominance** of Problems, **Influence** of People, **Steadiness** of Pace, or **Conscientiousness** of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

Focus	**D** Problems/Challenges	**I** People/Contacts	**S** Pace/Consistency	**C** 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

	Problems/Challenges	People/Contacts	Pace/Consistency	Procedures/Constraints
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discerning rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

Word Sketch – Natural Style

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

This chart shows your NATURAL DISC Graph as a "Word Sketch." Use it with examples to describe why you do what you do and what's important to you when it comes **Dominance** of Problems, **Influence** of People, **Steadiness** of Pace, or **Conscientiousness** of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

Focus	**D** Problems/Challenges	**I** People/Contacts	**S** Pace/Consistency	**C** 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

	Problems/Challenges	People/Contacts	Pace/Consistency	Procedures/Constraints
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
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DISC Graphs for Sample Report

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

The Adapted Style (Graph II) 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 I) **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
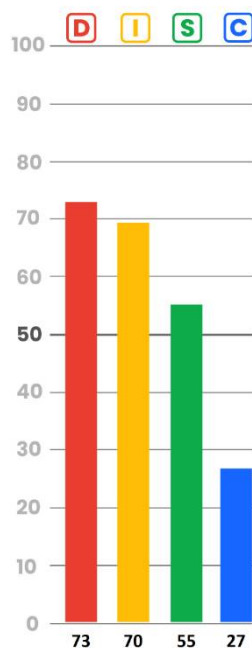
D I S C

	D	I	S	C
	73	70	55	27

Pattern: DIs

Natural Style – Graph II
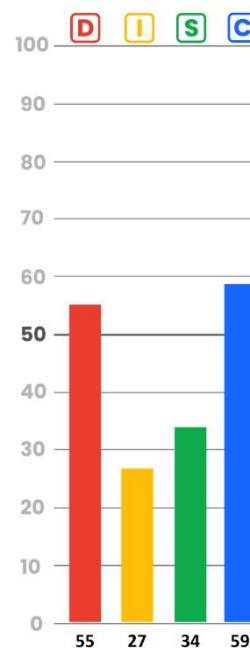
D I S C

	D	I	S	C
	55	27	34	59

Pattern: CD

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

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

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

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

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

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

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

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

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

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

● = Natural
★ = Adapted

More About Your DISC Style

In this portion of the report, you'll learn more about your DISC style behavioral tendencies and emotions. This information can be useful in helping you understand your own behavior 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 and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

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

When Communicating with Sample, DO:

- Motivate and persuade Sample by pointing out objectives and expected results.
- Be prepared to handle some objections.
- Stick to business matters only -- small talk or charm won't be appreciated.
- Give Sample the opportunity to express opinions and make some of the decisions.
- Give Sample time to verify the issues and potential outcomes.
- Remember these three rules: Be brief, be bright, and be gone.
- Do your homework, because Sample's homework will already be done.

When Communicating with Sample, DON'T:

- Forget or lose things necessary for the meeting or project.
- Confuse or distract Sample from the issues at hand.
- Try to develop "too close" a relationship, especially too quickly.
- Engage in rambling discussion, and waste Sample's time.
- Whine about all of the work you have to do.
- Provide incomplete or unclear directions or instructions.
- Use unreliable evidence or testimonials.

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:

- Direct, factual answers to questions, supported by accurate data.
- Time to analyze facts and data prior to making a final decision.
- Efficient methods which get things done faster, without sacrificing quality.
- Things being done correctly the first time, so that later corrections aren't necessary.
- Authority equal to the responsibility you have been given.
- New experiences, and new challenges to meet.
- Time to react to sudden changes, and to analyze the impact on overall quality.

People With Patterns Like You Tend to Need:

- To seek more input from others for a more effective team cooperation.
- Fewer daily critical decisions, as you may hesitate when under too much pressure due to the desire for a high-quality result.
- A minimum of oversight, interference, and organizational politics getting in the way of the creative processes.
- To focus on reaching closure on projects, as you tend to resist finalizing because there is always something that could be improved.
- Opportunities to use your professional expertise to solve problems by finding creative solutions.
- To be able to trust the competence and high standards of others on the team.
- To verbalize more of your reasons for decisions, and to include others in the decision-making process.

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 able to make decisions having the bottom-line in mind.
- You have the ability to use your imagination and take calculated risks in developing new solutions to problems.
- You maintain a strong, businesslike focus on problems, ideas, and solutions.
- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You are able to find solutions quickly, with a high degree of quality control.
- You are a very creative thinker and innovator.
- You tend to be a strong agent of change.

Your Work Style Tendencies:

- Your ability to quickly analyze the facts allows you to show dominance in many new situations.
- You are motivated by a freedom and flexibility to re-examine results and conclusions.
- You motivate others on the team with a sense of competition and urgency.
- You sometimes hesitate in making decisions due to a desire to investigate all facets of a problem, and all potential solutions.
- You are motivated to be an initiator of creative new ideas, and may be seen as an agent of change within an organization.
- You may tend to vacillate on some decisions, wanting to make the highest-quality choice possible, and may keep the "data gate" open too long. As a result, you may later be forced to make a decision under crisis.
- You are motivated to be creative and tend to become bored with routine work.

You Tend to Be Most Effective in Environments That Provide:

- Freedom to create in new and different ways.
- Challenging assignments that are both detailed and wide in scope.
- Support which allows you to focus maximum effort on the job tasks, and not to be concerned with social protocol.
- Opportunity for advancement to positions allowing for creativity.
- Time to react to alternatives, but also support for the fact that the clock is ticking.
- Opportunities for one to work alone, and to think things through.
- Support of some occasional vacillation in decisions or ideas.

The C Style

Under Stress - Perceptions, Behavior and Needs for the C

Stress is unavoidable. The perceptions of our behavior may have a significant impact on our effectiveness - both in how we perceive ourselves and how others perceive us. The way we behave under stress can create a perception that is not what we intend. The descriptions below of perceptions by others may seem somewhat extreme at times (especially if our behavior is an over-extended strength that becomes a weakness or limitation). As you understand these perceptions more clearly, you are able to modify your behavior to maximize your own effectiveness and ensure that others see you as you intend.

Potential Self Perception:

- Results-driven
- Wants clear, quick answers
- Quality control driven
- Cautious agent of change

Under Stress, May be Perceived by Others:

- Aloof and blunt
- Vacillates
- Plays favorites
- Condescending

Under Stress You Need:

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

Your Typical Behaviors in Conflict:

- You tend to hold conflicts or conflicting views in your mind, looking for proof that you are right or a new valid way of looking at things that accommodates both points of view.
- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.
- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.

Strategies to Reduce Conflict and Increase Harmony:

- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.

DISC & MOT

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 need some improvement on your communication skills. It is important to share ideas with others on the team, allowing them to be a "sounding board" for your thoughts.
- You may sulk or withdraw if not given attention and/or credit for ideas submitted.
- You tend to be unconcerned about social poise and may appear somewhat abrupt or aloof toward others without being aware of this. You could build more bridges by showing more sensitivity to their feelings.
- You may appear indecisive to some because of the need to re-examine evidence, or even wait for new evidence prior to making decisions.
- You may tend to work in rapid bursts, followed by periods of quiet reflection. This style may be confusing to others who might prefer a more consistent approach.
- You may like to work under pressure, and thus you put others under unwelcome pressure sometimes.
- You have a strong need for perfection and may not be satisfied until it has been reached.

12 Behavioral Tendencies

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

Behaviors	Natural	Adapted
Reasoning *How this individual uses evidence to think through and solve problems.*	**Evidence-based (C)**	**Intuition-based (I)**
Self-Reliance *How this individual works within a team.*	**Directive (D)**	**Situational**
Accuracy *How this individual focuses on correctness and exactness.*	**Precision (C)**	**Predictability (S)**
Personal Drive *How this individual's own goals move things forward.*	**Self-Driven (D)**	**Situational**
Careful Decision Making *How this individual approaches decisions and actions.*	**Situational**	**Situational**
Prioritizing *How this individual determines the order for dealing with items or tasks based on established rules and structure.*	**Situational**	**Results (D)**
Providing Instruction *How this individual dictates directions and expectations.*	**Situational**	**Directive & Compulsive (D)**
Customer & Team Interaction *How this individual engages with customers and stakeholders, internal and external.*	**Situational**	**Situational**
Change Resistance *How this individual resists engaging with change.*	**Drives Change (D)**	**Situational**
Work Process Alignment *How this individual focuses on process to follow through on work.*	**Accuracy (C)**	**Consistency (S)**
Building Rapport *How this individual focuses when interacting with others.*	**Results-Focused (D)**	**Situational**
Expressing Openness *How this individual is most comfortable expressing themselves.*	**Structural (C)**	**Social (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 **D**, **I**, **S**, and **C** blend.

Interpretation Notes:

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

Reasoning

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

Adapted (LM): You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable. You are likely to think things through based on emotions over logic, trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.

Evidence-based (C)

Intuition-based (I)
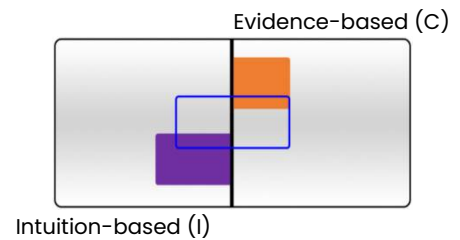
Self-Reliance

Natural (HM): You are quite results driven, focused on accomplishing things quickly and efficiently and are likely to do so mostly independently and directively. You will likely do your best work independently when you can manage your productivity and efficiency autonomously. Be sure you are not distancing yourself too much.

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

Directive (D)

Collaborative (I)
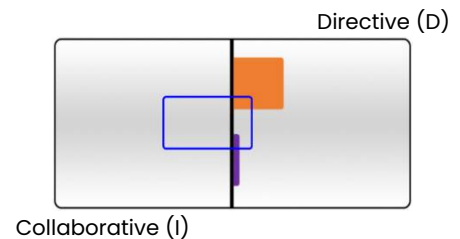
Accuracy

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

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.

Precision (C)

Predictability (S)
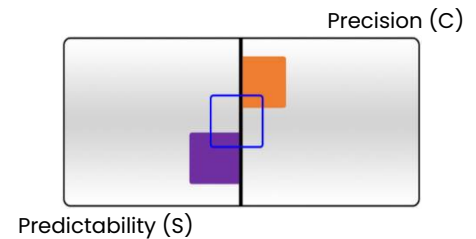
Personal Drive

Natural (HM): You are somewhat self-determined, often focused on taking actions that achieve results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.

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.

Self-Driven (D)

Others-driven (S)
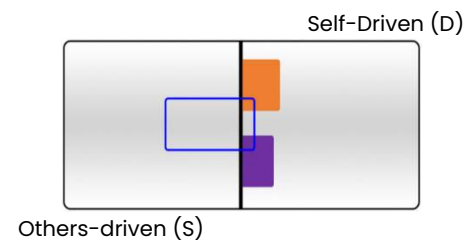
Careful Decision Making

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 (MOD): Consistent with natural style

Cautious (S)

Impulsive (I)
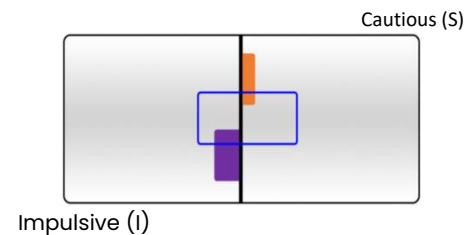
Prioritizing

Natural (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.

Adapted (LM): You often focus specifically and directly on results now and take actions that target immediate accomplishment, and are less concerned with the established guidelines. You will likely prioritize and focus on the results and the bottom line. While the end result is certainly a key component of what should take priority, be sure you are also aware of the rules and constraints of your situation.

Rules (C)

Results (D)
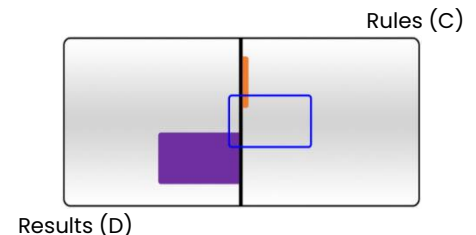
Providing Instruction

Natural (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.

Adapted (HM): You are somewhat direct and results-focused, and may prefer to set the course and direct others, rather than following the set expectations. Engaging with others for additional thoughts and perspectives can lead to better outcomes.

Directive & Compulsive (D)

Reserved & Detailed (C)
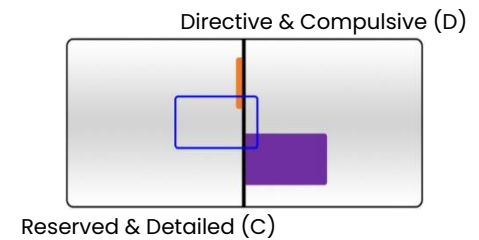
Customer & Team Interaction

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 (MOD): Consistent with natural style

Engaging (I)

Supporting (S)
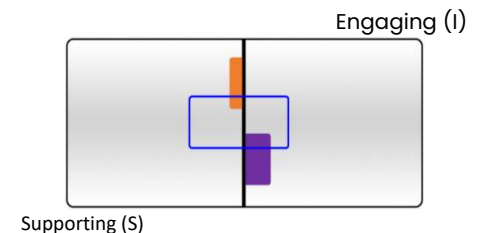
Change Resistance

Natural (LM): You are likely to be more firm in times of change, preferring to lead and direct activities focused on results and solutions. You are likely to respond/interact in change by driving action and facing it head on as it comes. You may even want to change things just to see how it can be different. Sometimes keeping things consistent is good too.

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.

Reluctant to Change (S)

Drives Change (D)
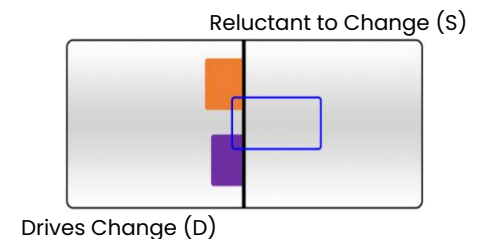
Work Process Alignment

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

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.

Consistency (S)

Accuracy (C)
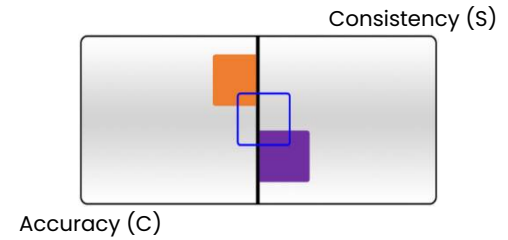
Building Rapport

Natural (LM): You are somewhat results driven in your interactions, preferring not to connect socially unless there is a specific outcome or purpose. You are more likely to focus on results with a desire to reach a goal or complete a task, rather than connecting or building relationship. Remember, others may like to get to know you more when working together.

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

Relationships-Focused (I)

Results-Focused (D)
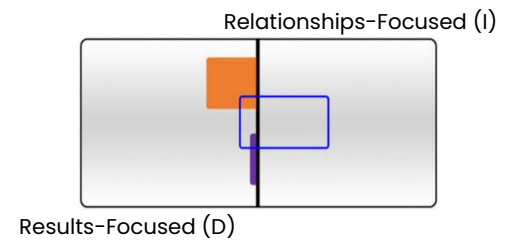
Expressing Openness

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

Adapted (HM): You are somewhat comfortable when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others. 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.

Social (I)

Structural (C)

DISC & MOT
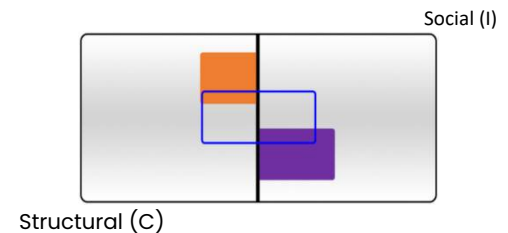
Summary of Sample Report's DISC Style

Communication is a two-way process. Encourage others to complete their own DISC Assessment and then share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the DISC information. Complete the worksheet below from the previous pages of this report.

Communication Dos & Don'ts
1._____
2._____

Your Motivations: Wants
1._____
2._____

Your Motivations: Needs
1._____
2._____

Your Strengths
1._____
2._____

Your Work Style Tendencies
1._____
2._____
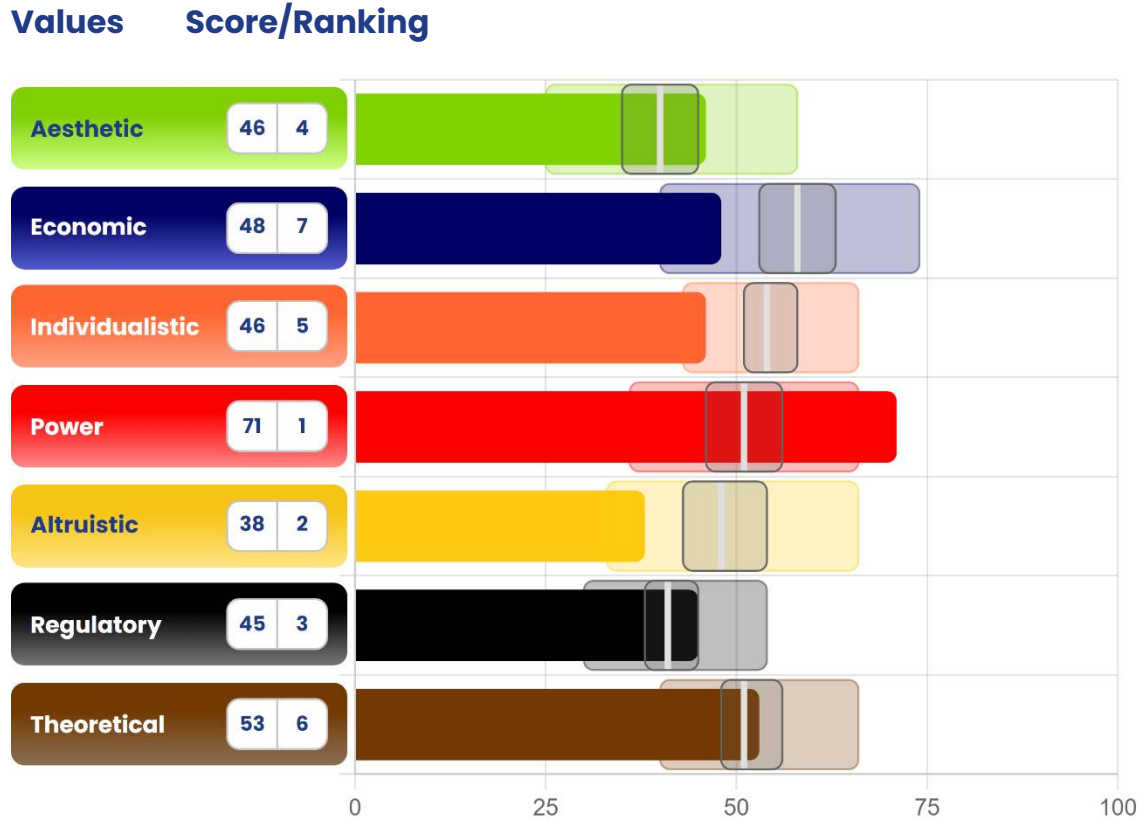
Effective Environmental Factors
1._____
2._____

Potential Areas for Improvement
1._____
2._____

Summary of Sample's Motivation

Values   Score/Ranking

Value	Score	Ranking
Aesthetic	46	4
Economic	48	7
Individualistic	46	5
Power	71	1
Altruistic	38	2
Regulatory	45	3
Theoretical	53	6

Personal Scores

Importance & Impact

1. **Importance: The score number & solid bar**
   Individual Score – shows how much passion you have for that dimension, and reveals how you'll likely express that Motivator
2. **Impact: Ranking**
   Distance from 50 (whether high or low) – indicates the order of influence that the motivator has on your decisions, from 1-7

Population Scores

Comparison

1. **The median line**
   Half of the population scores above and half scores below the median
2. **The grey box**
   AVERAGE scores fall in this range, based on comparison to population
3. **The shaded area**
   LOW & HIGH scores fall in this range, based on comparison to population

NOTE: If your score falls outside of the shaded area, you are driven differently than most of the population, whether your score is VERY LOW or VERY HIGH.

A Closer Look at The Seven Motivator Dimension Scores

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

	Low Score Energized by...	High Score 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.

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.

AES	ECO	IND	POW	ALT	REG	THE
Eccentric	Self-Mastered	Unrestricted	Domineering	Subservient	Black & White	Scholarly
Impractical	Maximized	Independent	**Forceful**	Sacrificial	Fixed	Fact-Finder
Unconventional	Competitive	Self-Reliant	Authoritative	Accommodating	Systemic	Studious
Divergent	Incentivized	Creative	Controlling	Obliging	Orderly	Investigative
Imaginative	Practical	Balanced	Directive	Supportive	**Disciplined**	**Inquisitive**
Sensible	Judicious	Cooperative	Influential	Helpful	Open-Minded	Reflective
Realistic	**Relaxed**	Accommodating	Supportive	Self-Protective	Flexible	Street Smart
Practical	Aloof	**Supportive**	Yielding	**Suspicious**	Independent	Intuitive
Real World	Apathetic	Apprehensive	Passive	Distrusting	Spontaneous	Surface Analyzer
Grounded	Satisfied	Secure	Submissive	Self-Focused	Defiant	Disinterested

● **AES**　● **ECO**　● **IND**　● **POW**　● **ALT**　● **REG**　● **THE**

Details of Sample's Motivation

Aesthetic - Divergent

You will likely possess an "inner awareness" and will desire to understand the moods, affections, and values of yourself and others.

Economic - Relaxed

You are not driven by monetary rewards or being "first" and may lack the emotional initiative necessary to compete with those around you.

Individualistic - Supportive

You are able and willing to support someone else's ideas without having to interject your own.

Power - Forceful

You will seek to achieve positions of authority and will be drawn to roles that allow you to direct and control.

Altruistic - Suspicious

You will make sure you position yourself, so you don't get burned when working closely with others.

Regulatory - Disciplined

You believe there's only one way to solve a problem and will endeavor to work within established boundaries.

Theoretical - Inquisitive

You can rely on both new information and what has worked in the past when making decisions.

Your Aesthetic Motivator - Divergent

Universal Assets:
- You keep impractical and creative/mystical types grounded.
- You possess a healthy balance between style, purpose, and function.
- You can work well with others to create and transform.
- You work equally well with practical and imaginative, self-expressive types.

Driving Intuitions:
- You can appreciate the world around you including natural wonders, good art, and solitude.
- You believe offsetting work and play is important for emotional balance and health.
- You possess a level of artistic appreciation.
- You will equalize team efforts between doing it right and enjoying being innovative.

Critical Advantages:
- You desire a sense of balance between work and life, but are not crippled without it.
- You enjoy certain creative expressions, but you are not overly committed to creativity.
- You are willing to help others especially if you appreciate their uniqueness.
- You appreciate nature and its beauty and will likely protect what is important to you.

Growth Opportunities:
- You may benefit by taking a more visible position on teams.
- You can mediate between those who do and do not see the value in unconventional approaches.
- You could benefit by ensuring your life is well balanced between personal and professional worlds.
- You may benefit by being a bit more realistic at times.

Learning Paths:
- You will participate in a variety of training and professional development efforts.
- You can develop both your soft skills and hard skills.
- You appreciate developing your soft skills and will care about emotional health.
- Your development should be equal parts method and meaning, not just a job.

Your Economic Motivator - Relaxed

Universal Assets:
- You are not driven by monetary rewards and competitive frameworks.
- You may believe money is for spending on things you want.
- You score in a range that indicates a lower interest in gaining material wealth.
- You may be sensitive to inequities and injustices and will not want to be a victim to others demands.

Driving Intuitions:
- You should provide a variety of work projects or tasks for others to work on.
- Avoid measuring your performance by your love for it only.
- Remember to praise others for their continued contributions.
- You should remember that people with vast amounts of money have feelings too.

Critical Advantages:
- You are sensitive and responsive to the "people-side" of work related activities.
- You see a much wider spectrum of the picture, not just your own needs.
- To you, monetary compensation is a basic function, you may look elsewhere for higher levels of value.
- You do not act selfishly but will be responsive to others needs.

Growth Opportunities:
- You may avoid potential conflicts that may negatively impact others on the team.
- You should avoid spreading yourself too thin by taking on responsibilities that could be done by someone else.
- You may over-commit both on and off the job.
- You may mistake "I can't" for "I won't" and will fear saying "no" to people because it looks bad.

Learning Paths:
- You may prefer just hanging out and enjoying others rather than having to compete with them.
- You score like those who appreciate cooperation over competition.
- You may prefer team-oriented activities as opposed to the lone wolf approach.
- You come to a training or development function typically without a 'What's in it for me?' attitude.

Your Individualistic Motivator - Supportive

Universal Assets:

- You likely won't "hog the ball" when working with others.
- You'll likely prefer to be seen and not heard.
- You are not one to steal the spotlight or gain excessive recognition.
- You appreciate a team mentality and will think in terms of "we" as opposed to "me."

Driving Intuitions:

- You'll likely prefer helping others as opposed to doing it all.
- You'll want to make your own decision about being highly visible within group settings.
- You do your best work when cooperating with others to reach shared goals.
- You'll prefer being the man or woman behind the curtain as opposed to the one up front.

Critical Advantages:

- You'll respect other people's ideas and uniqueness.
- You are able to help others shine.
- You don't need to be seen as the leader.
- You will likely stabilize the group rather than de-stabilize it.

Growth Opportunities:

- You may fear looking egotistical when promoting your own agenda.
- You should think out loud more.
- You may think you are not capable of being creative in any way.
- If you think it twice, say it once.

Learning Paths:

- You'll want to have self-time as opposed to always being in the forefront.
- You'll likely be self-disciplined when working with others and not easily distracted.
- You prefer group efforts as opposed to star roles.
- You'll prefer a group involvement to individual recognition.

Your Power Motivator - Forceful

Universal Assets:

- You believe the skies the limit.
- You don't turn back: there's typically no Plan B with you.
- You may be looking for rewards and recognition for a job well done.
- You need signs of personal authority such as your name on your parking space.

Driving Intuitions:

- You should allow others the same freedom to make decisions that you want.
- It's important to empower others with the same power you want to have.
- You should be willing to share victories and not keep them all for yourself.
- You should understand that you might come across stronger than you think.

Critical Advantages:

- You are likely going to accept responsibility for both successes and failures.
- You will likely advance quickly within your area of expertise.
- You will own your roles within the workplace and handle everything associated with it.
- You may get angry or agitated quickly with slow moving people and will nudge them forward.

Growth Opportunities:

- You will benefit from approaching situations with an open mindset of greater humility.
- You may get caught up in selling yourself instead of your idea.
- You need to be aware of the fact that being in charge may be too important to you and may turn certain people types off.
- You will have no time for slower moving people and may be annoyed by them.

Learning Paths:

- You'll create an environment that encourages others to follow you.
- You need a wide variety of powerful options available to you.
- You need hyper flexibility and freedom to create when learning new things.
- You could use a small group to lead and work with when in training.

Your Altruistic Motivator - Suspicious

Universal Assets:
- You'll likely see certain people as a means to any given end.
- You may think in terms of you first and others last.
- You will protect your own turf at times and want to qualify people you don't know.
- You may survive, as opposed to thrive, in certain life and business situations.

Driving Intuitions:
- Remember that there will be a decent amount of people that may believe you don't like them.
- Because you will gravitate towards independence when working, schedule time for independent activities.
- You connect all outcomes to practical needs as opposed to people needs.
- You respond better to logic and reason and will likely rebuff touchy-feely approaches.

Critical Advantages:
- You will likely not shy away from difficult decisions.
- You will have a no-nonsense approach to common sense.
- You will likely avoid what you think are "stupid" people if you're highly cognitive.
- You will likely be able to separate your emotions from necessary actions.

Growth Opportunities:
- You might be avoided by emotional "feeler" types especially if you're not a people person.
- Remember that some people simply take longer to learn.
- Remember that helping others helps you as well.
- Even though you may care about people, some will think you have a funny way of showing it.

Learning Paths:
- You may not enjoy cooperative learning activities as opposed to activities that require directing and controlling.
- You may likely be quiet and in the background when involved in training activities.
- Being forceful isn't bad, but sometimes it scares people if it's too strong.
- You may need to step back and realize your strength when working with passive types.

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Your Regulatory Motivator - Disciplined

Universal Assets:
- You are generally in the middle when it comes to instructions, protocols, and having to do things a certain way.
- You can appreciate details to a point, but will likely not depend on them.
- You can challenge rules that do not make any sense to you.
- You may desire a more stable atmosphere with some structure and uniformity.

Driving Intuitions:
- You can be a breath of fresh air within routine environments.
- You bring continuity and structure to untidy situations when necessary.
- You can create acceptable policies and procedures that speak to most minds.
- You can bring stability when opinions vary and emotions run strong.

Critical Advantages:
- You are not so closed that you can't see things in multiple dimensions.
- You can moderate those who may challenge established authorities while understanding both sides.
- You can be both judgmental and merciful, depending on the situation.
- You may have both open and narrow views on many things.

Growth Opportunities:
- You could benefit from refusing to give into pressure from those who want change when it's not warranted.
- You may need to take more risks.
- You could likely benefit from being more independent.
- It might be a good idea to explore more options when facing challenges.

Learning Paths:
- You're open to new ideas and creative solutions that work as long as there are no extremes.
- You will typically settle upon ways that have been established and proven effective.
- You will likely get behind programs that have been proven to work well when dealing with people and training initiatives.
- You will likely support established doctrine.

Your Theoretical Motivator - Inquisitive

Universal Assets:

- Your technical prowess will be limited to the things you love.
- You want to know why, but won't let it get in your way of getting things done.
- You are more of a broad-minded person and less a detailed person when it comes to finding out why.
- You will likely learn what you need to learn in order to get to the next step.

Driving Intuitions:

- You have an even perspective, able to weigh both sides of an issue equally.
- You have a balanced view of technical issues and won't want to get too deeply involved in things outside of your expertise.
- Your curiosity can be peaked if something interests you.
- You bring continuity and structure to groups where thinking is necessary without getting too distracted.

Critical Advantages:

- You bring stabilization to over-thinkers.
- You are curious to a point.
- You will be versed in a variety of subjects that you care about.
- You will not likely get hung up in analysis paralysis.

Growth Opportunities:

- You may remain neutral on subjects outside of your scope of understanding.
- You may need to take time to get to the bottom of complex issues.
- You may be done with your continuing education and will learn through experience.
- You may need to become more versed is certain subjects in order to increase value.

Learning Paths:

- You're open to new ideas and creative solutions that work as long as there are no extremely difficult assignments.
- You will likely get behind programs that are enjoyable and speak to what you already know.
- You will typically settle upon ways that have been established and proven effective.
- You will likely support ideas that make sense.

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. **Very Low** and **Low** scores indicate a lower drive or passion to fulfill the value, while **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 circumstantial in the dimension.

Your scores, as compared to the population:

AES	ECO	IND	POW	ALT	REG	THE
4 High	7 Low	5 Low	1 Very High	2 Low	3 High	6 Average

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 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 Aesthetic styles are likely inventive and imaginative, with a strong appreciation for form over function. They can be unconventional in their mindset and approach and influenced by how they feel about things.

🔵 Economic

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

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. Low Economic styles tend to be more relaxed and sensible when seeking a return on investment, likely to think through what they perceive they deserve based on how much they have invested.

🟠 Individualistic

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

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. Low Individualistic styles tend to be more cooperative and effective behind the scenes. They usually prefer for all involved to be equally recognized and appreciate those who do not call attention to themselves.

🔴 Power

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 Power styles need to have control over the people and situations around them, and will take charge to ensure the direction matches their desire for power and authority equal to their responsibility. They will go for what they want without hesitation, taking command and tending to be forceful when directing or supervising.

🟡 Altruistic

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

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. Low Altruistic styles tend to be helpful, but with a self-protective awareness so they are not taken advantage of, and will limit support to what they perceive is reasonable. They have firm boundaries around their time and energy and how it is applied.

⚫ Regulatory

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 Regulatory styles are more likely to be conventional in their approach, preferring to use traditional, established, and proven methods to reach their goals. They appreciate a structured framework, guidelines, systems, and plans, and do not need to deviate from what has worked before.

🟤 Theoretical

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 Theoretical styles balance a reflective and inquisitive mindset, recognizing that some things require additional insight and knowledge and others may not. They tend to value learning about things that are most relevant to them or are interesting, and may commit to learning more about some things and less about others. They value knowledge and those who have it, but are not stuck without having all of the information always available.

Summary of Sample's Motivators

Encourage others to complete their own Motivators Assessment and then share the Summary Sheet with each other. By discussing preferences, needs, and wants of the people you work with, socialize with, and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying this information. Complete the worksheet below from the previous pages of this report.

Most Influential Order of Motivators

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

Motivator Needs (Scores over 85)

1._____
2._____

Motivators Risks (Scores below low teens)

1._____
2._____

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:
    o You can choose to be adaptable with one person, and not so with others.
    o 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

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?

Economic

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?

Individualistic

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?

Power

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?

Altruistic

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?

Regulatory

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?

Theoretical

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?

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**
• Use a strong, confident voice • Use direct statements rather than roundabout questions • Face conflict openly, challenge and disagree when appropriate • Give undivided attention	• Make decisions at a faster pace • Be upbeat, positive, warm • Initiate conversations • Give recommendations • Don't clash with the person, but face conflict openly	• Make decisions more slowly • Avoid arguments and conflict • Share decision-making • Be pleasant and steady • Respond sensitively and sensibly	• 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**
• 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	• Share feelings, show more emotion • Respond to expression of their feelings • Pay personal compliments • Be willing to digress from the agenda	• Take time to develop the relationship • Communicate more, loosen up, and stand closer • Use friendly language • Show interest in them • Offer private acknowledgements	• 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**
• 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	• 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	• 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	• 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**
• Get right to the task • Provide options and let them decide • Allow them to define goals and objectives • Provide high-level follow up	• 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	• 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	• 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 <u>DIRECT or INDIRECT</u> in their communication?
    b. Are they <u>GUARDED or OPEN</u> 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.

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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

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*

SAMPLE

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 at work and what motivators are in play already?

_____

_____

_____

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 motivational orientation, which types of additional motivations would work best for me right now?

_____

_____

_____

Using my understanding of my motivational orientation, which types of additional motivations would not work for me right now?

_____

_____

_____

Choose one harmful influence on your motivational orientation (take in small steps) to act on today. Then, practice and repeat.

_____

_____

Choose one positive influences on your motivational orientation (take in small steps) to act on today. Then, practice and repeat

_____

_____

We all are motivated to get better but we get stuck with the process we must go through to move toward what we want. How can I make the process of making progress smaller 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.

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