

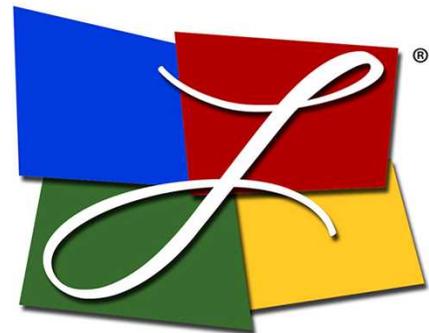
# DISC Self and Motivators

## A Dual Evaluation of Behavioral & Motivational Styles

Report For: **Sample Report**

Focus: **Work**

Date: **9/14/2021**



## Guidelines to help you explore and apply what is in this report

The scores in this report are a snapshot in time. These scores represent your preference-pathways (desires, such as being in control or not) at the time you completed the assessments. These are not lifelong behaviors or motivators from which you have no choice or power to influence. Major life changes and/or challenges may cause your behavioral style and your motivators to change.

## 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.

- **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**.

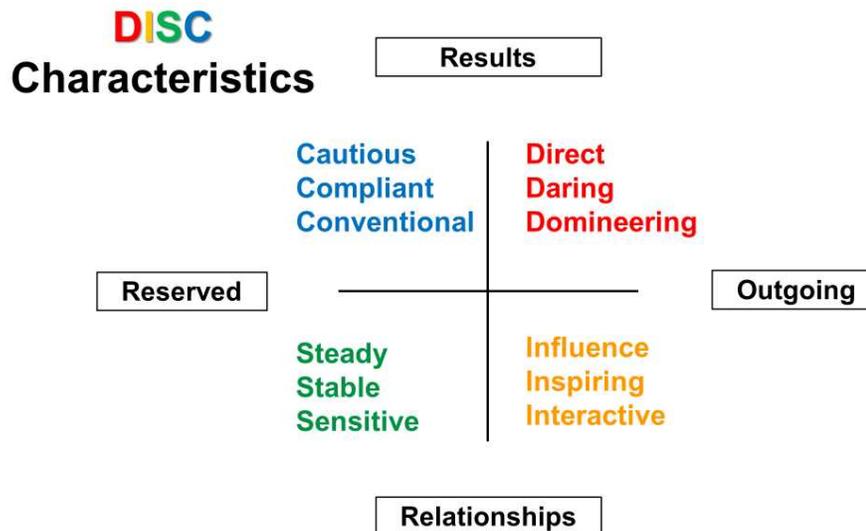
## How to Use This Report

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:

- 1) Focuses on understanding each of the DISC styles through identifying characteristics, including the tendencies of each behavioral style. It also introduces the seven Motivators that drive our behaviors and the definitions of each.
- 2) Reveals what makes you unique, through greater understanding of your own behavioral tendencies and blend of motivators.
- 3) 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 STYLES

DISC measures individual patterns of observable human behavior and their emotions. Simply stated, it is “How” people show up. DISC measures the intensity of characteristics for each of the four styles: **Direct**, **Influence**, **Steady**, and **Cautious**.



DIRECT	INFLUENCE	STEADY	CAUTIOUS
Direct	Influential	Steady	Cautious
Decisive	Interactive	Stable	Conservative
Domineering	Impulsive	Sincere	Courteous
Daring	Inspiring	Sensitive	Compliant
Determined	Charming	Supportive	Conscientious
Demanding	Confident	Serene	Accurate
Competitive	Convincing	Loyal	Methodical
Innovative	Talkative	Understanding	Logical
Persistent	Generous	Team Player	Seem Aloof
Pioneering	Optimistic	Friendly	Precise
Assertive	Personable	Good Listener	Analytical
Argumentative	Enthusiastic	Patient	Seek Excellence
Strong Willed	Friendly	Relaxed	Process Oriented
Risk Taker	Spontaneous	Mild	Diplomatic
Adventurous	Persuasive	Modest	Detailed
Problem Solver	Sociable	Composed	Fact Finder
Results Oriented	Trusting	Calm	Objective
Forceful	Emotional	Consistent	Focused
Impatient	Gregarious	Cooperative	High Standards
Loves Challenges	Expressive	Peaceful	List Lover

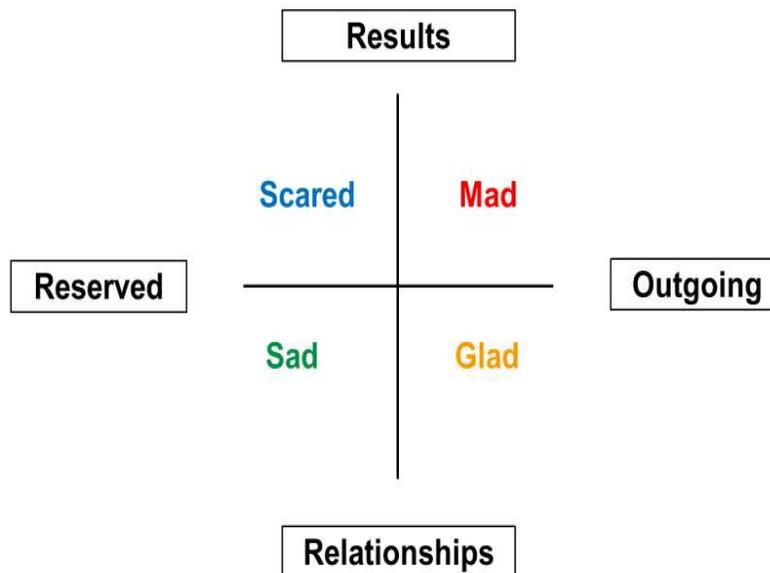
**DISC** does NOT measure:

- Education
- Training
- Skills
- Experience
- Values
- Judgment
- Intelligence

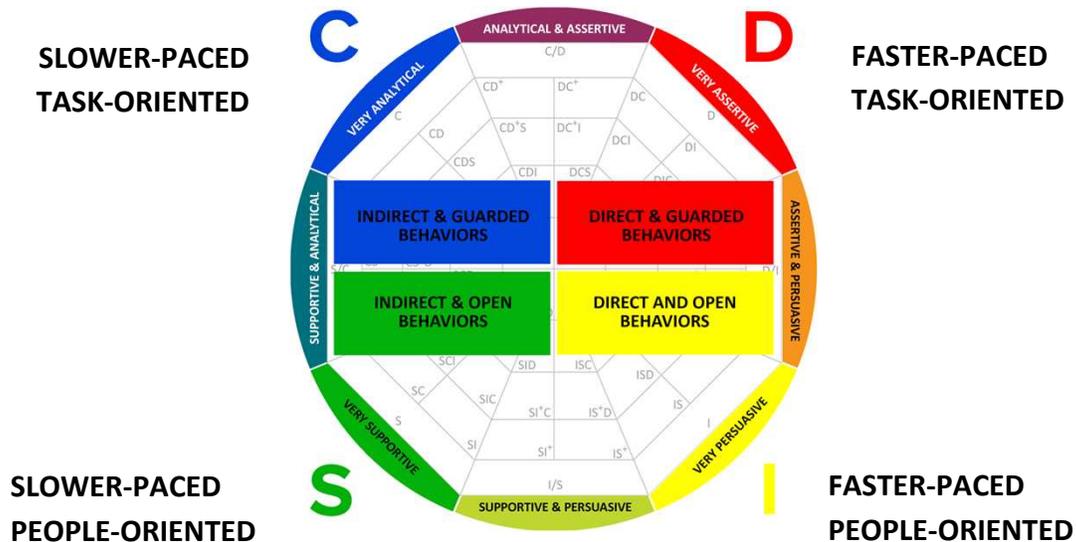
Using the DISC model, it is easy to identify and understand our own style and emotions. Our goal is to recognize and adapt to other people’s styles and then to find ways to communicate more effectively with them.

Think of a time when you were frustrated, annoyed or angry, you were having a “High D” moment. Now think of a time when you were enjoying yourself with friends or family, you were having a “High I” moment. We each have characteristics in all four styles, and we have all shifted from one emotion to another depending on who we are with, what we are doing, or how we are feeling. It is normal and natural to shift from one behavioral style to another throughout the day.

### DISC Emotions



## PACE AND PRIORITY: Two main sources of tension between the styles



We are all unique and have different behavioral styles, I like to use the picture above to help others understand that our behavioral styles can operate as a filter. The four different styles are represented with the different colored sunglasses. Our goal is to recognize when our style is getting in our way and shift to the clear glasses and of course stay away from the dark glasses, as they represent “The dark side” and cause communication and relationship challenges. Ask yourself, “are your personal filters clouding your professional judgment?” when life and relationships get challenging. If the answer is yes, what can you do to make a shift and communicate more effectively?

## 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.

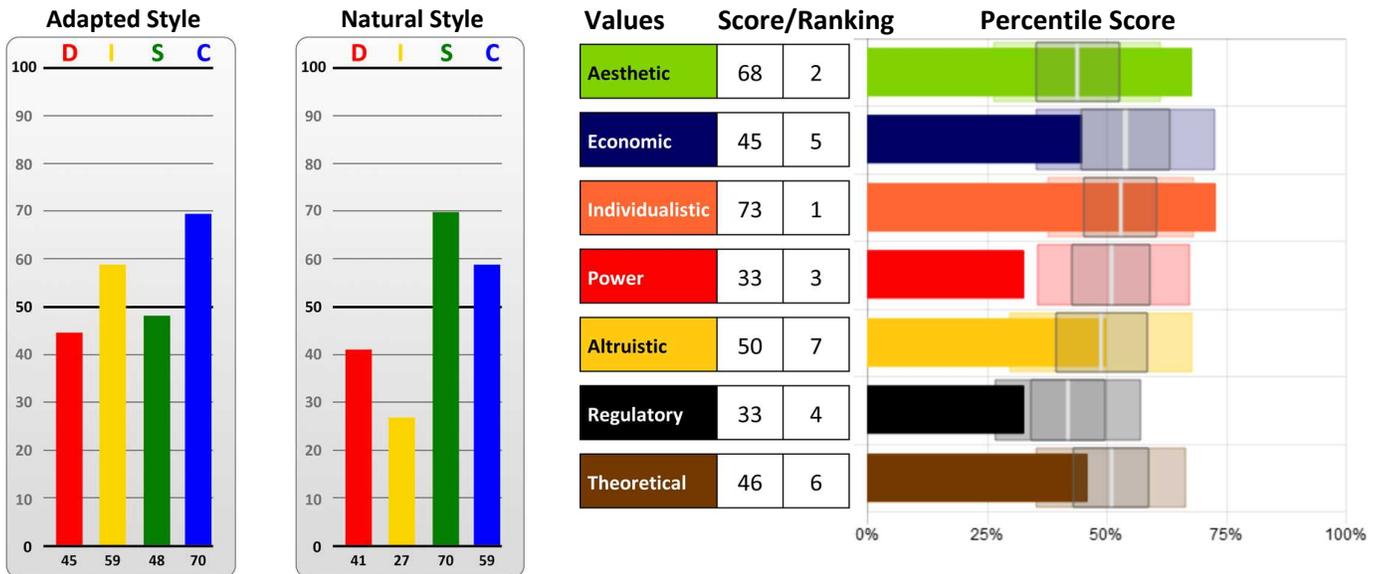
### The Elements of the Motivation Index

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 III - UNDERSTANDING YOURSELF



**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.

Most of us have two behavioral styles that are over 50% when measured on a scale of 0 – 100. When we spend a great deal of time in our two styles, we are usually happy and have more energy. When we spend more time in the style that we are weak in, we tend to feel more tired or stressed.

**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 statements below serve as an overview of your behavioral tendencies to provide a framework for understanding your DISC results.*

You may be somewhat suspicious of new ideas or innovations, until you have an opportunity to do your own investigation and research. This may be a bit of a two-edged sword: you are a bit of a risk-taker, but you prefer those risks to be calculated. That is, once you're convinced that the risk is worth taking, you'll jump in and give it a try. Until that time, the suspicion flag flies high.

Sample, you score like those who have a high degree of self-discipline. This comes from three primary traits: your somewhat strong tendency toward risk avoidance, your high degree of patience, and your overall detail orientation. These three traits in combination are somewhat rare, but they converge in ways that provide a versatile strength for you. This strength can be used in both personal and business ventures.

You are persistent and tenacious when it comes to solving complex problems. Along with your competitive spirit comes a high degree of patience when dealing with detailed problems and situations. Your high attention to quality control also motivates you to solve problems accurately.

You possess a sense of urgency that is sometimes not readily visible to others. Your sense of urgency is masked a bit by your high level of patience and detail orientation. This subjects others to the illusion that they can be more laid back on a project you're working on or are in charge of. It may come as a surprise to them that, in reality, you expect them to proceed full-speed ahead.

You show excellent emotional control, even during tense situations. In some cases/circumstances you tend to be more quiet than talkative, and more reflective than spontaneous. This allows you to take the emotions down a notch or two, and let others vent while you analyze the situation internally. This also gives you an analytical edge over others who may be reacting only from an emotional level.

You persuade others with patience and persistence rather than emotion and coercion. Logic, facts, data, examples, and supporting evidence are the tools of your persuasion toolkit. This gives you a remarkable ability to persuade others without "jumping on the desk" and shouting enthusiastically. Your internal enthusiasm is fueled when you deliver the message in a direct, patient and factual manner.

You display a high degree of tenacity and follow-through in addressing complex and detailed activities. This trait emerges from your perseverance, attention to quality, and strong desire to win and achieve. This can be a great strength in a variety of technical climates, or anywhere there is a complexity of interconnected issues and activities.

You tend to provide an objective and vocal opinion when you feel strongly about an issue or procedure. The interesting point here, Sample, is that while you may remain somewhat quiet through much of the team's deliberation, you have the ability to present your case with vigor when you have an idea. This may sometimes take team members by surprise.

## Your Behavioral Style: Examiner

Examiners are steady, objective and analytical. They are successful due to their strong persistence in pursuing their objectives. They can excel in complex and/or technical projects. They rely upon logic rather than emotion. They like working alone and do not feel the need to engage or be involved with others. They can sometimes be viewed as lacking tact and/or warmth.

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

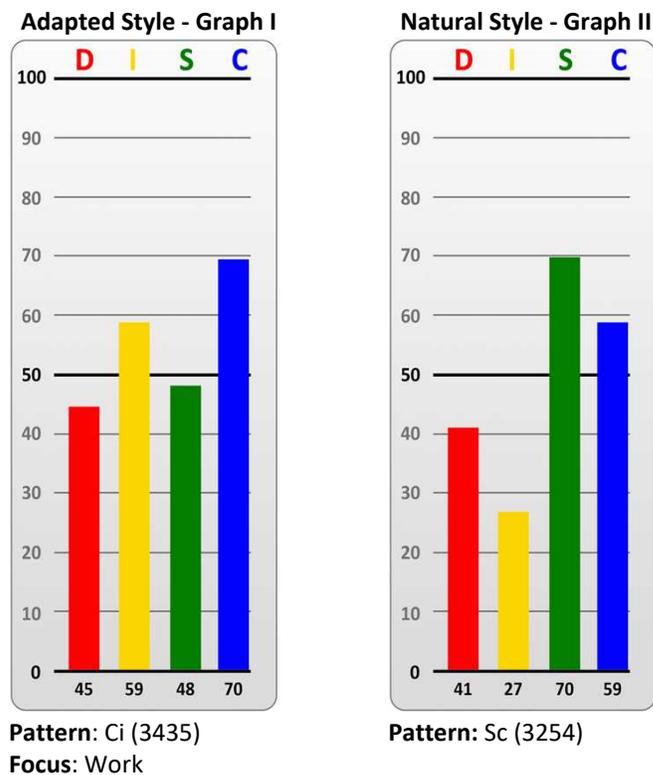
- **Emotional characteristic:** May appear disinterested and behaviorally restrained.
- **Goals:** To gain the authority from identified organization structures and positions.
- **How others are valued:** Other's ability to effectively use logic and data.
- **Influences group:** Through persistence, tenacity and steady focus.
- **Value to the organization:** Brings a fact-based grounding to a team combined with the ability to work individually or with others effectively.
- **Cautions:** Can become undiplomatic and question other motives.
- **Under Pressure:** Can internalize stress, be slow to let go of mistakes and become non-communicative.
- **Fears:** Loss of ability to focus individually on the facts and supporting theoretical rather than practical concepts

## DISC Styles Graphs for Sample Report

Your Adapted Style indicates you tend to use the behavioral traits of the **Ci style(s)** in your selected Work focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the **Sc style(s)**.

Your Adapted Style is your graph displayed on the left. It is **your perception of the behavioral tendencies you think you need to display to be successful in your focus situation**. It is also called your “mask” and this graph may change when you change roles or situations.

The graph on the right is your Natural Style **and indicates the intensity of your instinctive behaviors**. It is often a better indicator of the “real you” and your “knee jerk”, inherent behaviors. This is how you would choose to behave when you are most comfortable and there are no additional considerations or influences on your behavior. It is also what shows up in stressful situations.



If your Adapted Style is different from your Natural Style, this may cause stress over a long period of time because you are using behaviors that are not as comfortable or natural for you. If the bars are similar, it means that you tend to use your same natural behaviors in either environment.

The higher or lower each D, I, S, C point is on your graph, the greater or lesser that behavior impacts your results at work and with others around you. Once aware, you can adapt your style to be more effective. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioral change comes only with awareness and practice.

## WORD SKETCH - Adapted Style

This chart shows your ADAPTED DISC Graph as a “Word Sketch.” Taken from the “Pattern” numbers under the DISC graph on the previous page. These are words that describe your level of D, I, S and C when you took the assessment. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
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
<b>6</b>	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
<b>5</b>	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
<b>4</b>	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
<b>3</b>	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
<b>2</b>	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
<b>1</b>	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

This chart shows your NATURAL DISC Graph as a “Word Sketch.” Taken from the “Pattern” numbers under the DISC graph on the previous page. These are words that describe your level of D, I, S and C when you took the assessment. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
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
<b>6</b>	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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## 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 (DISC) 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).

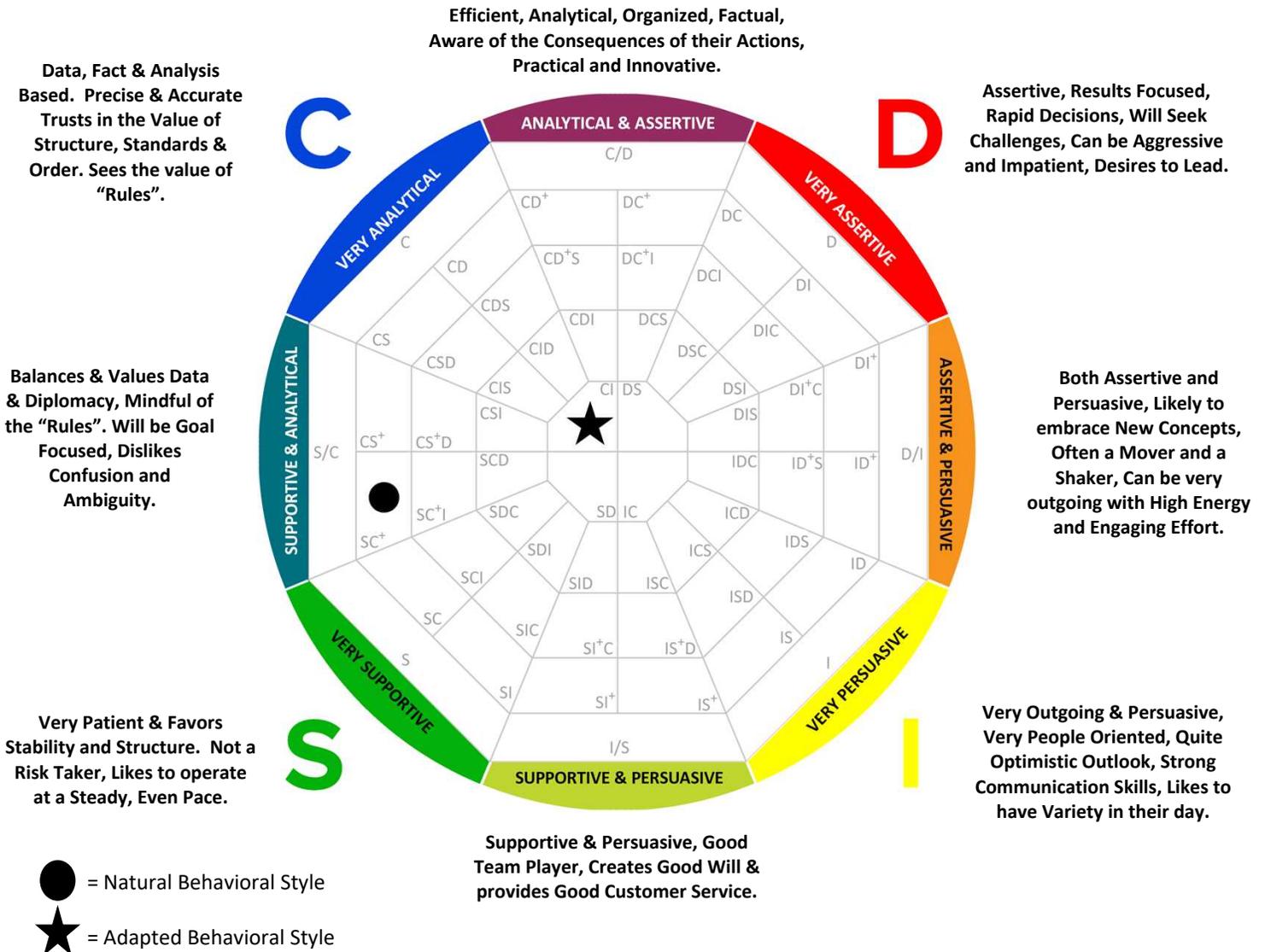
### THE SCORING LEGEND

**D = Direct:** How you deal with Problems and Challenges

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

**S = Steady:** How you deal with Pace and Consistency

**C = Cautious:** How you deal with Procedure and Constraints



## 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:***

- Give Sample the opportunity to express opinions and make some of the decisions.
- Sample will follow through, so be certain to follow through on your part.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- Approach issues in a straightforward, direct and factual way.
- Take your time; be precise and thorough.
- Give Sample time to verify the issues and assess potential outcomes.
- Do your homework, because Sample's homework will already be done.

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

- Manipulate or bully Sample into agreement.
- Threaten with position or power.
- Try to develop "too close" a relationship, especially too quickly.
- Be sloppy or disorganized.
- Engage in rambling discussion, and waste Sample's time.
- Forget or lose things necessary for the meeting or project.
- Be rude, abrupt, or too fast-paced in your delivery.

## Wants and Needs

Motivation is the enthusiasm or willingness to do something. Everybody is motivated; however, all people are motivated for their own reasons. 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.

### ***You Tend to Be Motivated By:***

- Colleagues with whom you can identify and share information of a complex and important nature.
- Established and efficient procedures for completing projects of a detailed and complex nature.
- The existence of as few barriers, bottlenecks, and snags in the system as possible.
- Having the ability to take calculated risks in developing new solutions, processes, or utilities.
- Independence from direct supervision or control in the creative or analytic processes.
- Identification with a team and organization which you respect.
- Clear lines of communication and responsibility.

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

- Minimal hostility or conflict within the team or organization.
- Freedom from responsibility for the quality control of other stakeholders.
- Streamlining of some systems and procedures to allow additional time for complex analysis.
- A supportive team that is tolerant of the occasional blunt or critical remark.
- Consistent time schedules and well-informed deadlines.
- A supervisor who delegates by using specifics, not ambiguities.
- Sufficient opportunity for beta-testing of a project or idea, before it is actually deployed.

## What You Bring to the Organization

This page provides useful insights for a job or as you work together on a team. These are the talents and tendencies you bring. When used in environments that you are most effective in, you are likely to be motivated to accomplish great things. 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.

### ***Your Strengths:***

- You utilize a very deliberate and systematic approach in analyzing answers and creating solutions.
- You provide excellent support and expertise to challenging problems and assignments.
- You excel at solving technical or abstract problems and are at your best when dealing with multi-faceted processes.
- You always follow through, with a strong emphasis on completeness.
- You tend to be patient in working with others.
- You bring a high degree of objectivity to the organization's systems and projects.
- You are able to provide factual, authoritative, and objective communication on topics to which you have given proper intellectual consideration.

### ***Your Work Style Tendencies:***

- You demonstrate a tireless work ethic in solving complex problems.
- You have a need to see projects reach completion and closure and will work hard to ensure success along the way.
- You persuade others on the team through perseverance and determination to get the project completed.
- You are able to research into a variety of complexities and emerge with new facts that can be of value in future decision making.
- You tend to be more quiet, letting others be the more vocal participants in meetings or groups.
- You may tend to be most productive when working alone and undisturbed.
- You demonstrate patience in working with people, but also maintain a bit of an emotional distance from others on the team.

### ***You Tend to be Most Effective in Environments That Provide:***

- A direct, detailed approach to what needs to be done on a project.
- A close association with a small group or team, rather than a shallow association with a large number of people.
- A minimum of conflict, hostility, pressure, or sudden change.
- The ability to work independently with no interruptions.
- A job culture in which your critical thinking skills can be maximized.
- An organizational culture that keeps an eye out for future trends and issues.
- A work culture that provides opportunity for challenges and complex problem solving.

## The S Style

### Under Stress - Perceptions, Behavior and Needs for the S

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. As you understand these perceptions more clearly, you can modify your behavior to maximize your own effectiveness.

#### **Potential Self Perception:**

- High degree of focus
- Attends to details
- Tenacious on follow-through
- High level of determination toward goals

#### **Under Stress You Need:**

- Reassurances that you are liked
- Relationships
- Personal assurance

#### **Your Typical Behaviors in Conflict:**

- The anger and dissatisfaction that you have been repressing builds up inside of you and eventually some (often, trivial) event will trigger an explosion, releasing a torrent of angry words and a litany of past offenses -- often in considerable detail. Once you have vented this built up emotion, you return to your normal behavior.
- You seldom express your own feelings of anger or dissatisfaction, fearing that doing so would damage relationships and destabilize the situation. You tend to go along with what others want in order to avoid any controversy.
- You are quite uncomfortable with conflict, aggression and anger. You will do whatever you can to avoid such situations. If you are not able to physically avoid a situation involving conflict or anger, you will probably attempt to ignore it, functioning as best you can without interacting -- or interacting very superficially -- with others.

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

- Share your needs, feelings and expectations with your friends and coworkers.
- Be open to considering new ways of doing things and undertaking new tasks. Ask your supervisor, friends and coworkers to support you in approaching any significant change
- 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.

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

- Unassertive
- Overly blunt toward others
- Resists ideas of others

## 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, a High D's directness 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.

### ***Potential Areas for Improvement:***

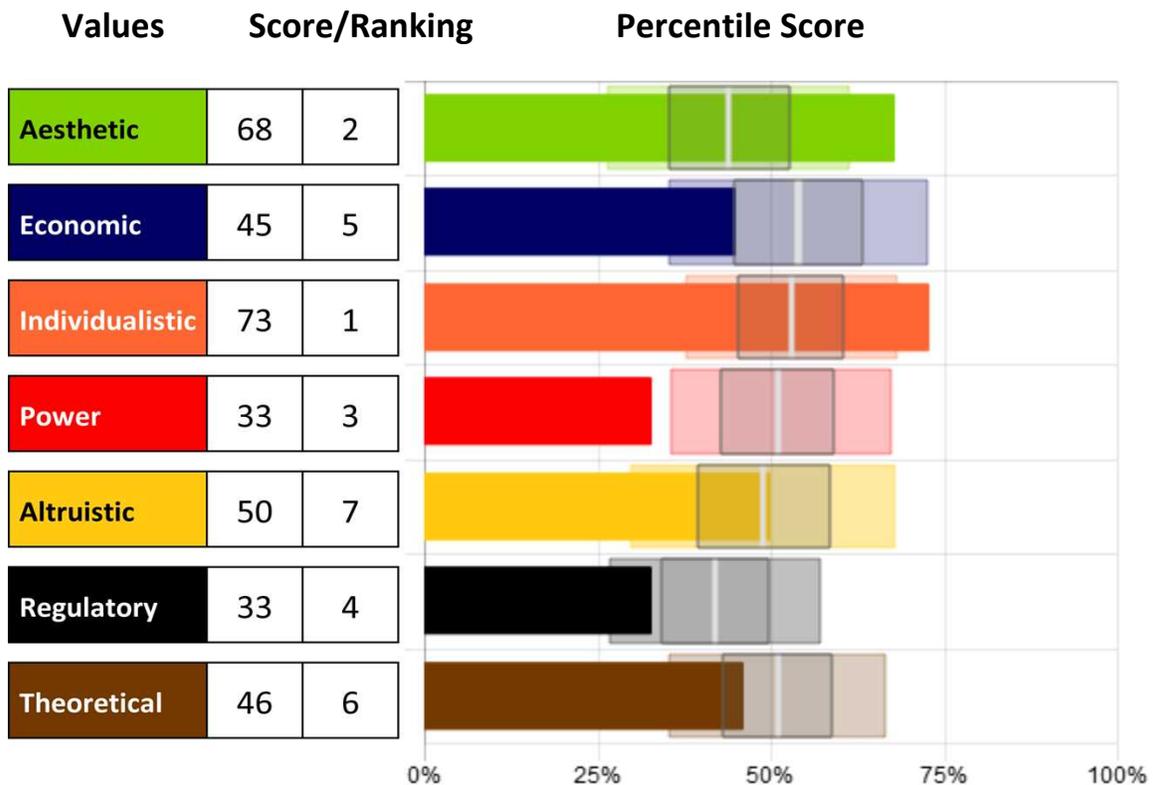
- You may take some criticism personally, even if it was directed at a work process and not you.
- You may provide a false sense of buy-in to others on the team, then sometimes resist passive-aggressively.
- You may become rather stubborn once your mind is made up on a decision.
- You may dispense strong criticism, and even sarcasm, when others don't measure up to your standards.
- You could use better "people skills" when it comes to motivating and managing others.
- You may affect morale with your tendency to focus on results over attention to team members. You may need to take a softer approach at times.
- You may tend to hang on too much to current or past procedures, especially when faced with impending change.

## 12 Behavioral Tendencies - Summary

The primary styles - **D, I, S, and C** - are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way your DISC styles combine and influence one another.

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

## Summary of Sample's Motivation



1. The **lightly colored, shaded area** for each Motivator highlights **the majority of the population's scores**. This means that if you took a normal sample of motivator scores and ranked the scores from 0 – 100, you can expect that a majority of the scores would fall inside the shaded area. This indicates if most of the population scores higher or lower in the dimension. Are you similarly driven in your Motivators as most others are?
2. The **white, vertical line in the center of the lightly colored, shaded (majority) area** represents the **median score**. Like the median in a road, the median divides the range of scores into equal halves. 50% of the scores are above the median line and 50% of the scores fall below the median line.
3. The **norm box** (small box plot) represents the **AVERAGE** scoring range. The scores inside this box represent the scores of people who are **more like everyone else** (therefore, it is considered **normal**). When your score falls inside the norm box, it is **situational**; you consistently ranked the statements of that dimension **both high and low**.
4. The **colored bar is aligned to your score from 1-100**. These reveal the **level of importance** of that motivator to you. Higher numbers mean you consistently ranked the motivator as **more important** & lower numbers mean the motivator was consistently ranked **less important**. The number also reveals placement in **Very Low, Low, Average, High and Very High**. The people who score within each group share common traits and descriptions (i.e. those who have Very Low scores will share common values with one another).
5. Your **ranking reveals how influential the Motivators are to your behavior and decisions in order from 1-7**. Keep in mind that some Motivators have relationships with other Motivators that strengthen them, but this is a true 1 through 7 ranking based on which are individually most impactful. Rankings are determined by each score's distance from 50. The farther away from 50, whether high or low, the more impact that Motivator will have.

## A Closer Look at the Seven Motivator Dimension Scores

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

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

## Details of Sample's Motivation



### **Aesthetic - Very High**

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



### **Economic - Average**

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



### **Individualistic - Very High**

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



### **Power - Very Low**

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



### **Altruistic - Average**

You are able to balance your own needs and the needs of others on the team.



### **Regulatory - Low**

You believe there's always another way when the current situation changes or roadblocks are apparent.

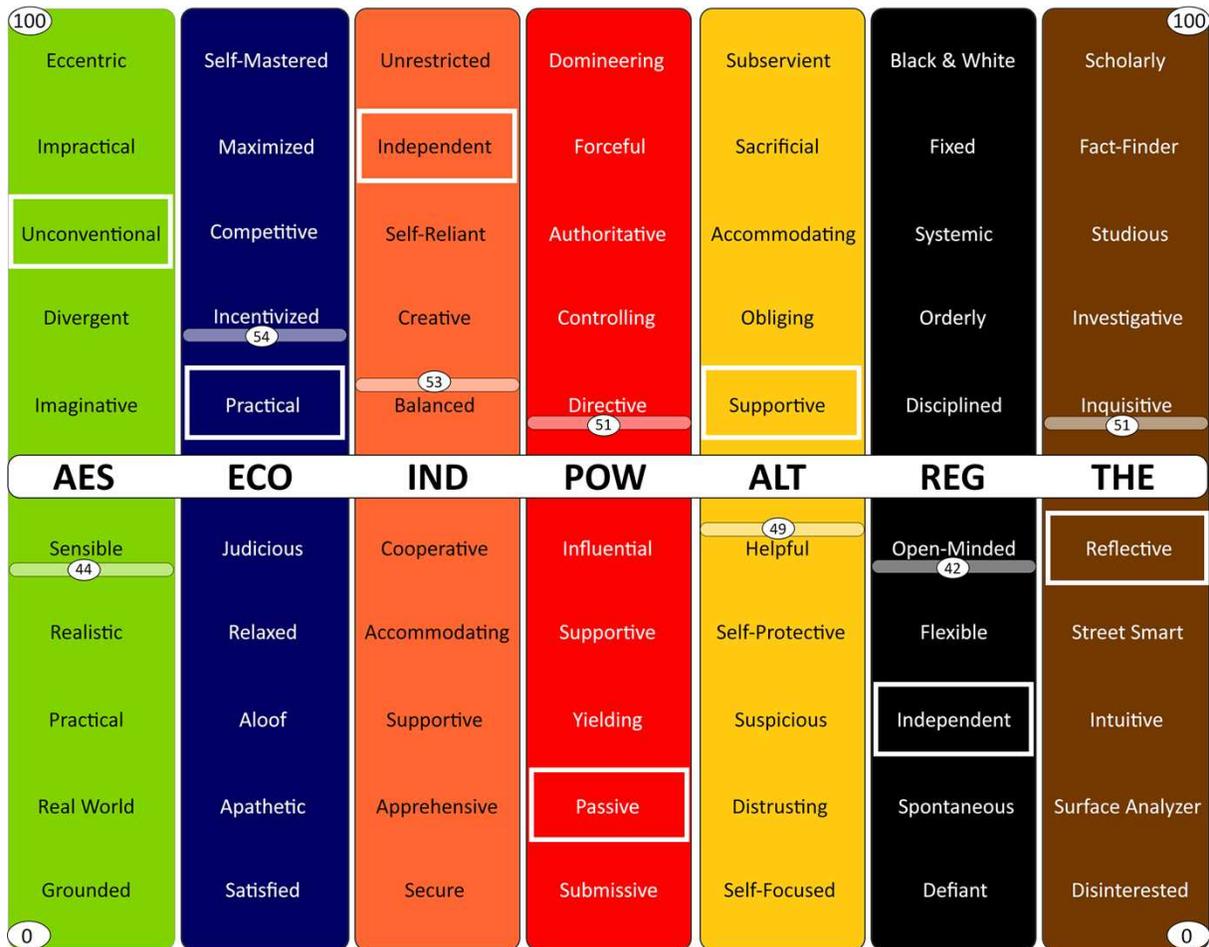


### **Theoretical - Average**

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

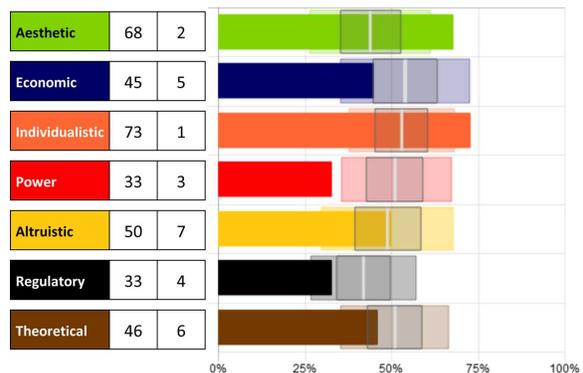
## Sample's Motivator Word Matrix

The Motivator Word Matrix translates your numeric score into a descriptor in each dimension, and highlights each word relative to other descriptors. By labeling your numeric score, you can better identify, understand, and describe your motivator orientation.

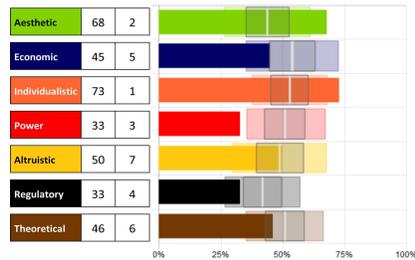


### Important Details:

- Motivators are scored from 0-100, shown in **small circles** at the edges of the Matrix: **0 is very low, 100 is very high.**
- The **shaded line** highlights the **median score** for each Motivator based on the population.
- The highlighted Motivator **descriptor** is representative of *your score* in each Motivator.
- Your score and ranking are **not** noted on the Matrix. Refer to your graph for your specific information.



## Your Aesthetic Motivator - Very High



**The Aesthetic Motivator:** Strong desire and need to achieve equilibrium between the world around us and ourselves (within) while creating a sustainable work/life balance between the two. Creative, imaginative, arty, mystical and expressive, this style may redefine or resist real world approaches to current challenges.



### Universal Assets:

- You will likely struggle with deciding what to do with your life. Making choices like career, college, or your direction may feel daunting.
- You may feel as though you were born at the wrong time and might feel misunderstood by most.
- You may think in unconventional ways which could lead to inefficient processes to real world problems.
- You show a very strong desire for expressing your talents and fulfilling your dreams.



### Driving Intuitions:

- You should consider your path and be true to yourself, if it isn't something you really want to do.
- You should realize that very few people think like you and that your unconventional approach to life may look extreme to others.
- You should really fight for what you want rather than settling for what you can get.
- You should support your drive to understand the deeper meanings behind issues or objectives.



### Critical Advantages:

- You believe people should do work that is an expression of who they are as opposed to a job that simply must get done.
- You will see things differently than most because your insights are intuitive, like seeing the rainbow in a prism.
- You like to uncover, discover, and recover creative ideas and solutions.
- You are very adept at helping others find creative alternatives.



### Growth Opportunities:

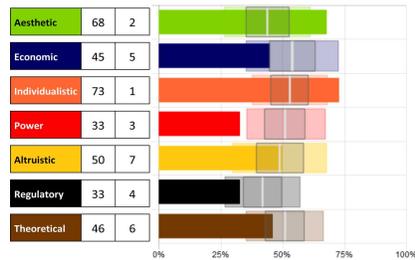
- You may feel "out of place" in this world and inadvertently sideline yourself for not knowing what to do or why you are here, but know you are here for a reason.
- You run the risk of your work backing up because you are using impractical means to accomplish work tasks.
- You may place too great an emphasis on creative alternatives leading to impractical outcomes or not meeting important deadlines.
- You could benefit from having your feet a bit more grounded as opposed to your head being in the clouds.



### Learning Paths:

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

## Your Economic Motivator - Average



**The Economic Motivator:** The motivation for security from self-interest, economic gains, and achieving real-world returns on personal ventures, personal resources, and focused energy. The preferred approach of this motivator is both a personal and a professional one with a focus on ultimate outcomes.



### Universal Assets:

- Your score indicates that there would be no excessive need to win when engaging with others.
- You are realistic and down-to-earth in regards to getting what you believe you deserve.
- You have the ability to identify with individuals who have both high and low satisfaction rates.
- You may have already achieved substantial economic goals of your own.



### Driving Intuitions:

- You are likely not bent on having to win in everything.
- You'll bring a more balanced approach to giving and gaining.
- You're an asset when it comes to getting along with both practical and imaginative types.
- You can leverage your ability to cooperate with all types of people.



### Critical Advantages:

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



### Growth Opportunities:

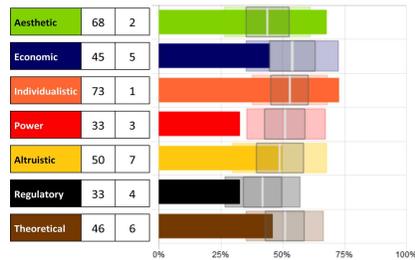
- You should think about where you'll be in five years and if your current path will get you there.
- You might need to be aware of those who are not as incentivized as you.
- You may not be as focused on your future as you should be.
- you may need to get into a different gear in order to get what they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



### Learning Paths:

- There are times when you need to put your foot down when team members lack incentive.
- You can focus both on the ambitious and those who are content where they are.
- You should work with those who are not so concerned about leveraging their best interests.
- You won't come to a training session asking, "How much more will I earn as a result of this course?"

## Your Individualistic Motivator - Very High



**The Individualistic Motivator:** Need to be seen as autonomous, unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression apart from being told what to do.



### Universal Assets:

- You will likely have out-of-the-box ideas and want to share them.
- You'll likely take the necessary risks depending upon your appetite for jumping off the cliff and building your wings on the way down.
- You will seek your own personal niche where you can be seen as unbelievable.
- You really enjoy doing your own thing your own way.



### Driving Intuitions:

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



### Critical Advantages:

- Your energy and expressive intuition enables you to think like MacGyver.
- Your ideas are likely to be forced to the forefront because of your need to be seen as unique.
- You will have a variety of outstanding ideas to choose.
- You are likely to be fearless with calculated risks.



### Growth Opportunities:

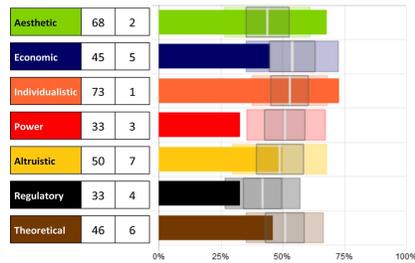
- You may get caught up in selling yourself instead of your idea.
- Your potential value can clash with realistic people who think in only real-world terms.
- Sometimes your extremely exclusive process isn't the most effective or efficient means to an end.
- Sometimes innovation isn't the answer when existing processes will do.



### Learning Paths:

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

## Your Power Motivator - Very Low



**The Power Motivator:** Being seen as a leader, while having influence and control over one's environment and success. Competitiveness and control is often associated with those scoring higher in this motivational dimension.



### Universal Assets:

- You may be more of a maintainer than you are an obtainer.
- You'll likely want to watch others lead more than you'll want to lead things yourself.
- You'll prefer to handle only what is your direct responsibility.
- You will excel when in situations that require a maintenance mindset over high drive.



### Driving Intuitions:

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



### Critical Advantages:

- You won't likely drive, but will be happy to chat in the back seat.
- You'll likely be more-mission minded as opposed to being control and authority driven.
- You may quickly spot the value in others sooner than you see it in yourself.
- You will likely wait your turn and not jump to the front.



### Growth Opportunities:

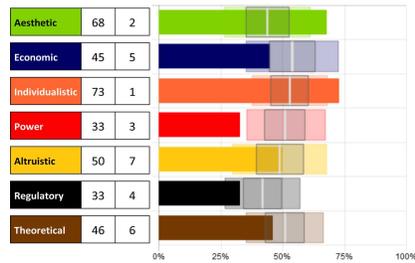
- You should know that your destiny is up to you and not only driven by circumstance.
- You might second-guess your own ideas and therefore hang back.
- You may shudder to think about being in charge of something very important.
- Standing up for yourself might feel wrong at times.



### Learning Paths:

- You may not want to compete, but will feel at home when working as a team.
- You will likely be quiet and in the background when involved in training activities.
- You may need to take stronger initiative when working with dominant types.
- You may enjoy more cooperative learning activities as opposed to activities that require directing.

## Your Altruistic Motivator - Average



**The Altruistic Motivator:** An expression of the need or energy to benefit others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always. Oftentimes an intense level within this dimension is more associated with low self-worth.



### Universal Assets:

- You can think clearly, logically, and with balanced judgment about the needs of others as well as your own personal needs.
- You can both help and hold back. You are able to discern between real needs and when people simply have complaints.
- You are able to understand both the poor and the affluent equally without harsh judgment of either one.
- You're a stabilizing force between givers and takers and have no extreme view.



### Driving Intuitions:

- You have a general level of appreciation for others in relationship to the over-all working world.
- You will moderate between giving and taking with balanced judgment.
- You are pragmatic in your approach to assisting others in need.
- You'll likely be uncomfortable with people who give in excess.



### Critical Advantages:

- You can both take a stand for injustice and let some seemingly unjust situations ride.
- You are able to pitch in when necessary and say "no" when you've had enough.
- You have a balanced outlook when assisting people who may be scamming the system.
- You are not moved by every sob story that comes down the pike.



### Growth Opportunities:

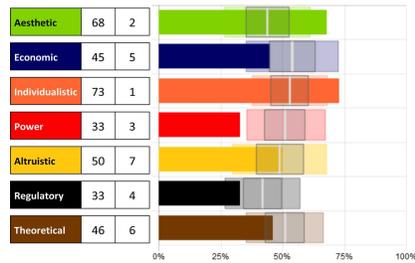
- Remember, helping others succeed can have practical results that can deliver business results that matter.
- You may need to take more control in certain situations and not remain neutral.
- You should respect those who appear self-interested and not always mistake them for being "selfish."
- You may need to own it more and not hang back and wait for someone else to take control in certain power struggles.



### Learning Paths:

- You can either be involved in a team-oriented or an individualistic and independent learning activity.
- You're flexible and will know when to say no and when to say yes during training and developmental programs.
- You're able to be an accommodating participant and a controlling factor in training and developmental programs.
- Your ability to be supportive of others as opposed to always having to control the show will benefit you when involved with team dynamics.

## Your Regulatory Motivator - Low



**The Regulatory Motivator:** A need to establish order, routine and structure. This motivation is to promote a black and white mindset and a traditional approach to problems and challenges through standards, rules, and protocols to color within the lines.



### Universal Assets:

- You believe many things are not necessarily set in stone.
- There's always another way to do it in your mind.
- You're looking for freedom and autonomy in your work.
- You will not like being constrained or restricted to certain protocols.



### Driving Intuitions:

- Because the end justifies the means, you'll figure it out.
- Your spontaneity works for you, but it won't work for everyone.
- Play to your strengths, which are rooted in freedom, flexibility, and open-mindedness.
- You do not support inefficient means to any end.



### Critical Advantages:

- You believe mistakes are normal and part of a learning process.
- You are very open-minded and flexible.
- Your imagination is active.
- You'll try anything once.



### Growth Opportunities:

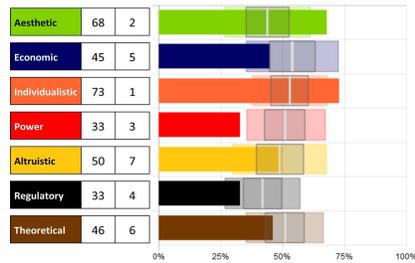
- You can still be innovative while following procedures sometimes.
- You need to realize that obeying sometimes keeps you safe.
- Not all rules can be broken.
- Your lack of systemic sequence can get you in trouble sometimes.



### Learning Paths:

- You can be a part of something without being controlled by it.
- You listen to instruction while at the same time tweaking it.
- You prefer spontaneous and independent work environments where you can be flexible.
- You're likely thinking, "That's not how I'd do it."

## Your Theoretical Motivator - Average



**The Theoretical Motivator:** The desire to uncover, discover, and recover the "truth." This need to gain knowledge for knowledge sake is the result of an "itchy" brain. Rational thinking (frontal lobe), reasoning and problem solving are important to this dimension. This is all about the "need" to know why.



### Universal Assets:

- You understand that investigation is necessary, but you will rarely over-investigate any issue.
- You can understand the big picture as well as the details of any subject and will alter your inquiry depending on the amount of time and interest you have.
- You are more of a broad-minded person and less a detailed person when it comes to finding out why.
- Your technical prowess will be limited to the things you love.



### Driving Intuitions:

- You bring continuity and structure to groups where thinking is necessary without getting too distracted.
- 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 have an even perspective, able to weigh both sides of an issue equally.



### Critical Advantages:

- You will be versed in a variety of subjects that you care about.
- You won't blindly do things without at least some investigation.
- You bring stabilization to over-thinkers.
- You will not likely get hung up in analysis paralysis.



### Growth Opportunities:

- You may need to take time to get to the bottom of complex issues.
- You won't likely finish certain books that don't fully interest you.
- You may remain neutral on subjects outside of your scope of understanding.
- You may be done with your continuing education and will learn through experience.



### Learning Paths:

- You will likely support ideas that make sense.
- You will typically settle upon ways that have been established and proven effective.
- 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.

## 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** to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. **Flexibility** is your **Willingness** and **Aptitude** is your **Capability**. Adaptability is 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:

- Adaptability is important to **all** successful relationships.
- No one style is naturally more adaptable than another.
- Adaptability is a choice:
  - You can choose to be adaptable with one person, and not so with others.
  - You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow.

**Adaptability is dependent on recognizing another’s person’s behavioral style.**

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

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

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

<p><b><u>Direct Style: D or I</u></b>  <i>Enthusiastic, competitive and results focus, fast paced</i></p>	<p><b><u>Guarded Style: D or C</u></b>  <i>More private, specific, logical and analytical, task focus</i></p>
<p><b><u>Indirect Style: C or S</u></b>  <i>Reserved, cooperative &amp; patient, slower/deliberate</i></p>	<p><b><u>Open Style: I or S</u></b>  <i>Desire to build a connection with others, relationship focus</i></p>

## 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.

<b>Aesthetic</b> 	<ul style="list-style-type: none"> <li>• What is beautiful to you?</li> <li>• How important is it for you that you can express yourself creatively?</li> <li>• Are form and aesthetics more important, or is functionality more important?</li> <li>• How important is work/life balance?</li> <li>• Do you find that you are more "head in the clouds" or more practical?</li> </ul>
<b>Economic</b> 	<ul style="list-style-type: none"> <li>• How important is winning for you?</li> <li>• What is a reasonable return on investment?</li> <li>• Do you generally think people have an agenda or want/need something from you?</li> <li>• Would you consider starting your own business or being an entrepreneur?</li> <li>• When you are faced with a situation do you first consider how it will affect you, or how it will affect others?</li> </ul>
<b>Individualistic</b> 	<ul style="list-style-type: none"> <li>• How important is it for you to be independent and autonomous?</li> <li>• If you could do anything you wanted today, what would it be?</li> <li>• Do you think people generally see the world the same way you do?</li> <li>• How do you feel about teamwork and collaboration?</li> <li>• What does "freedom" mean to you?</li> </ul>
<b>Power</b> 	<ul style="list-style-type: none"> <li>• What role do you typically take in a group?</li> <li>• How important is it for you to be in charge?</li> <li>• How would you motivate others to take action?</li> <li>• What kinds of things do you like to have control over?</li> <li>• Do you take initiative, or do you prefer direction before acting?</li> </ul>
<b>Altruistic</b> 	<ul style="list-style-type: none"> <li>• Do you have a hard time saying no, or feel overwhelmed and spread too thin?</li> <li>• What is considered a reasonable amount of assistance or help for others?</li> <li>• Would you more likely give to anyone who needs it, or only to those who deserve it?</li> <li>• Do you tend to sacrifice your needs for the needs of others?</li> <li>• Do you feel like you need to do things for others to be valuable or loved?</li> </ul>
<b>Regulatory</b> 	<ul style="list-style-type: none"> <li>• Is there a right way and a wrong way, or many ways to accomplish something?</li> <li>• How important is it for you to be right?</li> <li>• Are rules and regulations important to you?</li> <li>• How important is structure and process to you?</li> <li>• When you solve problems, do you prefer the tried and true approach or are you more flexible and open to options?</li> </ul>
<b>Theoretical</b> 	<ul style="list-style-type: none"> <li>• How important is it to understand all perspectives and details of a project/problem?</li> <li>• Do you consider yourself to be an expert in any field?</li> <li>• Would you rather spend time studying and reading, or just learn as you go?</li> <li>• What do you love about learning new things?</li> <li>• What do you think is most important – action or knowledge?</li> </ul>

## COMMUNICATING WITH THE DISC Styles™

### Communicating with the **DIRECT** Style

<b>D CHARACTERISTICS:</b>	<b>SO YOU SHOULD...</b>
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 **INFLUENCING** Style

<b>I CHARACTERISTICS:</b>	<b>SO YOU SHOULD...</b>
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 **STEADY** Style

<b>S CHARACTERISTICS:</b>	<b>SO YOU SHOULD...</b>
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 **CAUTIOUS** Style

<b>C CHARACTERISTICS:</b>	<b>SO YOU SHOULD...</b>
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”

The first step to building stronger communication is awareness. By identifying how we are similar and different, we can make cognitive choices when interacting to create stronger, more engaged relationships.

## To Modify Directness and Openness

### DIRECT/INDIRECT

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

### GUARDED/OPEN

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

## To Modify Pace and Priority

### PACE

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

### PRIORITY

With D's TASK	With I's PEOPLE	With S's PEOPLE	With C's TASK
<b>Adapt Focus</b>	<b>Maintain Focus</b>	<b>Maintain Focus</b>	<b>Adapt Focus</b>
<ul style="list-style-type: none"> <li>● Be specific, be brief and be gone</li> <li>● Provide options and let them decide</li> <li>● Allow them to define goals and objectives</li> <li>● Get right to the task at hand and provide high-level follow up</li> </ul>	<ul style="list-style-type: none"> <li>● Be friendly, be positive and be sociable</li> <li>● Take initiative to introduce yourself or start conversation</li> <li>● Display enthusiasm and animation</li> <li>● Let them talk</li> <li>● Make suggestions that allow them to look good</li> <li>● Don't require much follow-up, details, or long-term commitments</li> </ul>	<ul style="list-style-type: none"> <li>● Be patient, be authentic and be empathetic</li> <li>● Approach them in a friendly and professional way</li> <li>● Involve them by focusing on how their work affects them and their relationships</li> <li>● Help them prioritize</li> <li>● Be careful not to criticize personally, keep it specific and focused</li> </ul>	<ul style="list-style-type: none"> <li>● Be prompt, be prepared, and be precise</li> <li>● Follow the rules, regulation and procedures</li> <li>● Answer the "why"</li> <li>● Provide pros and cons and the complete story</li> <li>● Allow time for sharing of details and data,</li> <li>● Be open to thorough analysis</li> </ul>

## Adapting in Different Situations: AT WORK

### DIRECT 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

### INFLUENCING 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

### STEADY 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

### CAUTIOUS 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 Different Situations: IN SALES AND SERVICE

### DIRECT 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

### INFLUENCING 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

### STEADY 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

### CAUTIOUS 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

## A DEEPER LOOK AT THE FOUR DISC Styles

Use this chart to help you understand more about each of the Styles. It will help you interact with people more effectively. You may want to print this page and put it on a stand on your desk.

**Practice The Platinum Rule® - “Treat others the way THEY want to be treated.”**

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