

ActionCOACH
business coaching

The DISCstyles™ Online Report

Personalised Report For:

Sample Report

Focus: Work

17/04/2014

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Introduction to the DISCstyles™ Online Report

Congratulations on your decision to take the DISC Online Assessment.

Many of us grew up believing in the wisdom of treating others the way we would like to be treated — following the “Golden Rule”. However, Dr. Tony Alessandra has identified another rule, even more effective when interacting with others. He calls it “The Platinum Rule®” “Treat others the way THEY would like to be treated.”

With this personalised and comprehensive DISC report, you now have the tools to help you understand yourself better and learn how to interact more effectively with others. You will be able to develop and use more of your natural strengths, while recognising, modifying and improving your limitations. This report does not deal with values or make judgments. Instead, it concentrates on the natural tendencies that influence your behaviour.

Our DISC Online System, which produced the report, focuses on patterns of external, observable behaviours measuring differences in the directness and openness that each style exhibits. Aware of our own behaviours, and because we can see and hear these external behaviours in others, it becomes much easier to understand people and adapt our behaviour appropriately. This model is simple, easy to remember and very practical. (See The Four Basic DISCstyles Overview Chart for a summary of each of the styles.)

BEHAVIOURAL STYLES

Research reveals more than a dozen models illustrating our behavioural differences, all having one common thread: the grouping of behaviour into four basic categories as summarised here.

HOW TO USE THIS REPORT

This DISC report is divided into two parts. **Part I** focuses on understanding your DISC style characteristics. Please note that there is no “best” style. Each style has its unique strengths and opportunities for continuing improvement and growth. Any behavioural descriptions mentioned in this report are only tendencies for your style group and may or may not specifically apply to you personally. **Part II** discusses the concept of adaptability and offers several action plans for you and others who interact with you.

STYLE	TENDENCIES
Dominance	Tends to be direct and guarded
Influence	Tends to be direct and open
Steadiness	Tends to be indirect and open
Conscientious	Tends to be indirect and guarded

ADAPTABILITY

In addition to understanding your style, the report will identify ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of a particular relationship – personal, business prospect or customer. This is called adaptability. Social scientists call it “emotional intelligence (EQ).” Much has been written lately on how your social intelligence is just as important as your Intelligence Quotient (IQ) in being successful in today’s world. In some cases, EQ is even more important than IQ. The concept of adaptability is discussed in detail in the **What is Behavioural Adaptability?** section of this report.

Part I Understanding Yourself

General Characteristics

The narrative below serves as a general overview of your behavioural tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on your results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximise your personal success.

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

You tend to make decisions through logic, rather than emotion. This can be very important in negotiation situations. When others may get emotionally involved, you tend to remain factual, deliberate, and objective.

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, 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.

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.

General Characteristics (continued)

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

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 fuelled when you deliver the message in a direct, patient and factual manner.

YOUR STRENGTHS What You Bring to the Organisation

*You are likely to display your stronger characteristics rather consistently. For the most part, these qualities tend to enhance your effectiveness within your organisation. Work Style Preferences provide useful insights as you work in a job or as you work together on a team or family project. They are the talents and tendencies you bring to your job. Check the two most important strengths and the two most important work style tendencies and transfer them to the **Summary of Your Style** page.*

Your Strengths:

- 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 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 utilise a very deliberate and systematic approach in analysing answers and creating solutions.
- You bring a high degree of objectivity to the organisation's systems and projects.
- You always follow through, with a strong emphasis on completeness.

Your Work Style Tendencies That You Bring to the Job:

- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- 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.
- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- On the job, you have a strong need to be patient, polite, and create an environment of good-will for internal and external stakeholders.
- 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.
- Your empathetic nature and sensitivity toward people may lead others to seek you out as a coach or counsellor, or ask to assist them with a personal or team problem.
- You show a high degree of persistence in working on projects, especially over the long haul.

Your Motivations (Wants) and Needs

*What motivates you? People are motivated by what they want. What do you really want? Our behaviours are also driven by our needs. Each style has different needs. If one person is stressed out, they may need quiet time alone; another may need social time around a lot of people. Each person is different and simply meeting their particular needs. The more fully our needs are met, the easier it is to perform at an optimal level. Check the two most important motivators (wants) and the two most important needs and transfer them to the **Summary of Your Style** page.*

You Tend to Be Motivated By:

- Identification with the organisation, team, and others with whom a spirit of work responsibility has been established.
- 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.
- A work culture that is supportive of family activities and commitments.
- Flexibility to circulate and talk with a variety of people.
- Evidence that a new process has been successful in similar applications.
- Acceptance as a positive and supportive member of the organisation and team.

People With Patterns Like You Tend to Need:

- Minimal hostility or conflict within the team or organisation.
- A support system to eliminate some of the repetitive or routine parts of the job or project.
- Streamlining of some systems and procedures to allow additional time for complex analysis.
- Sufficient opportunity for beta-testing of a project or idea, before it is actually deployed.
- A supportive team that is tolerant of the occasional blunt or critical remark.
- An occasional revalidation of your contribution to the team or organisation at large.
- Consistent time schedules and well-informed deadlines.

YOUR MOTIVATIONS Ideal Work Environment

*We are all motivated in some way...however; we are best motivated by our own reasons, not by somebody else's reasons. By understanding your motivators, you can create an environment where you are most likely to be self-motivated. Check the two most important environment factors and transfer them to the **Summary of Your Style** page.*

You Tend to Be Most Effective In Environments That Provide:

- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- Specialised assignments that also involve working and communicating with a variety of people.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- A participatory manager or board with whom a democratic relationship has been established.
- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- A job culture where there is little hostility, confrontation, anger, or pressure.

The D's Behaviour and Needs Under Stress

Under Stress You May Appear:

- Restless
- Intrusive
- Uncooperative
- Irritable
- Blunt

Under Stress You Need:

- Control of the situation and yourself
- Tangible evidence of progress
- A fast pace for moving toward goals

Your Typical Behaviours in Conflict:

- Since you tend to focus on your own results, you may tend to become autocratic in order to get your way.
- You generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.

Strategies to Reduce Conflict and Increase Harmony:

- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary. When using someone's suggestion, acknowledge that person
- 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.
- 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.

Communication Tips and Plans for Others

The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

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

When Communicating with Sample, DO:

- Motivate and persuade Sample by pointing out objectives and expected results.
- Take your time; be precise and thorough.
- Give him time to verify the issues and assess potential outcomes.
- List pros and cons to suggestions you make.
- Approach issues in a straightforward, direct and factual way.
- Be candid, open, logical, and patient.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.

When Communicating with Sample, DON'T:

- Threaten with position or power.
- Be sloppy or disorganised.
- Be domineering or demanding.
- Try to develop "too close" a relationship, especially too quickly.
- Be rude, abrupt, or too fast-paced in your delivery.
- Forget or lose things necessary for the meeting or project.
- Engage in rambling discussion, and waste his time.

Communication Plan with the **DOMINANT** Style

CHARACTERISTICS:

SO YOU...

Concerned with being #1	Show them how to win; suggest new opportunities
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goals and boundaries; give them support or get out of their way
Like personal choices	Allow them to "do their thing," within limits
Like changes	Vary routine
Prefer to delegate	Look for opportunities to modify their workload focus
Want others to notice accomplishments	Compliment them on what they've done
Need to be in charge	Let them take the lead, when appropriate, but give them parameters
Tendency towards conflict	If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a "personality" basis

Communication Plan with the **INFLUENCING** Style

CHARACTERISTICS

SO YOU...

Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid intricate details, focus on the "big picture"
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organised	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they "look good"	Mention their accomplishments and progress; express genuine appreciation

Communication Plan with the **STEADY** Style

CHARACTERISTICS	SO YOU...
Concerned with stability	Show how your idea minimises risk
Think logically	Show your reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them as a person
Need to know step-by-step sequence	Provide outline and/or one-two-three instructions as you personally "walk them through"
Want others to notice their patient perseverance	Compliment them for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest or needed support
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide a relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they're appreciated	Acknowledge their easy-going manner and helpful efforts, when appropriate

Communication Plan with the **CONSCIENTIOUS** Style

CHARACTERISTICS	SO YOU...
Stressed by aggressive approaches	Approach them in an indirect, nonthreatening way
Think logically	Show your reasoning
Seek data	Give data to them in writing
Need to know the process	Provide explanations and rationale
Utilise caution	Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	When delegating, let them check procedures, and other's progress and performance before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and any assistance you may need
Need to be right	Allow them time to find the best or "correct" answer, within practical limits
Like to contemplate	Tell them "why" and "how"

Potential Areas for Improvement

Everyone has some challenges, limitations or weaknesses. Often, it's simply an over extension of their strengths which may become a weakness. For example, a High D's directness may be a strength in certain environments, but when over extended they may tend to become bossy.

*Check the two most important areas you are committed to improve upon and transfer them to the **Summary of Your Style** page.*

Potential Areas for Improvement:

- You may dispense strong criticism, and even sarcasm, when others don't measure up to your standards.
- You may tend to hang on too much to current or past procedures, especially when faced with impending change.
- You could project a bit more enthusiasm at times. This is necessary for building team spirit and morale.
- You could use better "people skills" when it comes to motivating and managing others.
- You may affect morale with your tendency to focus on results over attention to team members. You may need to take a softer approach at times.
- You may be indecisive at times and need help learning to set priorities.
- You can sometimes be blunt, opinionated and inflexible when asked to make sudden changes without prior warning or consideration.

Summary of Sample Report's Style

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

YOUR STRENGTHS: WHAT YOU BRING TO THE ORGANISATION

1. _____
2. _____

YOUR WORK STYLE TENDENCIES

1. _____
2. _____

YOUR MOTIVATORS (WANTS)

1. _____
2. _____

YOUR NEEDS

1. _____
2. _____

YOUR MOTIVATORS: IDEAL WORK ENVIRONMENT

1. _____
2. _____

COMMUNICATION DO'S & DON'TS

1. _____
2. _____

POTENTIAL AREAS FOR IMPROVEMENT

1. _____
2. _____

WORD SKETCH Adapted Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviours are neither “good” nor “bad.” Rather, behavioural-style analysis reveals the needs that motivate that behaviour. Therefore, once we can accurately interpret someone’s actions, it is easier to “read” and anticipate their likely motivators and needs. This allows us to predict what will and will not please them which makes for better relationships and a more harmonious and productive workplace! This chart shows your **ADAPTED DISC Graph** as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to **(D)ominance of Problems, (I)nfluence of other People, (S)teadiness of Pace, or (C)ompliance to Procedures and Rules**. Share more about the specific needs (now maybe habits) that drive you in each area of **FOCUS**. Is your DISC point at levels 1 and 2? Then your emotions and needs are the opposite of those whose graph is at Levels 5 and 6 in that area.

D **I** **S** **C**

DISC Focus →	PROBLEMS/TASKS	PEOPLE	PACE (of environment)	PROCEDURES
Needs →	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, teams, stable environment	Rules to follow Data to analyse
Emotions →	Decisive, risk-taker	Optimistic, trusts others	Patience, non-expressive	Cautious, careful decisions
Fears →	Being taken advantage of / lack of control	Being left out / loss of social approval	Sudden change / loss of stability and security	Being criticised / 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 neat sensitive tactful
3	calculated risks moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

WORD SKETCH Natural Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviours are neither “good” nor “bad.” Rather, behavioural analysis reveals the needs that motivate our behaviour. Therefore, once we can accurately observe someone’s actions, it’s easier to “read” and anticipate their likely motivators and needs. This allows us to predict what will and will not please them, which makes for better relationships and a more harmonious and productive workplace! This chart shows your **NATURAL DISC Graph** as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of other People, (S)teadiness of Pace, or (C)ompliance to Procedures and Rules. Share more about the specific needs (now maybe habits) that drive you in each area of **FOCUS**. Is your DISC point at levels 1 and 2? Then your emotions and needs are the opposite of those whose graph is at Levels 5 and 6 in that area.

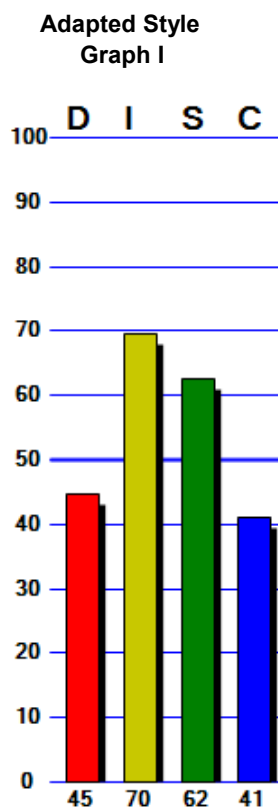
D**I****S****C**

DISC Focus →	PROBLEMS/TASKS	PEOPLE	PACE (of environment)	PROCEDURES
Needs →	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, teams, stable environment	Rules to follow Data to analyse
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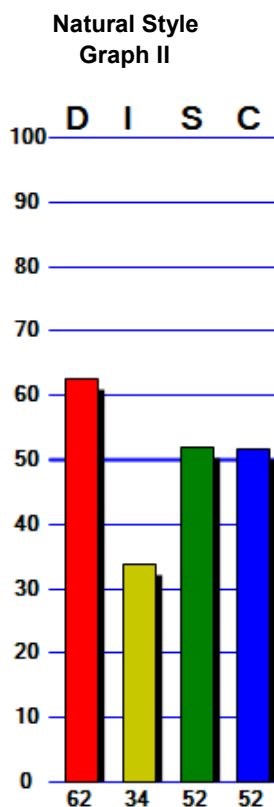
DISCstyles eGraphs for Sample Report

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

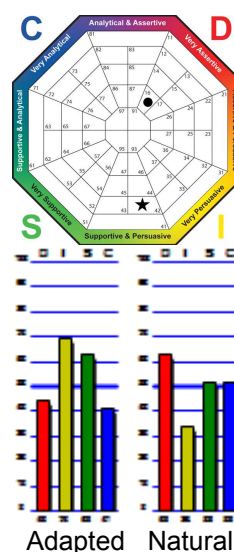
Your **Adapted Style** is shown on your graph displayed on the left. It is your perception of the behavioural tendencies you think you should use in your selected focus (work, social or family). This graph may change when you change roles or situations. The graph on the right is your **Natural Style** and indicates the intensity of your instinctive behaviours and motivators. It is often a better indicator of the “real you” and your “knee jerk”, instinctive behaviours. This is how you act when you feel comfortable in your home environment and (usually) are not attempting to impress. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.



Pattern: Is (3543)
Focus: Work



Pattern: DSC (4244)



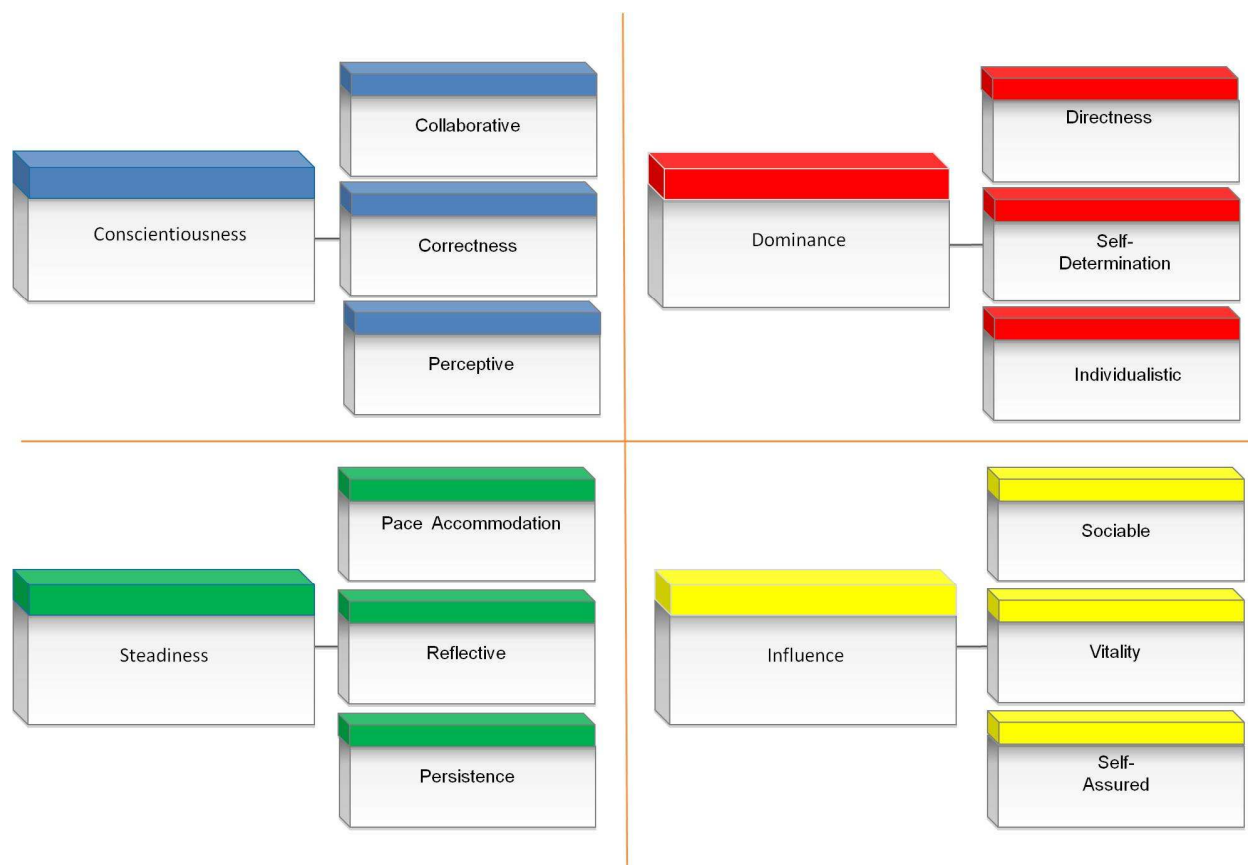
NOTE: Your results graphs will appear on a smaller scale throughout the report for your quick reference.

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

The four-digit numbers (under the graphs) represent your segment numbers in DISC order and dictate the adjectives highlighted on the Word Sketch pages.

The higher or lower each D, I, S, C point is on your graphs, the greater or lesser your needs-motivated behaviour impacts your results at work and others around you. Once aware, you can adapt your style. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioural change comes only with awareness and practice. Study and practice using the Behavioural Adaptability Charts in this report to gain behavioural flexibility. For further questions or personal coaching, contact your consultant.

The 12 Integrated DISC Style Relationships



For a more complete understanding of a person's overall behavioural style, you can view how each of the primary four DISC factors interact to produce twelve integrated behaviours.

When comparing each of the four basic DISC factors with the others, a group of twelve factors of individual behaviours can be identified. Each person will display some of these factors more strongly than the others.

Each of the twelve factors has been assigned a specific descriptor(s) to help you naturally associate the factor to a specific behaviour. The ability to identify and measure the relative interaction of the twelve factors represents a dramatic improvement in the use and application of DISC to better understand human workplace behaviour.

We can measure the strength of a factor in a person's overall behavioural style by viewing the intensity score. Intensity is a measurement of the relative contribution of a specific factor to a person's observable natural behaviours that are most often displayed in most situations.

The five intensity levels range from Low (absent in most situations) through High (clearly displayed in most situations). This integrated behavioural view represents an improvement that contributes to the overall understanding of human behaviour. Behaviours define how we deliver our thinking into the world.

We recommend you add this powerful new view to your tool kit and use it to assist you in understanding why and how people shape their communications and connections with the other people in their life.

This list of twelve Integrated DISC relationships reveals how the four Primary DISC behaviours combine and work together to create the socialised behaviours others see and experience. The Length of the **black bar** shows the relative influence of the DISC factors in someone's overall observable behavioural style.

1. Directness (D/I) [High Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

The Directness score measures the propensity for using a direct, straight line approach to accelerate the achievement of results. It reflects a capacity to prioritise tasks while subordinating a relationship focus. High scores suggest a willingness to make difficult decisions and remain firm in supporting those choices. Low scores reflect an emphasis on "humanising" directness and energising social interaction.

2. Reflective Behaviour (S/I) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

The Reflective score measures the propensity of the person's degree of care in crafting their words and actions in light of the need to expressively engage and interact with others. This Behaviour measures the approach to logic, data and factual analysis and it measures the desire to take some time to carefully consider plans and actions prior to implementation. High scores reflect great care and thoughtfulness in creating words and taking actions. Low scores reflect a freewheeling and confident belief that most if not all social interactions can be handled on the fly.

3. Correctness Behaviour (C/I) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

The Correctness Behaviour measures the need to operate within established structure, procedure, systems and rules in light of the need for contact with people expressed by establishing, retaining and supporting personal relationships. High scores suggest reliance upon logical factual and established data and protocols. Low scores suggest following less established protocols and considering more emotional and persuasive influence from others.

4. Individualistic Behaviour (D/C) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

The Individualistic score reflects the intensity of the assertive and independent approach toward tackling problems, challenges and opportunities while maintaining freedom from controls. High scores are not likely to be deterred by potential restraints or established procedures as they pursue their goals and objectives. Low scores favour a strong adherence to policy and conventional practices.


5. Self-Determination (D/S) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

The Self Determination score measures the intensity of the results-oriented drive supported by an emphasis on urgency and action. This style combines the drive of a self-starter with a clear need to take actions that address problems, challenges and opportunities. A person with High scores will maintain consistent progress toward their goal(s) and be impatient with those who do not keep pace with their personal timetable. Low scorers would not exhibit high urgency and will take time to carefully consider their plans and actions before they act.

6. Persistence Behaviour (S/C) [Moderate Intensity]


0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



The Persistence score measures the propensity for displaying predictable patterns that stay on task and support current procedures and processes in light of the need for correctness of action, accuracy of information and thoroughness of preparation. High scores will place a greater emphasis on group and team support and reflect a style that favours careful planning. Low scores reflect a need to develop and support established guidelines and standards.

7. Perceptive Behaviour (C/S) [Moderate Intensity]


0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



The Perceptive score measures the desire to operate within established structures, procedures, systems and rules in light of the degree of urgency required to address immediate problems, challenges and opportunities. It is a measure of a person's awareness of their current circumstances. High scores reflect a desire to strive for fail-safe environments reflecting the accuracy of the person's facts and thoroughness of your preparation. Low scores suggest a greater focus on steadiness and supporting current procedures and processes.

8. Pace and Accommodation Behaviour (S/D) [Moderate Intensity]


0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



The Pace and Accommodation score measures the propensity of the capacity to work at a steady and slower pace in light of the willingness to tolerate difficult and unfamiliar circumstances. High scores will reflect the capacity to consider and support alternative solutions when working with others. Low scores reflect far less accommodation amplified by a higher sense of urgency and a "results now" focus.

9. Collaborative Behaviour (C/D) [Moderate Intensity]


0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



The Collaborative score reflects the intensity of the need for using structure, established procedures, systems and rules to guide their work in light of the need to get things done, achieve results and move forward. This style seeks to avoid confrontation and will work towards finding solutions that are supported by others and work within the established guidelines. High scores favour a strong need to comply with standards and adhere to policies and conventional practices. Low scores suggest a need to control events in order to make progress more freely without being constrained by established guidelines and policies.

10. Self-Assured Behaviour (I/C) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



The Self-Assured score compares the intensity of the relationship between projecting social confidence in a variety of social situations in light of the attention paid to established social boundaries, rules and guidelines. High scores in this factor can sometimes lead to over confidence, willingness to improvise and take spontaneous actions rather than preparing in advance. Low scores reflect a cautious and conscientious approach to taking action based on the evidence contained in the relevant data.

11. Vitality Behaviour (I/S) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

The Vitality score compares the intensity of the relationship between using an outwardly expressive style when interacting with people and the amount of energy expended to urgently move matters forward. High scores reflect a freewheeling, confident and engaging style that is likely to be interested in new ideas and topics and the outgoing demonstration of that interest may be a source of influence on others. Low scores reflect thoughtfulness and great care in crafting words and actions to support steady progress towards a goal.

12. Sociable Behaviour (I/D) [Low Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

The Sociable score compares the intensity of the relationship between the person's outgoing verbal and non-verbal Behaviours and their lack of directness. It reflects the degree of willingness to accommodate, support and oblige others. It also identifies the interest in assisting others to succeed and achieve their goals. High scores reflect an emphasis on social interaction rather than routine tasks. Low scores reflect a willingness to make difficult decisions, remain firm in supporting those choices energized by a focus on achieving results.

Intensity Scoring Legend – DISC Style intensity is a measure of how you are most likely to display a specific behaviour when interacting and communicating with others in most situations

- **Low Intensity** - Low Intensity scores indicate the ABSENCE of this behaviour in MOST situations.
- **Low Moderate** - Low Moderate Intensity scores are only SOMETIMES observable in SOME situations.
- **Moderate Intensity** - Moderate Intensity scores do not mean "mild." Moderate means the behaviour is flexible and may or may not become observable based upon the requirements of the specific situation.
- **High Moderate** - High Moderate Intensity scores are frequently observable in many situations.
- **High Intensity** - High Intensity scores will be clearly observable, displayed more often and seen in most situations.

Behavioural Pattern View

The BPV has eight behavioural zones. Each zone identifies a different combination of behavioural traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the diamond identify that one factor (DISC) of your style will dominate the other three. As you move towards the centre of the diamond, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioural zone.

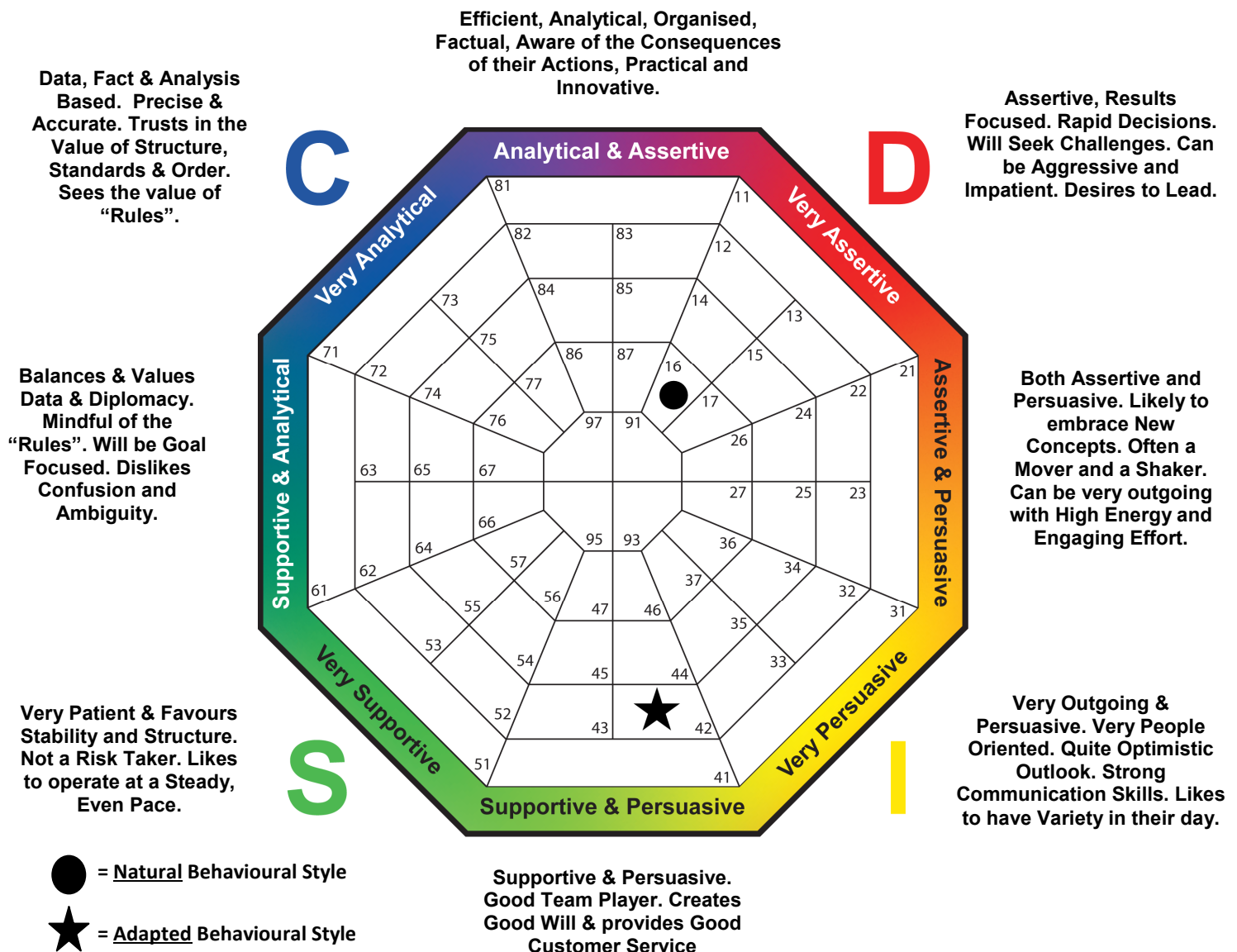
THE SCORING LEGEND

D = Dominance: How you deal with Problems

I = Influence/Extroversion: How you deal with Other People

S = Steadiness/Patience: How you deal with your Activity Level

C = Conscientious/Compliance/Structure: How you deal with the "Organisation's Rules" as well as the focus on details, accuracy and precision



PART II Application of DISC Styles

Understanding your own behavioural style is just the first step to enhancing your relationships with others. All the knowledge in the World doesn't mean much if you don't know how to apply it in real life situations. That's what the rest of this report is all about.

To begin to really use the power you have now that you understand behavioural styles, you also need to know how to apply the information to people and situations. The first thing to remember is that people want to be treated according to their behavioural style, not yours!

THIS APPLICATION SECTION INCLUDES:

- Overview of the Four Basic DISCstyles
- How to Identify Another Person's Behavioural Style
- What is Behavioural Adaptability
- How to Modify Your Style
- Tension Among the Styles
- How to Adapt to the Different Behavioural Styles

This section will help you understand how to be more effective in different relationships and a variety of situations. Good relationships can get better and challenging relationships may become good.

After reviewing the information, 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 behavioural style and to take a few steps to adapt your behaviour to improve the relationship. Here's how to do it:

- 1** Identify the behavioural style of the other person using the **How to Identify Another Person's Behavioural Style** section. You can read about their style in **Overview of the Four Basic DISCstyles**. The section on **What Is Behavioural Adaptability** gives you an in-depth insight into what adaptability is, what it is not, and why it's so important to all your interpersonal relationships.
- 2** Once you know their style and preferences for directness and/or openness, you can use the **How to Modify Your Directness and Openness** section to adjust your Behaviour when relating to this person. You will be amazed at the difference.
- 3** To further understand the tension that may exist in the relationship, you can refer to the **Tension Among the Styles** section and complete the **Tension Among the Styles Worksheet**. Being aware of different preference in pace and priority, and modifying accordingly, can bring about a big improvement in those tension-filled relationships.
- 4** And finally, , **How to Adapt to the Different Behavioural Styles** will give you suggestions when dealing with each of the four basic styles.

Overview of the Four Basic DISCstyles

Below is a chart to remind you of some of the characteristics of each of the Four Basic DISC Styles, so you can interact with each style more effectively. Although behavioural style is only one component of personality, it is very useful in describing how a person behaves and is perceived in personal, social and work situations.

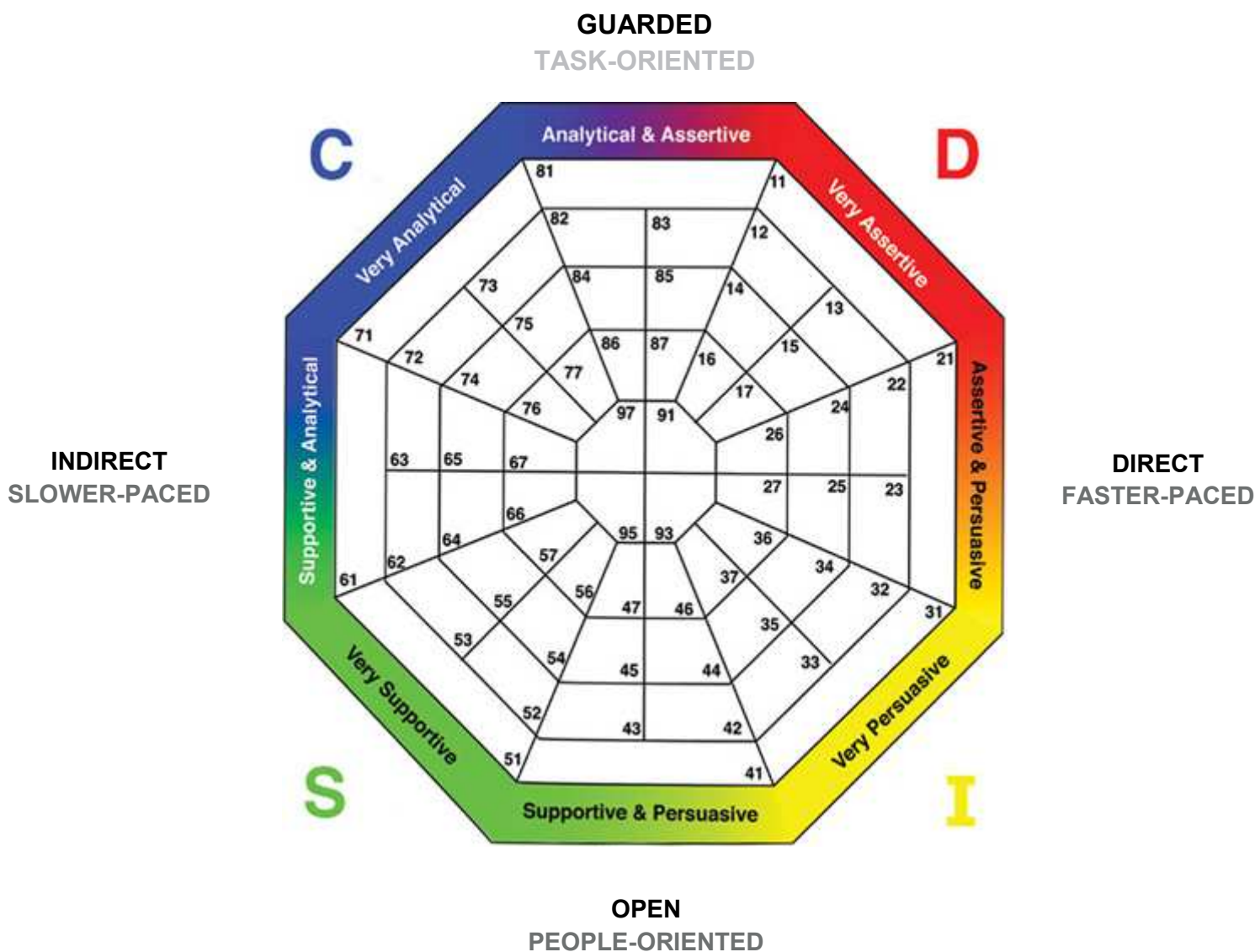
	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
PACE	Fast/Decisive	Fast/spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Goal	People	Relationship	Task
SEEKS	Productivity Control	Participation Applause	Acceptance	Accuracy Precision
STRENGTHS	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemising Orchestration
GROWTH AREAS	Impatient Insensitive to others Poor listener	Inattentive to detail Short attention span Low follow-through	Oversensitive Slows to begin action Lacks global perspective	Perfectionist Critical Unresponsive
FEARS	Being taken advantage of	Loss of social recognition	Sudden changes Instability	Personal criticism of their work efforts
IRRITATIONS	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganisation Impropriety
UNDER STRESS MAY BECOME	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
GAINS SECURITY THROUGH	Control Leadership	Playfulness Others' approval	Friendship Cooperation	Preparation Thoroughness
MEASURES PERSONAL WORTH BY	Impact or results Track records and products	Acknowledgments Applause Compliments	Compatibility with others Depth of contribution	Precision Accuracy Quality of results
WORKPLACE	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured

How to Identify Another Person's Behavioural Style

How do you quickly and accurately identify each of the four behavioural styles in order to practice adaptability? You do this by focusing on two areas of behaviour — **DIRECTNESS** and **OPENNESS**. So, to quickly identify the styles of other people ask the questions on the following page.

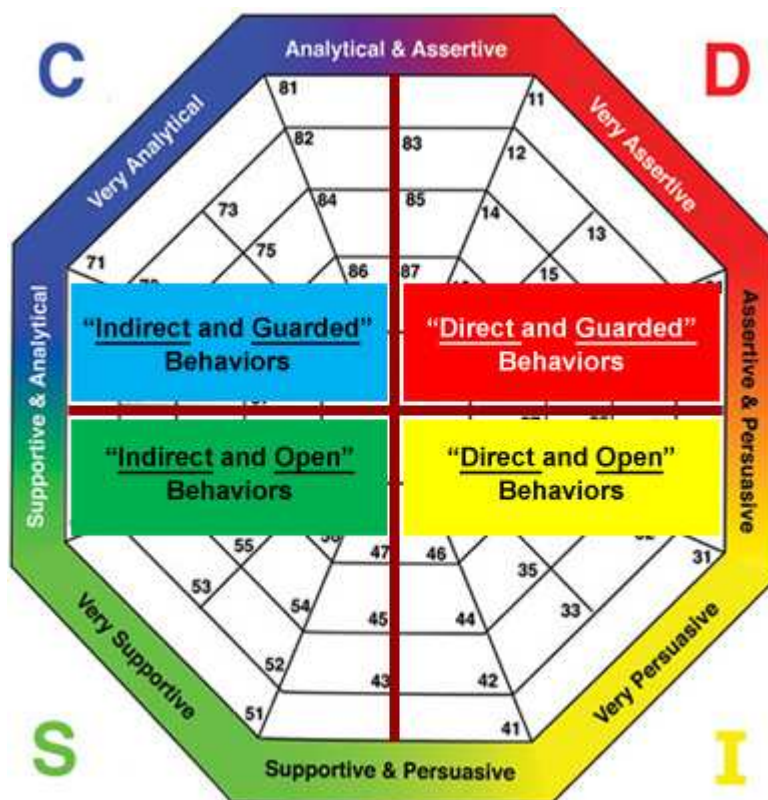
When you combine both scales, you create each of the four different behavioural styles. Individuals who exhibit guarded and direct behaviours are Dominance Styles; direct and open behaviours are Influence Styles; open and indirect behaviours are Steadiness Styles; and indirect and guarded behaviours are Conscientious Styles.

The Whole Picture



Recognising another person's Behavioural Style - 2 Power Questions:

1. Are they **DIRECT** or **INDIRECT** in their communications?
(Directness is the 1st. Predictor of Style. Direct plot on the right, Indirect on the Left).
2. Are they **GUARDED** or **OPEN** in their communications?
(Openness is the 2nd. Predictor of Style. Open plot on the Bottom, Guarded on the Top).



When we integrate the natural tendency to be either **DIRECT** or **INDIRECT** with the natural tendency to be either **GUARDED** or **OPEN** it forms the foundation and the basis for plotting each of the four different behavioural styles:

D = Individuals who typically exhibit *direct & guarded behaviours* define the **Dominant Styles**

I = Individuals who exhibit *direct & open behaviours* define the **Influence/Extroverted Styles**.

S = Individuals who exhibit *indirect & open behaviours* define the **Steadiness/Patient Styles**.

C = Individuals who exhibit *indirect & guarded behaviours* define the **Conscientious/Compliant Styles**.

The behavioural intensity of directness or indirectness and being open or guarded is shown in the quadrant you plot. The positions towards the edge of the diamond reflect **MORE INTENSITY** and those sitting closer to the centre reflect a **MORE MODERATE INTENSITY** of both characteristics.

What is Behavioural Adaptability?

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's about you recognising the need and choosing to modify your behaviour in order to bring about effective communication.

No one style is naturally more adaptable than another. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person and not so with others. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow. Adaptability is about the way you consciously manage your own behaviours.

You practice adaptability each time you slow down for a **C** or **S** style; or when you move a bit faster for the **D** or **I** styles. It 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** styles focus on facts or get right to the point with **D** or **C** styles. It means adjusting your own behaviour to make other people feel more at ease with you in the particular situation.

Adaptability does not mean "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 preferences, while maintaining your own identity.

Adaptability is important to all successful relationships. People often adopt a different style in their professional lives than that which they adopt in their social and personal lives. We tend to be more adaptable at work with people we know less well. We tend to be less adaptable at home and with people we know better.

Adaptability at its extreme could make you 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 causing tension induced by 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, not being adaptable would cause others to view that person as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

Effective, adaptable people meet other people's needs as well as their own. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognising when a modest compromise is appropriate, or, when the nature of the situation calls for them to totally adapt to the other person's behavioural style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding and non-judgmental.

Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. With adaptability you can treat other people the way THEY want to be treated.

How to Modify Your Directness and Openness

In some interpersonal situations, you will only be able to identify another person's directness or openness, but not both. In these situations, you need to know how to practice adaptability, one behavioural dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Directness or Openness before looking at specific guidelines for being more adaptable with each of the four styles.

DIRECTNESS

TO INCREASE

- Speak, move and make decisions at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't clash with the person
- Increase your eye contact

TO DECREASE:

- Talk, walk and make decisions more slowly
- Seek and acknowledge others' opinions
- Share decision-making
- Be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticising, challenging or acting pushy
- When disagreeing, choose words carefully

OPENNESS

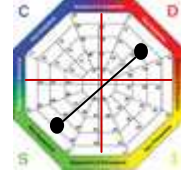
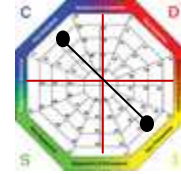
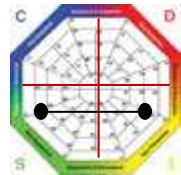
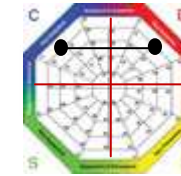
TO INCREASE

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal compliments
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

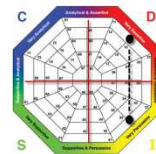
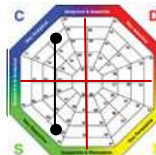
TO DECREASE:

- Get right to the task – the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use business-like language

Tension Among the Styles

Potential Tensions/Disconnects	Plot Points Example
<p><u>Double Tensions of Patience -v- Urgency AND People -v- Task</u></p> <p><i>Pattern 1: The High S's preferred Patient & Slower Pace with a Primary Focus on People rather than on Results and Task can conflict with the High D's Sense of Urgency and a focus on Tasks and Results and Now.</i></p>	 <p>High S + High D (Lower Left -v- Upper Right Quadrant)</p>
<p><u>Double Tensions of Patience -v- Urgency AND People -v- Task</u></p> <p><i>Pattern 2: The High C's lack of Urgency with a Primary Focus on Tasks/Results can conflict with the High I's higher Urgency with a Primary Focus on People -v- Results and Tasks.</i></p>	 <p>High C + High I (Upper Left v Lower Right Quadrant)</p>
<p>Patience -v- Urgency Tensions:</p> <p><i>The High S's innate Patience can conflict with the High I's Sense of Urgency.</i></p>	 <p>High S + High I (Lower Left -v- Lower Right Quadrant).</p>
<p>Patience -v- Urgency Tensions:</p> <p><i>The High C's€ focus on exercising Patience to assure accuracy and avoid errors can conflict with the High D's focus on Results, do it NOW solutions, and immediate action.</i></p>	 <p>High C + High D (Upper Left -v- Upper Right Quadrant)</p>

Tension Among the Styles Continued

Potential Tension(s)/Disconnects	Plot Points
<p>People -v- Tasks Tensions</p> <p><i>The High D's focus on Results, Tasks and Action can conflict with the High I's focus on other People, Feelings and Political Correctness.</i></p>	 <p>High D + High I (Upper Right -v- Lower Right Quadrant)</p>
<p>People -v- Tasks Tensions</p> <p><i>The High C's focus on Data, Analysis, Accuracy and Precision can conflict with the High S's focus on other People, Teamwork, Personal Connection and a feeling of 'Family'.</i></p>	 <p>High C + High S (Upper Left -v- Lower Left Quadrant).</p>

Tension Among the Styles

WORKSHEET

Everybody has some tension-filled relationships. You can have the highest regard and/or loving feelings toward a person but it seems, no matter what you do, your interactions are usually stressful. If this is behaviour related, applying **The Platinum Rule**® - "Treat others the way THEY want to be treated" – may be helpful. Complete this worksheet to gain insights on how to improve the relationship. If you feel comfortable with the idea, it would also be good to discuss with the other person what you could do to ease the tension.

First, refer to the section on **How to Identify Another Person's Style** and determine their primary behavioural style. Then refer to the **Tension Model** to identify their pace and priority preferences. Next, see which preferences are different to yours and note the strategy you could take to modify your behaviour. If both preferences are the same as yours, then determine where you will allow their needs to be placed above yours. For example, if you are a High I with fast-pace and people-oriented preferences and the other person is as well, you might let them have the centre stage in times when it is not as important for you. A little give and take will go a long way.

JANE DOE'S INFORMATION

STYLE: C

PACE: Slower-paced

PRIORITY: Goal/Task-oriented

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

RELATIONSHIP 1

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

RELATIONSHIP 2

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

How to Adapt to the **DOMINANT** Style

They're time-sensitive; so don't waste their time. Be organised and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure — all on a single page.

The Dominant Styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the D Style call the shots. If you disagree, argue with facts not feelings. In groups, allow them to have their say because they are not the type who will take a back seat to others.

With the Dominant Style, in general, be efficient and competent.

AT WORK, HELP THEM TO...

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognise and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

SALES AND SERVICE...

- Plan to be prepared, organised, fast-paced, and always to the point
- Conduct yourself in a professional and business-like 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

IN SOCIAL SETTINGS...

- Let them know that you don't intend to waste their time
- Convey openness and acceptance of them
- Listen to their suggestions
- Praise their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

How to Adapt to the **INFLUENCING** Style

The Influencing Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them.

The I Styles are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes and liveliness will win them over. They are people-oriented, so give them time to socialise. Avoid rushing into tasks.

With the Influencing Styles, in general, be interested in *them*.

AT WORK, HELP THEM TO...

- Prioritise and organise
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice
- Write things down

SALES AND SERVICE...

- Show that you're interested in them, let them talk and allow your animation and enthusiasm to emerge
- 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 summarise details and direct these toward mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

IN SOCIAL SETTINGS...

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence

How to Adapt to the **STEADY** Style

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings and show sincere interest. Talk in terms of feelings, not facts. The S Styles don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a Steady Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With the Steady Style, in general be non-threatening and sincere.

AT WORK, HELP THEM TO...

- Utilise shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same, comfortable way
- Realise 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
- Modify their tendency to automatically do what others tell them
- Get and accept credit and praise, when appropriate

SALES AND SERVICE...

- 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

IN SOCIAL SETTINGS...

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, realistic compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and a minimum of change

How to Adapt to the **CONSCIENTIOUS** Style

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented; so don't expect to become their friend before working with them. Friendship may develop later but, unlike the Influencing Styles, it is not a prerequisite.

Support the Conscientious Styles in their organised, thoughtful approach to problem solving. Be systematic, logical, well prepared and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the C Styles to be leaders or outspoken contributors but do rely on them to conduct research, crunch numbers and perform detailed footwork for the group. If appropriate, set guidelines and exact deadlines. The C Styles like to be complimented on their brainpower, so recognise their contributions accordingly.

With the C Styles, be thorough, well prepared, detail-oriented, business-like and patient.

AT WORK, HELP THEM TO...

- Share their knowledge and expertise with others
- Stand up for themselves with the people they'd 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, spend less time checking
- Maintain high expectations for only high priority items, not everything

SALES AND SERVICE...

- 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

IN SOCIAL SETTINGS...

- Use a logical approach
- Listen to their concerns, reasoning and suggestions
- Respond formally and politely
- Negative discussions are OK, so long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them you mean it, not by what you do but by what you say

So Now What?

This report is filled with information about your style and each of the four primary behavioural styles. So now you have an understanding and an awareness of the four different behavioural styles.

There are many suggestions in the application section of this report for you to apply this behavioural style information. Take the next step and DO the exercises if you€ skipped over them.

Don't put this report on a shelf or in a file. Merely knowing your style is just not as important as taking the opportunity to use this information to open up a meaningful dialogue with others to improve your relationships with them. Use this report as an aide-memoire. There is a lot of information in it and it is not meant to be digested in just one reading.

Have fun with making a few minor changes in your behaviour and experience the results. You might be surprised! Remember to apply **The Platinum Rule** "Treat others the way **THEY** want to be treated" and you will have much more success in all your relationships!

Additional DISC Resources

FREE RESOURCES

- **The DISC eWorkbook** - Discover which style seeks power and which one wants results. Who loves consistency and who fears change? This knowledge shows you how to sell your ideas and win people over. Use the DISC eWorkbook to put yourself and your projects in the best position to win.

Download at <https://www.e-junkie.com/ecom/gb.php?c=cart&i=1248217&cl=244896&ejc=2>

- **The PeopleSmart in Business eBook** - Discover who seeks recognition and who wants results. Who loves consistency and who fears change? This knowledge shows you how to sell your ideas and win people over. You'll be able to reach the unreachable. When a job needs to be done—use your People Smarts to pick the right person for the job. And put yourself and your projects in the best position to win.

Download at <https://www.e-junkie.com/ecom/gb.php?c=cart&i=1248219&cl=244896&ejc=2>

ADDITIONAL DISC RESOURCES

- Other DISC Products - <http://www.alessandra.com/tadisc.asp>

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