

Workplace Profile

Alex Norton

Thursday, September 08, 2022

This report is provided by:

York Solutions
7100 Northland Circle N.
Suite 202
Brooklyn Park, MN 55428
763-277-1080



www.DiscProfile.com
Email: Orders@DiscProfile.com

WILEY

Introduction

WHAT IS EVERYTHING DiSC®?

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

Maybe you've noticed that you relate better to colleagues who focus more on creating lively environments and relationships.

Or, maybe you're more comfortable working with those who take an optimistic, fast-paced approach than those who work at a steadier pace.

Or, perhaps you relate best to people who are more enthusiastic than analytical.

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

CORNERSTONE PRINCIPLES

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

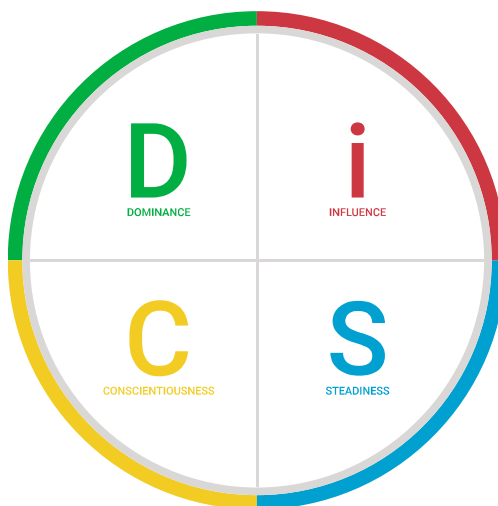
OVERVIEW OF THE DiSC MODEL

Dominance

- Direct
- Firm
- Strong-willed
- Forceful
- Results-oriented

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



Influence

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

Steadiness

- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

Your DiSC® Overview

YOUR DOT

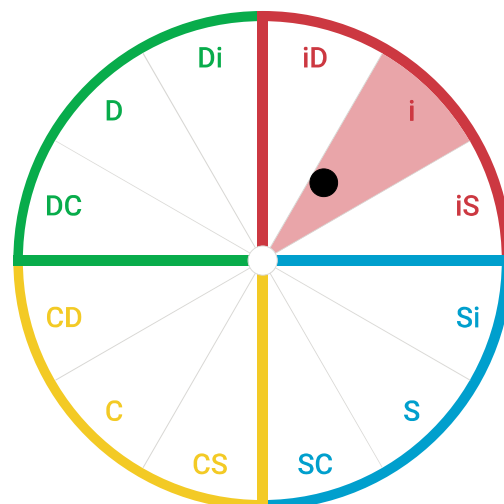
This report is personalized to you, Alex. In order to get the most out of your *Everything DiSC Workplace® Profile*, you'll need to understand how to read your personal map.

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

Your DiSC® Style: i

Your dot location shows your DiSC® style. **Because your dot is located in the middle of the i region, you have an i style.**

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another.** All DiSC styles are equal and valuable in their own ways.



CLOSE TO THE EDGE OR CLOSE TO THE CENTER?

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

WHAT'S NEXT?

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

Your i Style

YOUR DOT TELLS A STORY

Because you have an i style, Alex, you probably enjoy relating to other people. You tend to have a fairly extensive network of friends and colleagues, and you may view a roomful of strangers as a fun opportunity to connect. Similarly, you're likely to get personal satisfaction out of introducing people who would not otherwise meet.

Because you're optimistic and enthusiastic, you may find it easy to get people excited about your goals and ideas. When you speak, you're likely to promote your opinions with passion. Many people probably find your enthusiasm contagious. However, those who are more skeptical may feel that you are overly optimistic at times.

When communicating, you tend to be expressive, and you may dial up your volume and gestures to get people's attention. Compared to most people, you have a stronger urge to process your feelings by verbalizing them. At times, your somewhat talkative nature may cause you to monopolize conversations, particularly with those who are more soft-spoken.

You genuinely enjoy being around other people, so you're probably drawn to projects where you can work collaboratively. In group settings, you may be able to bring people together. Most likely, you see team brainstorming sessions as leading to endless possibilities, and you tend to actively solicit ideas from other people. However, because you naturally want to connect and collaborate with others, at times you may not realize that some people require more personal space.

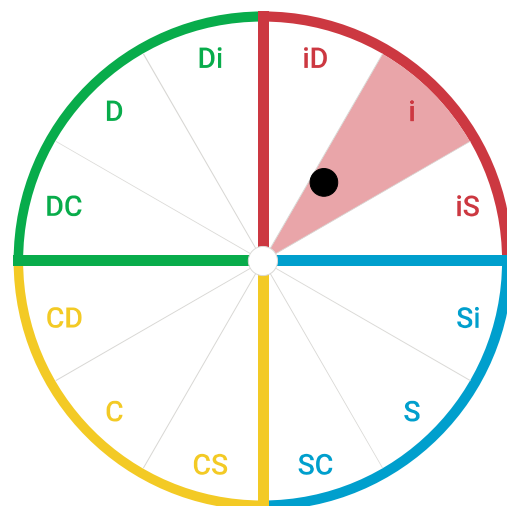
Like others with the i style, you may tie your self-worth closely to your social circle. You strive to make favorable impressions whenever possible, and you're most likely comfortable being the center of attention. In fact, you probably enjoy telling stories and entertaining others in a colorful, engaging way.

You tend to be accepting of new people and ideas. As a result, when other people offer their opinions, you sometimes may be reluctant to give negative feedback for fear of being seen as the "bad guy." At times, your optimism may also cause you to overestimate your own abilities or misjudge the difficulty of a task. However, your positive outlook can inspire others.

In conflict, you may be inclined to brush any unpleasantness under the rug for as long as possible. However, if your anger, frustration, or hurt reaches a breaking point, you may say things you later regret. For you, venting may feel like a therapeutic process, but it may make other people highly uncomfortable.

To avoid getting bored with routine, you like to have a variety of tasks on your plate. In fact, you probably enjoy initiating action and making gut-instinct decisions. Although you're often excited to start a new project, you may sometimes dive in without adequate planning or resources. Because you're probably confident in your ability to improvise, you may prefer a more free-flowing approach.

Alex, like others with the i style, your most valuable contributions to the workplace may include your ability to generate excitement, your high energy, and your desire to bring people together. In fact, these are probably some of the qualities that others admire most about you.



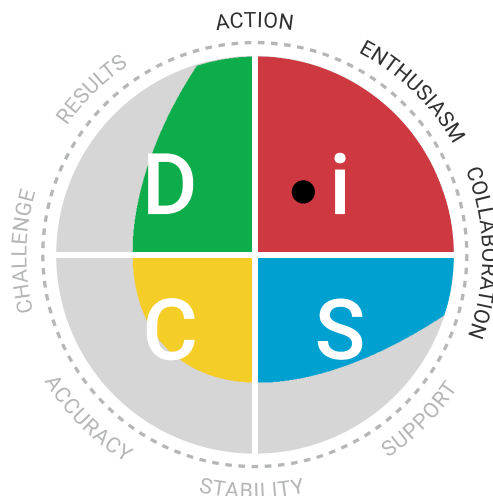
Shading & Priorities

YOUR SHADING EXPANDS THE STORY

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

The eight words around the Everything DiSC map are what we call **priorities**, or the primary areas where people focus their energy. The closer your shading comes to a priority, the more likely you are to focus your energy on that area. Everyone has at least three priorities, and sometimes people have four or five. **Having five priorities is no better than having three, and vice versa.**

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



WHAT PRIORITIES SHAPE YOUR WORKPLACE EXPERIENCE?

Generating Enthusiasm

Alex, you like to maintain a positive, upbeat attitude. Most likely, you assume the best in people and look at the bright side of any given situation. Furthermore, your energy fuels your exuberance, and you're usually open and expressive with your opinions and emotions. Because you like to encourage team spirit, you focus on generating enthusiasm.

Taking Action

People with the i style like excitement and fast movement. Most likely, you're energized by innovative, groundbreaking solutions, and you're eager to hit the ground running. In fact, your rapid pace might be too much for others, and rather than slowing down to meet their needs, you may encourage them to keep up with you. Your willingness to take quick action can help the group move forward.

Valuing Collaboration

Like others with the i style, you're probably friendly and outgoing, and you prefer working with others. Most likely, you enjoy meeting new people and finding opportunities to interact. In fact, you probably have a difficult time understanding people who would rather work independently. You value collaboration because you think it not only leads to better outcomes, but it makes the job more fun.

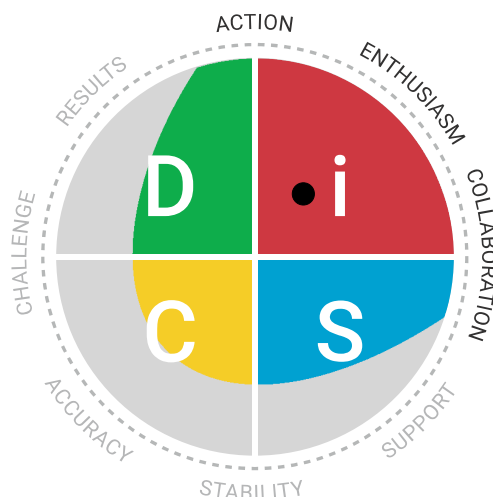
Motivators & Stressors

WHAT MOTIVATES YOU?

Different people find different aspects of their work motivating. Like other people with the i style, you probably appreciate opportunities to work with passionate people toward a common goal. Most likely, you enjoy working in high-energy environments where everyone can express themselves. Because you like to be on the go, you may seek opportunities to meet new people and work on a variety of tasks.

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

- Meeting new people
- Being the center of attention
- Inspiring others to do their best
- Initiating colorful projects
- Being around people who are lively and charismatic
- Getting people involved
- Creating enthusiasm
- Expressing yourself
- Developing warm relationships



WHAT IS STRESSFUL FOR YOU?

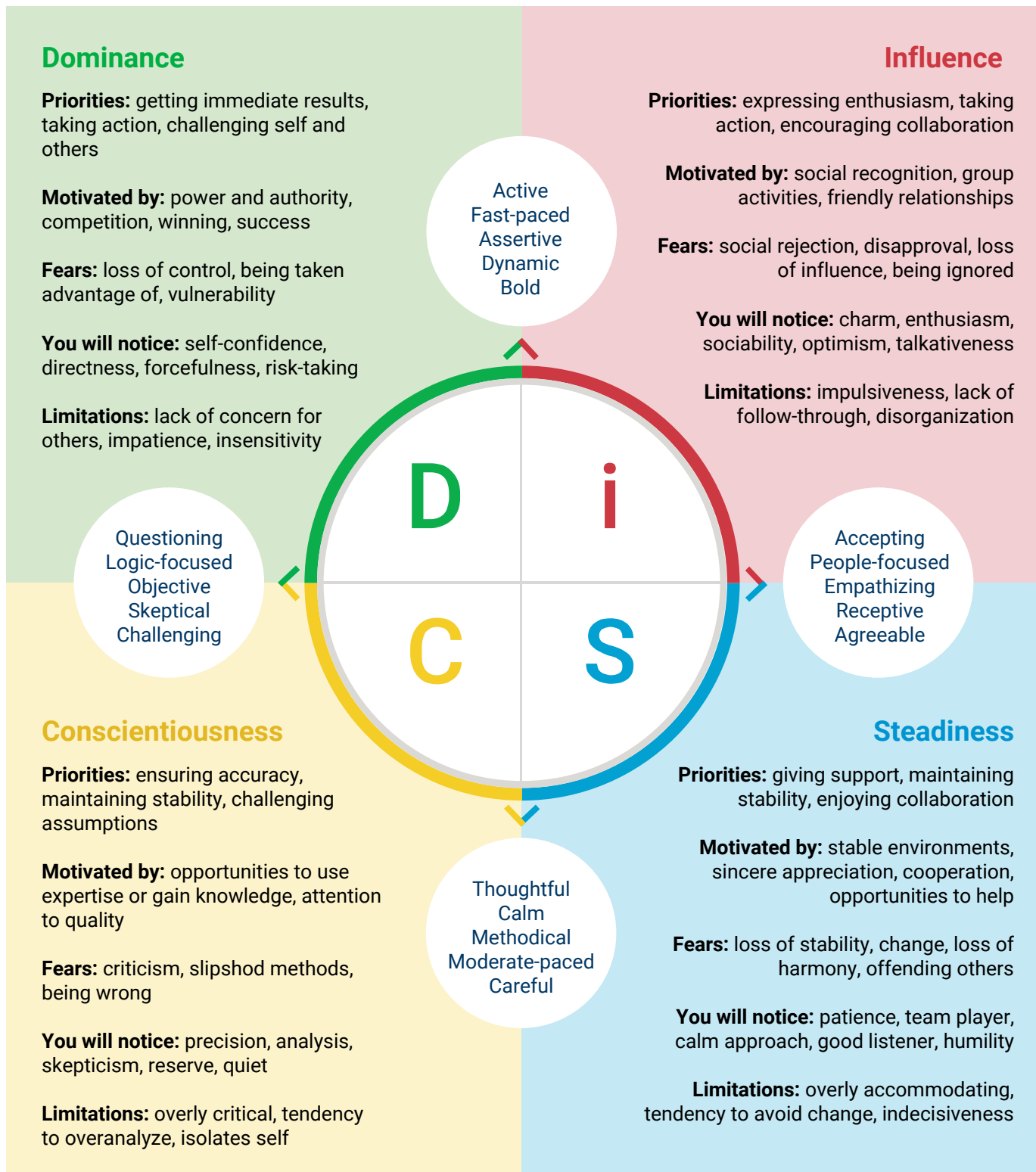
Then there are those aspects of your work that are stressful for you. Because you tend to be active and lively, you may find routine work to be very draining. Consequently, you may be more interested in starting new projects than following through on old ones. Furthermore, environments that are dull or don't allow you to express yourself may also sap your energy.

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

- Giving people unpleasant feedback
- Being forceful or insistent with others
- Being isolated for long periods
- Working steadily toward long-term goals
- Being in a dull or unsocial environment
- Being unable to use your intuition
- Being forced to slow your pace
- Performing routine or systematic tasks
- Undertaking detailed analyses

Overview of DiSC[®]

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



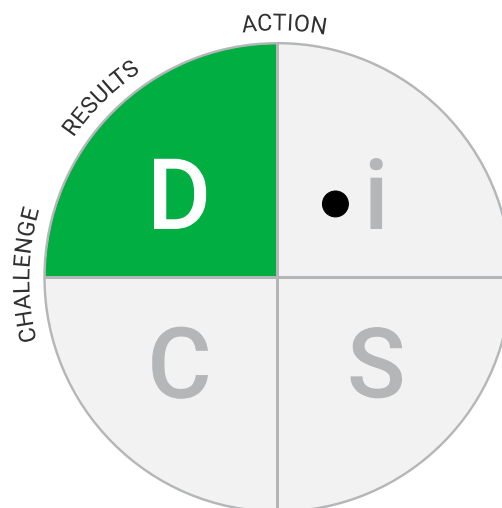
The D Style & You

HOW MIGHT YOU REACT TO THE D STYLE?

Imagine that you regularly interact with someone with a D style. She's well-respected by the organization as a go-getter who delivers on her promises, but you probably find her direct, businesslike approach to be too forceful. Also, because you like a friendly, upbeat environment, you may have trouble identifying with her competitive drive for results.

Like you, this colleague prefers an exciting, action-oriented work environment, and you probably welcome her desire to move swiftly. However, she often seems intense and demanding, and because you're optimistic and people-focused, you may wonder why she tries to push her ideas through without reaching out to others.

Furthermore, you may not relate well to her skeptical and questioning nature, and you may find her blunt approach to be a bit impersonal. She probably doesn't seem as interested in collaboration as you are, and you may wonder why she challenges ideas rather than trying to engage people through teamwork.



To you, people with the D style may seem:

- Driven
- Blunt
- Outspoken
- Forceful

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Results

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

Action

In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. Their bold style may be easy for you to relate to since you also prefer to maintain an energetic pace.

Challenge

Furthermore, those with the D style also prioritize **Challenge**. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. Since you prefer to focus on the positive, you may find their challenging approach to be too critical at times.

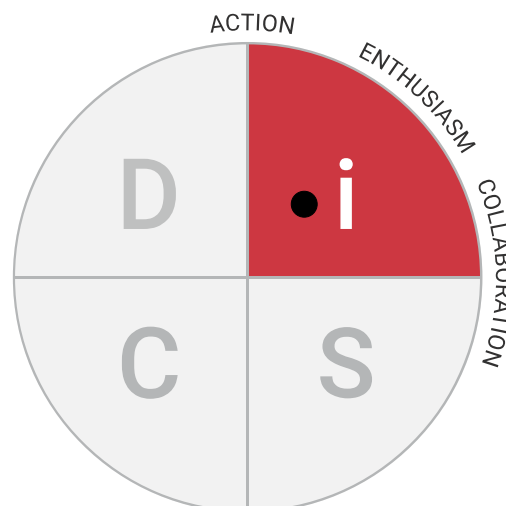
The i Style & You

HOW MIGHT YOU REACT TO THE i STYLE?

Now, imagine that you work with someone who also has an i style and shares your priority of enthusiasm. He seems to know everyone on a first-name basis and always has the latest scoop. Since you can identify with his positive outlook and lively approach, you probably appreciate his excitement for new ideas.

Because you both tend to prioritize action and a fast pace, you probably find his spontaneity to be exciting. Most likely, you share his energetic approach and inclination toward change, but the two of you might get so caught up in new ideas that you fail to stick to more routine tasks.

Since you both value collaboration and teamwork, you may be eager to work together on projects. Each of you enjoys the social aspects of work, and you probably appreciate his fun, outgoing nature. However, since you both tend to seek the spotlight, the two of you may compete for attention at times.



To you, people with the i style may seem:

- Passionate
- Fun-loving
- Adventurous
- Energizing

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Enthusiasm

People with the i style put a high priority on **Enthusiasm** and tend to maintain an upbeat attitude. Because they get excited about new possibilities, they may be very expressive when communicating their ideas. Because you tend to share their optimistic viewpoint, the two of you may feed off each other's high energy to create a lively atmosphere.

Action

In addition, they prioritize **Action**, so they focus on making quick progress toward exciting solutions. Because they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you tend to share their preference to hit the ground running, you may appreciate their spontaneous approach.

Collaboration

Furthermore, those with the i style also prioritize **Collaboration**. They enjoy meeting new people, and they probably have a talent for getting everyone involved and building team spirit. They appreciate teamwork and often gather the group to work on projects collaboratively. Since you share their emphasis on teamwork, you may join them in looking for opportunities to collaborate.

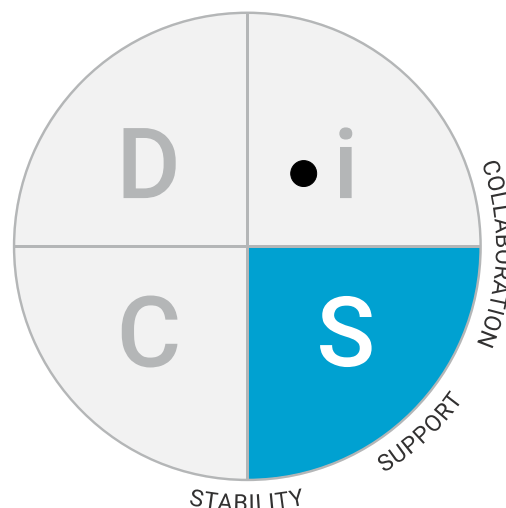
The S Style & You

HOW MIGHT YOU REACT TO THE S STYLE?

Now, let's imagine that you regularly interact with someone with an S style. To you, he seems kind and supportive, and whenever you ask him a question, he's always patient and happy to help. However, while he always seems warm and sincere, you may think that he focuses too much energy on supporting others rather than on energizing the team.

He is well-liked by everyone and can always be counted on to perform his job consistently. In fact, around the office he's often referred to as a "rock." But because you tend to be spontaneous and adventurous, there may be times when you think he's too cautious and tentative.

You both value relationships and team spirit, so you probably appreciate his ability to keep the group together. Still, while you probably enjoy being the center of attention, he tends to keep a low profile and seems embarrassed when someone showers him with praise. In response to the enthusiastic recognition that you like to give, he tends to say, "It's really not a big deal."



To you, people with the S style may seem:

- Soft-spoken
- Careful
- Patient
- Modest

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Support

People with the S style place a high priority on providing **Support**. They tend to be good listeners, and as a result, they're often seen as patient and accommodating. They don't hesitate to help out when they can, and they value a warm and easygoing environment. You probably find it easy to relate to their laidback, friendly approach, although you may be more expressive and open than they are.

Stability

In addition, they prioritize **Stability**, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they're probably methodical and avoid rapid change whenever possible. Because you probably embrace spontaneity and new ideas, you may find it difficult to understand their more cautious approach.

Collaboration

Furthermore, people with the S style also prioritize **Collaboration**. They enjoy working with others in a trusting, warm environment, and they may go out of their way to make sure people feel included and accepted. You probably share their focus on teamwork, and although you're more likely to take the lead in group settings, you may work with them to establish an accepting and open environment.

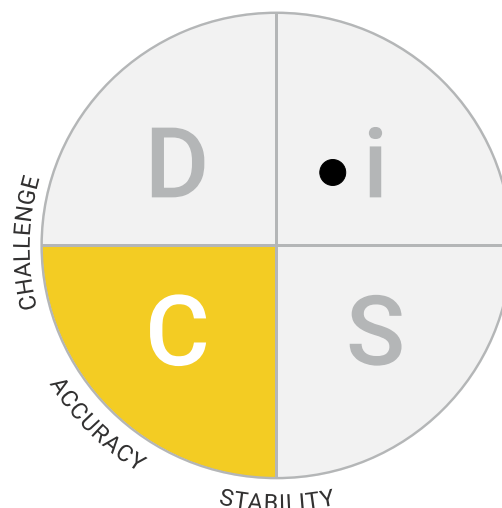
The C Style & You

HOW MIGHT YOU REACT TO THE C STYLE?

Imagine that you regularly interact with someone with a C style. She's not highly sociable, and you may have trouble relating to her private nature. And, while you share some of her desire for quality and accuracy, you may think her tendency to hole up in her office—checking her work two or three times before being satisfied—is too unsociable and perfectionistic.

To you, this colleague often seems overly detached and serious. She wants a stable environment where she can ensure reliable outcomes. You tend to be more adventurous than she is, and her careful, systematic approach may seem like a roadblock to the energetic pace that you prefer.

Furthermore, while you tend to be optimistic and accepting, she tends to be skeptical and ask a lot of probing questions. Because you probably place a high value on relationships, her tendency to prioritize details and challenge other people's ideas may seem cold to you. However, you probably do appreciate that she tends to pull her own weight and follow through on commitments.



To you, people with the C style may seem:

- Skeptical
- Precise
- Unemotional
- Distant

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Accuracy

People with the C style place a high priority on **Accuracy**. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. They value being precise, and as result, they will often ask in-depth or skeptical questions. Since you tend to value intuition and enthusiasm, you may find it hard to relate to their detached, logical approach.

Stability

In addition, they prioritize **Stability**. Because they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. They tend to analyze all the options, and they often make decisions that promise predictable outcomes. Because you tend to respond quickly and energetically to new ideas, you may become frustrated with their cautious approach and moderate pace.

Challenge

Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you're probably more accepting of new people and ideas, you may find it difficult to understand why they seem so skeptical or fault-finding.

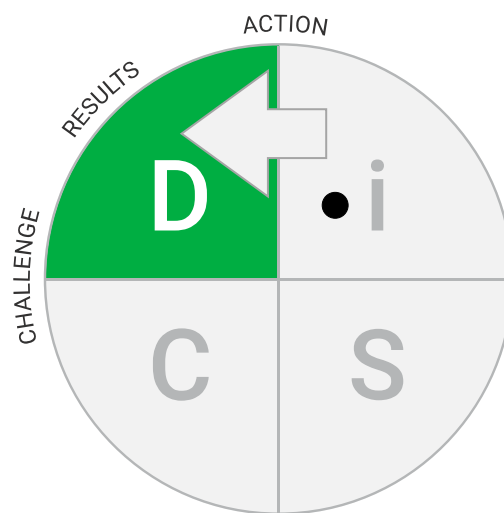
Connecting with D

WHEN YOU NEED TO BE MORE EFFECTIVE

Alex, people with the D style like to get right to the point, and this might affect the way you relate to one another. They're probably straightforward and even blunt at times, while you're more likely to spend time building friendly relationships rather than focusing quickly on the bottom line. As a result, they may become frustrated if you spend too much time socializing, and you may sometimes take their frankness personally.

Therefore, when you need to be more effective with people who have the D style, consider the following strategies:

- Minimize the small talk and dig right into business.
- Avoid taking it personally when they ignore your efforts to be friendly and go directly to the topic at hand.
- Show them how your people-focused approach can bring bottom-line results.



WHEN PROBLEMS NEED TO BE SOLVED

Compared to people with the D style, you're equally likely to make quick decisions and keep things moving. Because you both appreciate rapid solutions, you probably agree to act immediately when solving problems. However, you're much less likely to choose aggressive or unpopular approaches, and they may see you as overly concerned with what other people think. In addition, your shared desire for fast answers can cause you to overlook potential complications.

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

- Avoid emphasizing other people's feelings at the expense of finding workable answers.
- Refrain from suggesting unrealistically positive scenarios.
- Take time to consider whether your speedy decisions might cause more problems in the future.

WHEN THINGS GET TENSE

Because you prioritize friendly relationships, you're more likely than your "D" coworkers to gloss over differences for as long as possible. On the other hand, they tend to challenge ideas and even become argumentative in conflict situations. When they confront you, you may lash out and say things that are difficult to take back. As a result, disagreements between the two of you may become heated, and you may find it difficult to move past your feelings to seek a resolution.

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

- Don't brush problems under the rug just to keep things friendly.
- Avoid interpreting their directness as a personal attack.
- State your points objectively rather than lashing out emotionally.

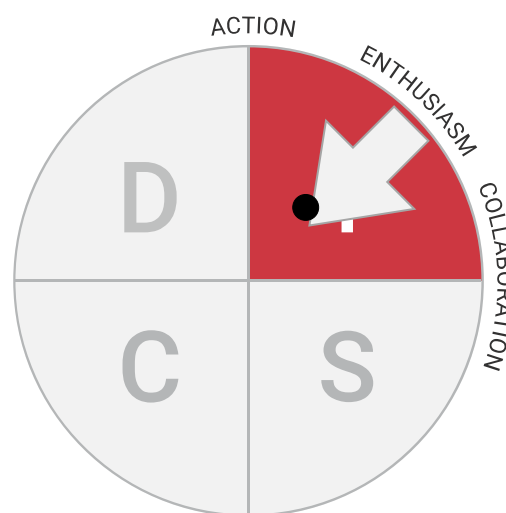
Connecting with i

WHEN YOU NEED TO BE MORE EFFECTIVE

Because people with the i style like high-energy environments where they can collaborate on exciting projects, Alex, they may share your frequently lively approach. You also have an i style, so discussions between you may be friendly and sociable, but you may stray off topic. Furthermore, the two of you may skip important details in your eagerness to move quickly.

Therefore, when you need to be more effective with people who have the i style, consider the following strategies:

- Join them in looking for fun, collaborative projects.
- Enjoy the social aspects of your work, but keep each other focused on the task at hand when necessary.
- Work together to make sure that you're considering both the big picture and the details.



WHEN PROBLEMS NEED TO BE SOLVED

People who share your i style rely heavily on intuition, and they like to dive in and move quickly when confronting a problem. You both tend to move rapidly toward a solution, and you may agree on the need to face tough situations with an optimistic attitude. However, in your mutual enthusiasm to find an answer, the two of you may overlook important details or make unrealistic assumptions that rely on best-case scenarios.

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

- Capitalize on your shared energy, but take time to consider pros and cons.
- Share your exciting ideas with them.
- Balance your spontaneous approach with a clear look at your solution's potential consequences.

WHEN THINGS GET TENSE

Because people who share your i style want to maintain friendly relationships, you're both likely to initially gloss over differences in conflict situations. However, self-expression is probably very important to the two of you, and you each may eventually insist on being heard, even if it means lashing out. As a result, you may say harsh things to one another that are difficult to take back. Furthermore, you may lose focus on the issue at hand and bring up other areas of discontent.

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

- Avoid personal attacks and stick to the topic at hand.
- Express a desire to work through the conflict quickly but thoroughly.
- Let them know that a disagreement now doesn't mean a poor relationship down the road.

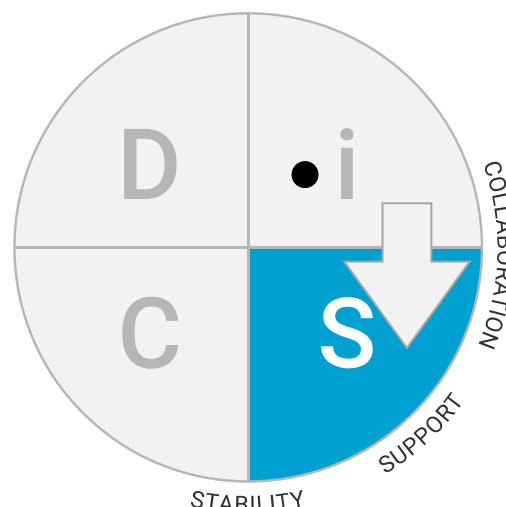
Connecting with S

WHEN YOU NEED TO BE MORE EFFECTIVE

People with the S style value cooperation and friendly interaction, Alex, and this might affect the way you relate to one another. Like them, you also prioritize collaboration and getting everyone involved. However, you tend to be much more expressive than they are, and you may end up inadvertently monopolizing conversations with them. And, while they probably appreciate your cheerful, spirited approach, your high energy may be a little overwhelming for them at times.

Therefore, when you need to be more effective with people who have the S style, consider the following strategies:

- Use your upbeat approach to encourage them to share their ideas.
- Avoid pushing them beyond their comfort zone toward your adventurous plans.
- Work collaboratively with them, but avoid overwhelming them with your energy and chattiness.



WHEN PROBLEMS NEED TO BE SOLVED

Compared to people with the S style, you're probably more inclined to make spontaneous decisions when it comes to solving problems. While they value stability and predictability, you're more likely to be open to exciting, untested solutions. In fact, you're probably quite willing to change course rapidly and to act based on your gut instinct, which may seem impulsive or risky to them. At the same time, their more cautious approach may seem indecisive to you.

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

- Keep in mind that their more cautious approach may be a good counterbalance for your spontaneity.
- Encourage them to share their concerns about risky options since they can be hesitant to speak up.
- Weigh the evidence carefully before jumping on new ideas.

WHEN THINGS GET TENSE

Because people with the S style want to support others, they avoid rocking the boat and upsetting the people around them. You both tend to dislike confronting conflict head-on, so you may sometimes gloss over disagreements with your "S" coworkers. At the same time, they're more likely to hide their true feelings to restore harmony quickly, while you may lash out when pushed. When this happens, you may cause them to shut down even further.

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

- Express your concern for their feelings, and show a desire to work through the conflict quickly and calmly.
- Address the situation directly right from the start rather than masking your differences.
- Follow up to make sure the issue is resolved.

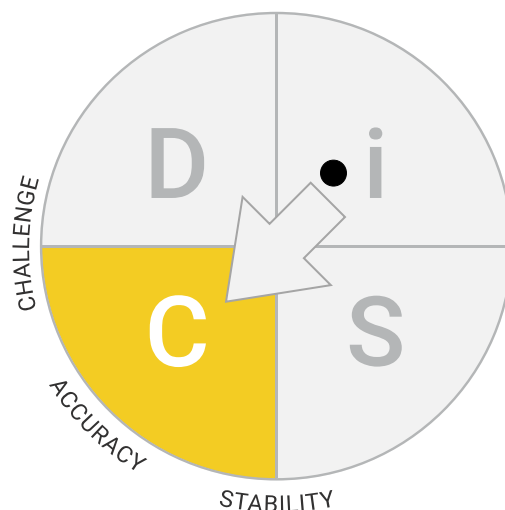
Connecting with C

WHEN YOU NEED TO BE MORE EFFECTIVE

Alex, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. They may sometimes think your friendliness infringes on their personal space and interrupts their work. In addition, your enthusiastic acceptance of new people and ideas, which is typical of your i style, may be at odds with their more cautious, analytical approach, and they may be uncomfortable with your spontaneity.

Therefore, when you need to be more effective with people who have the C style, consider the following strategies:

- Skip the small talk and keep the discussion focused on the task at hand.
- Let them set the pace rather than expecting them to reciprocate your lively approach.
- Stick to the facts rather than trying to use enthusiasm to influence them.



WHEN PROBLEMS NEED TO BE SOLVED

When it comes to solving problems, your “C” coworkers want to thoroughly consider all the consequences before making a decision, while you’re more inclined to trust your gut instinct and change course rapidly. As a result, you may become frustrated when they second-guess your plans during the problem-solving process. In turn, they may see your enthusiastic push for exciting options as careless or sloppy.

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

- Reinforce the need for urgency if they appear bogged down, but remember that their careful analysis may lead to new opportunities.
- Back up your arguments with hard data rather than energy and enthusiasm.
- Strike a balance between your more optimistic approach and their more skeptical one.

WHEN THINGS GET TENSE

Because people with the C style often view conflict as a disagreement over who is correct, they usually avoid direct aggression and focus on challenging the reasoning behind an argument. On the other hand, while you may initially gloss over differences, when forced to confront the situation, you may become emotional or lash out. Since they prefer a more detached, objective approach, your expressiveness may cause them to withdraw and refuse to discuss the issue anymore.

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

- Don’t insist on an immediate resolution, since they may need time to process the situation.
- State your position factually and objectively and give them time to present their side.
- Avoid emotional displays, since this makes them uncomfortable and more likely to retreat.

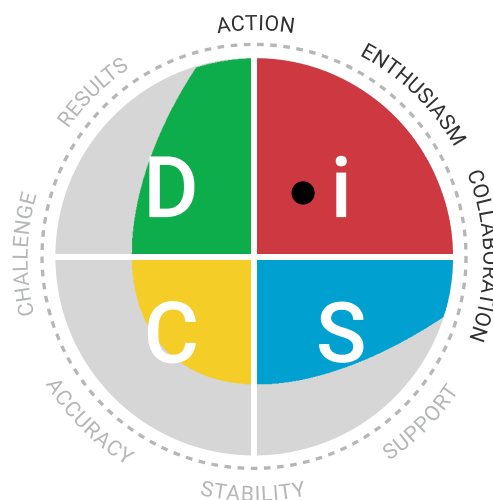
Taking Action

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

1 BE FIRM AND STAND YOUR GROUND

You may find it hard to take a firm stance when you feel you're being pressured to take a different direction. As you've probably discovered, a lot of people are willing to push their plans on someone who they think will give in. If you continually back off from your own ideas too easily, people might assume you're generally indifferent, and they may have less regard for your preferences in the future.

- Remind yourself that just because others are confident doesn't mean their ideas are better than yours.
- Consider the long-term consequences of letting your ideas be stifled.



2 ACKNOWLEDGE PROBLEMS RATHER THAN GLOSSING THEM OVER

You probably prefer to keep an upbeat attitude and look at the bright side of things. But because you tend to skim over problems rather than facing them head-on, you may allow small issues to become more serious than they need to be. Remember that responding quickly with a direct approach can help prevent unpleasant consequences.

- Confront potential issues with others right away so they don't turn into even bigger problems.
- Work to strike a balance between being optimistic and being realistic.

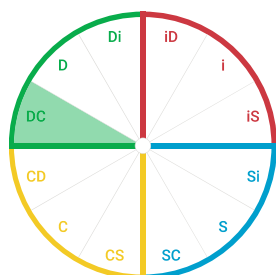
3 AVOID MONOPOLIZING CONVERSATIONS

Because you enjoy sharing your opinions and ideas, you may have a tendency to drown out those who are less outgoing. At times, you may even cut people off in your excitement to build on their ideas. So, while you like to connect with people, you can also alienate them if you don't listen attentively and give them space to share their perspectives.

- When others are speaking, focus on listening with patience and interest rather than on formulating your own response.
- Encourage those who are less outgoing to speak up by asking them questions to draw them out.

Personalized Index: D Styles

DC STYLE



**Challenge
Results
Accuracy**

Goals: Independence, personal accomplishment

Judges others by: Competence, common sense

Influences others by: High standards, determination

Overuses: Bluntness; sarcastic or condescending attitude

Under pressure: Becomes overly critical

Fears: Failure to achieve their standards

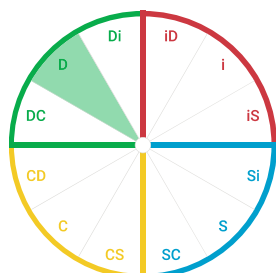
Would increase effectiveness through: Warmth, tactful communication

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

In addition, they also prioritize Results, so they're often very direct and straightforward. When they're focused on the bottom line, they may overlook the feelings of others. You may have trouble relating to what you see as an excessive drive for results.

Finally, those with the DC style also prioritize Accuracy. Because they want to control the quality of their work, they prefer to work independently, and they may focus on separating emotions from facts. While you sometimes share their desire for accuracy, they may be somewhat more focused on analyzing the data.

D STYLE



**Results
Action
Challenge**

Goals: Bottom-line results, victory

Judges others by: Ability to achieve results

Influences others by: Assertiveness, insistence, competition

Overuses: The need to win, resulting in win/lose situations

Under pressure: Becomes impatient and demanding

Fears: Being taken advantage of, appearing weak

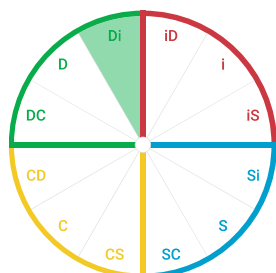
Would increase effectiveness through: Patience, empathy

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. Since you tend to value relationships, you may have trouble relating to their competitive determination.

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. Their bold style may be easy for you to relate to since you also prefer to maintain an energetic pace.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you prefer to focus on the positive, you may find their challenging approach to be too critical at times.

Di STYLE



**Action
Results
Enthusiasm**

Goals: Quick action, new opportunities

Judges others by: Confidence, influence

Influences others by: Charm, bold action

Overuses: Impatience, egotism, manipulation

Under pressure: Becomes aggressive, overpowers others

Fears: Loss of power

Would increase effectiveness through: Patience, humility, consideration of others' ideas

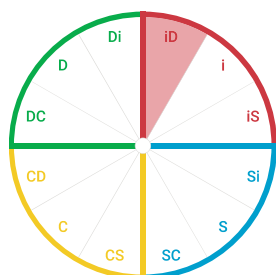
People with the Di style prioritize Action, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. Since you also like to maintain a fast pace, you can probably relate well to their high-energy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

In addition, they also prioritize Results, so they often work to accomplish their goals rapidly. While they are competitive, they can also use charm to persuade others to help them succeed. You may think they are too focused on results.

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

Personalized Index: i Styles

iD STYLE



**Action
Enthusiasm
Results**

Goals: Exciting breakthroughs

Judges others by: Ability to think creatively, charisma

Influences others by: Boldness, passion

Overuses: Impulsiveness, outspokenness

Under pressure: Becomes impulsive, lashes out at others

Fears: Fixed environments, loss of approval or attention

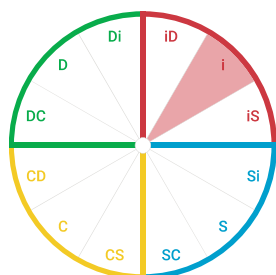
Would increase effectiveness through: Focusing on the details, patience, listening to others

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

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

Furthermore, those with the iD style also prioritize Results, so they may come across as ambitious and goal-oriented. Most likely, they enjoy leveraging relationships to achieve new accomplishments. To you, it may seem that their quest for results overlooks other important factors.

i STYLE



**Enthusiasm
Action
Collaboration**

Goals: Popularity, approval, excitement

Judges others by: Openness, social skills, enthusiasm

Influences others by: Charm, optimism, energy

Overuses: Optimism, praise

Under pressure: Becomes disorganized, gets overly expressive

Fears: Rejection, not being heard

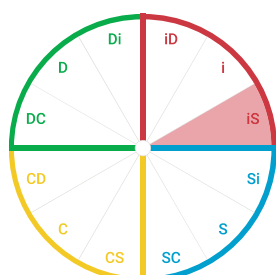
Would increase effectiveness through: Being more objective, following through on tasks

People with the i style put a high priority on Enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Because you tend to share their optimistic viewpoint, the two of you may feed off each other's high energy to create a lively atmosphere.

In addition, they prioritize Action, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you tend to share their preference to hit the ground running, you may appreciate their spontaneous approach.

Furthermore, those with the i style also value Collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Since you share their emphasis on teamwork, you may join them in looking for opportunities to collaborate.

iS STYLE



**Collaboration
Enthusiasm
Support**

Goals: Friendship

Judges others by: Ability to see good in others, warmth

Influences others by: Agreeableness, empathy

Overuses: Patience with others, indirect approaches

Under pressure: Takes criticism personally, avoids conflict

Fears: Pressuring others, being disliked

Would increase effectiveness through: Acknowledging others' flaws, confronting problems

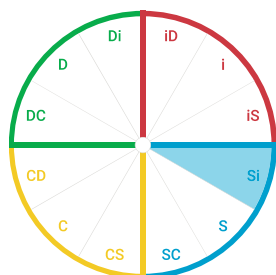
People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you share their desire to work with others, you may be just as eager as they are to turn tasks into group projects.

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

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

Personalized Index: S Styles

Si STYLE



**Collaboration
Support
Enthusiasm**

Goals: Acceptance, close relationships

Judges others by: Receptivity to others, approachability

Influences others by: Showing empathy, being patient

Overuses: Kindness, personal connections

Under pressure: Avoids conflict, tries to make everyone happy

Fears: Being forced to pressure others, facing aggression

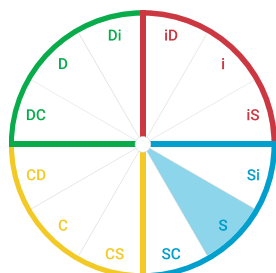
Would increase effectiveness through: Saying "no" if necessary, addressing issues

Alex, people with the Si style prioritize Collaboration, and they like to involve others in making decisions. Most likely, they try to build team spirit and are less concerned with individual accomplishment. Because you share their tendency to work collaboratively, you probably appreciate their desire for team unity.

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

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

S STYLE



**Support
Stability
Collaboration**

Goals: Harmony, stability

Judges others by: Dependability, sincerity

Influences others by: Accommodating others, consistent performance

Overuses: Modesty, passive resistance, compromise

Under pressure: Gives in, avoids revealing true opinions

Fears: Letting people down, rapid change

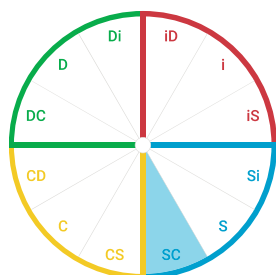
Would increase effectiveness through: Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing Support. They tend to be good listeners, and as a result they're often seen as patient and accommodating. You probably find it easy to relate to their laidback, friendly approach, although you may be more expressive and open than they are.

In addition, they also prioritize Stability, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you probably embrace spontaneity and new ideas, you may find it difficult to understand their more cautious approach.

Furthermore, people with the S style also prioritize Collaboration. Because they value a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. You probably share their focus on teamwork, and although you're more likely to take the lead in group settings, you may work with them to establish an accepting and open environment.

SC STYLE



**Stability
Support
Accuracy**

Goals: Calm environment, fixed objectives, steady progress

Judges others by: Reliability, realistic outlook, even temperament

Influences others by: Diplomacy, self-control, consistency

Overuses: Willingness to let others lead, humility

Under pressure: Becomes inflexible, hinders spontaneity, complies

Fears: Time pressure, uncertainty, chaos

Would increase effectiveness through: Initiating change, speaking up

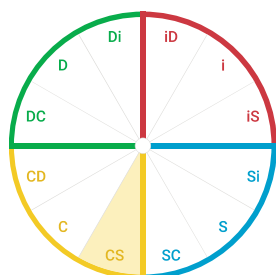
People with the SC style place a high priority on Stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won't bring a lot of surprises. Since you're probably willing to take risks, you may find it hard to relate to their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

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

Furthermore, those with the SC style also value Accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. While you sometimes share their interest in accuracy, they may be more focused on producing error-free work than you tend to be.

Personalized Index: C Styles

CS STYLE



**Stability
Accuracy
Support**

Goals: Stability, reliable outcomes

Judges others by: Precise standards, orderly methods

Influences others by: Practicality, attention to detail

Overuses: Traditional methods, sense of caution

Under pressure: Withdraws, becomes hesitant

Fears: Emotionally charged situations, ambiguity

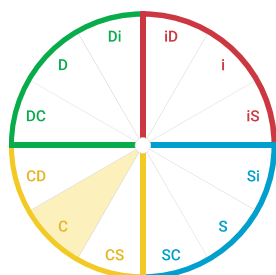
Would increase effectiveness through: Showing flexibility, being decisive, showing urgency

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

In addition, they also place a high priority on Accuracy, so they tend to spend time refining their ideas before moving forward. Most likely, they rely on data before making decisions and tend to take an objective approach. While you sometimes share their focus on accuracy, they may be more careful and methodical than you are.

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

C STYLE



**Accuracy
Stability
Challenge**

Goals: Accuracy, objective processes

Judges others by: Expertise, systematic processes

Influences others by: Logic, exacting standards

Overuses: Analysis, restraint

Under pressure: Overwhelms others with logic, becomes rigid

Fears: Being wrong, strong displays of emotion

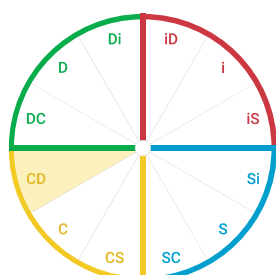
Would increase effectiveness through: Acknowledging others' feelings, looking beyond data

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. Since you tend to value intuition and enthusiasm, you may find it hard to relate to their detached, logical approach.

In addition, they also prioritize Stability. Since they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Because you tend to respond quickly and energetically to new ideas, you may become frustrated with their cautious approach and moderate pace.

Furthermore, people with the C style also prioritize Challenge. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you're probably more accepting of new people and ideas, you may find it difficult to understand why they seem so skeptical or fault-finding.

CD STYLE



**Challenge
Accuracy
Results**

Goals: Efficient results, rational decisions

Judges others by: Competence, use of logic

Influences others by: Strict standards, resolute approach

Overuses: Bluntness, critical attitude

Under pressure: Ignores people's feelings, moves ahead independently

Fears: Failure, lack of control

Would increase effectiveness through: Cooperation, paying attention to others' needs

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

In addition, they also prioritize Accuracy, and they focus on thinking logically to create the best solutions. They tend to avoid letting their emotions get in the way of making rational decisions. You sometimes share their focus on accuracy, but they may spend more time on analysis than you do.

Furthermore, those with the CD style also value Results and tend to be determined to deliver quality outcomes efficiently. Most likely, they're also willing to take charge of projects when necessary, and they can usually be counted on to keep things on track. Their determination to get results may seem stubborn or impatient to you at times.