



DISC Summary

An Evaluation of Behavioral Styles

Report For: Sample Report

Date: 1/1/2020

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Introduction to DISC Summary Report

Team Members:

Glenn Adams

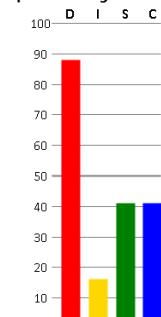
Bridgett Barker

Jenny Rickel

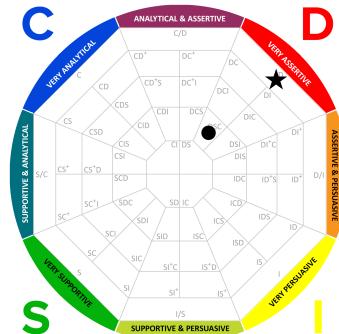
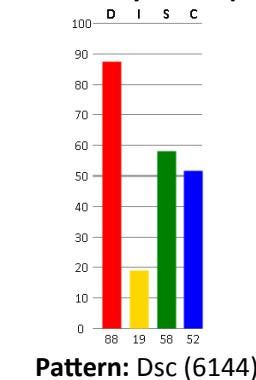
Felicity Saberhagen

Glenn Adams - D/Dsc Style

Adapted Style - Graph I



Natural Style - Graph II



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

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

Your Work Style Tendencies – What you bring to the Job:

- You may tend to vacillate on some decisions, wanting to make the highest-quality choice possible, and may keep the "data gate" open too long. As a result, you may later be forced to make a decision under crisis.
- You seek authority equal to your responsibility.
- You are able to look at a project from a "big picture" perspective, while keeping track of the details and minutiae that contribute to each step.
- You are motivated by a freedom and flexibility to re-examine results and conclusions.
- You are motivated to be creative and tend to become bored with routine work.
- You tend to make day-to-day operational decisions very quickly and easily. You devote substantially more time, effort, and caution to larger decisions.
- You enjoy developing new systems and procedures to increase efficiency or quality control.

You Will Be Most Effective In Environments That Provide:

- Opportunity for advancement to positions allowing for creativity.
- Security and confidence in quality control measures.
- Opportunities for one to work alone, and to think things through.
- Challenging assignments that are both detailed and wide in scope.
- Power and authority to make decisions and create change.
- Support which allows you to focus maximum effort on the job tasks, and not to be concerned with social protocol.
- Time to react to alternatives, but also support for the fact that the clock is ticking.

You Are Motivated By:

- Things being done correctly the first time, so that later corrections aren't necessary.
- Direct, factual answers to questions, supported by accurate data.
- High standards of quality that all members of the team honor and support.
- Authority equal to the responsibility you have been given.
- New experiences, and new challenges to meet.
- Time to react to sudden changes, and to analyze the impact on overall quality.
- Immediate results for the high quality effort provided on any project.

Glenn Adams - D/Dsc Style

You Need:

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

When You are Under STRESS, Others See

- Pushy
- Irritable
- Restless
- Critical
- Uncooperative

Your Needs When Stressed

- Accomplishments
- Tangible evidence of progress
- A fast pace for moving toward goals

Your Typical Behaviors in Conflict:

- Your anger is directed at the situation and the lack of desired results, not at anyone, personally. However, your outbursts and behaviors may appear to be a personal attack. You tend to react quickly and often may fail to choose your words appropriately.
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.
- You are quite comfortable with conflict, aggression and anger. Many times you may not realize the impact your behavior has on others. In other instances, however, you may consciously choose anger and aggression as a tactical weapon. In any case, you are likely to increase the level of aggression.

Reduce Conflict and Increase Harmony with Others:

- Avoid creating controversy or "stirring up the pot" just to keep things interesting. This may increase your own energy for the task; however, it is likely to have a serious negative effect on many others.
- You need to include all the people involved with a project in your decision-making process. Ask for their input on a regular basis and take it into consideration. You can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.
- Recognize that others may not be comfortable dealing with conflict, anger, and aggression. Therefore, reacting with your normal behavior may be counterproductive, resulting in interference with your desired results.

When Communicating with Glenn, DO:

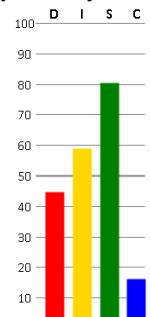
- When you disagree, take issue with the methods or procedures, not with the person.
- Be specific about what's needed, and who is going to do it.
- When you agree, support the ideas and potential results, rather than supporting the person responsible for the results.
- Remember these three rules: Be brief, be bright, and be gone.
- Give Glenn time to verify the issues and potential outcomes.
- Be prepared to handle some objections.
- Motivate and persuade Glenn by pointing out objectives and expected results.

When Communicating with Glenn, DO NOT:

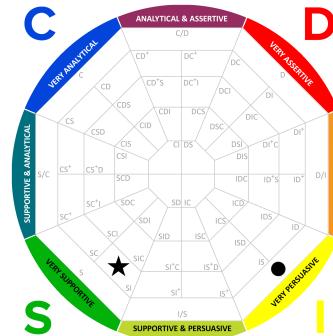
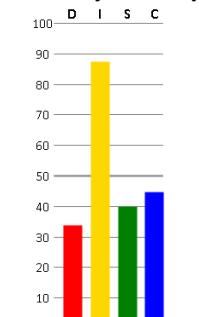
- Forget or lose things necessary for the meeting or project.
- Leave things up in the air, or decide by chance.
- Try to develop "too close" a relationship, especially too quickly.
- Use unreliable evidence or testimonials.
- Provide incomplete or unclear directions or instructions.
- Engage in rambling discussion, and waste Glenn's time.
- Confuse or distract Glenn from the issues at hand.

Bridgett Barker - Si/I Style

Adapted Style - Graph I



Natural Style - Graph II



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You're an excellent team player.
- You demonstrate excellent verbal skills.
- You bring optimism to the team.
- You are able to generate enthusiasm in others.
- You demonstrate excellent people skills.
- You are able to communicate to large and small audiences, with equal poise and confidence.
- You supply a positive sense of humor.

Your Work Style Tendencies – What you bring to the Job:

- You convey a high trust level in the ability of others on the team to carry out their responsibilities and commitments.
- You are motivated to be well-networked, and thus tend to know a wide variety of people within your profession. This can be of enormous benefit to the team or organization as additional contacts become necessary.
- You tend to be action-oriented and are able to handle many projects simultaneously.
- You are able to generate team involvement through friendly conversation and gentle persuasion of team members in a one-on-one manner.
- You generally display a high energy level and are very good at meeting new people.
- You are able to meet others easily and readily, and are socially poised in small or large group situations.
- While you may tend toward surface analysis in some cases, you can also show very keen awareness of important details.

You Will Be Most Effective In Environments That Provide:

- Opportunities to express yourself.
- Freedom from controls, detail, and paperwork.
- The opportunity to network with others.
- Public recognition for accomplishments.
- Activities with many opportunities for interaction with people.
- Projects that allow you to motivate and persuade people.
- Freedom to move around, either in the office or around the country.

You Are Motivated By:

- Assignments that allow for communication with a variety of contacts.
- Official recognition for success on a project or in achieving a goal.
- Acceptance as an important member of a group or team.
- An environment offering mobility and variety.
- A democratic environment with a free exchange of ideas.
- Awards that recognize ability, skill, or achievements.
- A system of support to assist with details and follow-through.

Bridgett Barker - Si/I Style

You Need:

- Greater emphasis on tasks, organizational work, business, or profits.
- To maintain communication on work tasks or projects, and to reduce the amount of off-the-subject commentary and socializing.
- Support with organization and project details, especially when there is a tight deadline.
- A greater control over time management.
- To feel valued as a team member in order to work at top effectiveness.
- Increased organizational skills to reduce the potential for clutter and confusion.
- Clear and specific job descriptions and role responsibilities.

When You are Under STRESS, Others See

- Manipulative
- Impulsive
- Wasteful of time
- Superficial
- Inconsistent

Your Needs When Stressed

- To get credit
- Action and interaction
- Prestige

Your Typical Behaviors in Conflict:

- If a conflict persists or your anger increases, you are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike your normal behavior.
- Your anger is generally a response to a personal attack or, possibly, the failure of someone to support you when you were really counting on that person's support. Of course you may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns your contribution to the problem.
- When you experience a moment of misery, you may appear overeager, impulsive, sarcastic and demanding. You may disregard the facts, and may not listen well to what is being said (only hearing what you want to hear).

Reduce Conflict and Increase Harmony with Others:

- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.
- Recognize that you can never resolve a conflict by avoiding it. Risk damaging a relationship or losing someone's approval by stating your feelings and clarifying your expectations. Be sure, of course, to listen attentively to the responses of others.
- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.

When Communicating with Bridgett, DO:

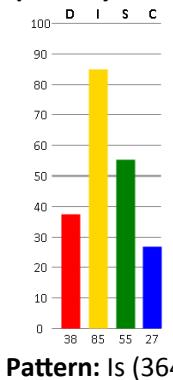
- Plan to talk about things that support Bridgett's dreams and goals.
- Use Bridgett's own words to direct you back to the topic or issue at hand.
- Provide immediate incentives for Bridgett's willingness to help on the project.
- Be engaging, stimulating, and fast-paced.
- Join in with some name-dropping, talk positively about people and their goals.
- Be certain to specify instructions for continuing action.
- Plan some extra time in your schedule for talking, relating, and socializing with Bridgett.

When Communicating with Bridgett, DO NOT:

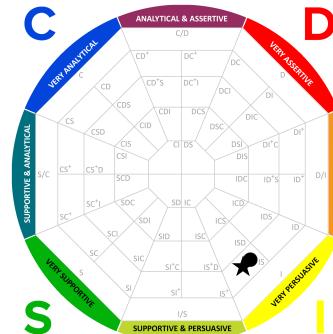
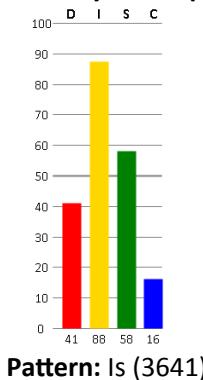
- Talk down to Bridgett.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Be cool, aloof, or regimented.
- Stick too rigidly to the agenda.
- Be impersonal or judgmental.
- Let the discussion with Bridgett get caught in dreams too much, otherwise you'll lose time.
- Be overly task-oriented.

Jenny Rickel - Is/Is Style

Adapted Style - Graph I



Natural Style - Graph II



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- You are able to negotiate conflicts into win-win situations.
- You demonstrate a high degree of patience in working with others.
- You are able to reach goals by working with and supporting the efforts of others on the team.
- You possess a positive sense of humor and never make jokes at the expense of others.
- You are a good listener.
- You work hard to achieve the team's goals and objectives.

Your Work Style Tendencies – What you bring to the Job:

- You are optimistic and motivated to be an excellent team player, able to defer your ego when working with others who may prefer having more control of the situation.
- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- You meet new people easily and prefer networking with others rather than working in solitary conditions.
- You show a high degree of persistence in working on projects, especially over the long haul.
- On the job, you have a strong need to be patient, polite, and create an environment of good-will for internal and external stakeholders.

You Will Be Most Effective In Environments That Provide:

- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A favorable working climate containing positive attitudes and optimistic spirit.
- A job culture where there is little hostility, confrontation, anger, or pressure.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- Specialized assignments that also involve working and communicating with a variety of people.
- A work culture that allows for your natural interest in helping others learn and grow professionally.

You Are Motivated By:

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

Jenny Rickel - Is/Is Style

You Need:

- To be kept in the information loop regarding projects and initiatives within the organization.
- A sense of belonging to the team or organization as a whole.
- Encouragement to keep the positive spirit and optimism when the pressure is on.
- More direction toward work tasks, and less focus on chatting and socializing.
- Detailed delegation of responsibilities, to reduce ambiguity and confusion.
- To be more realistic and ambitious in setting deadlines for team projects.
- To get better control of files and record keeping.

When You are Under STRESS, Others See

- Impulsive
- Overeager
- Unrealistic
- Manipulative
- Superficial

Your Needs When Stressed

- Action and interaction
- To get credit
- Prestige

Your Typical Behaviors in Conflict:

- You are quite uncomfortable with conflict, aggression and anger. You do whatever you can do to avoid them. If possible, you may physically avoid an environment filled with conflict or anger. If that is not possible, you will probably seek to use your natural humor and story-telling ability to reduce the level of tension. If neither approach works, you may attempt to ignore the conflict. Given your strong focus on relationships, however, this tactic is rarely successful.
- Your anger is generally a response to a personal attack or, possibly, the failure of someone to support you when you were really counting on that person's support. Of course you may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns your contribution to the problem.
- If a conflict persists or your anger increases, you are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike your normal behavior.

Reduce Conflict and Increase Harmony with Others:

- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.
- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.
- You have a tendency to "think out loud." Others may take these "brainstorming" ideas as actual commitments and become upset when those "commitments" are not completed. So, let others know in advance when you are only exploring ideas and options and not committing to actions.

When Communicating with Jenny, DO:

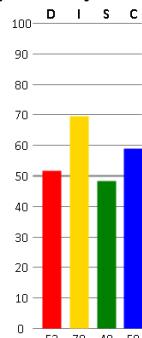
- Show sincere interest in Jenny as a person.
- Be candid, open, and patient.
- Present your ideas and opinions in a non-threatening way.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Ask for Jenny's input regarding people and specific assignments.
- Provide assurances about Jenny's input and decisions.
- Put the details in writing, but don't plan on discussing them too much.

When Communicating with Jenny, DO NOT:

- Be impersonal or judgmental.
- Be vague or ambiguous.
- Manipulate or bully Jenny into agreeing.
- Be overly task-oriented.
- Talk down to Jenny.
- Leave the idea or plan without backup support.
- Be rude or abrupt in your delivery.

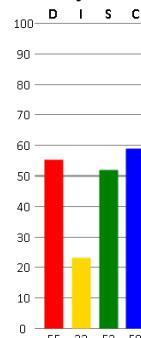
Felicity Saberhagen - Icd/CDS Style

Adapted Style - Graph I

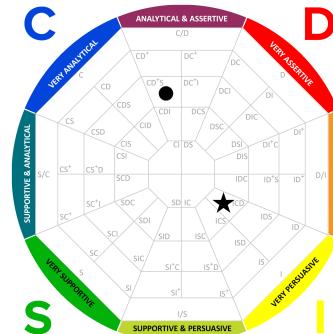


Pattern: Icd (4534)

Natural Style - Graph II



Pattern: CDS (4244)



(circle) = Natural Behavioral Style
 (star) = Adapted Behavioral Style

Your Strengths:

- You bring a high degree of objectivity to the organization's systems and projects.
- You are able to assimilate complex information and develop conclusions based on data, rather than emotions.
- You demonstrate a high degree of expertise in the operations which you choose to perform.
- You tend to be patient in working with others.
- You are able to provide factual, authoritative, and objective communication on topics to which you have given proper intellectual consideration.
- You provide excellent support and expertise to challenging problems and assignments.
- You excel at solving technical or abstract problems and are at your best when dealing with multi-faceted processes.

Your Work Style Tendencies – What you bring to the Job:

- You show a high degree of tenacity and follow-through in complex and detailed activities.
- 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 may tend to be most productive when working alone and undisturbed.
- You demonstrate patience in working with people, but also maintain a bit of an emotional distance from others on the team.
- You have a need to see projects reach completion and closure and will work hard to ensure success along the way.
- You persuade others on the team through perseverance and determination to get the project completed.
- You are able to demonstrate independence from the team and take your own path, based on analysis of the facts and data.

You Will Be Most Effective In Environments That Provide:

- An organizational culture that keeps an eye out for future trends and issues.
- The ability to work independently with no interruptions.
- A direct, detailed approach to what needs to be done on a project.
- Freedom from constraints, direct supervision, and process bottlenecks.
- A culture that encourages open expression and dialogue of ideas and creativity.
- A work culture that provides opportunity for challenges and complex problem solving.
- A job culture in which your critical thinking skills can be maximized.

You Are Motivated By:

- 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.
- Opportunities to work independently, or as a member of a small team.
- Established and efficient procedures for completing projects of a detailed and complex nature.
- 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.
- Independence from direct supervision or control in the creative or analytic processes.
- Clear lines of communication and responsibility.

Felicity Saberhagen - Icd/CDS Style

You Need:

- A supportive team that is tolerant of the occasional blunt or critical remark.
- A supervisor who delegates by using specifics, not ambiguities.
- Consistent time schedules and well-informed deadlines.
- An occasional revalidation of your contribution to the team or organization at large.
- Appreciation for your skills, and freedom to do the job with few interruptions.
- Freedom from responsibility for the quality control of other stakeholders.
- Sufficient opportunity for beta-testing of a project or idea, before it is actually deployed.

When You are Under STRESS, Others See

- Resentful
- Unable to meet deadlines
- Slow to act
- Over-reliant on data and documentation
- Slow to begin work

Your Needs When Stressed

- Accuracy
- Guarantees that you are right
- Understanding of principles and details

Your Typical Behaviors in Conflict:

- You often resort to various indirect techniques to manipulate the environment to make it more favorable to your position. You may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.
- You are quite uncomfortable with overt conflict, aggression and anger. You will do whatever you can to avoid these situations and to avoid individuals with whom you have a disagreement.
- You appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, you are often just withdrawing to prepare for a future, probably covert, attempt to reestablish your position.

Reduce Conflict and Increase Harmony with Others:

- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.

When Communicating with Felicity, DO:

- Be candid, open, logical, and patient.
- Do your homework, because Felicity's homework will already be done.
- Give Felicity time to verify the issues and assess potential outcomes.
- Take your time; be precise and thorough.
- Motivate and persuade Felicity by pointing out objectives and expected results.
- Felicity will follow through, so be certain to follow through on your part.
- Give Felicity the opportunity to express opinions and make some of the decisions.

When Communicating with Felicity, DO NOT:

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