

# WORKPLACE PROFILE

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**Bob Hackney**

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WILEY

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# INTRODUCTION TO DiSC®

Bob, have you ever wondered why connecting with some people is easier for you than with others?

Maybe you've noticed that you relate better to colleagues who focus more on accomplishing exciting goals.

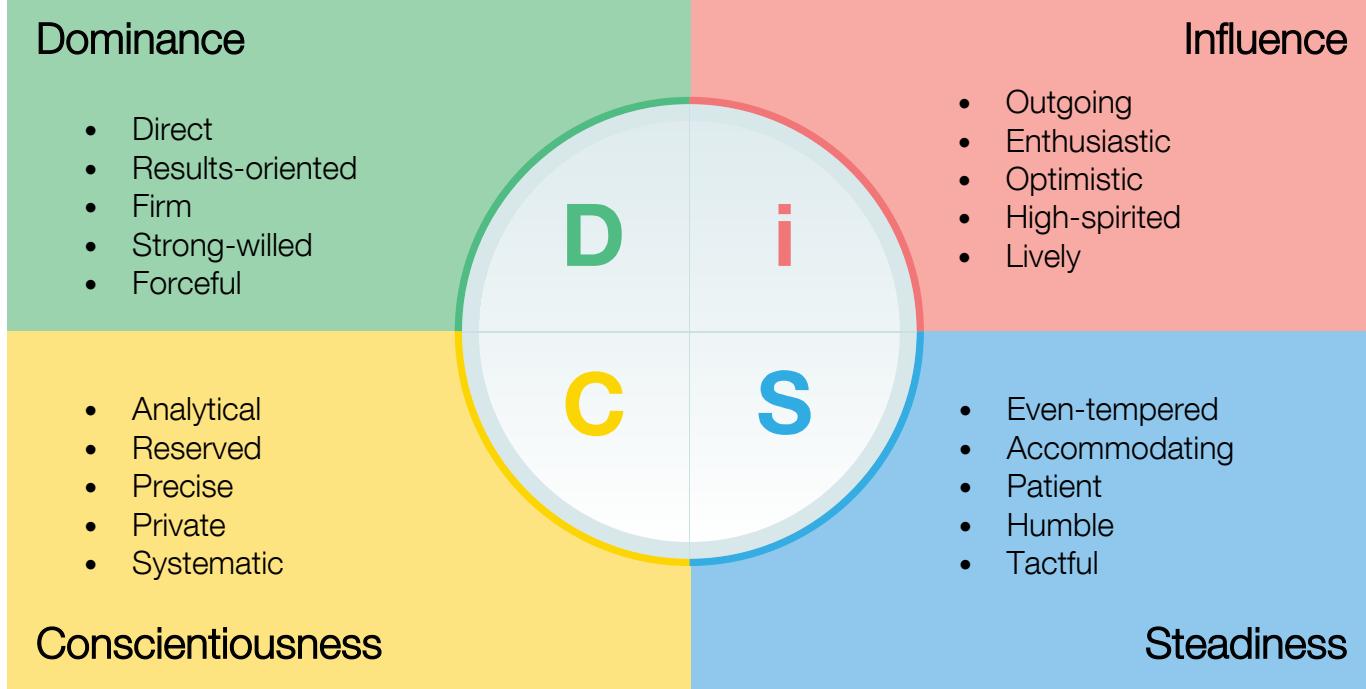
Or, maybe you're more comfortable working with those who take an energetic, bold approach than those who work at a steadier pace.

Or, perhaps you relate best to people who are more adventurous than cautious.

Welcome to *Everything DiSC Workplace*®. The DiSC® model is a simple tool that's been helping people to connect better for over thirty years. This report uses your individual assessment data to provide a wealth of information about your workplace priorities and preferences. In addition, you'll learn how to connect better with colleagues whose priorities and preferences differ from yours.

## Cornerstone Principles of Everything DiSC Workplace®

- ▶ All DiSC styles and priorities are **equally valuable** and everyone is a blend of all four styles.
- ▶ Your work style is also influenced by **other factors** such as life experiences, education, and maturity.
- ▶ **Understanding yourself** better is the first step to becoming more effective when working with others.
- ▶ Learning about **other people's DiSC styles** can help you understand their priorities and how they may differ from your own.
- ▶ You can improve the quality of your workplace by using DiSC to build more **effective relationships**.



## How is this report personalized to you, Bob?

In order to get the most out of your *Everything DiSC Workplace® Profile*, you'll need to understand how to read your personal map.

### Your Dot

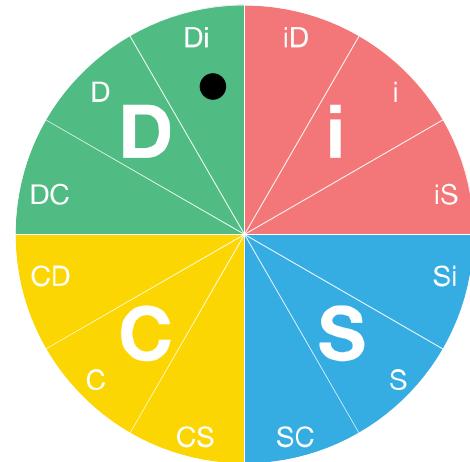
As you saw on the previous page, the Everything DiSC® model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.

#### Your DiSC® Style: Di

Your dot location shows your DiSC style. Because your dot is located in the D region but is also near the line that borders the i region, you have a Di style.

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles.

Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another**. All DiSC® styles are equal and valuable in their own ways.



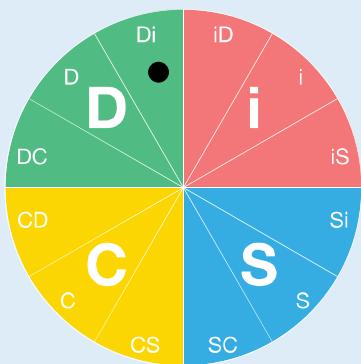
### Close to the Edge or Close to the Center?

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. Your dot location is about halfway between the edge of the circle and the center, so you are **moderately inclined** and probably relate fairly well to the characteristics associated with the Di style.

Now that you know more about the personalization of your Everything DiSC Workplace Map, you'll read more about what your dot location says about you. Then you'll learn about your personal map shading and priorities, and discover how this affects your preferences. After that, you'll learn some basics about the other DiSC styles and how to use that information to connect better with everyone in your workplace.

## Your Dot Tells a Story

Your DiSC Style is: Di



Because you have a Di style, Bob, you're probably active and push yourself to reach ambitious goals. You maintain a fast pace, and you may have little patience for things that stand in the way of progress. Since you have a need for variety, you're often eager to seize new opportunities, even if it means changing directions.

Most likely, you want to have the freedom to set your own course. While you're probably quite collaborative at times, you want to reserve the right to decide how to spend your time and energy. You tend to be frustrated by situations that require you to jump through a lot of hoops, and you dislike policies and procedures that get in the way of creativity and flexibility.

Because you're ambitious, you're probably attracted to important assignments that will allow you to maximize your talents. You may be happy to accept responsibility, and you probably enjoy opportunities to be in charge. While you have the ability to create forward momentum in a group, you may prefer to delegate more in-depth responsibilities to others.

You tend to be fairly bold and adventurous. Because you prefer free-flowing processes, you may sometimes struggle with situations that require you to be more methodical or systematic. Most likely, you're open to taking risks, and you're willing to make decisions based on your gut instinct when necessary. As a result, you may find your goals and decisions challenged by more analytical colleagues.

Like others with the Di style, you probably make the connections you need to get results. Most likely, you're candid and self-confident, and your persuasive powers may allow you to work toward your goals by gaining the buy-in of others. You may have discovered that tapping into other people's ideas brings a better chance of success, so you're likely to welcome brainstorming opportunities.

When conflict arises, you probably approach it proactively in an attempt to resolve it quickly. However, when put under a great deal of pressure, you may sometimes become combative. While unleashing your frustration may seem cathartic to you, it can make others very uncomfortable.

Because you want to be heard, you tend to push when you feel that your opinions are overlooked or marginalized. You may even run the risk of becoming too insistent if you feel your ideas aren't appreciated or accepted. While you expect some public acknowledgement of your accomplishments, you probably don't require a lot of gushing praise. And because you value recognition yourself, you may be generous with your compliments to others.

Bob, like others with the Di style, your most valuable contributions to the workplace may include your high energy, your drive to get results, and your ability to inspire others. In fact, these are probably some of the qualities that others admire most about you.

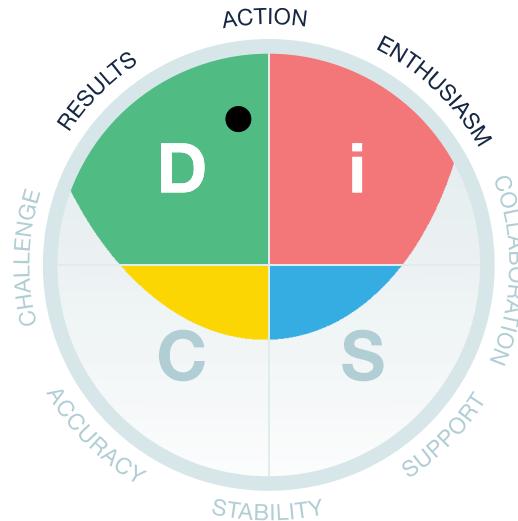
## Your Shading Expands the Story

Bob, while your dot location and your DiSC® style can say a great deal about you, your map **shading** is also important.

The eight words around the Everything DiSC map are what we call **priorities**, or the primary areas where people focus their energy. The closer your shading comes to a priority, the more likely you are to focus your energy on that area.

Everyone has at least three priorities, and sometimes people have four or five. **Having five priorities is no better than having three, and vice versa.**

Typically, people with the Di style have shading that touches Action, Results, and Enthusiasm. Your shading is characteristic of the Di style.



## What Priorities Shape Your Workplace Experience?

### ► Taking Action

Bob, you want things to happen quickly, so you usually hit the ground running. You may grow impatient if something slows your rapid pace, and you expect others to do what's necessary to keep up. Most likely, your sense of adventure allows you to make quick decisions without much worry about the consequences. Your willingness to take fast action can help the group make swift progress.

### ► Getting Results

People with the Di style are ambitious and focused on success. Furthermore, you tend to set the bar high and won't settle for minor victories. You favor plans that will yield the biggest payoff, and you're probably energized by innovation and risk. Your drive and intensity might be intimidating for others, but you're willing to do what it takes to achieve your goals and get results.

### ► Generating Enthusiasm

Like others with the Di style, you tend to maintain a high energy level, even in the face of adversity. Most likely, you're passionate about your ideas, and your outward expression allows others to see your vision as clearly as you do. Furthermore, your confidence often inspires people to jump on board. Because you believe shared excitement for a common goal is important, you place a high value on generating enthusiasm.

## What Motivates You?

Different people find different aspects of their work motivating. Like other people with the Di style, you probably seek opportunities to achieve impressive results in high-energy environments. Most likely, you have an entrepreneurial spirit and enjoy competitive challenges. Because you like having influence, you may be attracted to leadership roles.

You probably enjoy many of the following aspects of your work:

### MOTIVATORS

- Initiating change
- Having authority
- Achieving immediate results
- Promoting innovation
- Taking risks
- Sharing enthusiasm for ideas
- Keeping things moving
- Persuading others
- Working toward challenging goals

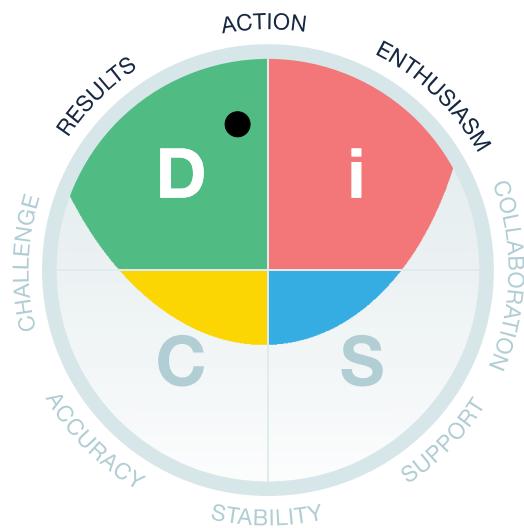
## What Is Stressful for You?

Then there are those aspects of your work that are stressful for you. Because you tend to move quickly and tackle ambitious projects, you may become annoyed if you feel people or procedures are wasting your time. You may find it frustrating if your innovative plans get stalled out by other people's hesitancy or overanalysis. In addition, you may get tense in situations where your autonomy or power is limited.

Many of the following aspects of your work may be stressful for you:

### STRESSORS

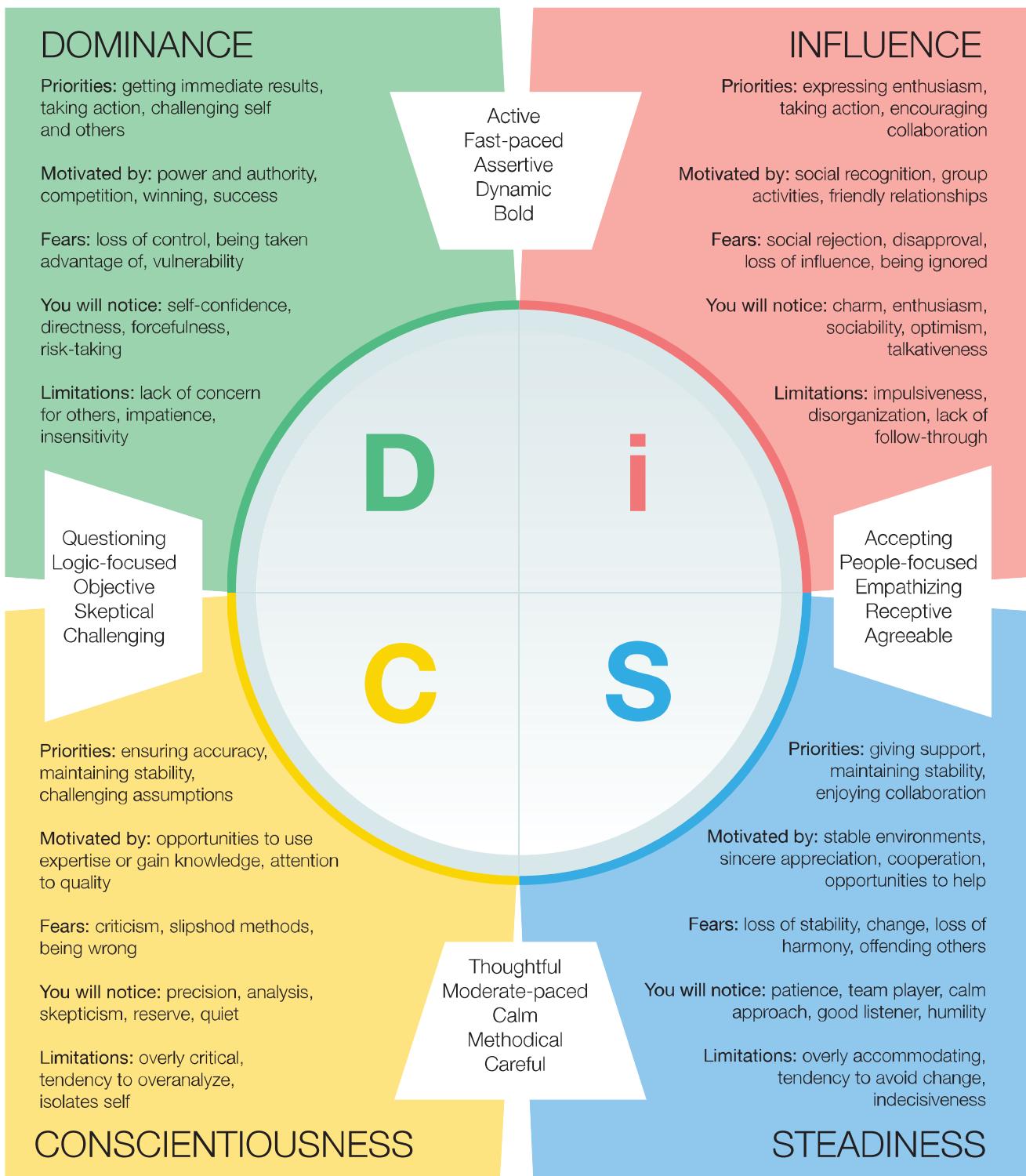
- Following strict rules or protocols
- Having to moderate your pace
- Having little independence or control
- Partnering with overly cautious or indecisive people
- Being forced to give up on bold ideas
- Having your ideas or authority challenged
- Working slowly toward long-term goals
- Sustaining interest in routine projects
- Undertaking detailed analyses



*What do your priorities say about what motivates you and what you find stressful?*

# OVERVIEW OF THE DiSC® STYLES

The graphic below provides a snapshot of the four basic DiSC® styles.

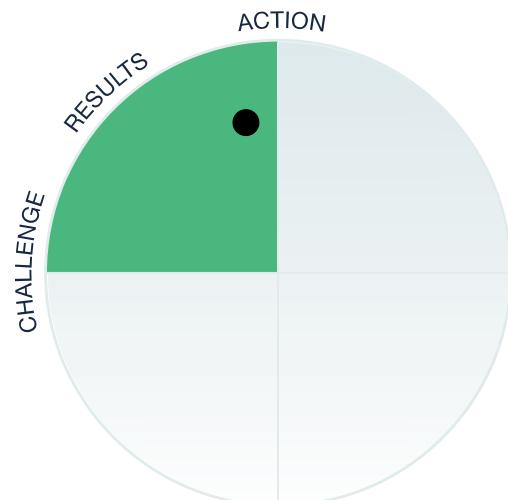


# UNDERSTANDING HOW YOU REACT TO THE D STYLE

Imagine that you regularly interact with someone who has a D style and shares your focus on results. Like you, she wants to see big things accomplished, and you probably appreciate her drive to achieve. She's well-respected by the organization as a go-getter who delivers on her promises, and you probably have little trouble relating to her direct, businesslike approach.

Like you, this colleague values action and drive, and you may appreciate that she sets lofty goals and goes after them. She seems confident and strong-willed, and you probably share her readiness to tackle anything head-on. And since you also prefer a dynamic work environment, you're probably comfortable with her intensity and fast pace.

However, you may find that she seems to be a bit more skeptical and questioning than you are. Because she comes across as eager to challenge others' ideas, you may wish she would do more to inspire others to accomplish goals.



*To you, people with the D style may seem:*

- ✓ Driven
- ✓ Forceful
- ✓ Outspoken
- ✓ Strong-willed

## What Is the Motivation for Their Behavior?

As you can see from the map, people with the D style prioritize Results, Action, and Challenge. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

### Results

People with the D style tend to be strong-willed individuals who prioritize **Results**. Because they are so driven, they constantly look for new challenges and opportunities. They strive for success and won't give up just because they run into a few obstacles. Since you share their determination, you can probably relate to their competitiveness.

### Action

In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. Since you also tend to create momentum, their bold style probably resonates with you.

### Challenge

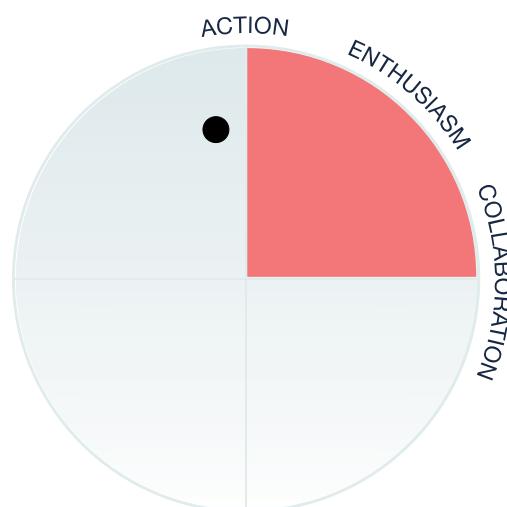
Furthermore, those with the D style also prioritize **Challenge**. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. Since you probably prefer to strike more of a balance when considering new ideas, you may become frustrated by their challenging approach.

# UNDERSTANDING HOW YOU REACT TO THE i STYLE

Now, imagine that you also work with someone who has an i style and shares your priority of enthusiasm. He seems to know everyone on a first-name basis and always has the latest scoop. You may appreciate his optimism about new ideas, and you probably have no trouble relating to his lively approach.

Because you share his priority of action and interest in rapid change, you probably admire his spontaneity and flexible approach. However, because of your high energy, the two of you might have trouble sticking to routine tasks. And while you both enjoy coming up with bold ideas, you're probably more driven to push for tangible results.

To you, he may seem overly concerned with being in the spotlight, and you may wonder how he gets any work done with all that socializing and joke telling. Furthermore, you probably tend to be fairly independent and want to control how things get done, so you may not always appreciate his collaborative nature.



*To you, people with the i style may seem:*

- ✓ Naïve
- ✓ Optimistic
- ✓ Adventurous
- ✓ Talkative

## What Is the Motivation for Their Behavior?

As you can see from the map, people with the i style prioritize Enthusiasm, Action, and Collaboration. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

### Enthusiasm

People with the i style put a high priority on **Enthusiasm** and tend to maintain an upbeat attitude. Because they get excited about new possibilities, they may be very expressive when communicating their ideas. Although you tend to share their optimistic viewpoint, you may find their focus on creating a lively atmosphere overlooks the need for concrete results.

### Action

In addition, they prioritize **Action**, so they focus on making quick progress toward exciting solutions. Because they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you also tend to move swiftly once you have made up your mind, you may relate well to their spontaneous approach.

### Collaboration

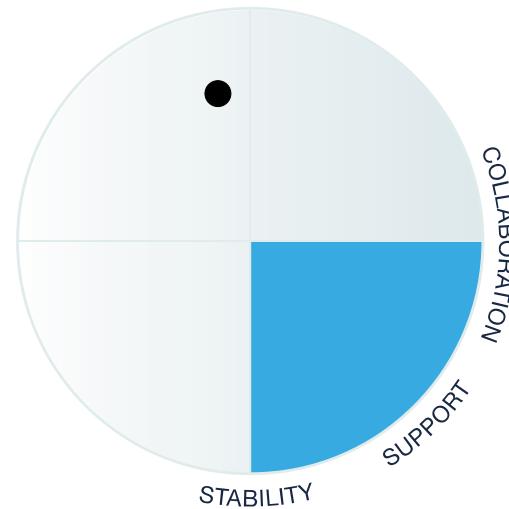
Furthermore, those with the i style also prioritize **Collaboration**. They enjoy meeting new people, and they probably have a talent for getting everyone involved and building team spirit. They appreciate teamwork and often gather the group to work on projects collaboratively. Although you tend to appreciate their efforts to get the best out of teamwork, you may find their group focus to be too limiting, since it could hinder the pursuit of your individual goals.

# UNDERSTANDING HOW YOU REACT TO THE S STYLE

Now, let's imagine that you regularly interact with someone with an S style. To you, he seems humble and supportive, and whenever you ask him a question, he's always patient and eager to help. However, he probably doesn't share the sense of urgency you find critical to getting results, and you might think he's too concerned with keeping everyone happy.

He is well-liked by everyone and can always be counted on to perform his job consistently. But while he's certainly a "rock" around the office, he's not likely to shake things up with daring ideas or push others to succeed, like you tend to do. As a result, there may be times when you find him to be too cautious and indecisive.

You may find that he's much more concerned with including everyone than you are. While you probably like to have a strong, visible presence in the workplace, he tends to keep a low profile. In fact, he may seem embarrassed when someone showers him with praise. In response to this kind of recognition, he tends to say, "It's really not a big deal."



*To you, people with the S style may seem:*

- ✓ Soft-spoken
- ✓ Indecisive
- ✓ Unassertive
- ✓ Accommodating

## What Is the Motivation for Their Behavior?

As you can see from the map, people with the S style prioritize Support, Stability, and Collaboration. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

### Support

People with the S style place a high priority on providing **Support**. They tend to be good listeners, and as a result, they're often seen as patient and accommodating. They don't hesitate to help out when they can, and they value a warm and easygoing environment. Because you tend to strive for quick results, you may think they are unwilling to push people and view their laidback approach as too soft-hearted.

### Stability

In addition, they prioritize **Stability**, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they're probably methodical and avoid rapid change whenever possible. Because you're probably willing to gamble on bold ideas, you may find it hard to relate to their caution and avoidance of change.

### Collaboration

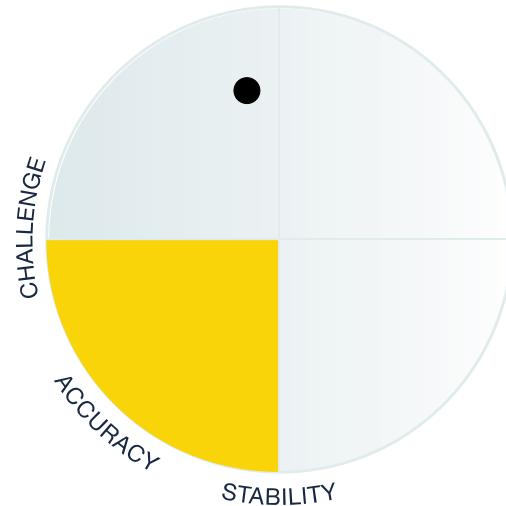
Furthermore, people with the S style also prioritize **Collaboration**. They enjoy working with others in a trusting, warm environment, and they may go out of their way to make sure people feel included and accepted. While you probably acknowledge the importance of gaining other perspectives, your desire for individual accomplishment may make it somewhat hard for you to relate to their focus on friendly teamwork.

# UNDERSTANDING HOW YOU REACT TO THE C STYLE

Imagine that you regularly interact with someone with a C style. She's not highly sociable, and you may have some trouble relating to her private nature. Because she wants quality and accuracy, she tends to hole up in her office for long stretches of time, checking her work two or three times before being satisfied. You may become frustrated with delays caused by her seemingly perfectionistic approach.

To you, this colleague often seems too conventional and methodical. She wants a stable environment where she can ensure reliable outcomes. While you're often bold and adventurous, she seems to overanalyze big decisions. You may see her tendency to calculate risks as a barrier to quick forward momentum.

Furthermore, she tends to be challenging, and she doesn't hesitate to point out flaws when she spots them. You tend to be more optimistic, so you might be put off by her skepticism. However, you can trust that when she does commit to something, she will follow through.



*To you, people with the C style may seem:*

- ✓ Precise
- ✓ Analytical
- ✓ Private
- ✓ Methodical

## What Is the Motivation for Their Behavior?

As you can see from the map, people with the C style prioritize Accuracy, Stability, and Challenge. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

### Accuracy

People with the C style place a high priority on **Accuracy**. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. They value being precise, and as a result, they will often ask in-depth or skeptical questions. Since you tend to respond to bold ideas that have an impact on the bottom line, you may grow weary with their orderly, systematic approach.

### Stability

In addition, they prioritize **Stability**. Because they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. They tend to analyze all the options, and they often make decisions that promise predictable outcomes. Because you tend to push for bold ideas and immediate results, you may grow frustrated with their cautious approach.

### Challenge

Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you're probably more interested in making forward progress, you may think their skeptical approach is a bit cumbersome.

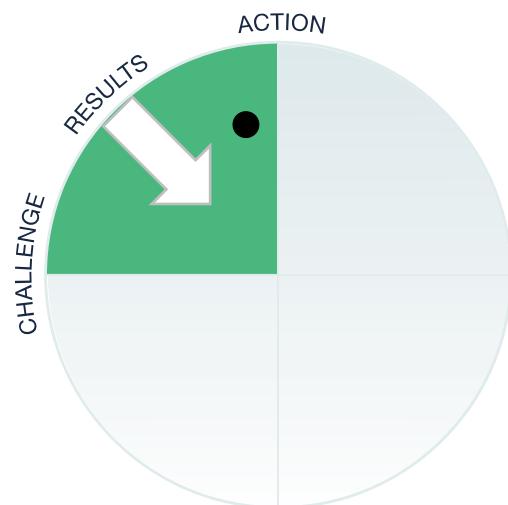
# STRATEGIES TO INCREASE YOUR EFFECTIVENESS WITH THE D STYLE

## When Trying to Connect

Bob, people with the D style like to get right to the point, and this might affect the way you relate to one another. They're probably straightforward and even blunt at times. You also tend to be outspoken, so the two of you may end up talking over each other to make sure your opinions are heard. You may each push for your own solutions, and as a result, neither of you may listen to what the other has to say.

Therefore, when trying to connect with people who have the D style, consider the following strategies:

- Take the time to listen to their opinions and acknowledge their points.
- Focus on dialogue rather than talking over each other.
- Let them present their case without interruption before taking the opportunity to present yours.



## When Problems Need to be Solved

Compared to people with the D style, you're equally likely to make quick, firm decisions and to be strong-willed. Because you tend to share their eagerness to implement bold ideas and reach swift conclusions, you probably agree on the need for immediate action when solving problems. However, because of your passion and their insistence, the two of you may get locked in a power struggle.

Therefore, when solving problems with people who have the D style, consider the following strategies:

- Don't become so outspoken about your solutions that you dismiss the merit of their ideas.
- Remember that the goal is to solve problems together, not to win as an individual.
- Remember that compromise is sometimes necessary to ensure a timely solution.

## When Things Get Tense

Because you and your "D" coworkers tend to be outspoken in conflict, neither of you is likely to gloss over differences. You probably share their tendency to become competitive, creating win-lose scenarios in which compromise is seen as a sign of weakness. As a result, disagreements between the two of you may become heated, and you both may fail to back down enough to bring about a resolution.

Therefore, when things get tense with people who have the D style, consider the following strategies:

- Focus on resolving the conflict rather than winning the argument.
- Resist the urge to escalate the conflict.
- Focus on stating your points objectively without getting into power struggles.

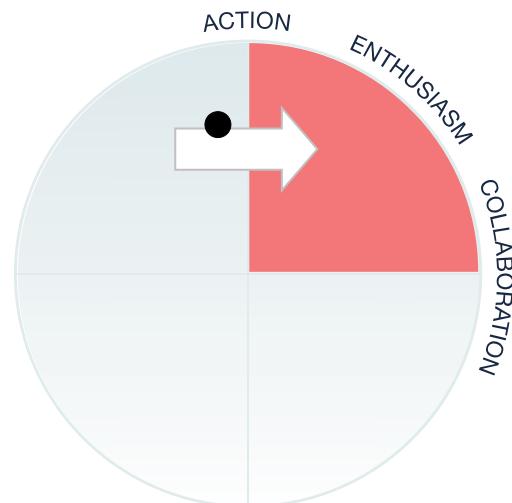
# STRATEGIES TO INCREASE YOUR EFFECTIVENESS WITH THE i STYLE

## When Trying to Connect

Because people with the i style like high-energy environments where they can collaborate on fun or exciting projects, Bob, they may be a bit more interested than you are in making personal connections. Although you share their enthusiasm for ideas, you probably focus more on the bottom line, which is typical of the Di style. As a result, your sometimes frank manner may come across as insensitive to them.

Therefore, when trying to connect with people who have the i style, consider the following strategies:

- Show them that you share their enthusiasm.
- Find ways to recognize them so they feel well-liked and appreciated.
- Avoid pressuring them to put success above personal connections.



## When Problems Need to be Solved

People with the i style like to dive in and move quickly when confronting a problem, so your fast pace and tendency to maintain an optimistic attitude will likely resonate with them. However, because you're so passionate about your own solutions, they may sometimes think you aren't taking their ideas into consideration. In turn, you may believe that they aren't as determined as you are to make decisions that will achieve the bottom line.

Therefore, when solving problems with people who have the i style, consider the following strategies:

- Use your shared energy to help build momentum.
- Encourage them to share their adventurous ideas.
- Avoid letting your confidence in your own ideas keep you from hearing theirs.

## When Things Get Tense

Because people with the i style want to maintain friendly relationships, they're more likely to initially gloss over differences, while you tend to be more outspoken and willing to address issues head-on. However, self-expression is very important to them, so they may insist on being heard in confrontations, even if it means becoming emotional and lashing out. Since you're not afraid to argue passionately for your position, the two of you may escalate the situation.

Therefore, when things get tense with people who have the i style, consider the following strategies:

- Remember that your outspokenness could be interpreted as a personal attack, and they may have trouble letting things go.
- Be straightforward, but balance your directness with warmth and empathy.
- Avoid becoming overly competitive or purposefully escalating the argument.

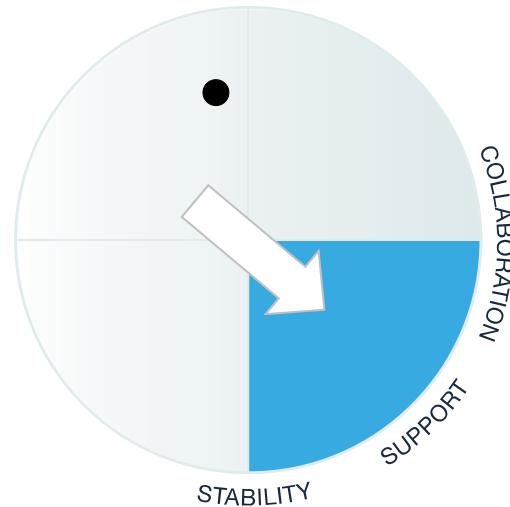
# STRATEGIES TO INCREASE YOUR EFFECTIVENESS WITH THE S STYLE

## When Trying to Connect

People with the S style value cooperation and friendly interaction, Bob, and this might affect the way you relate to one another. They're probably more interested in including everyone than you are, while you aren't afraid to take charge and control discussions. In fact, since they're often content to step back and let others do most of the talking, the outgoing and strong-willed approach typical of the Di style may overwhelm them at times.

Therefore, when trying to connect with people who have the S style, consider the following strategies:

- Avoid coming across as too rash or impatient.
- Show concern for their feelings and encourage them to tell you when something is bothering them.
- Be proactive in seeking their ideas and opinions.



## When Problems Need to be Solved

Compared to people with the S style, you're probably more driven to make swift decisions when it comes to solving problems. While they're likely to avoid rapid, dramatic change, you tend to be open to bold solutions. As a result, their more cautious approach may seem indecisive to you, while your willingness to change course rapidly may seem hasty or risky to them.

Therefore, when solving problems with people who have the S style, consider the following strategies:

- Show respect for their need to adjust to change.
- Strike a balance between your more daring approach and their more cautious one.
- Suggest a timeline that will lead to a reasonably prompt outcome.

## When Things Get Tense

Because people with the S style want to support others, they avoid rocking the boat and upsetting the people around them. You tend to be more outspoken than they are, so you may end up overpowering them in conflict situations. While you may think you have convinced them, your dominant approach may have simply caused them to give in to avoid a prolonged disagreement. As a result, you may have undermined their trust, and they may bury their growing resentment.

Therefore, when things get tense with people who have the S style, consider the following strategies:

- Take a more patient and diplomatic approach to uncover their true feelings.
- Don't interpret their silence as resolution, as they may be hiding their feelings and allowing bitterness to build.
- Follow up to make sure the issue is truly resolved.

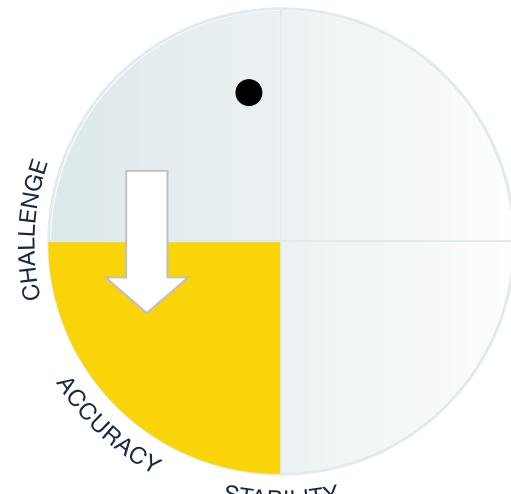
# STRATEGIES TO INCREASE YOUR EFFECTIVENESS WITH THE C STYLE

## When Trying to Connect

Bob, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. Your tendency to concentrate on the task at hand may appeal to them. However, they like time to carefully analyze new ideas, while you're more likely to want things to happen quickly. As a result, they may find your push for immediate action to be too reckless, and you might think their systematic approach delays forward progress.

Therefore, when trying to connect with people who have the C style, consider the following strategies:

- Avoid pressuring them for immediate action.
- Give them time to analyze their options.
- Talk to them about the objective, fact-based aspects of ideas and projects.



## When Problems Need to be Solved

When it comes to solving problems, your "C" coworkers want to thoroughly consider all the potential consequences before choosing a solution, while you're more willing to take risks for a potentially big pay-off. As a result, you may become frustrated when they second-guess your ideas during the problem-solving process. In turn, they may see your push for quick decisions as reckless.

Therefore, when solving problems with people who have the C style, consider the following strategies:

- Respect their need to consider all the options, and remember that this may lead to higher-impact solutions.
- Show that you appreciate their need for logic by backing up your arguments with evidence.
- Strike a balance between your fast-paced style and their caution, and avoid pushing for quick decisions unless necessary.

## When Things Get Tense

Because people with the C style often view conflict as a disagreement over who is correct, they usually avoid direct aggression and focus on challenging the reasoning behind an argument. On the other hand, you may become aggressive or competitive during a confrontation. Since they prefer more time to process and consider the situation objectively, they may withdraw or become defensive in response to your sometimes outspoken approach.

Therefore, when things get tense with people who have the C style, consider the following strategies:

- Tone down your sometimes forceful tendencies in favor of a calm, logical approach.
- Give them space to process the situation before confronting the issues.
- State your position objectively and allow them time to present their side.

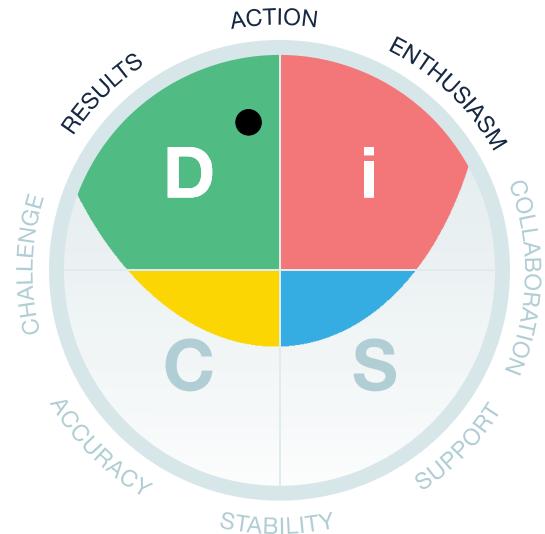
## SUMMARY: INCREASING YOUR WORKPLACE EFFECTIVENESS

Bob, given everything you've learned about your style, what follows are **three key strategies** that might help you work more effectively with all the people in your workplace.

### 1 Get Buy-In Before Moving Ahead

Because you usually have a clear vision of how you want things to be, you may charge ahead with your plans, even if there is only tepid support from your peers and partners. While you tend to have confidence in your ideas, if you fail to make sure others are on board, people will end up feeling alienated and resentful.

- Give people time to put their thoughts together rather than assuming that silence means agreement.
- Remember that many people will not share their concerns if you seem too forceful and determined.



### 2 Take Care to Get Things Right the First Time

You probably want to move things along quickly, so you may get frustrated with delays caused by others' need for precision. However, people who are more accuracy-focused may feel that you don't respect their work if you move ahead too quickly, especially if it causes rework. Taking the time to analyze deeper issues will help you get to the root of problems and minimize wasted time and effort.

- Be willing to sacrifice immediate progress to examine the details and get things right.
- Give recognition to people for their focus on quality by letting them know that you value their precision.

### 3 Give Others a Chance to Share Their Ideas

You may have a tendency to dominate conversations so that others don't have the opportunity to speak up. Keep in mind that not everyone is as outspoken as you tend to be, and you may end up missing out on their valuable insights. By inviting more collaboration and dialogue, you can benefit from the talents of those around you.

- Consciously seek out the opinions of those who tend to be more soft-spoken.
- Listen actively and acknowledge everyone's contributions, even if you disagree.

# PERSONALIZED STYLE INDEX: THE D STYLES



## Challenge Results Accuracy

- Goals:** Independence, personal accomplishment
- Judges others by:** Competence, common sense
- Influences others by:** High standards, determination
- Overuses:** Bluntness; sarcastic or condescending attitude
- Under pressure:** Becomes overly critical
- Fears:** Failure to achieve their standards
- Would increase effectiveness through:** Warmth, tactful communication

Bob, people with the DC style prioritize Challenge, so they want to explore all options and make sure that the best possible methods are used. As a result, they may be very questioning and skeptical of other people's ideas. You aren't as questioning as they are, so you may have trouble relating to their challenging approach.

In addition, they also prioritize Results, so they're often very direct and straightforward. When they're focused on the bottom line, they may overlook the feelings of others. You also tend to be driven, so you can probably relate to their desire for results.

Finally, those with the DC style also prioritize Accuracy. Because they want to control the quality of their work, they prefer to work independently, and they may focus on separating emotions from facts. You may have trouble relating to their analytical approach.



## Results Action Challenge

- Goals:** Bottom-line results, victory
- Judges others by:** Ability to achieve results
- Influences others by:** Assertiveness, insistence, competition
- Overuses:** The need to win, resulting in win/lose situations
- Under pressure:** Becomes impatient and demanding
- Fears:** Being taken advantage of, appearing weak
- Would increase effectiveness through:** Patience, empathy

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. Since you share their determination, you can probably relate to their competitiveness.

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. Since you also tend to create momentum, their bold style probably resonates with you.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you probably prefer to strike more of a balance when considering new ideas, you may become frustrated by their challenging approach.



## Action Results Enthusiasm

- Goals:** Quick action, new opportunities
- Judges others by:** Confidence, influence
- Influences others by:** Charm, bold action
- Overuses:** Impatience, egotism, manipulation
- Under pressure:** Becomes aggressive, overpowers others
- Fears:** Loss of power
- Would increase effectiveness through:** Patience, humility, consideration of others' ideas

People with the Di style prioritize Action, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. Since you also like to maintain a fast pace, you can probably relate well to their high-energy approach to work.

In addition, they also prioritize Results, so they often work to accomplish their goals rapidly. While they are competitive, they can also use charm to persuade others to help them succeed. Because you are also results-oriented, you may respect their drive to succeed.

Finally, those with the Di style also prioritize Enthusiasm, so they may come across as charming and fun because of their high energy. They probably use their excitement to inspire others and to create a lively environment. Because you also tend to be positive and expressive, you probably appreciate their dynamic approach.

# PERSONALIZED STYLE INDEX: THE i STYLES



Action  
Enthusiasm  
Results

- Goals:** Exciting breakthroughs  
**Judges others by:** Ability to think creatively, charisma  
**Influences others by:** Boldness, passion  
**Overuses:** Impulsiveness, outspokenness  
**Under pressure:** Becomes impulsive, lashes out at others  
**Fears:** Fixed environments, loss of approval or attention  
**Would increase effectiveness through:** Focusing on the details, patience, listening to others

Bob, people with the iD style prioritize Action, so they tend to focus on moving toward their goals quickly. They like to maintain a fast pace, and they're probably comfortable making decisions on the fly. Because you share their active pace, you may join them in working to create momentum.

In addition, they also prioritize Enthusiasm, and they may come across as high-energy people who like to rally others around a common goal. Most likely, they maintain an upbeat attitude and bring a genuine optimism to their work. You also tend to express yourself and stay positive, so you may appreciate their tendency to get people excited about ideas.

Furthermore, those with the iD style also prioritize Results, so they may come across as ambitious and goal-oriented. Most likely, they enjoy leveraging relationships to achieve new accomplishments. You also want results, so you can probably relate to their ambition.



Enthusiasm  
Action  
Collaboration

- Goals:** Popularity, approval, excitement  
**Judges others by:** Openness, social skills, enthusiasm  
**Influences others by:** Charm, optimism, energy  
**Overuses:** Optimism, praise  
**Under pressure:** Becomes disorganized, gets overly expressive  
**Fears:** Rejection, not being heard  
**Would increase effectiveness through:** Being more objective, following through on tasks

People with the i style put a high priority on Enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Although you tend to share their optimistic viewpoint, you may find their focus on creating a lively atmosphere overlooks the need for concrete results.

In addition, they prioritize Action, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you also tend to move swiftly once you have made up your mind, you may relate well to their spontaneous approach.

Furthermore, those with the i style also value Collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Although you tend to appreciate their efforts to get the best out of teamwork, you may find their group focus to be too limiting, since it could hinder the pursuit of your individual goals.



Collaboration  
Enthusiasm  
Support

- Goals:** Friendship  
**Judges others by:** Ability to see good in others, warmth  
**Influences others by:** Agreeableness, empathy  
**Overuses:** Patience with others, indirect approaches  
**Under pressure:** Takes criticism personally, avoids conflict  
**Fears:** Pressuring others, being disliked  
**Would increase effectiveness through:** Acknowledging others' flaws, confronting problems

People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you appreciate opportunities to work independently, you may not relate to their emphasis on team efforts.

In addition, they also prioritize Enthusiasm, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others. Because you share their positive outlook, you probably find it easy to relate to their happy-go-lucky approach.

Furthermore, those with the iS style also value Support, so they tend to be flexible people who want what's best for the group. When others struggle, they tend to show concern and offer uncritical support. You may think their accepting approach is too softhearted.

# PERSONALIZED STYLE INDEX: THE S STYLES



## Collaboration Support Enthusiasm

**Goals:** Acceptance, close relationships  
**Judges others by:** Receptivity to others, approachability  
**Influences others by:** Showing empathy, being patient  
**Overuses:** Kindness, personal connections  
**Under pressure:** Avoids conflict, tries to make everyone happy  
**Fears:** Being forced to pressure others, facing aggression  
**Would increase effectiveness through:** Saying "no" if necessary, addressing issues

Bob, people with the Si style prioritize Collaboration, and they like to involve others in making decisions. Most likely, they try to build team spirit and are less concerned with individual accomplishment. Because you tend to prefer working alone, you may have trouble understanding their strong interest in group efforts.

In addition, they also prioritize Support, so they tend to place a high importance on the needs of others. Because they have an accommodating nature, they're often willing to set aside their own opinions and needs to help others. You may have trouble relating to their accepting approach, which may sometimes seem counterproductive to you.

Furthermore, those with the Si style also value Enthusiasm, and they usually come across as cheerful. They tend to see the positive in most situations, and they're encouraging of other people's ideas. Most likely, you can relate well to their upbeat approach.



## Support Stability Collaboration

**Goals:** Harmony, stability  
**Judges others by:** Dependability, sincerity  
**Influences others by:** Accommodating others, consistent performance  
**Overuses:** Modesty, passive resistance, compromise  
**Under pressure:** Gives in, avoids revealing true opinions  
**Fears:** Letting people down, rapid change  
**Would increase effectiveness through:** Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing Support. They tend to be good listeners, and as a result they're often seen as patient and accommodating. Because you tend to strive for quick results, you may think they are unwilling to push people and view their laidback approach as too soft-hearted.

In addition, they also prioritize Stability, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you're probably willing to gamble on bold ideas, you may find it hard to relate to their caution and avoidance of change.

Furthermore, people with the S style also prioritize Collaboration. Because they value a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. While you probably acknowledge the importance of gaining other perspectives, your desire for individual accomplishment may make it somewhat hard for you to relate to their focus on friendly teamwork.



## Stability Support Accuracy

**Goals:** Calm environment, fixed objectives, steady progress  
**Judges others by:** Reliability, realistic outlook, even temperament  
**Influences others by:** Diplomacy, self-control, consistency  
**Overuses:** Willingness to let others lead, humility  
**Under pressure:** Becomes inflexible, hinders spontaneity, complies  
**Fears:** Time pressure, uncertainty, chaos  
**Would increase effectiveness through:** Initiating change, speaking up

People with the SC style place a high priority on Stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won't bring a lot of surprises. Since you're probably willing to take risks, you may find it hard to relate to their focus on safe, dependable outcomes.

In addition, they also prioritize Support, so they tend to be accommodating and willing to forfeit their own needs and preferences when necessary. Most likely, they're usually patient and diplomatic, and they aren't likely to become overly emotional when pushed. You may have trouble relating to their patient, obliging approach.

Furthermore, those with the SC style also value Accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. You may have trouble relating to their methodical approach and tendency to double-check their work.

# PERSONALIZED STYLE INDEX: THE C STYLES



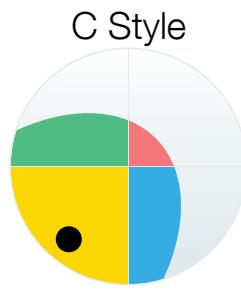
Stability  
Accuracy  
Support

- Goals:** Stability, reliable outcomes  
**Judges others by:** Precise standards, orderly methods  
**Influences others by:** Practicality, attention to detail  
**Overuses:** Traditional methods, sense of caution  
**Under pressure:** Withdraws, becomes hesitant  
**Fears:** Emotionally charged situations, ambiguity  
**Would increase effectiveness through:** Showing flexibility, being decisive, showing urgency

Bob, people with the CS style prioritize Stability, so they probably come across as orderly and precise. Since they prefer to be well-prepared, they tend to avoid taking risks or making rapid changes. Because you're probably more adventurous than they are, you may find it hard to relate to their cautious approach.

In addition, they also place a high priority on Accuracy, so they tend to spend time refining their ideas before moving forward. Most likely, they rely on data before making decisions and tend to take an objective approach. You may find it hard to relate to their insistence on careful analysis.

Furthermore, those with the CS style also value Support, and they're usually willing to help when their expertise is needed. They also tend to be even-tempered and patient with both people and difficult situations. You might find it difficult to relate to their accommodating approach.



Accuracy  
Stability  
Challenge

- Goals:** Accuracy, objective processes  
**Judges others by:** Expertise, systematic processes  
**Influences others by:** Logic, exacting standards  
**Overuses:** Analysis, restraint  
**Under pressure:** Overwhelms others with logic, becomes rigid  
**Fears:** Being wrong, strong displays of emotion  
**Would increase effectiveness through:** Acknowledging others' feelings, looking beyond data

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. Since you tend to respond to bold ideas that have an impact on the bottom line, you may grow weary with their orderly, systematic approach.

In addition, they also prioritize Stability. Since they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Because you tend to push for bold ideas and immediate results, you may grow frustrated with their cautious approach.

Furthermore, people with the C style also prioritize Challenge. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you're probably more interested in making forward progress, you may think their skeptical approach is a bit cumbersome.



Challenge  
Accuracy  
Results

- Goals:** Efficient results, rational decisions  
**Judges others by:** Competence, use of logic  
**Influences others by:** Strict standards, resolute approach  
**Overuses:** Bluntness, critical attitude  
**Under pressure:** Ignores people's feelings, moves ahead independently  
**Fears:** Failure, lack of control  
**Would increase effectiveness through:** Cooperation, paying attention to others' needs

People with the CD style prioritize Challenge and may come across as skeptical and determined. Most likely, they won't accept ideas without asking a lot of questions, and they like to uncover problems that could affect results. You tend to be more accepting, so you may find it hard to relate to their critical, questioning approach.

In addition, they also prioritize Accuracy, and they focus on thinking logically to create the best solutions. They tend to avoid letting their emotions get in the way of making rational decisions. To you, their approach may seem overly analytical and perfectionistic.

Furthermore, those with the CD style also value Results and tend to be determined to deliver quality outcomes efficiently. Most likely, they're also willing to take charge of projects when necessary, and they can usually be counted on to keep things on track. Since you tend to share their interest in efficient results, you likely appreciate their determination to succeed.