



ONLINE
DISC
PROFILE



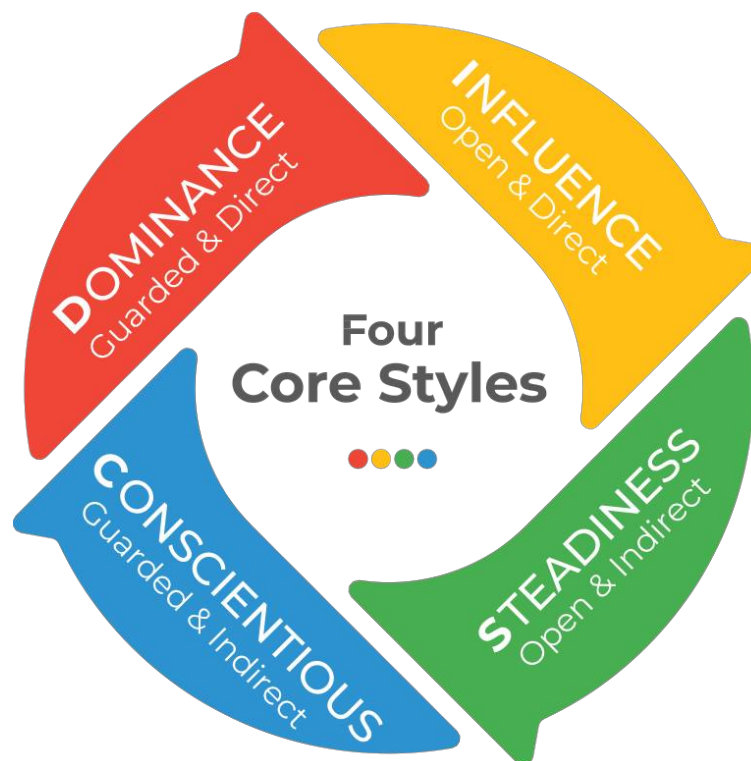
DISC BASIC™ FOR SELF

An Evaluation of Behavioral Styles

Sample Report

Style: Sc

Date: 3/20/2024



WHAT CAN YOU GET FROM THIS REPORT?

STEP 1

Learn about yourself. The DISC Model of behaviors helps us understand our stressors, motivations, and priorities. It's a simple tool with powerful personal insights.

STEP 2

Learn about others. What if you had a way to decode the needs of your peers, colleagues, or anyone in your life? DISC Provides you that ability so you can learn how to improve any relationship.

STEP 3

Learn how to adapt. With your knowledge of the DISC Model and your profile, you will also learn how to adapt your communication style and behaviors to meet the needs of others.

INDEPENDENTLY TESTED FOR ACCURACY

Did you know that most assessments available today don't report the studies & research to confirm their accuracy? Of the small minority that did report assessment research, most of those were conducted privately, often by the assessment provider itself, rather than an objective and scientifically qualified third party.

This assessment was submitted to an objective third-party researcher ([Assessment Standards Institute](#)) who independently reviewed Construct Validity, Reliability, and Disparate Impact to ensure this assessment was reliable and accurate.



WELCOME TO THE DISC BASIC™ ONLINE REPORT

INTRODUCTION

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: Dominance, Influence, Steadiness, and Conscientious.

HOW TO USE THIS REPORT

The DISC report is divided into 3 parts introducing the DISC model, helping you understand your own style, and identifying ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of others.

- **Part I** focuses on understanding each of the DISC styles and identifying characteristics, including the tendencies of each behavioral style
- **Part II** is about understanding yourself and will reveal information about the tendencies that make you unique
- **Part III** examines and explores adaptability and offers actionable recommendations for you and others who interact with you

APPLY WHAT YOU LEARN:

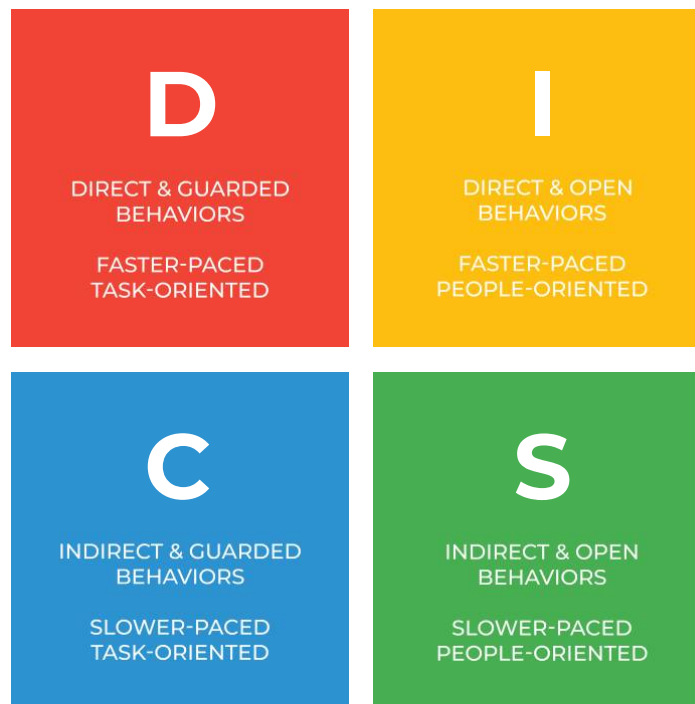
- ☐ As you review your results, reflect on how others may see you showing up. Challenge yourself to research the things you may disagree with in this report. Get feedback from your team. See if you have a blind spot.
- ☐ Make a plan. Consider your natural limitations (and we all have them) and think about how you can offset these.
- ☐ Use the DISC model. In this report, you will learn how to read the styles of others and learn how you can develop trust and communicate more effectively with all the styles. Apply the tips and strategies to your relationships and see your ability to collaborate grow.

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.

PART 1 - UNDERSTANDING DISC BASIC

The DISC styles are **Dominance**, **Influence**, **Steadiness**, and **Conscientious**. There is no “best” style. Each style has its unique strengths and opportunities for continuing improvement and growth.

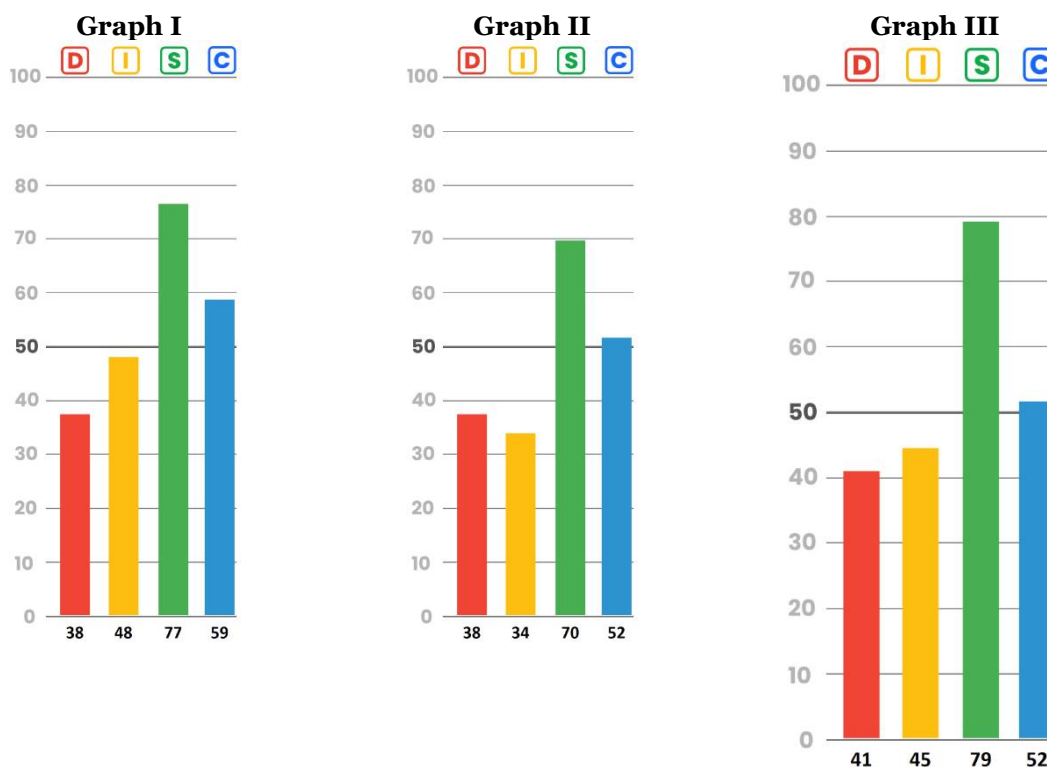
The DISC BASIC™ assessment examines external and easily observable behaviors and measures tendencies using scales of **directness** and **openness** that each style exhibits.



BEHAVIORS ASSOCIATED WITH EACH STYLE

DOMINANCE	INFLUENCE	STEADINESS	CONSCIENTIOUS
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

PART 2 - UNDERSTANDING YOURSELF



During the assessment, you answered which words described you most and least. The first two graphs show your answers. Graph three shows your combined results which is the focus of this report.

DISC BASIC COMPOSITE GRAPH FOR Sample Report

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.

As you review your DISC graph, notice the higher and lower bars. When a bar is above the midrange (50), we consider that this is a style in which you are somewhat invested. It will be easy for others to notice this behavior when interacting with you. The higher the bar, the more invested you are in that style.

Behaviors are associated with the highs and the lows for each bar on the graph. To see these, check out the **Word Sketch** on page 8 of this report. On that page, you'll find four descriptors in each column corresponding to your results chart for each style. See how strongly these resonate with you.

The DISC model measures two dimensions that create four core styles and eight behavioral zones. Each zone identifies a different combination of behavioral traits.

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.



STYLE OVERVIEW

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.

Through this report you have an opportunity to discover (observe and evaluate) your behavioral responses in various environments. You can explore your reactions to a variety of situations and contexts, including the actions and reactions of others, to determine the most effective communication strategy or course of action.

YOUR BEHAVIORAL STYLE: Planner

Planners bring a high degree of follow-through to their role. They do what they say they will do and rarely under-deliver. Planners are not extremists in a behavioral sense, and as a result, have the ability to assimilate with a wide variety of people. They prefer areas of specialized expertise and skill, and they will demonstrate consistent performance. They are sometimes seen as the 'glue' that holds a group together successfully. They may be slower to adapt to change, until they adjust to the idea and see the change as positive.

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

- ☐ **Personal direction:** Likes to maintain stability with a minimum of disruptive change
- ☐ **Strengths offered:** Stable, steady, quality performance on all tasks with a willingness to assist anyone on any project
- ☐ **General characteristics:** Excellent listener and stabilizer who brings composure to all interactions
- ☐ **Contributions to others:** Reliable and consistent performance, and a consistent readiness to help others
- ☐ **Getting along with others:** Prefers sincere, quality relationships and demonstrated competency by those around them
- ☐ **When stressed:** May defer to a power figure or group direction and prefer to avoid sudden change
- ☐ **Keep in mind:** Unlikely to take risks and will quietly resist change, especially if it is abrupt or unclear
- ☐ **Additional notes:** Excellent stabilizing presence for the team, but may resist change quietly when they could be more expressive with concerns

GENERAL CHARACTERISTICS: Planner

The narration below serves as a general overview of your behavioral tendencies. We're going to explore how you see yourself. As you read the narrative, make note of the things you agree with and the things you disagree with.

It's important to be open to feedback, even if it seems off at first. Before you dismiss anything you disagree with, talk to someone who knows you well. Share the information with them and see if their perspective sheds any new light on the things you initially disagree with.

Sample, your response pattern to the instrument indicates that you may tend to be most productive when working alone and undisturbed, or in rather self-contained small groups or teams. In some ways, you may become your own best ally on a project. Your risk-taking nature tends to allow you to function somewhat independently from the group, and your attention to detail is best amplified in an undisturbed climate. Letting others know, in a polite way, that you need some personal space in getting the job done can lead to a win-win situation for both you and the team.

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.

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 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 be less talkative in work or social situations. This is not a reflection on ability or interest, just that you allow others be the more vocal participants. Even though they share your risk-taking attitude, those who score like you will frequently admit to feeling a bit introverted. They analyze situations internally rather than "thinking out loud," as others may do. When they arrive at a solution, they have a sound plan, a carefully thought-out design, and a pathway to achievement.

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 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.

WORD SKETCH: Planner

This chart shows your Style 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 to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness 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.

				
DISC Focus	Problems/Challenges	People/Contacts	Pace/Consistency	Procedures/Constraints
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discerning rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

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.

CHOOSE HOW YOU WANT OTHERS TO COMMUNICATE WITH YOU:

- ☐ Ask 'how' oriented questions to draw out Sample's opinions.
- ☐ Give Sample the opportunity to express opinions and make some of the decisions.
- ☐ Give Sample time to verify the issues and assess potential outcomes.
- ☐ Be candid, open, logical, and patient.
- ☐ Approach issues in a straightforward, direct and factual way.
- ☐ Motivate and persuade Sample by pointing out objectives and expected results.
- ☐ List pros and cons to suggestions you make.

CHOOSE YOUR COMMUNICATION PET PEEVES:

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

Sample, now that you have identified and selected your preferred ways to communicate, share these insights with those around you.

YOUR MOTIVATORS: WANTS AND NEEDS

Motivation is the enthusiasm or willingness to do something. Everybody is motivated; however, all people are motivated for their own reasons, not somebody else's. Simply, people are motivated by what they want.

Our behaviors are also driven by our needs. Each style has different needs. If one person is stressed, they may need quiet time alone; another may need social time around a lot of people. Each has different ways to meet their needs. The more fully our needs are met, the easier it is to perform at an optimal level.

YOU TEND TO BE MOTIVATED BY:

- ☐ Independence from direct supervision or control in the creative or analytic processes.
- ☐ Colleagues with whom you can identify and share information of a complex and important nature.
- ☐ A minimum presence of unnecessary change, and sufficient time to modify procedures when change does occur.
- ☐ Having the ability to take calculated risks in developing new solutions, processes, or utilities.
- ☐ The existence of as few barriers, bottlenecks, and snags in the system as possible.
- ☐ Recognition of your analytical ability and leadership capability. This doesn't have to come in the form of awards, but perhaps as an occasional verbal reminder that your contributions are valued.
- ☐ Opportunities to work independently, or as a member of a small team.

PEOPLE WITH PATTERNS LIKE YOU TEND TO NEED:

- ☐ An occasional revalidation of your contribution to the team or organization at large.
- ☐ A support system to eliminate some of the repetitive or routine parts of the job or project.
- ☐ Sufficient opportunity for beta-testing of a project or idea, before it is actually deployed.
- ☐ Minimal hostility or conflict within the team or organization.
- ☐ A supervisor who delegates by using specifics, not ambiguities.
- ☐ Freedom from responsibility for the quality control of other stakeholders.
- ☐ Streamlining of some systems and procedures to allow additional time for complex analysis.

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.

YOUR STRENGTHS:

- ☐ You provide excellent support and expertise to challenging problems and assignments.
- ☐ You tend to be patient in working with others.
- ☐ You bring a high degree of objectivity to the organization's systems and projects.
- ☐ You excel at solving technical or abstract problems and are at your best when dealing with multi-faceted processes.
- ☐ You demonstrate a high degree of expertise in the operations which you choose to perform.
- ☐ You always follow through, with a strong emphasis on completeness.
- ☐ You are able to assimilate complex information and develop conclusions based on data, rather than emotions.

YOUR WORK STYLE TENDENCIES:

- ☐ You demonstrate a tireless work ethic in solving complex problems.
- ☐ 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 persuade others on the team through perseverance and determination to get the project completed.
- ☐ You tend to be more quiet, letting others be the more vocal participants in meetings or groups.
- ☐ You show a high degree of tenacity and follow-through in complex and detailed activities.
- ☐ You are able to demonstrate independence from the team and take your own path, based on analysis of the facts and data.
- ☐ You provide a very realistic approach to projects and ideas.

YOU TEND TO BE MOST EFFECTIVE IN ENVIRONMENTS THAT PROVIDE:

- ☐ Freedom from constraints, direct supervision, and process bottlenecks.
- ☐ A work culture that provides opportunity for challenges and complex problem solving.
- ☐ A direct, detailed approach to what needs to be done on a project.
- ☐ A job culture in which your critical thinking skills can be maximized.
- ☐ The ability to work independently with no interruptions.
- ☐ A culture that encourages open expression and dialogue of ideas and creativity.
- ☐ A close association with a small group or team, rather than a shallow association with a large number of people.

THE Sc STYLE

UNDER STRESS - PERCEPTIONS, BEHAVIOR AND NEEDS FOR THE Sc

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:

- ☐ Well organized
- ☐ Tenacious on follow-through
- ☐ High level of determination toward goals
- ☐ High degree of focus

UNDER STRESS, MAY BE PERCEIVED BY OTHERS:

- ☐ Unassertive
- ☐ Overly blunt toward others
- ☐ Low level of empathy
- ☐ Backs down to pressure situations

UNDER STRESS YOU NEED:

- ☐ Relationships
- ☐ A slower pace for comfort and security
- ☐ 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 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.
- ☐ 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.

STRATEGIES TO REDUCE CONFLICT AND INCREASE HARMONY:

- ☐ Be sure to clarify any instructions or communications that you do not fully understand, no matter how busy the other person may appear to be. Pay particular attention to the desired results and timeframes.
- ☐ 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
- ☐ Share your needs, feelings and expectations with your friends and coworkers.

Sample Report's PLAN 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.

POTENTIAL AREAS FOR IMPROVEMENT:

- ☐ 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 could use better "people skills" when it comes to motivating and managing others.
- ☐ You may take some criticism personally, even if it was directed at a work process and not you.
- ☐ You may become rather stubborn once your mind is made up on a decision.
- ☐ You may provide a false sense of buy-in to others on the team, then sometimes resist passive-aggressively.
- ☐ You can sometimes be blunt, opinionated and inflexible when asked to make sudden changes without prior warning or consideration.
- ☐ You may dispense strong criticism, and even sarcasm, when others don't measure up to your standards.

*Check the two most important ideas when others communicate with you (dos & don'ts) and transfer them to the Summary of Your Style page. Choose the two most important wants and the two most important needs and transfer them to the Summary of Your Style page. 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. Check the two most important areas you are committed to improve upon and transfer them to the Summary of Your Style page and **complete the action plan for one of the improvement areas below.***

WHICH NEED ABOVE IS YOUR TOP NEED FOR IMPROVEMENT?

IDENTIFY THE SITUATIONS IN WHICH YOU NEED TO IMPROVE YOUR APPROACH.

DESCRIBE WHAT YOU COULD DO INSTEAD:

HOW WILL YOU HOLD EACH OTHER ACCOUNTABLE?

SUMMARY OF Sample Report's STYLE

Communication is a two-way process. Encourage others to complete their own DISC BASIC Online 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 BASIC 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. _____

PART III ADAPTABILITY

Understanding your own behavioral style is just the first step to enhancing relationships. To really begin to use the power of behavioral styles, you also need to know how to apply the information to other people and in other situations. Good relationships can get better and challenging relationships may become good.

PEOPLE WANT TO BE TREATED ACCORDING TO THEIR BEHAVIORAL STYLE, NOT YOURS.

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. This practice requires strategic adjustment made on a case-by-case basis, and adjusting your own behavior to make people feel more at ease with you and the situation is known as **Adaptability**.

WHAT IS ADAPTABILITY?

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.

*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.*

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. Adaptable people know how to negotiate relationships in a way that allows everyone to win. Your adaptability level influences how others judge their relationship with you.

IMPORTANT CONSIDERATIONS:

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

WORDS OF ADVICE:

Adaptability at its extreme could appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a “foreign” style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

RECOGNIZING ANOTHER PERSON'S BEHAVIORAL STYLE

TWO POWER QUESTIONS:

Think of a relationship in your life that could be a little better (or a lot better). This person you are thinking about can be from your personal or professional life; the process is the same.

To take the first steps to improve this relationship, first answer two questions to try and identify their DISC Style. On the pages that follow, you will learn how to adapt your communication and behavior to better relate to this individual.

Ask yourself two simple questions about this person:

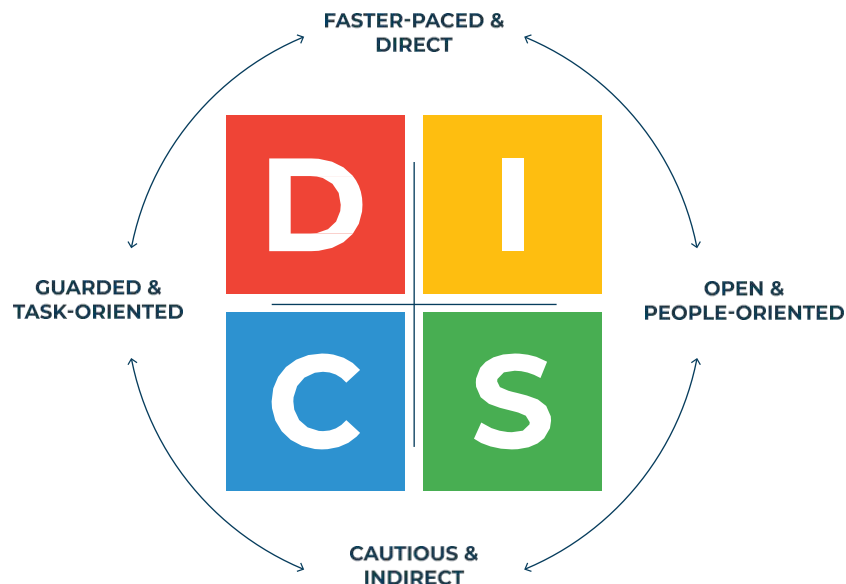
1. Is this person more **Fast-Paced and Direct** or more **Cautious and Indirect**?



2. Are they more **Guarded and Task-Oriented** or are they more **Open and People-Oriented**?



Take your answers and identify this individual's DISC Style.

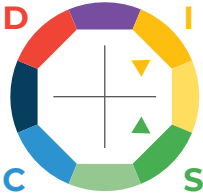
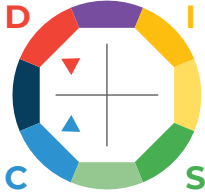
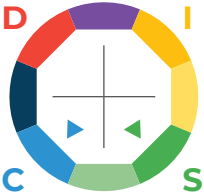
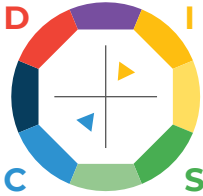
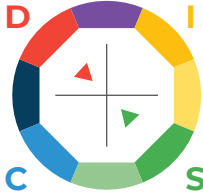


Keep in mind that a person can be a combination of two styles. Consider reviewing the tips for both styles on the following pages if you think a person could have a combination profile. As you think about someone's personality, notice what that person appreciates, behaviorally, and refine your approach.

COMMUNICATING WITH EACH STYLE

With D Styles	With I Styles	With S Styles	With C Styles
- Show them how to win - Display reasoning - Provide concise data - Agree on goals and boundaries - Vary routine - Compliment them on what they have done - Provide opportunities for them to lead, impact results	- Show them that you admire and like them - Be optimistic - Support their feelings and ideas - Avoid involved details - Focus on the big picture - Interact and participate with them - do it together - Provide acknowledgements, accolades, and compliments	- Show how your idea minimizes risk - Demonstrate interest in them - Compliment them on follow through - Give personal assurances - Provide a relaxing, friendly, stable atmosphere - Act non-aggressively, focus on common interests - Provide opportunities for deep contribution and teamwork	- Approach indirectly, nonthreatening - Show your reasoning, logic, give data in writing - Allow them to think, inquire, and check before they make decisions - Tell them "why" and "how" - Provide opportunities for precision, accuracy, and planning for quality results

WHAT CREATES TENSIONS AMONG THE STYLES?

WHEN PACE IS DIFFERENT	WHEN PRIORITY IS DIFFERENT	WHEN THEY ARE BOTH DIFFERENT
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 I + High S (Upper Right vs. Lower Right Quadrant)  High D + High C (Upper Left vs. Lower Left Quadrant)	 High C + High S (Lower Left vs. Lower Right Quadrant)  High D + High I (Upper Left vs. Upper Right Quadrant)	 High I + High C (Lower Left vs. Upper Right Quadrant)  High D + High S (Upper Left vs. Lower Right Quadrant)

Next, we will show you how to adapt to successfully communicate even when these tensions exist.

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: AT WORK

DOMINANT 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

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

CONSCIENTIOUS 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

DOMINANT 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

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

CONSCIENTIOUS 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

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:

- ☐ Are they DIRECT or INDIRECT in their communication?
- ☐ Are they GUARDED or OPEN in their communication?

2

Brush up on their style and look at ways to adapt your Directness and Openness when working with them.

3

To further understand the tension that may exist in the relationship, notice the difference in preference in pace and priority and modify accordingly.

4

Practice approaching them in the way you think **THEY want to be treated**. Remember, it may feel uncomfortable at first, but with practice and dedication to adapting, you will be amazed at the difference.

TENSION AMONG THE STYLES EXERCISE

Even if you have the highest regard toward a person, tension can exist in a relationship where styles are different. If this is behavior related, applying The Platinum Rule® - Treat others the way THEY want to be treated – may be helpful. Complete this exercise to gain insights on how to improve tense relationships. If you feel comfortable, you may discuss with the other person things you can do to ease the tension.

SAMPLE

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

Style: _____

Pace: _____

Priority: _____

RELATIONSHIP 1

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

RELATIONSHIP 2

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

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