



# TONY ROBBINS

DISC & MOTIVATORS REPORT FOR  
[Sarah Hao](#)

This report contains a summary of your DISC and Motivators results. If you are looking for deeper insights into your results, see the last page of this report.

## UNDERSTANDING DISC & MOTIVATORS

### DISC STYLES

DISC is a simple, practical, easy to remember and universally applicable model. It focuses on individual patterns of external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four styles: **Dominance**, **Influence**, **Steadiness**, and **Conscientious**.

### Your DISC Style: Results-Driven

The Results-Driven style displays strong self-confidence that may be viewed as arrogance. They will pursue options that challenge them to achieve goals. They like difficult tasks, unique opportunities and seek positions of authority. They avoid constraints. Rules can be viewed as loose guidelines. They act quickly and can become impatient and critical with more methodical and analytical people. In the extreme, they can appear cool and abrasive to others.

- **Emotionally:** High ego strength and single-minded intensity.
- **Your goal:** Winning, achieving dominance and lack of restraints.
- **How you value others:** Through ability to accomplish tasks quickly and keep pace.
- **How you influence a group:** Power of assertion and persistence to win.
- **The value you bring to an organization:** Get it done mind-set.
- **Cautions:** Can become too impatient and seek the "I win - You lose" scenario.
- **When under pressure:** Critical and fault-finding; can overstep bounds and not contribute fully to the team direction if different than their own.
- **What you fear:** That other will take advantage, appearing too accommodating or too slow to act.

## An Overview of Your DISC Style

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

You have the ability to take an ambiguous idea, modify it, and create a practical solution, all very quickly. Your ability to quickly analyze a situation -- even a disjointed one -- and synthesize it to craft a new cohesive idea is a rare skill. This is also a strength that should be amplified by the team or organization. You bring unique problem-solving skills to the table.

Sarah, you have a confident attitude and a forceful determination to succeed in any challenge you accept. Traits that fuel this attitude include your adventurous drive, realistic optimism, urgency, and your ability to challenge existing rules and protocol. This allows you to have an impact that positively affects the organization in ways that are new and innovative. Our coaching is designed to help you govern your inherent sense of urgency, so that others in the process don't feel left behind or ignored.

Your response pattern shows that you have high expectations for others, in regard to pace of production. The fact that not everyone can maintain your pace could be a source of disappointment. Our coaching here is aimed at helping you realize that slightly slower-moving people can still bring valuable analysis and insight to the team.

You are seen by others as a "mover and shaker" who jumps in to compete with the best. Your competitive spirit breeds a willingness to try new and difficult assignments. This can serve as a model of leadership to the organization. You have the ability to influence others, cooperate on a project, and to set the pace as to what needs to be done. You have the ability to delegate certain tasks with rapid speed. Our coaching shows how to delegate those tasks requiring lots of detail work, so that you can maintain focus on the "big picture" aspects of the project.

Sarah, your responses show that you are a hard-driver, even in the face of opposition. This trait has helped you succeed in the past, where others may have given up. Your ability to rapidly solve problems in a broad-based manner allows you to strategize a plan, and modify it as it evolves. When you are leading a team, your strategic ability is evident to those observing your actions, although only a few would likely be able to replicate your methods.

You seem to thrive in positions of power, authority, and responsibility. You score like those who tend to accept more work than they can seemingly do, then do it. When you are given authority, you step up to the challenge and deliver. Those who score like you have a common organizational complaint: that they are given a lot of responsibility by the organization, but not the authority to carry out necessary changes. As a piece of coaching, we suggest being certain that you are given authority that matches the responsibility on a specific job or project.

## An Overview of Your Motivators



**Aesthetic** - Strong desire and need to achieve equilibrium between the world around us and ourselves (within) while creating a sustainable work/life balance between the two. Creative, imaginative, arty, mystical and expressive, this style may redefine or resist real world approaches to current challenges.

Based on your Motivators assessment Aesthetic score: You tend to think “alternatively” and will likely seek personal fulfillment, creative alternatives, and peace of mind rather than the status quo.

- You may prefer to be your own person and will likely have a high interest in protecting wildlife, the environment, and the undiscovered.
- You will have a hyper awareness of your surroundings and they will need to "feel" right.
- You will likely struggle with deciding what to do with your life. Making choices like career, college, or your direction may feel daunting.
- You may care less about money and things, but will gravitate towards just being happy and fulfilled.



**Economic** - The motivation for security from self-interest, economic gains, and achieving real-world returns on personal ventures, personal resources, and focused energy. The preferred approach of this motivator is both a personal and a professional one with a focus on ultimate outcomes.

Based on your Motivators assessment Economic score: You will balance yourself between being satisfied with what you have and a need for more.

- You have the ability to identify with individuals who have both high and low satisfaction rates.
- You are realistic and down-to-earth in regards to getting what you believe you deserve.
- Your score indicates that there would be no excessive need to win when engaging with others.
- Your score indicates a balance between being satisfied with what you have and the need for more.



**Individualistic** - Need to be seen as autonomous, 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 apart from being told what to do.

Based on your Motivators assessment Individualistic score: You can both lead and follow and can be flexible between taking a stand or sitting quietly.

- You will be happy to yield your position if warranted in an effort to give others a chance at their ideas and contributions.
- Your score indicates a balance between being an individual and a team player.
- You have the ability to identify with and understand individuals who have both high and low satisfaction rates.
- When compared to others, you are unlikely to be extreme in your need to be unique or set apart from the crowd.



**Power** - Being seen as a leader, while having influence and control over one's environment and success. Competitiveness and control is often associated with those scoring higher in this motivational dimension.

Based on your Motivators assessment Power score: You will seek to achieve positions of authority and will be drawn to roles that allow you to direct and control.

- You are likely a survivor and will need difficult problems to overcome.
- You may secretly believe that you are the only one qualified to lead.
- You feel better when you are in charge.
- You probably don't get into the car unless you're driving it.

## An Overview of your Motivators - Continued



**Altruistic** - An expression of the need or energy to benefit others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always. Oftentimes an intense level within this dimension is more associated with low self-worth.

Based on your Motivators assessment Altruistic score: You will be difficult to take advantage of and will excel in areas of self-interest.

- You will likely see people as a challenge and will probably prefer going it alone.
- You will protect your own turf and post a guard at your gate.
- You will likely be determined in chaos.
- You will likely be distrusting of most people.



**Regulatory** - A need to establish order, routine and structure. This motivation is to promote a black and white mindset and a traditional approach to problems and challenges through standards, rules, and protocols to color within the lines.

Based on your Motivators assessment Regulatory score: You may subvert or break the rules you feel don't apply and believe in multithreaded approaches to solving problems.

- You believe there's always another way to do it.
- You need freedom from rules and regulations that stifle your creative flow.
- You march to the beat of your own drum.
- You have many questions and will do whatever it takes to figure things out.



**Theoretical** - The desire to uncover, discover, and recover the "truth." This need to gain knowledge for knowledge sake is the result of an "itchy" brain. Rational thinking (frontal lobe), reasoning and problem solving are important to this dimension. This is all about the "need" to know why.

Based on your Motivators assessment Theoretical score: You will learn whatever you need to know to get the job done and then some.

- You have high focus and are likely research oriented.
- You probably don't like it when someone says, "trust me."
- You will get bogged down in the details of an idea if you are not careful.
- You will stick with it until you figure out what is wrong.

## A General Overview of the Four DISC Styles

### The Dominant 'D' Style: look at my accomplishments!

#### Goals and Fears

Dominant 'D' Styles, driven by the inner need to lead and be in personal control, take charge of people and situations so they can reach their goals. Since their key need is achieving, they seek no-nonsense, bottom line results. Their motto is: "Lead, follow, or get out of the way." They want to win, so they may challenge people or rules. Similarly, Dominant 'D' Styles also accept challenges, take authority, and go head first into solving problems. Closely related to Dominant 'D' Styles' goals are their fears: falling into a routine, being taken advantage of, and looking "soft". So, they may go to extremes to prevent those fears from materializing. They may act impatient, but they make things happen.

#### "Do as I say"

Since Dominant 'D' Styles need to have control, they like to take the lead in both business and social settings. As natural renegades, they want to satisfy their need for autonomy. They want things done their way or no way at all.

#### Strengths and weaknesses

They work quickly and impressively by themselves. They try to shape their environments to overcome obstacles en route to their accomplishments. They seek maximum freedom to manage themselves and others, using their leadership skills to become winners. They often have good administration and delegation skills.

These assertive types tend to appear cool, independent, and competitive. They opt for measurable results, including their own personal worth, as determined by individual track records. Of all the types, they like and initiate changes the most. We symbolize this personality type with a lion--a leader, an authority. At least, they may, at least, have the inner desires to be #1, the star, or the chief.

Less positive Dominant 'D' Style components include stubbornness, impatience, and toughness. Naturally preferring to take control of others, they may have a low tolerance for the feelings, attitudes, and "inadequacies" of co-workers, subordinates, friends, families, and romantic interests.

#### From general to specific

Dominant 'D' Styles process data conceptually by using deductive reasoning--from general to specific information. They are more comfortable using the left brain more than the right. When combined with their need for control, this helps us better understand the emphasis on getting down to the bottom-line results.

#### Masters of "mind control"

They are adept at blocking out distractions when they immerse themselves in projects. They don't hear voices, sirens, or doorbells. They seem to channel all their energies into specific jobs.

#### Venting relieves their tension

Under pressure, Dominant 'D' Styles are likely to rid themselves of anger by ranting, raving, or challenging others. They naturally react to tense situations with a fight response. Although this venting allows the relief of their own inner tensions, other styles may feel intimidated by this stress reducing practice. But the Dominant 'D' Styles' barks usually exceed their bites, and they may soon forget what specifically upset them in the first place.

## The Interacting 'I' Style: hey, look at me!

### Outgoing, Supporting, Interacting 'I' Styles

Interacting 'I' Styles like to go where the action is. Typically, they are outwardly energetic or fast-paced, and relationships tend to naturally take priority over tasks. They try to influence others in an optimistic, friendly way focused on positive outcomes, whether in the social or work environment. In other words, if they show others that they like them, they figure others will be more likely to reciprocate by responding favorably towards them. Since recognition and approval motivate him, he often moves in and around the limelight and hub of activity.

### Goals and Fears

He wants your admiration and thrives on acknowledgment, compliments, and applause. "It's not just whether you win or lose. . .it's how you look when you play the game." People's admiration and acceptance typically mean more to this type than to any other. If you don't talk about him, he may spend considerable time talking about his favorite subject--himself--to gain the acceptance he wants. His biggest fear is public humiliation--whether appearing uninvolved, unattractive, unsuccessful, or unacceptable to others. These frightening forms of social rejection threaten the Interacting 'I' Style's core need for approval. Consequently, he may go to extremes to avoid public humiliation, lack of inclusion, or loss of social recognition.

### Strengths and weaknesses

Interacting 'I' Styles' primary strengths are their enthusiasm, persuasiveness, and friendliness. They are idea people who have the ability to get others caught up in their dreams. With great persuasion, they influence others and shape their environments by building alliances to accomplish results. Then they seek nods and comments of approval and recognition for those results. If compliments don't come, Interacting 'I' Styles may invent their own. "Well, Harry, I just feel like patting myself on the back today for a job well done!" They are stimulating, talkative, and communicative. This type can be represented by a porpoise--playful, sociable, and talkative.

Their natural weaknesses are too much involvement, impatience, being alone, and short attention spans. This causes them to become easily bored. When a little data comes in, Interacting 'I' Styles tend to make sweeping generalizations. They may not check everything out, assuming someone else will do it or procrastinating because redoing something just isn't exciting enough. When Interacting 'I' Styles feel they don't have enough stimulation and involvement, they get bored and look for something new again. . .and again. . .and again. When taken to an extreme, their behaviors can be seen as superficial, haphazard, erratic, and overly emotional.

### "Let me entertain you!"

If they pursue the entertainment field for careers, Interacting 'I' Styles typically allow their natural, animated emotions to show and flow. They become stimulated by the movement and reactions of the audience, trying to get the audience to figuratively fall in love with them by acting charming and friendly. They want viewers to feel, "He (or she) is fabulous!"

## The Steady 'S' Style: notice how well-liked I am

### Goals and fears

Steady 'S' Styles seek your sincere personal attention and acceptance of them. Steadiness and follow-through actions characterize these people. They prefer a slower and easier pace. They focus on building trust and getting acquainted because they aim for long-standing personal relationships. Pushy, aggressive behavior secretly irritates them.

They strive for security. Their goal is to maintain the stability they prefer in a more constant environment. To Steady 'S' Styles, while the unknown may be an intriguing concept, they prefer to stick with what they already know and have experienced. "Risk" is an ugly word to them. They favor more measured actions, like keeping things as they have been and are, even if the present situation happens to be unpleasant due to their fear of change and disorganization. Consequently, any disruption in their routine patterns can cause distress in them. A general worry is that the unknown may be even more unpleasant than the present. They need to think and plan for changes. Finding the elements of sameness within those changes can help minimize their stress to cope with such demands.

### Strengths and weaknesses

Steady 'S' Styles naturally "wear well" and are an easy type to get along with. They prefer stable relationships which don't jeopardize anyone, especially themselves. Steady 'S' Styles can be represented by the koala with its accompanying slower, steady pace; relaxed disposition; and appearance of approachability and warmth. Steady 'S' Styles have a tendency to plan and follow through. This helps them to routinely plug along. But they have their own type of unique difficulties with speaking up, seeming to go along with others or conditions, while inwardly, they may or may not agree. More assertive types might take advantage of this Steady 'S' Style tendency to give in and avoid confrontation. Additionally, Steady 'S' Styles' reluctance to express themselves can result in hurt feelings. But if Steady 'S' Styles don't explain their feelings, others may never know. Their lack of assertiveness can take a toll on this type's health and well-being.

### Take it slow

Steady 'S' Styles yearn for more tranquility and security in their lives than the other three types. They often act pleasant and cooperative, but seldom incorporate emotional extremes such as rage and euphoria in their behavioral repertoire. Unlike Interacting 'I' Styles, Steady 'S' Styles usually experience less dramatic or frequently-occurring peaks and valleys to their more moderate emotional state. This reflects their natural need for composure, stability, and balance.

### "Just plain folks"

Steady 'S' Styles lend a tone of continuity, coziness, and project a genuine liking and acceptance of others. They are comfortable people to watch and listen to who emanate that "I'm just a regular person" modesty. They put on no airs and project contentment with present conditions--just as they are and always have been.



## The Conscientious 'C' Style: notice my efficiency

### Goals and fears

Conscientious 'C' Styles concern themselves more with content than with congratulations. They prefer involvement with the performance of products and services under specific, and preferably controlled, conditions so the process and the results can be correct. Since their primary concern is accuracy, human emotions may take a back seat with them. Their biggest fears of uncontrolled emotions and irrational acts relate to their fear that these illogical acts may prevent goal achievement. Similarly, they fear emotionality and irrationality in others. They strive to avoid embarrassment, so they attempt to control both themselves and their emotions.

### Strengths and weaknesses

Conscientious 'C' Style strengths include accuracy, dependability, independence, clarification and testing skills, follow-through, and organization. They often focus on expectations (e.g., policies, practices, and procedures) and outcomes. They want to know how things work so they can evaluate how correctly they function. Conscientious 'C' Styles can be cagey, resourceful, and careful. Because they need to be right, they prefer checking processes themselves. This tendency toward perfectionism, taken to an extreme, can result in "paralysis by over analysis". These overly cautious traits may result in worry that the process isn't progressing right, which further promotes their tendency to behave in a more critical, detached way.

### Complex and serious

They prefer tasks over people, clearly defined priorities, and a known pace which is agreeable to them, especially where task timelines and deadlines are involved. Other types typically live life through a single predominant time orientation--past, present, or future. But Conscientious 'C' Styles are apt to be concerned about all three, as one aspect of their complex mental makeup. They tend to see the serious, more complicated sides of situations as well as the lighter--or even bizarre side--which accounts for their natural mental wit.

Conscientious 'C' Styles concentrate on making decisions in both logical and cautious ways to ensure that they take the best available action.

### Think deeply

Due to compliance to their own personal standards, they demand a lot from themselves and others and may succumb to overly critical tendencies. But Conscientious 'C' Styles often keep their criticisms to themselves, hesitating to tell people what they think is deficient. They typically share information, both positive and negative, only on a "need to know" basis when they are assured that there will be no negative consequences for themselves.

When Conscientious 'C' Styles quietly hold their ground, they do so as a direct result of their proven knowledge of facts and details or their evaluation that others will tend to react less assertively. So, they can be assertive when they perceive they're in control of a relationship or their environment. Having determined the specific risks, margins of error, and other variables which significantly influence the desired results, they will take action.

## **How to Assure Assessment Accuracy? Independent & Qualified Testing at Standards Set by the [APA](#) and [EEOC](#).**

*"...this DISC assessment has one of the highest Cronbach scores in the DISC marketplace."*

*"...we applaud your efforts at making Motivators reliable and valid.."*

*- Assessment Standards Institute*

### **The Assessment Industry's Past and Present**

Assessments have been used since the mid-20th century, initially relied upon by Fortune 500s, calculated by highly skilled PhDs and produced by only a handful of trusted developers. With the advent of the internet in the 1990s, the ability to produce, market, and sell assessments became exponentially easier and less expensive. Since then, it has developed into a kind of "global cottage industry" with hundreds of new assessment developers, producing thousands of different assessments. Each developer purporting its assessments to be scientifically accurate instruments - sold, resold and used by individuals and organizations of all kinds; including many of our largest institutions like Fortune 500s, major universities, world governments, and even military. Frighteningly, this "global cottage industry," which produces data relied upon by millions, is entirely unregulated with nothing to ensure its consumers are receiving what they are being told and sold. There are zero requirements, safeguards, laws or regulations ensuring the consumer receives a scientifically accurate instrument - or even what the developers and sellers claim.

### **The Solution? Independent & Verifiable Testing by a Qualified Institution**

The *Assessment Standards Institute (ASI)* provides our assessments with verifiably objective testing and reporting that meet standards set by the [American Psychological Association \(APA\)](#) and the [Equal Employment Opportunity Commission \(EEOC\)](#). This battery of tests is both voluntary and verifiably transparent. Our goal? To ensure this assessment's professional merit and scientific accuracy for you, the user. These reports are readily available upon request and include:

#### **Construct Validity ([APA Standards](#)) [[DISC & Motivators](#)]**

Construct validity is one of the most central concepts in psychology. It is the degree to which a test measures what it claims, or purports to be measuring. Researchers generally establish the construct validity of a measure by correlating it with a number of other measures and arguing from the pattern of correlations that the measure is associated with these variables in theoretically predictable ways.

#### **Reliability - Cronbach's alpha ([APA Standards](#)) [[DISC](#)]**

This technique is regarded as one of the most robust measures of reliability and presents the highest 'bar' from which to compare. The readers should note that Cronbach's alpha is the method selected for this instrument, because of its high standards. The reader is encouraged to compare reliability coefficients presented herein to other vendors, and also to ask those vendors which reliability formulas they used to compute their reliability coefficients. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency.

#### **External Data Reliability ([APA Standards](#)) [[Motivators](#)]**

The term reliability in psychological research refers to the consistency of a testing or assessment method. In this case we are measuring the reliability or consistency of assessment measures over time. External Reliability measures the extent to which assessment measure varies from one use to another. In this analysis we are measuring reliability from the use of a test at one time as compared to another time. The comparison is using a mean variance measure referred to as the mean value ratio. The mean value ratio measures the external or time consistency of an assessment.

#### **Disparate Impact ([EEOC Guidelines](#)) [[DISC & Motivators](#)]**

Employers often use tests and other selection procedures to screen applicants for hire and employees for promotion. The use of tests and other selection procedures can be a very effective means of determining which applicants or employees are most qualified for a job. However, use of these tools can also violate the EEOC Guidelines if they disproportionately exclude people in a protected group by class, race, sex, or another covered basis. Importantly, the law does allow for selection procedures to select the best candidates based on job related requirements. If the selection procedure has a disparate impact based on race, color, religion, sex, or national origin, the employer is required to show that the selection procedure is job related and consistent with business necessity. If discrimination exists, the challenged policy or practice should therefore be associated with the skills needed to perform the job successfully.

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