



# Personal Insights

Motivators, DISC, Judgment

Report For: **Sample Report**

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The key to self-growth is increased self-awareness. Neuroscience today has been demonstrating over and over again that gaining an unbiased perspective of ourselves can be transformational in itself. It is in knowing who we are that we can make the conscious decision to make changes that improve our lives, help us make better decision, and live with more purpose.

A one-dimensional assessment is not able to capture the full depth of who you are, it takes different perspectives to get a clear picture of who you are from the

**"The more we understand ourselves, the greater our ability to integrate into the world around us and to leave a positive impact on others. When I can look past myself to see you for who you are, the more we will accomplish together."**

-- Pam Brooks

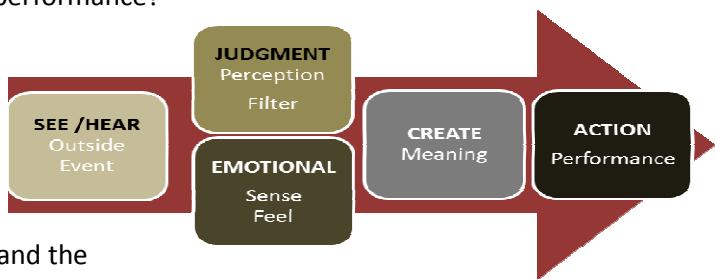
inside-out, much like it takes three satellites to truly triangulate your location. This integrated report is designed to take you on a journey of exploration that will help you understand the three key areas of human performance: your interaction and relationships with other **people**, your approaches to **tasks and problem solving**, and your way of **ordering** your world and **setting goals**.

Your motivators drive you to take action, your natural behavioral responses and emotional style can predetermine how you will naturally interface with others and the world around you, while your judgment impacts how you process information and how you relate to yourself in any given moment. These three distinct aspects of performance integrate together and impact your performance potential. This **Personal Insights Report** will utilize some of the cutting edge information from neuroscience to help you reach a more grounded understanding of how your motivators and judgment drive your behavior and how your behavior can help balance out your motivators and judgment. It provides a summary of your Motivator, DISC and Judgment reports and walks you through how to pull the important information that impacts performance potential in the areas of **people, task, and systems**.

## Fundamentals of Performance

How do our brains go from absorbing information to taking action? How can the understanding of this process help us consciously make better choices to improve performance?

- An event happens; we see it, feel it, and sense it. The bits of information are picked up through our senses and sent to our brain for sorting.
- The frontal cortex of the brain (logic center) and the limbic system (emotional center) of the brain respond to the information simultaneously to create meaning. Depending on how the brain sorts and evaluates the information, the brain either begins to sort out a logical response or our emotions win out in stressful situations and we are moved either into a fight, flight, or freeze response.
- Our perception / judgment of the event is largely based on past experience**, values, training etc. (same-different, good-bad, right-wrong).
- 95% of our judgment is done without consciously “thinking about it”**, that is to say it happens behind the scenes. Actual thinking takes work, like solving a math problem. Our brain, when given the option, likes to take the easier well-traveled path of response; it is wired for this and in reality makes our lives easier in most situations.
- The general motivation behind the judgment that leads to action is to increase pleasure and avoid pain**. This does not mean that our perceptions and judgment are necessarily right, or that our actions are correct or productive, but the brain thinks so. The brain automatically wants to do things that enhance or protect our safety needs, our belonging needs, and our need to feel important or have purpose. The key is in discovering the core of why you do what you do. Once you understand this you can make changes that are more productive and lead to better outcomes.



### Integrating the Reports

Each section of the report will give you a new language of understanding for who you are and how to relate better with others that are different than yourself. Things to keep in mind as you go through each section:

- You may not be utilizing some strengths or displaying some of the limitations at present.** It takes exposure to specific environments, people and/or contexts for our strengths and limitations to potentially expose themselves.
- Note your strengths that may be underutilized.** These may be helpful to draw on at some point!
- Only note the one or two potential limitations that may be affecting your performance at this time.** These will be the ones to really address and find ways to leverage your strengths to overcome the impact of the limiting factors.
- Note the areas that help you to understand your relationship with others in a new way.** It helps when we can learn to get past who we are and understand others from their performance areas so we can learn to adapt to meet them where they are and communicate more clearly with them.



The first section contains your MOTIVATORS report. By reviewing this section you will learn your level of passion in the seven dimensions of value. Your degree of passion in any of these dimensions provides insight into what you like to do and how your highest levels of passion translate into your strengths. Your highest motivator areas also provide insight into what you are motivated by. Your lowest levels of motivators may translate into an area of avoidance or disengagement with people that are in the passionate range in the same area. The insights from this section will help you understand why you relate to people with similar motivators or potentially clash with them because you are in competition with them, and why you may be put off by others who do not share your motivator.

Use this information to understand how your motivators can translate into benefit for not only you but any organization you are associated with. Also be aware of how your extremely high values in any of the motivator dimensions can turn into a potential "Achilles Heel". For assistance in understanding the ramifications of your motivators, please connect with the consultant that introduced you to this report.

The second section contains your DISC report. By reviewing this section you will discover your behavioral style and your emotional response to your environment and others. Your responses to the questionnaire have resulted in values in the four behavioral style elements, D for Dominance, I for Influence, S for Steadiness of pace, and C for Conscientious. The higher the value, the more observable the style element. Each of us is unique and no behavioral style has more value than any other. We all bring value to the party. The better we understand our behavioral style and how it affects others, and the more we can choose to adapt our style to meet the situations we find ourselves in. In addition, the more we improve communication, the more effective we will be and better able we will be to maintain emotional control.

In addition to giving you an accurate insight into your style, this report also gives insight into identifying the styles of others and information on how you can turn potential adversarial confrontations (based on style differences) into productive conversations by applying adaptation techniques. As mentioned above, for assistance in understanding your behavioral style, your strengths, limitations and so forth, please connect with the consultant that introduced you to this report.

The third section contains your JUDGMENT report. This is where you discover how you evaluate information and where you focus your attention. This is the realm of processing, how you perceive people, how you determine immediate needs, and how you see the absolutes and conceptual rules and limits. These hold true for how you view the world in the areas of people, task, and structure as well as your view of yourself in the areas of self-awareness, role awareness, and self-direction. Each person has various levels of focus toward people, task, and structure that can create biases in processing. How these vary determines both strengths and limitations and can provide ways to understand how to increase performance. This section is, by far, the most important as it can become your map to unparalleled success. How you arrive at judgments gives you the power to better understand yourself as well as others and use that ability to propel you to achieve your goals.



## Your Motivators

Successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their motivators. They also understand their limitations and where they are not effective and this helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

*"Find something you're passionate about and keep tremendously interested in it."*  
-- Julia Child

## Seven Dimensions of Motivator

This Motivator Index is unique in the marketplace in that it examines seven independent and unique aspects of motivators. This Motivator Index remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique motivators and drivers.

Motivators helps influence behavior and action and can be considered somewhat of a hidden motivator because they are not readily observable. Understanding your Motivators helps to tell you why you prefer to do what you do.

It is vital for superior performance to ensure that your motivators are satisfied by what you do. This drives you, reduces fatigue, and inspires you.

 **Aesthetic** - a drive for balance, harmony and form.

 **Economic** - a drive for economic or practical returns.

 **Individualistic** - a drive to stand out as independent and unique.

 **Political** - a drive to be in control or have influence.

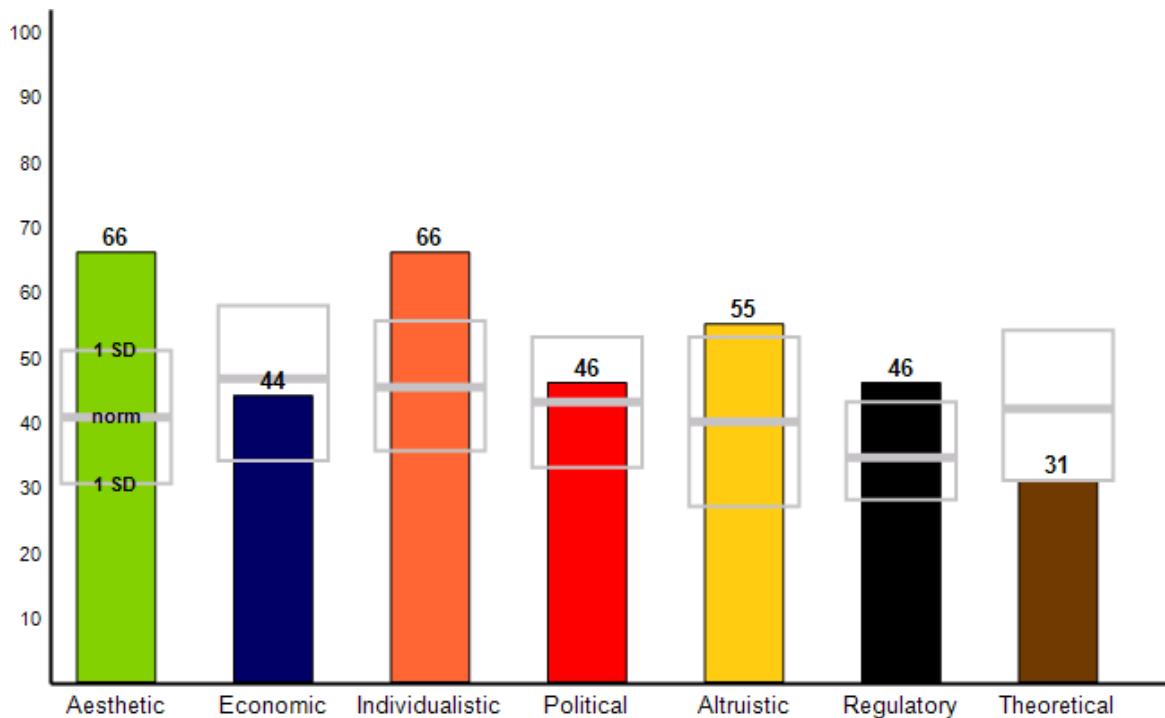
 **Altruistic** - a drive for humanitarian efforts or to help others altruistically.

 **Regulatory** - a drive to establish order, routine and structure.

 **Theoretical** - a drive for knowledge, learning and understanding.

This Innermetrix Values Index is a combination of the research of Dr. Eduard Spranger and Gordon Allport into what drives and motivates an individual. The seven dimensions of value discovered between these two researchers help understand the reasons that drive an individual to utilize their talents in the unique way they do. This Values Index will help you understand your motivators and drivers and how to maximize your performance by achieving better alignment and passion for what you do.

## Executive Summary of Sample's Motivator



### **Aesthetic - High**

You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.



### **Economic - Average**

You are able to perceive and create a balance between the need for economic return and other needs as well.



### **Individualistic - High**

You have no problem standing up for your own rights and may impart this energy into others as well.



### **Political - Average**

You are flexible, able to take or leave the power or clout that comes with the job title or assignment.



### **Altruistic - High**

You have a high desire to help others learn, grow, and develop.



### **Regulatory - High**

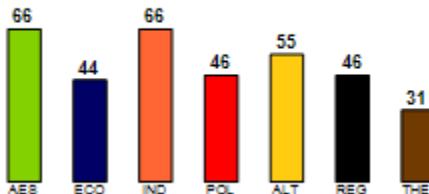
You have a strong preference for following established systems or creating them if none present.



### **Theoretical - Average**

You are able to balance the quest for understanding and knowledge with the practical needs of a situation.

## Your Aesthetic Drive



**The Aesthetic Dimension:** The main Passion in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.



### General Traits:

- You have a strong desire for harmony, balance and beauty in life.
- You may like rewards that are not always attached to economic rewards, and may include other types of appreciation.
- You are more sensitive to issues of balance and harmony than others.
- You enjoy helping, teaching, and coaching others, especially in areas of creative expression.
- You find rewards not just from pay for work, but in results that help protect the environment or achieve better balance in life or the world.



### Key Strengths:

- You demonstrate high personal and professional regard for others on the team.
- For you, form may hold more interest than function.
- You take strong interest in how an objective or work can help support the environment or balance in life.
- You will bring a creative outside view to discussions.
- You are often seen as one who shows interpersonal empathy in dealing with others.



### Motivational Insights:

- You make sure the environment allows for creative expression.
- You don't allow others to over-use or abuse your creative nature.
- You will be highly motivated by aesthetically pleasing activities (e.g., creativity, beautification, more balanced, green initiatives, etc.)
- You support willingness to bring form or harmony to haphazard systems or workspace areas.
- You show a genuine interest in the expressed thoughts or emotions of others.



### Training/Learning Insight:

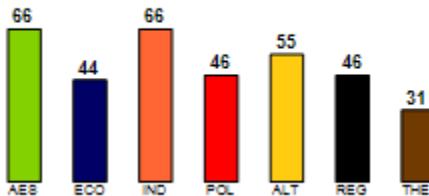
- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development, attempt to link those to your ability to see new or creative solutions in the future.



### Continual Improvement Insights:

- You could get lost in creativity and imagination if not kept somewhat reined in and on target.
- You could benefit from being a little more pragmatic.
- You need to remember that sometimes function is all there is time for, or all that is needed (don't deliver a Cadillac when a Chevy will suffice).
- You could use the creative mode as a safety blanket to avoid having to be overly practical.
- You might tend to get a little too creative or inventive sometimes, which can create unnecessary risks.

## Your Economic Drive



**The Economic Dimension:** This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.



### General Traits:

- Regarding the Economic score, you would be considered rather practical and realistic about money.
- The drive and motivational factors which tend to lead people who score like you should be measured against other peaks on the Values graph.
- This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to.
- Since the majority of people score near the mean, this indicates an economic motivation much like that of the average American businessperson.
- The pattern of responses when compared to others in the business community indicates that there would be no visible "greed factor" in the interaction you have with others.



### Key Strengths:

- What motivates people who score like you? It's more than money alone; it's some of the other peaks that occur on the Values graph.
- You are a good team player in helping others with projects and initiatives without requiring an economic return of your own.
- You are not an extremist and therefore a stabilizing force when economic issues emerge.
- You are able to balance both needs and perspectives of those with substantially different economic drives.
- You tend to be a good team player especially because you do not try to compete to the extent of creating dissension within the group, team or office.



### Motivational Insights:

- Remember that your score range is near the national mean for Economic drive and that you don't score as an extremist on this scale.



### Training/Learning Insight:

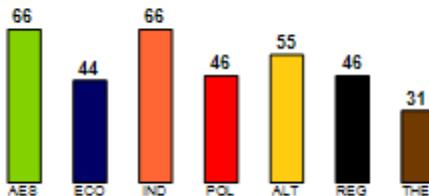
- You typically don't come to the training session asking, 'How much more am I going to earn as a result of this course?'
- You may be somewhat flexible in preferences both cooperative and competitive learning activities.
- Because your score is near the national mean, please check other Values graph peaks and troughs to obtain additional professional development insights.
- Your score is like those who engage in training and development activities in a supportive manner.



### Continual Improvement Insights:

- You should assist in those areas or projects where there may be greater financial reward.
- You should allow space for those with higher economic drive factors to demonstrate their strengths or voice their ideas.
- If there is already a level of economic comfort, you may need to allow greater voice to those who haven't yet achieved their own economic comfort zone.
- There may be times when you may need to take a stronger stand on some issues related to economic drives or incentives.

## Your Individualistic Drive



**The Individualistic Dimension:** The Individualistic dimensions deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

### General Traits:

- Your pattern of responses indicates that you have a strong desire to be your own person.
- Many who score in this range like to invent new things, design new products, and develop new ideas and procedures.
- You prefer to make your own decisions about how an assignment or project is to be accomplished.
- You bring a lot of energy that needs to be put to good use.
- You thrive in a team environment.

### Key Strengths:

- You have the ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.
- You are not afraid to take calculated risks.
- You bring a variety of different and energetic ideas to the workplace.
- You realize that we are all individuals and have ideas to offer.
- You desire to be an individual and to celebrate differences.

### Motivational Insights:

- You should be allowed freedom to make your own decisions about how an assignment should be completed.
- You should work with an idea, develop it, and run with it for a while before making a judgment.
- You may bring a variety of strengths to the team that may not have been utilized; explore the possibilities of expanding these opportunities.
- Many people who score like you enjoy making presentations to small or large groups. Explore this possibility.
- You should remember to build-in a continuous opportunity to learn and progress.

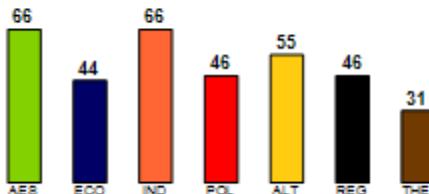
### Training/Learning Insight:

- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

### Continual Improvement Insights:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Sometimes individuals with this high Individualistic score, if in a presentation situation, may spend excess time telling (or selling) the audience on their own, rather than discussing the topic of the presentation.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.

## Your Political Drive



**The Political Dimension:** This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this Passion.



### General Traits:

- You show an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.
- You are able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.
- You demonstrate flexibility in being able to lead a team when necessary, and to support the team when necessary.
- You have the ability to take or leave the control-factors of group leadership roles.
- You bring a sense of balance to some power-issues that may emerge occasionally.



### Key Strengths:

- You bring flexibility to the team. Able to lead when asked, but able to support when asked as well.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the higher and lower Political individuals on the team.
- You are perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.
- You show appropriate respect to leaders of a project, as well as ability to offer suggestions for change.



### Motivational Insights:

- Don't forget that you have the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- You bring a power seeking drive typical of many business professionals, since your score is very near the national mean on this scale.
- Give your input to the team in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and motivating.



### Training/Learning Insight:

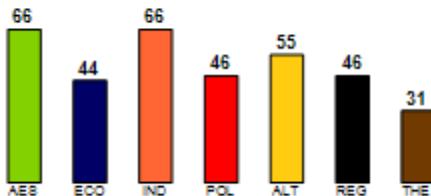
- You score like those who are supportive in a variety of work activities and development.
- You will respond with flexibility to either cooperative or competitive team activities.
- You score like those who participate openly in training activities without trying to dominate the event.
- You show ability to lead a training event as well as support and participate.



### Continual Improvement Insights:

- You may need to shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, you may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continuous improvement.

## Your Altruistic Drive



**The Altruistic Dimension:** This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.



### General Traits:

- You have a high need to help and support others on their own pathway to success.
- Your high sincerity-factor may be exhibited in your tone of voice in communicating with others.
- You have a high service-ethic.
- You openly share Altruistic love or appreciation for others.
- You find value in work, beyond just a paycheck, especially when it aids others.



### Key Strengths:

- You treat others with high personal regard and respect.
- You have an empathetic attitude towards others.
- You are good at helping others communicate and respect each other and are a calming influence.
- You are likely to go beyond the call to support or service others.
- You are often very aware of what others need, even when not stated by them.



### Motivational Insights:

- You should provide an environment in which there is opportunity to help others achieve and grow professionally.
- You could be more easily taken advantage of by others because of your sincerity and desire to be helpful.
- You should seek a professional outlet that allows you to help others.
- You support the innate willingness to share time and talent with others in the organization.
- You should treat yourself with the same level of sincere concern and interest that you give others.



### Training/Learning Insight:

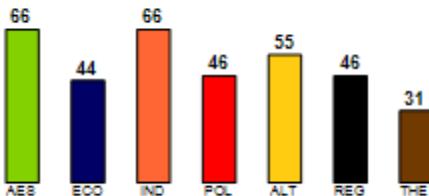
- Your learning and development should be linked to the potential to help others.
- You should link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Your training and professional development will assist in personal growth and development and in being better at any job role.



### Continual Improvement Insights:

- You can give away too much time, talent and energy.
- You can lose focus on personal work in favor of helping others with theirs.
- You could benefit from resisting the urge to go into teaching mode unless clearly desired by others.
- You need to watch to ensure that your giving nature is not abused or taken advantage of.
- You may need to say "no" more often.

## Your Regulatory Drive



**The Regulatory Dimension:** The Regulatory drive indicates one's drive to establish order, routine and structure. This Passion is to promote rules and policies, a traditional approach and security through standards and protocols.



### General Traits:

- You prefer routine and order.
- You take personal responsibilities very seriously.
- You think promises are extremely important to keep.
- You see rules as a key to results.
- You think everything has a "right way" and a "wrong way".



### Key Strengths:

- You have high attention to details.
- You maintain focus throughout projects.
- You maintain timelines and meet deadlines.
- You achieve a sense of accomplishment based on the quality of the work.
- You are efficient and effective in organizing tasks and most work.



### Motivational Insights:

- You prefer detailed, written and specific guidelines to follow.
- You should avoid disrupting your schedules and flow unnecessarily.
- Work quickly to correct missing needs or inaccuracies to maintain productivity.
- You prefer to receive personal criticism in a constructive manner and in private.
- You prefer a structured and routine environment to work in.



### Training/Learning Insight:

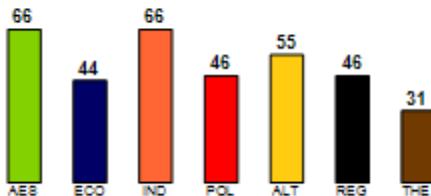
- You will prefer learning activities that are structured and detailed.
- You are a well disciplined learner.
- You like to understand the why behind the what when learning new things.



### Continual Improvement Insights:

- You should put things in writing.
- You shouldn't get too hung up on the rules.
- It might not hurt to let go sometimes and have no prescribed path to follow.
- Explore a little. Discovering new ways to do things can be rewarding.
- You should realize that change can be good, productive and needed.

## Your Theoretical Drive



**The Theoretical Dimension:** The drive to understand, gain knowledge, or discover the "truth". This Passion can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.



### General Traits:

- Your score near the mean indicates the Theoretical need is not unimportant, yet not a primary driving factor in your motivational behavior.
- You are able to understand the needs of the big picture issues, and appreciate the needs of the minutia issues without being an extremist.
- You typically won't get bogged down in minutia, nor will you ignore the details when decision-making.
- Your score in this range is near the typical businessperson's score.
- You may provide a balance between the very high theoretical approaches and the very low approaches and be able to communicate with each side.



### Key Strengths:

- You will demonstrate awareness of the necessary technical features and an appropriate on-the-job response as needed.
- You bring flexibility to the team, that is, being detail-oriented when necessary, and being practically-oriented other times.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the high and lower Theoreticals.
- You show curiosity about technical details without getting bogged down.



### Motivational Insights:

- Remember that you have the ability to be a balancing and stabilizing agent on high knowledge-driven issues, without being an extremist toward either side.
- You bring a knowledge-drive typical of many business professionals, i.e., near the national mean.
- Your perspective provides a middle-ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more robust picture of specific keys to your motivation.



### Training/Learning Insight:

- You are rather flexible and accepting of most training programs offered in the organization.
- You are able to see the need for training and also realize the importance of practical information.
- You understand the needs of the high Theoreticals who want more information and the lower Theoreticals who want only the necessary information.
- Because your score range is near the national mean, please check other areas of higher or lower values drive for additional insight into professional development needs.



### Continual Improvement Insights:

- You may need to be a bit more demonstrative on some complex theoretical issues.
- You may be asked to take a firmer stand or position on team initiatives.
- You may need to examine other values' drives to determine the importance of this Theoretical drive factor.

## Relevance Section

Use this sheet to help you track which Motivators are well aligned and which are not, and what you can do about it.

**Action Step:** Looking at your Motivation Index report, find which Motivators are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these Motivators (i.e., how well what you do satisfies what you are passionate about).

	Alignment					
	Poorly	1	2	3	4	Highly
Motivator #1:						
Motivator #2:						

**Legend:**

2-4 = Poor                                    8-9 = Excellent  
4-5 = Below Average                        10 = Genius  
6-7 = Average

**Tally Your Score Here**

To reach Genius levels, you must increase alignment of your environment with your motivators.

**Motivator #1: What aspects of your company or role can you get involved in that would satisfy this Motivator?**

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**Motivator #2: What aspects of your company or role can you get involved in that would satisfy this Motivator?**

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## Success Connection

Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

**Supporting Success:** Overall, how well do your Motivators and drivers help support your success? (cite specific examples):

**Limiting Success:** Overall, how do your natural drivers or Motivators not support your success? (cite specific examples):

## Introduction to DISC

The DISC is a navigational instrument for understanding your behavioral style, your presence. It shows your preferred focus and pace, your talents, communication preferences, and much more. Now you begin your journey into your unique behavioral style.

Harvard Business School confirmed many years ago there are **three primary reasons** people achieve **extreme** success in all walks of life whether in the arts, military, professional or any other: 1) they know themselves, 2) they understand and “read” other people, and 3) they know how to adapt to others. The DISC teaches individuals, whether employer or employee, how to promote deeper communication that aids productivity and camaraderie. The report takes your communication skills to a higher level because it teaches how to **adapt** to others.

“While we may not be able to control all that happens to us, we can control what happens inside us.”  
-- Benjamin Franklin

DISC does not make value judgments because there is no “right” or “wrong” way to be. Instead, it concentrates on natural tendencies that influence your behavior. It is not about changing yourself or trying to be someone different. It is about growing and being the best you possible.

### BEHAVIORAL STYLES

Historical research reveals more than a dozen various models of human behavioral differences, but many share one common thread -- they all group behavior into four categories. Each one of us is a *specific blend* of all four styles.

DISC identifies patterns of external, observable behaviors using scales of pace and priority – we display some level of each. Because we can see and hear these behaviors, it is possible to “read” people almost on contact. This DISC is deceptively simple, quickly learned, and easy to continuously practice throughout your day.

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

### HOW TO USE THIS REPORT

This DISC report starts off with a focus 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 behavioral descriptions mentioned in this report are only tendencies for your style group and may, or may not, specifically apply to you personally.

### 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 others. This is called adaptability. Social scientists call it “social intelligence.” There has been a lot 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, social intelligence is even more important than IQ.

## Understanding Yourself - General Characteristics

*The narration below serves as a general overview of your behavioral 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 maximize your personal success.*

Sample, the responses you gave indicate that you tend to be unselfish and sensitive to the needs of others. This is a rare type of generosity that comes with no strings attached, hidden agendas, or ulterior motives. People who score like you get a genuine "rush" when they are helping others. That's the up-side. The flipside is that you may need to monitor yourself closely to make sure you are not spreading yourself too thin in your efforts to please everybody.

Others may tend to seek you out for assistance or advice. This is because they perceive you as being sensitive to their needs, and because you provide a stable and consistent point of view for them. You may be seen as a coach or counselor that they can count on to listen to ideas and input. That's good, as long as it doesn't hamper your ability to complete your own tasks.

With regard to decision making, you tend to listen carefully to alternatives before making a judgment. The decisions you tend to make are not knee-jerk or crisis reactions, but rather thoughtful deliberations taken in a manner that considers the full scope of outcomes. This doesn't mean that all of your decisions are necessarily correct, just that they are informed.

Your response pattern to the instrument indicates that you have an empathetic listening style. As you know, this is a rare gift. Some listening skills can be taught, but the inherent, sincere listening that you demonstrate is something innate.

You tend to have a long fuse and seldom become visibly angry or agitated. You may harbor internal anger, but you tend not to vocalize it to those involved, instead perhaps "venting" to others not involved in the project. Overall, you tend not to seek direct confrontation about what is making you upset, which is a good thing as long as you don't let such conflicts boil to the surface.

You have the ability to persuade others, not with hype, but rather with warmth, sincerity, and understanding. These are perhaps considered "soft sell" tools, but they can make a big impact. This skill comes from the merging of your "people skills," along with the fact that you tend to be more modest when dealing with people.

You score like those who prefer to establish long-term relationships, rather than brief, superficial ones. This perhaps comes from your preference toward stability in your lifespaces, and longer-term relationships may bring that stability. Friendships and acquaintanceships you have made in the past are important to you, even now.

You score like those who are socially poised without being overly controlling. You have the ability to project confidence and poise that is perceived as sincere and genuine. Others are likely to notice this, allowing you to develop trust and credibility with them easily.

## Your Strengths

### What You Bring to the Organization

You are likely to display your strength characteristics rather consistently. For the most part, these qualities tend to enhance your effectiveness within your organization. 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 possess a positive sense of humor and never make jokes at the expense of others.
- Your excellent listening style stands as a model for others to observe and follow.
- You demonstrate a high degree of patience in working with others.
- You bring a high "sincerity factor" to the team climate.
- You are able to negotiate conflicts into win-win situations.
- You are able to build positive relationships with internal and external stakeholders.
- You work hard to achieve the team's goals and objectives.

#### **Your Work Style Tendencies That You Bring to the Job:**

- 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 not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- You are perceived by others on the team as a good listener.
- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- Your empathetic nature and sensitivity toward people may lead others to seek you out as a coach or counselor, or ask to assist them with a personal or team problem.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- You meet new people easily and prefer networking with others rather than working in solitary conditions.

## Your Motivations (Wants) and Needs

*What motivates you? People are motivated by what they want. What do you really want? Our behaviors 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 is different and simply meets their 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:**

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

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

- To be kept in the information loop regarding projects and initiatives within the organization.
- Increased urgency in decision making.
- Encouragement to keep the positive spirit and optimism when the pressure is on.
- A sense of belonging to the team or organization as a whole.
- To be more realistic and ambitious in setting deadlines for team projects.
- To get better control of files and record keeping.
- To learn to say "no" more often in order to avoid spreading yourself too thin.

## YOUR MOTIVATIONS Ideal Work Environment

*Everybody is motivated...however; they are motivated for their own reasons, not somebody else's reasons. By understanding your motivations, 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:**

- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- 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.
- A participatory manager or board with whom a democratic relationship has been established.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A favorable working climate containing positive attitudes and optimistic spirit.

## The I Style

### Behavior and Needs Under Stress

#### ***Under Stress You May Appear:***

- Overeager
- Superficial
- Wasteful of time
- Inconsistent
- Impulsive

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

- To get credit
- Action and interaction
- Prestige

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

- Their anger is generally a response to a personal attack on them or, possibly, the failure of someone to support them when they were really counting on that person's support. Of course I's may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns their contribution to the problem.
- When I's experience a moment of misery, they may appear overeager, impulsive, sarcastic and demanding and disregard the facts or anything you say.
- If a conflict persists or their anger increases, they 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 their normal behavior.

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

- 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 I's can never resolve a conflict by avoiding it. Risk damaging a relationship or losing someone's approval by stating their feelings and clarifying their expectations. Be sure, of course, to listen attentively to the responses of others.
- I's 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.

## 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:**

- Plan some extra time in your schedule for talking, relating, and socializing.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Break the ice with a brief personal comment.
- Put the details in writing, but don't plan on discussing them too much.
- Plan to talk about things that support his dreams and goals.
- Present your ideas and opinions in a non-threatening way.
- Ask for his input regarding people and specific assignments.

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

- Manipulate or bully him into agreeing.
- Be overly task-oriented.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Leave the idea or plan without backup support.
- Talk down to him.
- Be vague or ambiguous.
- Let the discussion with him get caught in dreams too much, otherwise you'll lose time.

## Communication Plan with the **DOMINANT** Style

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

## 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 involved details, focus on the “big picture”
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don’t poke holes in their dreams; show them your positive side
Want feedback that they “look good”	Mention their accomplishments, progress and your other genuine appreciation

## Communication Plan with the STEADY Style

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

## Communication Plan with the CONSCIENTIOUS Style

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

## Potential Areas for Improvement

*Everyone has some possible struggles, limitations or weaknesses. Oftentimes, it's simply an overextension of your strengths which may become a weakness. For example, a High D's directness may be a strength in certain environments, but when overextended they may tend to become bossy.*

*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 tend to take constructive criticism personally, possibly losing focus as to how it relates to the task.
- You may be a bit of a grudge-holder toward those who offer criticism.
- You may need some coaching in time management; for instance, in setting more ambitious deadlines.
- You may hesitate to correct or discipline those who report to you, for fear of offending someone.
- You may have difficulty with quick decision making because of your need to consider the "people side" of all issues.
- You may be rather indirect in providing instructions, because you don't want to impose your will on others.
- You may show less emphasis on productivity and more emphasis on the "people side" of a project.

## Summary of Sample Report's Style

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

### YOUR STRENGTHS: WHAT YOU BRING TO THE ORGANIZATION

1. \_\_\_\_\_
2. \_\_\_\_\_

### YOUR WORK STYLE TENDENCIES

1. \_\_\_\_\_
2. \_\_\_\_\_

### YOUR MOTIVATIONS (WANTS)

1. \_\_\_\_\_
2. \_\_\_\_\_

### YOUR NEEDS

1. \_\_\_\_\_
2. \_\_\_\_\_

### YOUR MOTIVATIONS: 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 behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’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)onscientious 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 (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
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 	arbitrary defiant fearless obstinate rebellious sarcastic

## WORD SKETCH Natural Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate our behavior. Therefore, once we can accurately observe one’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)onscientious 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.

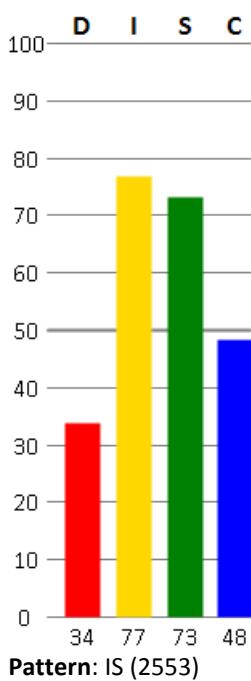
	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
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## DISC Graphs for Sample Report

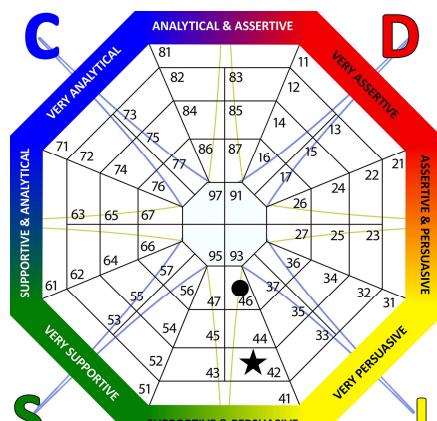
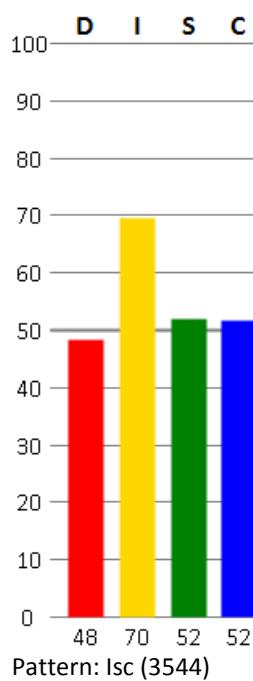
Your Adapted Style indicates you tend to use the behavioral traits of the IS style(s) in your selected focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the ISc style(s).

Your Adapted Style is your graph displayed on the left. It is your perception of the behavioral 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 behaviors and motivators. It is often a better indicator of the “real you” and your “knee jerk”, instinctive behaviors. This is how you act when you feel comfortable in your home environment and 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.

Adapted Style - Graph I



Natural Style - Graph II



● = Natural Behavioral Style

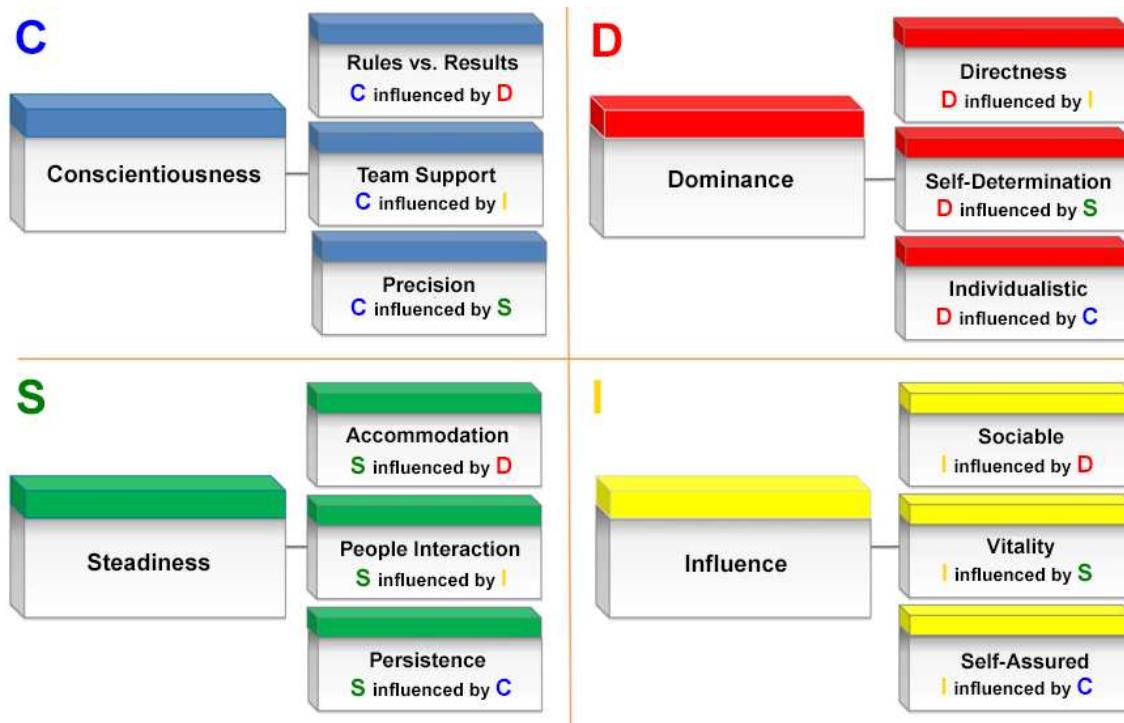
★ = Adapted Behavioral Style

If the two bars are similar, it means that you tend to use your same natural behaviors in that environment. If your Adapted Style is different from your Natural Style, this may cause stress if done over a long period of time. You are then using behaviors 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 behavior 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 behavioral change comes only with awareness and practice. Study and practice using the Behavioral Adaptability Charts in this report to gain behavioral 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 behavior style, you can view how each of the primary (4) four DISC factors interact to produce (12) twelve integrated behaviors.

When comparing each of the (4) four basic DISC factors with the others, a group of (12) twelve factors of individual behaviors can be identified. Each person will display some of these factors more strongly than the others.

Each of the (12) twelve factors has been assigned a specific descriptor(s) to help you naturally associate the factor to a specific behavior. The ability to identify and measure the relative interaction of the (12) twelve factors represents a dramatic improvement in the use and application of DISC to better understand human workplace behavior.

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

The (5) five intensity levels range from Low (absent in most situations) thru High (clearly displayed in most situations). This integrated behavioral view represents an improvement that contributes to the overall understanding of human behavior. Behaviors 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 (12) twelve Integrated DISC relationships reveals how the (4) four Primary DISC behaviors combine and work together to create the socialized behaviors others see and experience. The Length of the black bar shows the relative influence of the DISC factors in someone's overall observable behavioral style.

The **blue box** identifies 68% of all scores in the general population for each integrated behavior. One standard deviation (34%) below the median score (vertical link) and one standard deviation (34%) above the median score (vertical link). Unlike an AVERAGE, the median score will not always be shown with equal space on both sides.

### 1. The Sociable Behavior (I/D) [High Moderate Intensity]

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



"How this individual's need for social interaction is impacted by their assertiveness and desire for immediate results." The Sociable behavior measures HOW the strength of this individual's preference for cordial social interaction and people connection is influenced by their need for immediate results. Higher intensity scores reflect an emphasis on seeking, building and sustaining personal relationships while Lower intensity scores reflect a much stronger competitive "result now" focus with less effort on accommodation and building relationships.

### 2. The Self-Assured Behavior (I/C) [Moderate Intensity]

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



"How this individual's people oriented extroversion is impacted by their need for accuracy and structure." The Self-Assured behavior measures HOW the strength of this individual's extroversion and desire for personal connection with others is influenced by their need for structure, detail, and accurate evidence prior to taking action. Higher intensity scores can sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning while Lower intensity scores reflect a cautious and conscientious approach that seeks to take actions that are supported by reliable tactics, trusted data and past successes.

### 3. The Vitality Behavior (I/S) [Moderate Intensity]

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



"How this individual's people focused extroversion is impacted by their preferred pace and activity level." The Vitality behavior measures HOW the strength of this individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level. Higher intensity scores reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts while Lower intensity scores reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.

### 4. The Accommodation Behavior (S/D) [Moderate Intensity]

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



"How this individual's need to operate at a steady pace and innate degree of patience is impacted by their need for immediate results." The accommodation behavior measures HOW the strength of this individual's level of patience and activity level are influenced by the strength of their desire to lead, command and direct activities focused on immediate results and solutions. Higher intensity scores reflect a willingness to consider, accommodate and support alternative solutions and ideas while Lower intensity scores reflect a propensity to make difficult decisions, remain firm in supporting and defending them sustained by a strong focus on achieving immediate results and accomplishing assigned goals.

**5. The Rules vs. Results Behavior (C/D) [Moderate Intensity]**

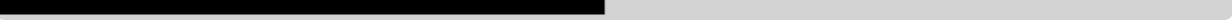
0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



"How this individual's need for accuracy, precision and guidelines is impacted by their need for immediate results." The Rules vs. Results behavior measures HOW the strength of this individual's need to precisely follow established structural and procedural guidelines, standards and codes is influenced by their need for direct "results now" actions that target immediate accomplishments. Higher intensity scores identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols and policies while Lower intensity scores suggest a more direct, immediate "result now" focus that will not likely be restrained by established protocols, procedures and policies.

**6. The Persistence Behavior (S/C) [Moderate Intensity]**

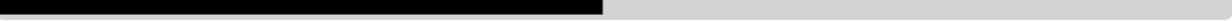
0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



"How this individual's need for pace and patience is impacted by their need for accuracy, precision and planning." The Persistence behavior measures HOW the strength of this individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure. Higher intensity scores reflect an emphasis on supporting planned group and team efforts while Lower intensity scores reflect a need to follow established policies and procedures even if it requires running counter to the team's direction that may be advocating alternative or even potentially risky actions.

**7. The Precision Behavior (C/S) [Moderate Intensity]**

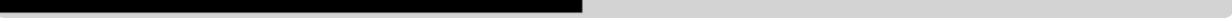
0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



"How this individual's need for accuracy, precision and planning is impacted by their desire for team support and accommodation." The Precision behavior measures HOW the strength of this individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation. Higher intensity scores reflect a desire to operate in a "fail-safe" environment supported by accurate data and through preparation while Lower intensity scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.

**8. The Individualistic Behavior (D/C) [Moderate Intensity]**

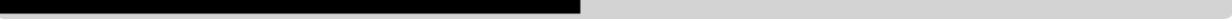
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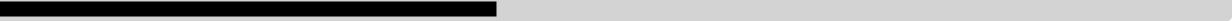
"How this individual's "results now" assertiveness is impacted by their desire to be accurate, analytical and structured." The Individualistic behavior measures HOW the strength of this individual's direct, assertive and "results now focus" is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives. Higher intensity scores will not likely be deterred by potential restraints or established policies especially if they are perceived to impede immediate results while Lower intensity scores will favor strong and precise compliance and adherence to established structure, rules, policy and procedures.

**9. The Self-Determination Behavior (D/S) [Moderate Intensity]**

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



"How this individual's degree of assertive "results now" focus is impacted by their level of patience." The Self-Determination behavior measures HOW the strength of this individual's direct, assertive and "results now" oriented behaviors are influenced by their degree of patience and preferred pace. Higher intensity scores identify a preference toward a more "now oriented pace" that is keyed toward taking actions that achieve immediate results and goals while Lower intensity scores identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.

**10. The People Interaction Behavior (S/I) [Moderate Intensity]**0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100  


"How this individual's need for a steady pace and exercise of patience is impacted by their desire to connect and engage in social interaction." The People Interaction behavior measures HOW the strength of this individual's degree of patience and preferred activity level are influenced by the strength of their extroversion and a desire to socially interact and accommodate others. Higher intensity scores will display a great deal of care and consideration when crafting the words and deeds that impact others while Lower intensity scores will reflect a freewheeling and confident belief that most if not all interactive social situations can be handled "on the fly."

**11. The Team Support Behavior (C/I) [Moderate Intensity]**0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100  


"How this individual's need for accuracy, precision and following procedure is impacted by their desire for social connection and interaction." The Team Support behavior measures HOW the strength of this individual's desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people. Higher intensity scores display reliance upon structure, logic, facts and established data, procedures and protocols while Lower intensity scores display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.

**12. The Directness Behavior (D/I) [Low Moderate Intensity]**0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100  


"How this individual's dominance and 'results now focus' is impacted by their desire to interact, connect and relate to others." The Directness behavior measures HOW the strength of this individual's direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others. Higher intensity scores identify a willingness to make and defend tough and even unpopular decisions while Lower intensity scores will identify an inclination to search for a more socially interactive, popular and accommodating solution.

**Intensity Scoring Legend – DISC Style intensity is a measure of how you will likely display the specific behavior when interacting and communicating with others in most situations.**

- **Low Intensity** - Low Intensity scores indicate the ABSENCE of this behavior 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 behavior 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.

## Behavioral Pattern View

The DISC has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the diamond identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the diamond two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral 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 “Organization’s Rules” as well as the focus on details, accuracy and precision

Efficient, Analytical, Organized, Factual,  
Aware of the Consequences of their Actions,  
Practical and Innovative.

**Data, Fact & Analysis**  
Based. Precise & Accurate  
Trusted in the Value of  
Structure, Standards &  
Order. Sees the value of  
“Rules”.

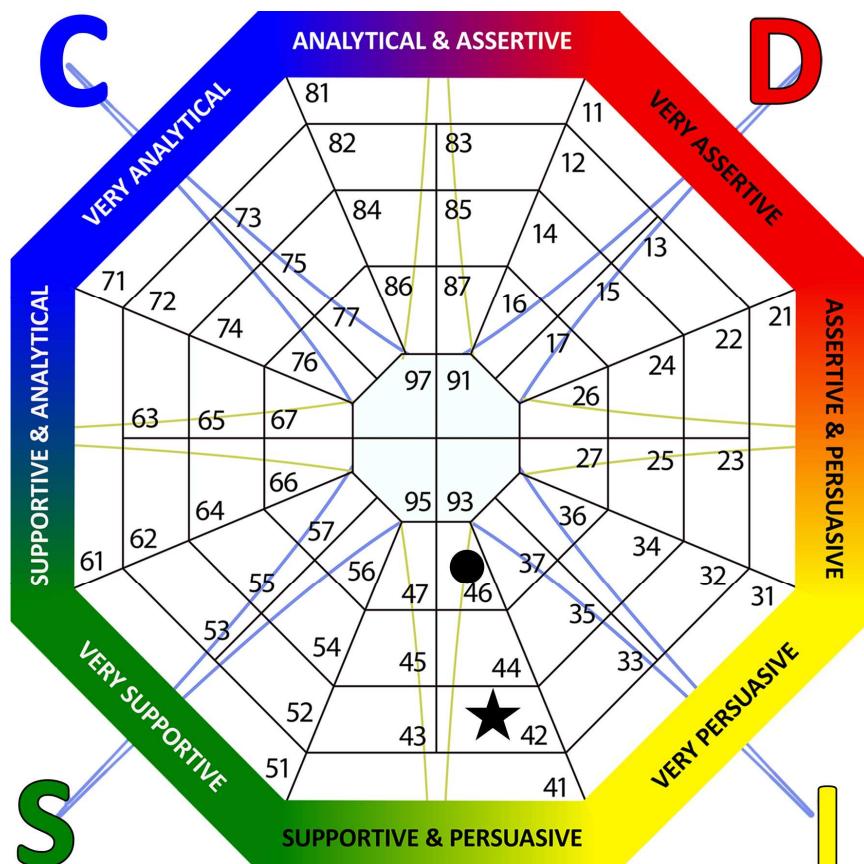
Balances & Values Data  
& Diplomacy, Mindful of  
the “Rules”. Will be Goal  
Focused, Dislikes  
Confusion and  
Ambiguity.

Very Patient & Favors  
Stability and Structure. Not a  
Risk Taker, Likes to operate at  
a Steady, Even Pace.

Assertive, Results Focused,  
Rapid Decisions, Will Seek  
Challenges, Can be Aggressive  
and Impatient, Desires to Lead.

Both Assertive and  
Persuasive, Likely to  
embrace New Concepts,  
Often a Mover and a  
Shaker, Can be very  
outgoing with High Energy  
and Engaging Effort.

Very Outgoing & Persuasive,  
Very People Oriented, Quite  
Optimistic Outlook, Strong  
Communication Skills, Likes  
to have Variety in their day.



● = Natural Behavioral Style

★ = Adapted Behavioral Style

Supportive & Persuasive, Good  
Team Player, Creates Good Will &  
provides Good Customer Service

## Application of DISC Styles

Understanding your own behavioral style is just the first step to enhancing relationships. 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 really begin to use the power of behavioral styles, you also need to know how to apply the information to people and situations. Remember, people want to be treated according to their behavioral style, not yours!

### THIS APPLICATION SECTION INCLUDES:

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

This section will help you understand how to be more effective in relationships and 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 at least take the time to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship. Here's how to do it:

- 1** Identify the behavioral style of the other person using the How to Identify Another Person's Behavioral Style section. You can read about their style in Overview of the Four Basic DISC styles. The section on What Is Behavioral 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 these areas 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 the differences in preference in pace and priority, and modifying accordingly, can make a big difference in those tension-filled relationships.
- 4** And finally, the last section, How to Adapt to the Different Behavioral Styles, will give you suggestions when dealing with each of the four basic styles.

## Overview of the Four Basic DISC Styles

Below is a chart to help you understand some of the characteristics of each of the Four Basic DISC Styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived in personal, social and work situations.

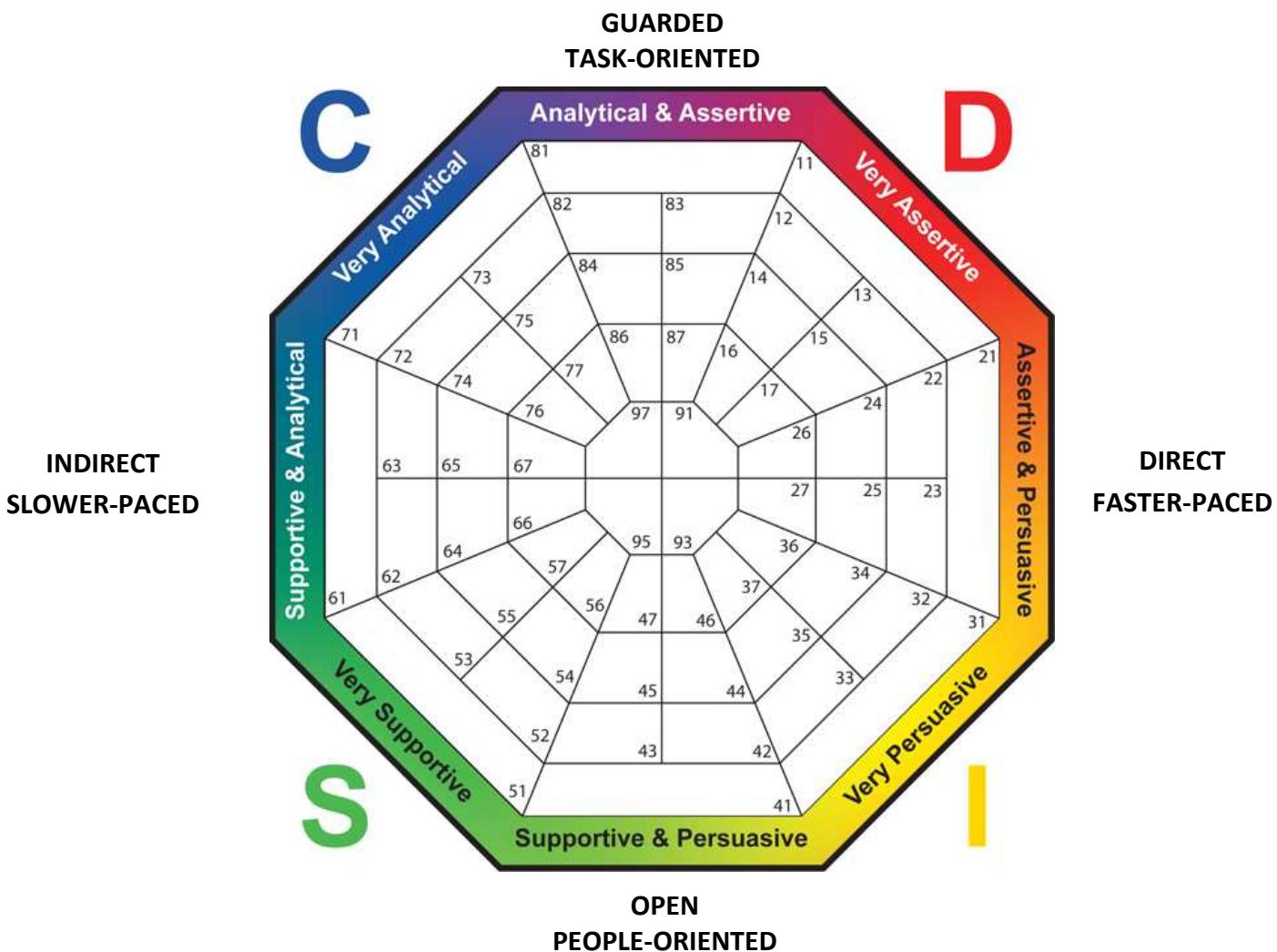
	HIGH DOMINANT STYLE		HIGH INFLUENCING STYLE		HIGH STEADY STYLE		HIGH CONSCIENTIOUS STYLE
PACE	Fast/Decisive		Fast/spontaneous		Slower/Relaxed		Slower/Systematic
PRIORITY	Goal		People		Relationship		Task
SEEKS	Productivity Control		Participation Applause		Acceptance		Accuracy Precision
STRENGTHS	Administration Leadership Pioneering		Persuading Motivating Entertaining		Listening Teamwork Follow-through		Planning Systemizing 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		Disorganization 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 Behavioral Style

How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas of behavior — 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 behavioral styles. Individuals who exhibit guarded and direct behaviors are Dominance Styles; direct and open behaviors are Influence Styles; open and indirect behaviors are Steadiness Styles; and indirect and guarded behaviors are Conscientious Styles.

# The Whole Picture



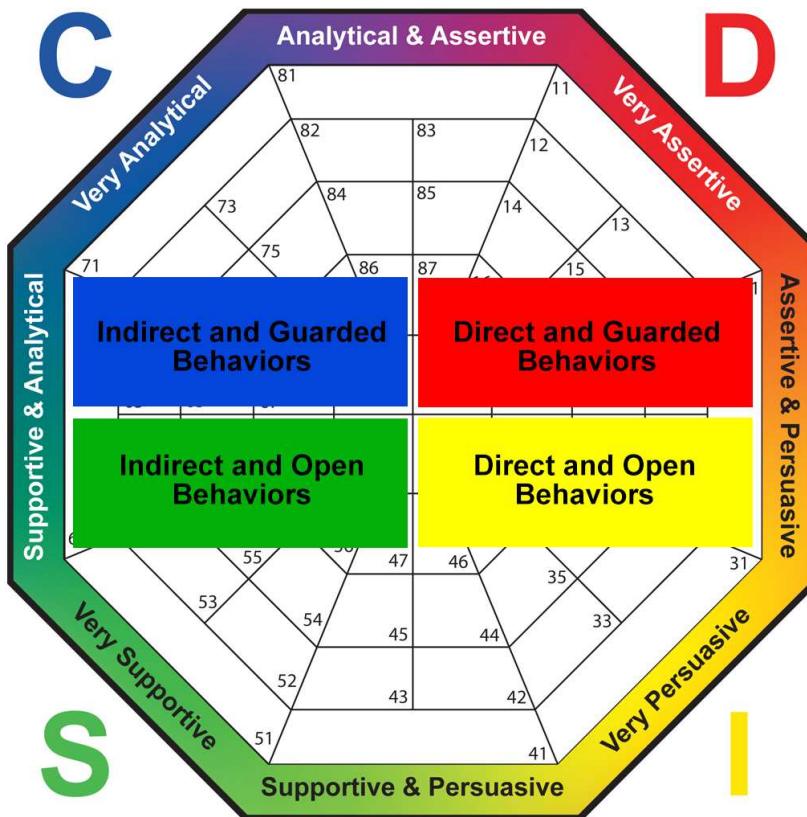
## Recognizing another person's Behavioral Style - 2 Power Questions:

### 1. Are they DIRECT or INDIRECT in their communications?

(Directness is the 1<sup>st</sup>. Predictor of Style. Direct plot on the right, Indirect on the Left).

### 2. Are they GUARDED or OPEN in their communications?

(Openness is the 2<sup>nd</sup>. Predictor of Style. Open plot on the Bottom, Guarded on the Top).



When we integrate both 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 behavioral styles:

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

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

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

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

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

## What is Behavioral 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 something applied more to yourself (to your patterns, attitudes and habits) than to others.

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 concerns the way you manage your own behaviors.

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** style. 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 behavior to make other people feel more at ease with you and the 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 preference, while maintaining your own identity.

Adaptability is important to all successful relationships. People often adopt a different style in their professional lives than they do in their social and personal lives. We tend to be more adaptable at work with people we know less. 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 developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

Effectively adaptable people meet other people's needs and their own. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or, when the nature of the situation calls for them to totally adapt to the other person's behavioral 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 behavioral 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 criticizing, challenging or acting pushy
- When disagreeing, choose words carefully

### Openness

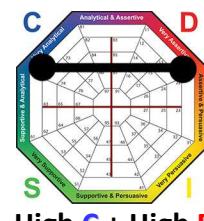
#### TO INCREASE:

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

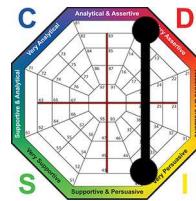
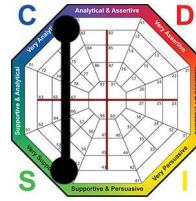
#### TO DECREASE:

- 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 businesslike language

## Tension Among the Styles

Potential Tensions/Disconnects	Plot Points Example
<p><b>Double Tensions of Patience vs. Urgency AND People versus Task</b></p> <p><b>Pattern 1:</b> The High S's preferred Patient &amp; 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.</p> <p><b>Double Tensions of Patience vs. Urgency AND People versus Task</b></p> <p><b>Pattern 2:</b> 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 vs. Results and Tasks.</p>	 <p><b>High S + High D</b> (Lower Left vs. Upper Right Quadrant)</p>  <p><b>High C + High I</b> (Upper Left vs. Lower Right Quadrant)</p>
<p><b>Patience vs. Urgency Tensions:</b></p> <p>The High S's innate patience can conflict with the High I's Sense of Urgency.</p>	 <p><b>High S + High I</b> (Lower Left vs. Lower Right Quadrant).</p>
<p><b>Patience vs. Urgency Tensions:</b></p> <p>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.</p>	 <p><b>High C + High D</b> (Upper Left vs. Upper Right Quadrant)</p>

## Tension Among the Styles, continued

Potential Tensions/Disconnects	Plot Points Example
<p><b>People versus Tasks Tensions:</b></p> <p>The High D's focus on Results, Tasks, and Action can conflict with the High I's Focus on People, Feelings and Sociable Correctness.</p>	 <p><b>High D + High I</b> (Upper Right vs. Lower Right Quadrant)</p>
<p><b>People versus Tasks Tensions:</b></p> <p>The High C's focus on Data, Analysis, Accuracy, and Precision can conflict with the High S's Focus on People, Teamwork, Personal Connection and a Feeling of Family.</p>	 <p><b>High C + High S</b> (Upper Left vs. Lower Left Quadrant)</p>

## Tension Among the Styles WORKSHEET

Everybody has a few tension-filled relationships. You can have the highest regard and/or loving feelings toward the person. It seems no matter what you do, your interactions are usually stressful. If this is behavior 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, you may discuss with the other person things you can do to ease the tension.

First, refer to the section on How to Identify Another Person's Style and determine their primary behavioral style. Then refer to the Tension Model to identify their pace and priority preferences. Next, see which preferences are different than yours and note the strategy you will take to modify your behavior. 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 center 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,

### RELATIONSHIP 1

Name: \_\_\_\_\_

Style: \_\_\_\_\_

Pace: \_\_\_\_\_

Priority: \_\_\_\_\_

Difference: \_\_\_\_\_

Strategy: \_\_\_\_\_

### RELATIONSHIP 2

Name: \_\_\_\_\_

Style: \_\_\_\_\_

Pace: \_\_\_\_\_

Priority: \_\_\_\_\_

Difference: \_\_\_\_\_

Strategy: \_\_\_\_\_

## How to Adapt to the DOMINANT Style

They are time-sensitive; so do not waste their time. Be organized 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, if possible. Appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let them be in charge. If you disagree, argue facts, not feelings. In groups, allow them to have their say, as they will not take a back seat to others. 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
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/respondiveness to emotions

### SALES AND SERVICE...

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives – what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible

### 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
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

### IN LEARNING SETTINGS...

- Likes to learn quickly; may be frustrated with a slower pace
- Has own internal motivation-clock, learns for their own reasons, not for anyone else's reasons
- May like to structure their own learning design
- Does okay with independent self-study
- Defines own goals
- May have a short attention span

## How to Adapt to the **INFLUENCING** Style

They 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. They 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 socialize. Avoid rushing into tasks. In general, be interested in them.

### AT WORK, HELP THEM TO...

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

### 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 summarize 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

### IN LEARNING SETTINGS...

- Likes learning in groups
- Interacts frequently with others
- Responds to extrinsic motivation, praise, and encouragement
- Needs structure from the facilitator; may lose track of time
- Needs "what to do" and "when to do it"
- May exceed deadlines if left on their own and learning may be completed late

## 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 do not 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. In general, be non-threatening and sincere.

### AT WORK, HELP THEM TO...

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings

### 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, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and minimum of change

### IN LEARNING SETTINGS...

- Accepts a balance between individual and group work
- Shows patience with detailed or technical processes
- Likes journaling and follow-through
- Prefers explicit instructions
- Wants to know the performance outcomes and expectations
- May need help in prioritizing tasks if a long assignment; may take criticism personally

## How to Adapt to the CONSCIENTIOUS Style

Be sensitive to their schedules. They need details, so give them data. When working with them, do not expect to become their friend. Support their organized problem solving. Be systematic, logical, well prepared and exact. Give them time to make decisions and work independently. In groups, do not expect them to be leaders or outspoken contributors, but do rely on them to conduct research, crunch numbers, and perform detailed footwork for the group. When appropriate, set guidelines and deadlines. In general, be thorough, well prepared, detailed and business-like.

### AT WORK, HELP THEM TO...

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, less checking
- Maintain high expectations for high priority items, not everything

### 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 by what you do, not what you say

### IN LEARNING SETTINGS...

- Prefers individual work over group interaction
- Accepts more impersonal training, such as remote or on-line
- Has high expectations of their own performance
- Will structure their own activities only with explicit goals and outcomes established
- Emphasizes details, deep thinking, and theoretical bases for the learning
- May get overly bogged down in details, especially if the learning climate is pressured

## DISC Summary

Your DISC is filled with information about your style and each of the personalities represented by the eight segments of the **wheel**. (If you have taken a **Company Name Here** DISC Training class, you are familiar with the 60 primary behavioral styles represented on the **wheel**.) So now you have an understanding and an awareness of yourself, as well as the behavioral styles of others. Always be aware that everyday “clashes” may only be tension between your style and the other person’s – **so adapt!** You are the one with the advantage – because you have learned adaptation skills!

### HOW TO GET THE FULL BENEFIT FROM DISC

You must practice, practice reading people – everyone from your tiny niece to the people in line at the supermarket, your instructor and your supervisor – the people around you. Use it every day and practice with others in your DISC class and join discussions online.

**Follow** the many suggestions the Adaptation section of this report. Remember, people automatically like people like themselves because they can “relate” to them. (Be on the lookout for styles that automatically **don’t** prefer YOUR style!) People who have the ability to relate to everybody are seen as “Charismatic” – not only are they well liked and in demand, they become successful in their personal and professional lives! They become Stars -- “Pied Pipers” with the ability to lead.

A few people will just file this report away, rather than take some small risks and practice suggestions here. Unwillingness to learn, especially to learn to be more effective in life, is a clear sign of low Emotional Intelligence. If instead you open up meaningful dialogue with others to discuss and improve all your relationships, the payoff can be huge. Your **report** is a reference tool. It contains an enormous amount of information pointing to who you are and where you can go on your journey. It is not meant to be digested in just one reading. Use it as an ongoing reference document.

*Have fun with making a few changes in your behavior and experiencing AMAZING results. We wish you great success in all your relationships, your job, and in life!*



## Why is Judgment Important?

We live in an information age that exposes us to more information than humanly possible to process. Our ability to sort through the information is vital to our success and our livelihood. Scientists have noted that socially and personally intelligent people have better judgment, make better decisions, contain their emotions better, and have a greater sense of wellbeing. **So how good are you?**

Have you ever jumped into something and wished you had thought it through a little more? On the other hand, have you ever thought too long on something and found it difficult to even take action?

We spend around 95% of our time in response mode to our environment without really thinking about what we are doing. That means we think deeply only 5% of our time on how we really want to respond. Why, because deep thinking, like solving a math problem, takes work and is mentally taxing so our brains avoid it.

In addition, neuroscientists are now able to demonstrate that we all have blind spots in our thinking that we are not consciously aware of. Even articulate and self-aware people have them and they influence the judgments we make about people, how problems are solved, and how priorities are made about work and life. **So what are the potential biases in your judgment and how do they influence your performance on a regular basis? How can you improve them?**

**The only way to improve our judgment is by gaining a new awareness of it.** In learning about our potential judgment strengths and biases, we can learn to adjust the judgments that affect our behavior and align our actions to reach greater outcomes. We can also learn to seek additional information from others in different situations so as to reduce our blind spots and make better decisions. You can gain new awareness that can help you improve

the relationships you have with others and your performance ability at work and play.

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*The key to personal and social intelligence is the ability to distinguish our perception of what we think from the reality of what is.*

*The more accurate our mental models of the world and people around us, the better we are able to communicate interact with them.*

*Pamela Brooks*

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*This unique report is based on Robert S. Hartman's Value Profile (HVP) derived from the Science of Valuation (AKA Axiology). It mathematically measures your judgment like a ruler as it notes the differentials in your ranking of the two sets of 18 items.*

*The information in this report has been compiled to help you understand your specific strengths and potential growth areas. It will help you understand how you make sense of the world around you and the judgments you make about yourself.*

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## Judgment Essentials

There is a big difference between our judgment (thinking) and our actions, (our habitual ways of responding to people and situations). For example, someone may have a great deal of empathy for others, but if they are introverted, this may play out as a person who is very good in one-on-one situations with others, but may be too intimidated to speak publicly or in a team setting. On the other hand, if someone is outgoing, but is low in empathy, they may be the life of the party, but have difficulty building deep relationships.

The study of valuation science specifies that there are **three fundamental dimensions** in our judgment that apply both to the world and how we judge ourselves. The three primary dimensions are: **Intuitive (People/Empathy)**, **Practical (Comparative/Task)**, **Conceptual (System/Structure)**.

**Intuitive/People/Empathy:** This dimension is associated with our ability to understand the uniqueness in people, things and situations. Do we have compassion towards them and can we see the distinctiveness in the world around us. If strong in this area, people tend to have good gut instincts about situations and people.

**When directed internally, this is an individual's self-awareness or understanding of their own strengths, limits and uniqueness and how well they accept themselves or find areas in need of improvement.**

**Practical/Comparative/Task:** This dimension is associated with our task and problem solving ability and how quickly we push for results or take time to evaluate alternatives. If strong in this area, people have excellent common sense thinking and make very practical decisions, because they readily see and make the correct comparisons for what is and what needs to change to make things happen. They have a good ability to push for results.

**When directed internally, this is an individual's understanding of what they need to do to be successful in the role or roles they see themselves in and how engaged they are with their role(s).**

**Conceptual/Systems/Structure:** This dimension is associated with our ability to organize and prioritize, see the big picture, and relate to authority. If strong in this area, a person readily sees the details and steps needed to reach big picture goals. They tend to have a clear sense of what is right and wrong and do not easily tolerate situations or leaders that do not line up with their way of thinking.

**When directed internally this is an individual's understanding and ability to see who and what they will be in the future, to have clear goals, clear direction and the persistence needed to make their goals a reality.**

**This report will identify your unique judgment style.** Most people are strong in one or two areas of judgment. Knowing the potential biases to these areas indicates a great deal about a person. There are 11 core judgment style combinations, 9 of them come from being strong on one or two dimensions mentioned above and 2 come from being either positively or negatively attentive to all three dimensions. You will read a description of yours on the next page.

## Sample Report's Judgment Style

### Coordinator (Organized Developer)

You have the ability to develop well organized opportunities as you rely on logic and evidence to build your game plan. You appreciate the need for conceptual and big picture planning and will often take time to make sure things are well laid out and will want to follow through when you are done. You appreciate the importance of dependability, authority and conformity, and the need for structure, systems and details. You have the ability to connect the past, present, and future, to understand and give meaning to a present situation. You may appear to be overly confident at times when you feel strongly about the potential success of your ideas and plans and may not want to back down even when new evidence is provided.

You prefer professional business relationships rather than intimate ones and like to have expectations and relationship rules clearly defined. You will tend to see people by the role they carry out as you like to focus on the practical and functional worth of others. This gives you the ability to see how people best fit into plans and programs. Some may see you as being impatient, demanding, and cool as you like perfection, and tend not to respond to many situations until they reach a crisis state.

### Problem Solving

You like to find practical and functional solutions to problems. You will look at concrete and conceptual issues related to the problem. You like to establish rules and procedures for problem solving that can create a blueprint for the plan to follow. You need to be careful not to become so rigid or locked into that your ideas so that you can see what is best in all situations. Be patient with others that do not respond as quickly or with as much logic as you. Be sure to act on potential problems before they reach a crisis state.

### Strengths

- You set yourself apart with your big picture planning and ability to focus on how things should be
- You have the ability to organize and clarify answers to other's questions and objections with ease
- You are committed to making certain that things are done right
- You can keep a conversation focused on relevant issues
- You have a confidence and commitment to the logic, structure and style of your communication with others
- You pay careful attention to projecting an organized, confident, and logically consistent image to others

### Potential Limitations

- You can be impatient and critical of others who cannot see or appreciate your point of view or plans
- You can appear unresponsive to others needs or interests
- You can get bogged down in the details when talking with others
- When you become too logical or matter-of-fact you can leave others feeling as though they are not genuinely important
- You may want to jump in and tell others what to do when they are unable to make decisions for themselves
- You can come across as overly competitive when presenting ideas you feel strongly about

### Suggestions for Improvement

- Take more time to listen and attempt to hear what else is being said beyond the words
- When giving advice learn how to find some positive points as well as what needs improvement
- Pay attention to others needs, concerns, and immediate issues
- Learn to deal with contradictory and different viewpoints with an open mind, avoid becoming overly competitive or perfectionistic in your attitude towards others
- Pay attention to the responses and affect your communication has on others

## 3 Keys to Judgment Strength

### A Guide to the Judgment Graph to Follow

#### How Observant are YOU?

What is your capacity to naturally pick up on all aspects of a dimension when you are not directly focusing on it?



- Perceptive:** Large circle indicates the ability to notice, discern, and see all aspects of a dimension including its good and bad properties. Clear judgment  
(*Looking out a window and seeing everything clearly.*)
- Focused:** Medium circle indicates a tendency to focus on certain aspects of the dimension, while leaving out or ignoring others. Focused Judgment  
(*Looking out a window and only seeing things far way or very close.*)
- Unclear:** Small circle indicates a state of transition which can reduce your ability to discern all aspects of the dimension in a consistent manner.  
(*Not being able to see out the window very well because it is dirty.*)

#### How Open are YOU?

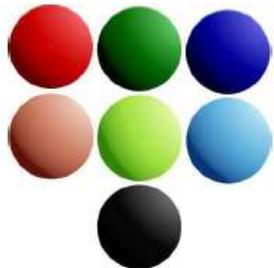
How receptive are you to information? Do you see more of the good or the bad? Do you tend to be open and positive or more guarded or skeptical?



- Attentive:** Indicates there is a strong draw towards or emphasis on information from this dimension; you will tend to evaluate this information first, and may tend to favor the more positive rather than negative aspects of the dimension.
- Observant:** Indicates a more balanced attention towards information from the dimension and a greater tendency to see both its positive and negative aspects.
- Alert:** Indicates that other dimensions are paid attention to first and that there will be a more cautious evaluation of information from this dimension and a potential tendency to pay slightly more attention to the negative aspects than the positive.
- Skeptical:** Indicates more attention is given to the other dimensions first and there is a more doubting skeptical view towards the information from the dimension than a positive one, or a tendency to expect the worst or challenge all options.

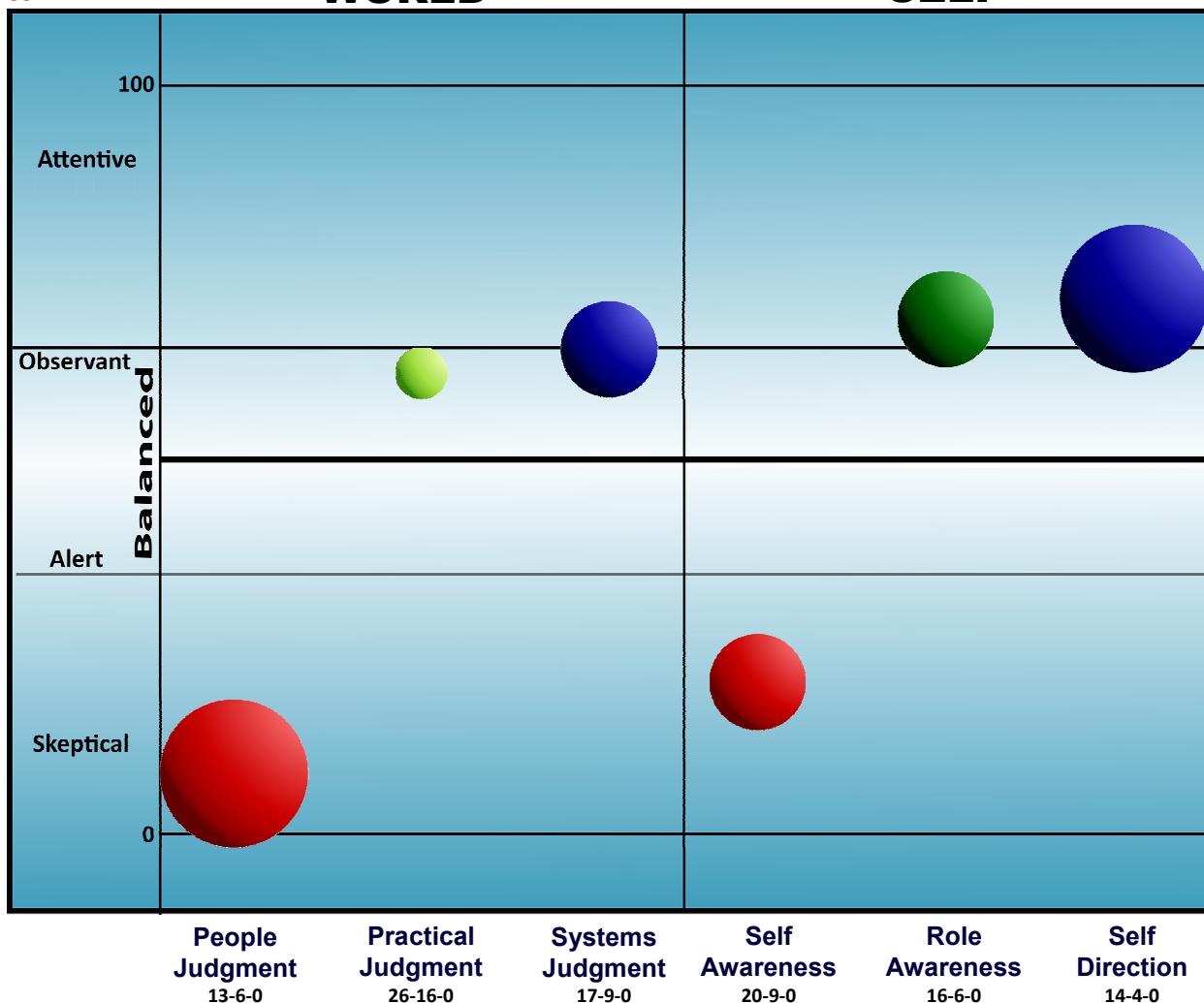
#### How Resourceful are YOU?

How well can you sort through the information you receive and set priorities and solve problems?



- Strong:** The more vivid the color the better your ability to utilize the information, see what is important and make good decisions.
- Fair:** The lighter the color the more difficulty you may have discerning what is important, relevant, or a priority when sorting information to make decisions in most situations.
- Limited:** If the circle is black, you are in a state of transition which significantly reduces your ability to sort information resulting in inconsistencies in decision making in most situations.

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**WORLD****SELF**

These are the three judgment dimensions as they apply to the EVALUATION OF THE WORLD:

- **People:** Ability to see, understand, and appreciate the uniqueness in others and extend trust
- **Practical:** Ability to see, understand, and appreciate functional worth and short term results
- **Systems:** Ability to see, understand, and appreciate the need for order, structure and standards

These are the three judgment dimensions as they apply to the EVALUATION OF THE “SELF”:

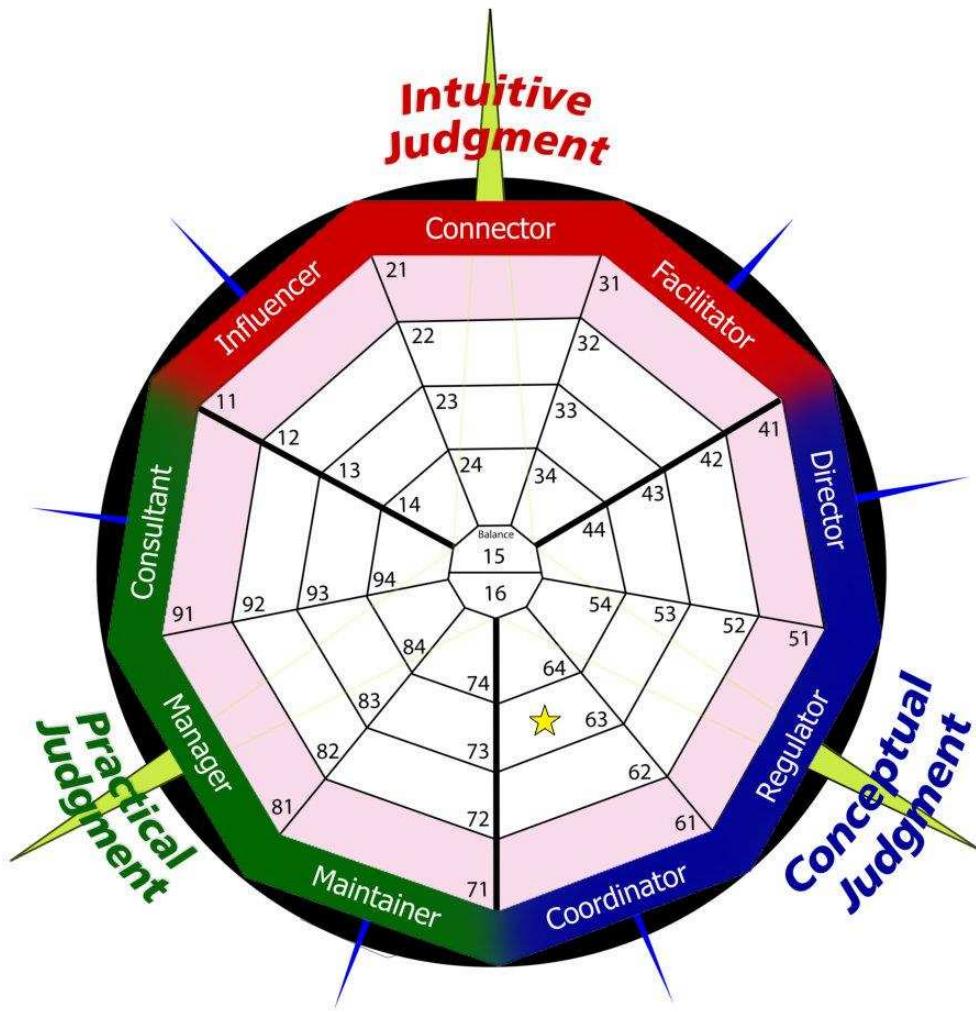
- **Self-Awareness:** Ability to see, understand, and appreciate personal strengths and limits
- **Role Awareness:** Ability to see, understand, and appreciate one's social roles and/or job function
- **Self-Direction:** Ability to set goals, have a vision for the future and have the determination and persistence to reach goals

## The Judgment Graph

### A person's People Judgment:

- Intuitive ability to read others and understand and appreciate their unique value
- Ability to be more open or skeptical towards people
- Ability to solve problems when it comes to people.
- Ability to read people well does not always equate to the ability to be open to them in a relationship nor does it always equate to the ability to help resolve personal problems.

**NOTE:** While you may appear in a box on the graph it does not mean you are limited to only that box. It is possible to access the nearby blocks. However, to jump from one side of the graph to the other would take extreme work and or a life-changing moment.



### A person's Practical Judgment

- Practical problem solving and comparative ability.
- Ability to see, understand, and appreciate the functional and practical worth of material things.
- Orientation to things in the present and getting things done to produce short term results.
- Ability to not only see what needs to be done, but what they can naturally push to make things happen
- Ability to discern what is important in a complex situation to resolve a problem

### A person's Conceptual Judgment

- Conceptual ability to understand how things fit together and how they are ordered or structured.
- Natural orientation to planning and conceptual thinking that leads to long term goals and results
- Ability to read systems well does not always equate to the willingness to follow or implement a system.
- Ability to discern what is important in a complex system that leads to clear strategic thinking and planning to attain objectives.

## Skill Sets

People with excellent judgment are able to perform a wide range of skills better in many diverse situations. They naturally avoid risky situations and reduce instances of overextending themselves. People with reduced judgment may be able to perform some skills well in some situations, but may not in others. They will potentially have more biases or trigger points that can derail good judgment.

On the page that follows you will find ratings on your ability to perform several different skill sets related to working with people, problem solving, performance qualities, and approach to work. Each item will be ranked to indicate your proneness to having good judgment that leads to a strength or potential bias that could be improved with coaching, and may be blocked completely by biases given the right situation. The coaching statements related to these items will be found starting on page 10.

***It is important to note that some blocks may not be experienced all of the time, but can still be absolute performance issues when the right environment comes along to evoke them. If your present situation does not require you to carry out the skill, or does not contain potential trigger points that evoke poor judgment or performance take note of them as you may be able to remember back to a time when they did and be better prepared for them when a similar situation arises again.***

Some individuals also have an ***innovative or unconventional mindset*** in one or more of the dimensions. This is a unique way of looking at the world. Many innovative people have a natural ability to see situations from a unique perspective that is often missed by the traditional population. *This is not to say conventional thinking people are not able to be innovative, but rather that the innovative mindset is more of a natural preset view of the world.*

In addition to measuring our judgment ability the assessment also measures the potential attention bias in our judgment. Some people are very balanced and spend an equal amount of time making judgments outside themselves as they do reflecting on their own abilities and directions. Some people may tend to be more ***world directed***, that is, they spend more time processing information about what goes on outside of them like work than they do taking time to self-reflect. Others are more ***self-directed*** and tend to take more time in self-reflection than they do processing things outside of themselves.

# Personal Insights

## REPORT FOR Sample Report



**Strength:** You have the ability to make sound judgments in these areas and have balance in your decision-making abilities, hence the potential for making errors is greatly reduced. These are marked with a green strong man.



**Potential Development :** There are situations where your individual judgment capacity can be reduced and the possibility of making an error in judgment is increased. These are marked with a yellow growth icon and need to be explored more to understand the underlying issues. What situations are best to be avoided and what types of situations lead to greater confusion, emotional arousal, or uncertainty that can derail good judgment?



**Areas for Growth:** Areas marked with the blue whistle sign have a strong bias in processing that can lead to real problems when triggered by the right situation. This can occur when the dimension is valued too highly or not highly enough. This area should be explored in depth with a coach and a development path can be created to minimize the potential for risk by recognizing potential trigger points and situations that leave you vulnerable.

### Judgment Definitions and Legend

Consistency: 687/809

Capacity for Action: Good

Core Capacities			
Positive Attitude Towards Work	✓		
Commitment to Personal Standards	✓		
Adherence to Company Policy	✓		
Ownership of Problems			✓
Care for Company Assets	✓		

#### Outlook



#### Processing Style



#### Internal Tension



Global Capacities				Global Capacities			
People Skills				Problem Solving Skills			
Assessment of People	✓			Integrated Judgment Capacity			✓
Sensitivity To Others		✓		Practical Thinking		✓	
Interpersonal Potential	✓			Strategic Planning Ability		✓	
Self-Control			✓	Overall Problem Solving Ability			✓
Performance Qualities				Approach to Work			
Outcome Orientation	✓			Pride in Work Quality	✓		
Trainability			✓	Determination	✓		
Focus			✓	Acceptance of Leadership & Rules	✓		
Self-Confidence			✓	Goal Setting Skills	✓		

## Definitions and Coaching Guidelines

### Capacity for Action:

This measures the potential of an individual's judgment to be transformed into action. A good score indicates that the individual has a greater potential to take the talents they have from their external judgments, utilize their natural talents, and put what they know into action. A limited score in an area indicates that an individual may be going through a period of transition and either questions their abilities to execute, or questions how to execute in their given circumstances.

### Outlook slider

This is an indication of an individual's judgment balance. It highlights where they naturally spend more time processing information. Is it within and more about themselves? Is it more balanced where they can shift thinking from about themselves to what is happening in the world around them? Is it more outward directed, where they spend more time processing what is happening in the world around them at the point of potentially neglecting self-reflection?

You have been taught how to take time to self-reflect. You have a very clear understanding of yourself and your abilities. Your ability to excel comes from within and not by what others say about you. You may be more observant and perceptive about aspects of yourself than the world. You can have a more balanced view of yourself related to your personal awareness, role identity, and future goals. When things do not work out, you are better about resolving things about yourself, than you are potentially about things around you. When things go well, nothing can stop you. On the other hand, when one thing goes wrong it may seem like you face even more issues every time you turn around and don't know why they are all happening to you at once. When situations like this arise it is best to seek the advice of a trusted friend who can give you a clear perspective of your situation.

### Processing Style Slider

This scale is an indication of how a person's mind sorts the incoming information they receive. This is often done behind the scene and people are not conscious of what it is that influences the way they view or process information. Everyone can take in the same information, but how people process it and how they sort it can be very different. This difference can have a big impact on how people respond to the information they receive.

- Some people can be very ordered or logical in how they sort information. They take the facts and classify them and come out with a logical conclusion. Some people can sort the same information by intuitive feel, their brain sorts it against past experience and they come up with a gut feel about something and respond accordingly.
- On the other hand, some people can be quite innovative with how they view things and take a different spin on what they see, they are often called the "Out of the box" thinkers. They automatically think in ways that go against conventional judgment.
- Some people may be so "out of the box" that they would be classified as unconventional. These individuals tend to never seem to see things in the same light and may have difficulty relating their version of what they see or how they have processed the information to others.

You are very structured in your thinking and like to see things in black and white this may make it difficult for you to be innovative at times.

## Internal Tension Slider

How well a person manages internal emotions and pressure under stress.

You tend to internalize your stress when things do not go as planned and can be quite hard on yourself when you do not live up to your own expectations. If you do not have an outlet for these tensions, they will wear you out physically and your stress could actually cause you harm.

## Positive Attitude Toward Work

**Positive Statement:** An Individual that is strong in this category has the ability to maintain a positive and dynamic attitude toward work and the things going on around them including relationships with others. They also have a greater ability to maintain a positive outlook toward work, events and relationships despite potential stressful situations that might arise.

**Development Area:** This is an area of strength for you.

**Coaching Suggestion:** Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

## Commitment to Personal Standards

**Positive Statement:** An individual who values themselves clearly and what they do realistically frequently has high personal standards and often makes better moral choices. People with good scores in this area, can still make bad choices, but often feel a high level of guilt if and when they do, while people with high risk scores may not see what they did as bad.

**Development Area:** This is an area of strength for you.

**Coaching Suggestion:** Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

## Adherence to Company Policy

**Positive Statement:** An individual who can see standards without personal bias is more likely to adhere to and value the same rules, order, and standards as others. People with good scores in this area understand and have a conventional view of the importance of rules and policies and are more willing to follow them.

**Development Area:** This is an area of strength for you.

**Coaching Suggestion:** Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

## Ownership for Problems

**Positive Statement:** An individual strong in this capacity has the ability to see their own strengths and limits and are able to realistically step back to solve problems as they relate to themselves. They are more likely to own up to their responsibility for a problem when it arises at work.

**Development Area:** You take a great deal of pride in your role and image. At present, you seem to have an extreme focus on how you appear to others and do not like to appear wrong under any situation. This can sometimes be caused by an extreme situation in which you feel you have to defend your every move or from a strong desire to be on top. In either case, it is still important to be receptive to feedback from others.

**Coaching Suggestion:** Reflect back on why your role is so important to you right now and what it is about your image you feel so strongly you need to protect. While it is important to protect your image, it is also important

to remain open to new ideas and suggestions. A learning mindset will only make you appear stronger, not weaker.

### Care of Company Assets

**Positive Statement:** An individual that is strong in this capacity has the ability to be very organized and self-disciplined. People who tend to organize themselves are also aware of their surroundings and the importance of what they work with. They like to keep things in good working order.

**Development Area:** This is an area of strength for you.

**Coaching Suggestion:** Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

### Assessment of People

**Positive Statement:** An individual that is strong in this capacity has the ability to work well with others and realistically see both the good and bad qualities in others. They can feel comfortable working with many different kinds of people.

**Development Area:** This is an area of strength for you.

**Coaching Suggestion:** Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

### Sensitivity To Others

**Positive Statement:** An individual that is strong in this skill has the ability to balance the need for sensitivity without losing the ability to make objective decisions with regard to people. They tend to be more realistic in their evaluation of others and, while they can show care and compassion, they also know where to draw the line and when to hold others accountable.

**Development Area:** You have a tendency to be overly skeptical of others and are not able to see how your actions affect others. You do not warm up to people on a deeper level until they have been able to prove themselves and, even then, you may still keep them at a distance.

**Coaching Suggestion:** Take time to identify those aspects about people that you do not trust or how you feel that other people might let you down. Are your expectations realistic? Could you live up to your own standards? When working with other people be sure to double check your expectations and check to make sure they are realistic. Learn how to communicate your expectations clearly with other people so they can either agree or disagree with their ability to meet them. This will help reduce automatic negative evaluations from those with whom you work.

For those people you need to work with on a continual basis, it is good to take time to get to know them instead of acting on first impressions. The best way to get to know another person is to work alongside of them. Spending quality time interacting with others can help to reduce your uncertainty about them.

Your skeptical preset attitude towards others may cause you to have difficulty forming long and lasting relationships. Your anticipation of the worst may, at times, lead to a self-fulfilling prophecy. Attempt to look for the good in others. You may find they can rise to meet your expectations.

## Interpersonal Potential

**Positive Statement:** An individual that is strong in this dimension is very effective in solving personal relationship issues and making decisions about people. They can see what is important and know what to focus on to keep a relationship problem free.

**Development Area:** This is an area of strength for you.

**Coaching Suggestion:** Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

## Self-Control

**Positive Statement:** An individual strong in this capacity has the ability to control their emotional reactions when confronting problems in the work place and within themselves. They can organize their thoughts, feelings and emotions in a way that helps contain them in an appropriate manner.

**Development Area:** You may be at risk in this capacity because you have an emotional trigger or bias towards people, tasks, or processes that can derail your ability to maintain control of your emotions in some situations.

**Coaching Suggestion:** The best way to learn how to control emotions is to discover what sets them off. You will want to take time to reflect on what types of people, tasks, or situations have caused you to become emotional in the past. As you discover patterns in the areas that cause you problems you may want to seek the advice of others that you trust to give reasonable alternative ways of responding, even if that includes attempting to avoid the situations that affect you the most. As you discover your emotional and situational hotspots take time to imagine yourself reacting in more proactive ways with either proactive set statements or pre-facilitated actions. The more practiced you are, the more likely you will be able to maintain control the next time you face a similar situation.

## Integrated Judgment Capacity

**Positive Statement:** An individual that is strong in this capacity has the ability to solve complex problems in very practical ways, including situations people, and complex conceptual ideas. They have the ability to pick out what is important and what is a priority. They can evaluate information on many levels without personal bias to help them reach a sound decision. They need to be sure to keep emotions in check still, as anyone can become emotional and be subject to making poor decisions.

**Development Area:** You may have difficulty dealing with complex problems and situations as you are naturally drawn to look more at one side of the problem than another. You may focus on the people, the complexity of the problem, or the abstractness of the situation, and, as a result, you may neglect picking up on valuable information that could lead to making a more balanced and sound decision.

**Coaching Suggestion:** When making an important decision, be sure to leave enough time to revisit the information and see it from many perspectives. Be sure you think about how the decision affects people, how

practical it will be, and if you need to understand another layer of abstractness. Seek out the advice of people you trust to give you their perspective on a difficult problem so that you can gain insight into some of the potential information and issues that you may be neglecting.

Take time to reflect on past decisions that did not have a positive outcome. In hindsight, what did you discover that you wish you had thought about up front when making your initial decision? What could you have done differently to ensure you gathered the needed information in advance? These thoughts will be good to reflect on when you find yourself in similar situations in the future.

## Practical Thinking

**Positive Statement:** An individual that is strong in this capacity has the ability to be very perceptive and has the capacity to pick up on what is needed to make practical decisions and correct a situation that has turned out poorly. While their capacity is good, they need to allow enough time to be as perceptive as possible and know that without actions, thinking alone will not resolve anything.

**Development Area:** You may have difficulty making practical decisions at times because you pick up on some types of information, but not all of the information needed to make a more informed decision. When your perceptive ability is reduced by complex, stressful, or new situations you may be missing out on valuable information that is needed to assess how practical your solution may be.

**Coaching Suggestion:** Avoid situations where you are rushed to make a snap decision; your perceptive ability can be greatly reduced when there is a time constraint.

If you have made a poor decision, and are in need of correcting the situation, seek out advice from someone you trust. Einstein noted himself that the level of thinking that created a problem is never enough to resolve it.

Take time to reflect on the types of decisions that have been difficult for you in the past. Know that when you face similar situations in the future you may want to seek out advice from a trusted friend or colleague to give you a deeper long term perspective.

## Strategic Planning Ability

**Positive Statement:** An individual that is strong in this capacity has the ability to think strategically and make long-term plans. They can pick up on the relevant information that helps them prioritize and set realistic goals to reach the desired outcome. They understand the importance of priorities and realistic timing.

**Development Area:** You may be at risk in this capacity because you have an unrealistic view of what can be done in a specified amount of time. You may be overly optimistic and plan more than is possible, or you may be skeptical and may underestimate what can be done.

**Coaching Suggestion:** In your desire to reach your goals, or meet other people's expectations, you may underestimate the amount of time it will take to complete a task or overestimate your ability to execute. When setting long-term goals, you may want to consult with some close advisors to ensure that you are being realistic about the amount of time it takes to complete certain tasks. You may also want to reflect back on past projects and how long it has taken you to complete specific tasks. If this is a new type of project for you, you may want

to consult with others who have had experience completing similar projects to help you create more realistic timelines and expectations.

## Overall Problem Solving Ability

**Positive Statement:** An individual that is strong in this capacity has the ability to solve problems and make objective decisions regardless of the level of people involvement, task requirement, or complexity of the problem. They can see what is relevant in a complex situation and make the right decision.

**Development Area:** You may have difficulty solving problems because you have a bias towards the people involved, the important requirements of the task, or what information is most important. You may have too much going on right now and, as a result, you are susceptible to fuzzy or clouded thinking.

**Coaching Suggestion:** Take time to evaluate all aspects of an important decision. You may want to break down all of the key factors related to the people, the task, or the structure or rules impacting the problem. If you don't know enough about any one area, or what you have tends to be skewed to the positive or negative, seek out extra advice from others to gain additional perspective. When rushed you may tend to make more of an emotional decision over a logical one, or you may rest only on logic and forget to take into account how a decision may impact others.

Take time to reflect on the types of decisions that have been difficult for you in the past. Know that when you face similar situations in the future that you may want to seek out advice from a trusted friend or colleague.

Take time to understand the underlying motivation when you make decisions. Do you do things to avoid pain or to promote pleasure? If you are rewarded for your decisions, you may be biased because you spend too much time looking at the pros in a decision. If you are more of a person to avoid pain, you may give more weight to the potential negative outcomes when making a decision and struggle with anxiety over the outcome. In either case, you need to make sure you provide more balance in what you focus on so that you do not get caught in a fight or flight response, which can greatly reduce your decision-making ability.

When facing a complex situation that has many variables to take into account, you may want to seek out advice to help prioritize what is more important to what is least important, so that you start working on what is most important first.

You may want to look up some of the many problem-solving techniques, such as "Five Why's", or "Six Thinking Hats", that help you look at a situation from different perspectives in order to gain the needed information to make a more robust decision.

## Outcome Orientation

**Positive Statement:** An individual that is strong in this capacity has the ability to focus on making things happen and obtaining results. They have the ability and desire to push themselves to accomplish goals.

**Development Area:** This is an area of strength for you.

**Coaching Suggestion:** Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

## Trainability

**Positive Statement:** An individual that is strong in this capacity understands how things work around them and the relationship between things. They have the ability to pick up on things quickly as they can relate what needs to be learned with what they already know.

**Development Area:** You potentially lack some needed experience that can make learning new things easier. When presented with new information your thinking can become clouded, especially when it covers areas you are not familiar with or areas that are contrary to what you already know.

**Coaching Suggestion:** Take time to talk with others and keep an open mind when entering new situations and learning environments.

You may need to conquer your own doubts and have patience with yourself when dealing with new things. Be aware of your internal dialogue and reduce, or counter, any self-limiting statements you make.

When attempting to master new things, tie the information you learn to things that you have learned in the past, even if the ties do not seem strong. This will help your brain connect the information to existing pathways.

## Focus

**Positive Statement:** An individual that is strong in this capacity can concentrate on what matters most to solve a problem despite potential distractions in the surrounding environment. They know how to figure out what is important and concentrate on it.

**Development Area:** You have the potential to get distracted by different things in your work environment when attempting to solve problems. You may be focusing on too many things at once, which can lead to fuzzy thinking or not focusing on what is most important, as other things capture your attention. This limited focus in processing can lead to poor decision making and reduced judgment.

**Coaching Suggestion:** Herbert Simon, a 1977 Nobel-winning Economist once said, "A wealth of information creates a poverty of attention." You may find it best to set time aside for things requiring deeper thinking, including shutting off phones and closing emails.

You may need to find ways to reduce the amount of information that you have to consume, so that you can spend more time focusing on what is most important. Information overload can lead you to take sloppy shortcuts instead of taking the time to reflect on what is most important.

You may want to take time to think about what is distracting you the most at the moment. The two greatest distractors, aside from too much information, are sensory and emotional. If you have emotional residual from an argument with a friend or coworker, or difficulty with a personal relationship, you may want to take time to think through a resolution to these issues to free your mind from them. If you have too much sensory input, attempt to find ways to tune it out for yourself, either by removing it or removing yourself from hearing it.

Focus comes easier when you align what you do with what you love - called 'flow state'. When in flow state you can think deeper without as much effort. When working in situations you do not enjoy, attempt to be creative and find ways to add more enjoyment to achieve greater focus.

When making important decisions, take time to write down all of the key factors involved and prioritize them. Ask a friend or coworker that you trust to review your list and see if they feel you are missing an item or if they feel your priorities may be out of order. This will allow you to gain greater insight, have a discussion around your thoughts, and help you focus on the right things without feeling like you are leaving something out.

## Self-Confidence

**Positive Statement:** An individual that is strong in this capacity has the ability to understand their own inner worth and individuality. They can realistically see their strengths and limits, and are more likely to put themselves in situations that they know they can succeed in.

**Development Area:** You may have a tendency to see more of your limitations than your strengths. In some situations you may over-exaggerate your imperfections more than is needed. This can cause you to potentially devalue yourself, or your contributions, and reduce your self-confidence in many situations. This can also cause you to avoid challenging situations or fold under your own internal pressure.

You have been facing some difficult internal challenges and are wrestling with what to do, and what to stand for, which can be creating internal disharmony for how you feel about yourself.

You may have self-confidence issues because you lack the ability to equally process information about a situation from all sides or size up the reality of what is taking place. As a result, you may second guess yourself about what you feel is happening, or what you feel may need to be done, which can translate into the potential hesitation to act which may cause others to perceive that you lack confidence.

**Coaching Suggestion:** Take time after completing projects to note what you have learned and what performance areas you are improving in before noting the potential flaws in your performance. This will help you keep a more balanced perspective.

Be more aware of your internal dialogue and self talk. Keep it in check by not exaggerating your potential limits or over focusing on a mistake instead of a solution. If you find that your thoughts get the best of you, write them down so you can get them out of your head and address them at a later time when you may be more able to come up with positive, proactive, and solution-oriented thoughts.

Seek feedback from others that you respect on your work and what you have accomplished, be sure to note the positive qualities they have to say about you. You may ask them for suggestions on how you could improve.

Attempt to find opportunities to work with others that you respect so that you are sharing the responsibility for success and, at the same time, gaining valuable skills by working with another person.

Keep a journal of what you feel strongly about with regard to your present situation or event that is creating your tension. Create two columns, one that talks about the positive from the situation and one that addresses the negative or tension you feel. After you have your list, see if you can address the tension areas to make them go away, or find a way to justify what will take place with the positive, or to reduce the potential negative effects. If you cannot do this alone, find a close friend to confide in to help you talk it out.

When presented with a new situation, take the time to seek out the advice of someone you trust to make sure that what you are perceiving as reality is the same reality they see and that what actions you feel should be

taken, they see as being a potential solution. This will give you added confidence in knowing you are doing the right thing.

When presented with a challenging situation where you must think on your feet, you may just need to act in the moment on what you feel is important. However, afterwards when you can, take the time to reflect on what took place and what you did. Get outside feedback from others on what they saw and what they may have done in that situation, so that you can become better prepared for the next time you face a similar situation.

### Pride in Work Quality

**Positive Statement:** An individual that is strong in this capacity can understand the role they fulfill at work and what they need to do to be successful. They can size up what needs to be done on the job and make it happen. They feel connected to what they do and will take pride in their work.

**Development Area:** This is an area of strength for you.

**Coaching Suggestion:** Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

### Determination

**Positive Statement:** An individual that is strong in this capacity will be able to maintain a push toward resolving personal issues that may get in the way of reaching goals. They have the ability to concentrate and maintain drive despite setbacks.

**Development Area:** This is an area of strength for you.

**Coaching Suggestion:** Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

### Acceptance of Leadership and Rules

**Positive Statement:** An individual that is strong in this capacity has the ability to see and accept the rules and regulations imposed by the leadership above them. They are accustomed to having rules and a sense of order for how to get things done. For the most part they are very accepting of leadership and the rules placed upon them, as long as they are reasonable.

**Development Area:** This is an area of strength for you.

**Coaching Suggestion:** Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

### Goal Setting Skills

**Positive Statement:** An individual that is strong in this capacity will not only organize and discipline themselves to reach goals, but also will have the capacity to set realistic goals for self-development. They also have the capacity and discipline to know how to make them happen and the drive to push forward to make them happen.

**Development Area:** This is an area of strength for you.

**Coaching Suggestion:** Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

## Summary of Sample Report's Judgment Style

Judgment can be a complex process. We encourage you and your fellow coworkers to complete their own JUDGMENT Online Assessment and then share this Summary Sheet with each other. By discussing your different judgment styles, processing strengths, and potential processing limitations, you will find ways you can enhance your relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the JUDGMENT information. Complete the worksheet below from the previous pages of this report.

### WHAT ARE YOUR TOP JUDGMENT STRENGTHS: WHAT YOU BRING TO THE TEAM

1. \_\_\_\_\_
2. \_\_\_\_\_

### WHAT ARE YOUR JUDGMENT STYLE TENDENCIES?

1. \_\_\_\_\_
2. \_\_\_\_\_

### WHAT POTENTIAL STRENGTHS DO YOU BRING TO A TEAM?

1. \_\_\_\_\_
2. \_\_\_\_\_

### WHAT AREAS CAN YOU LEAN ON YOUR TEAM TO GAIN BETTER INFORMATION

1. \_\_\_\_\_
2. \_\_\_\_\_

### WHAT AREAS CAN YOUR TEAM RELY ON YOU TO GAIN ADDITIONAL INFORMATION

1. \_\_\_\_\_
2. \_\_\_\_\_

### IN WHAT SITUATIONS DO YOU NEED MORE TIME OR INFORMATION TO PROCESS

1. \_\_\_\_\_
2. \_\_\_\_\_

### WHAT SELF-SIDE AREAS WOULD YOU LIKE TO TARGET FOR IMPROVEMENT

1. \_\_\_\_\_
2. \_\_\_\_\_

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