

# Workplace Profile

**Ricardo Hernandez**

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For additional information contact:  
Center for Internal Change  
(847) 259-0005  
[support@internalchange.com](mailto:support@internalchange.com)  
[www.internalchange.com](http://www.internalchange.com)

**WILEY**

# Introduction

## WHAT IS EVERYTHING DiSC®?

Ricardo, 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 ensuring reliable outcomes.

Or, maybe you're more comfortable working with those who take a steady, cautious approach than those who tend to be more adventurous.

Or, perhaps you relate best to people who are more practical than daring.

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**.

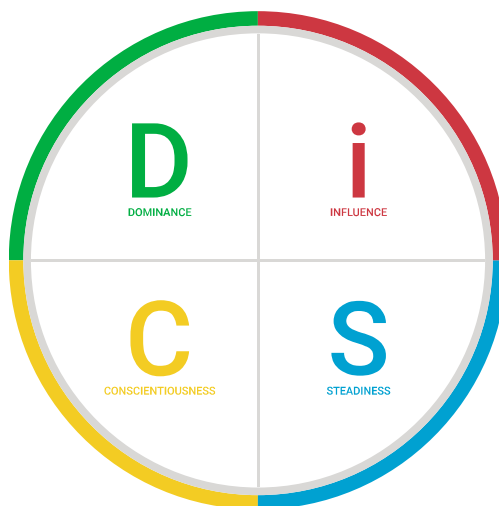
## OVERVIEW OF THE DiSC MODEL

### 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

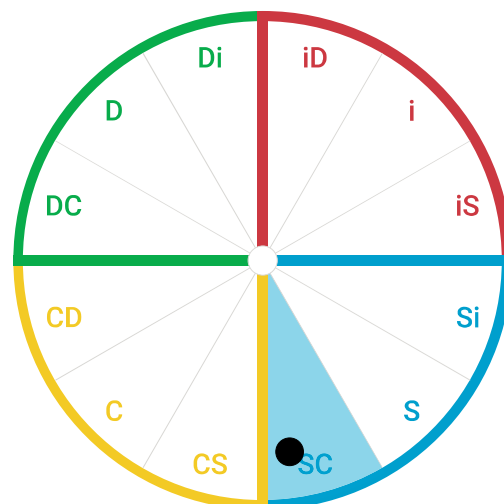
**This report is personalized to you, Ricardo.** In order to get the most out of your *Everything DiSC Workplace® Profile*, you'll need to understand how to read your personal map.

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: SC

Your dot location shows your DiSC® style. **Because your dot is located in the S region but is also near the line that borders the C region, you have an SC 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 near the edge of the circle, so you are strongly inclined and probably relate well to the characteristics associated with the SC 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 SC Style

## YOUR DOT TELLS A STORY

Because you have an SC style, Ricardo, you show steadiness and consistency, and you want to be known as someone people can count on. Compared to others, you probably have more patience for long, routine projects. Most likely, you plan ahead, allowing ample time to complete your responsibilities at the methodical pace you prefer.

Likewise, you probably prefer a workplace that provides stability and a sense of security. You enjoy having clearly defined expectations, and you may prefer to follow set procedures. Having ownership of specific tasks and responsibilities may be more comfortable for you than taking on high-pressure roles or projects. When you've established a comfortable routine, you probably feel most equipped to perform your best work.

In general, you want to process information carefully, and you're not in a hurry to make decisions. You tend to avoid risk, so when considering bold options, you may focus heavily on the potential obstacles. Your commitment to proven, time-tested methods may cause you to resist new and innovative ideas that could be more effective. While your decisions are often well thought out, others may feel that your caution can get in the way of progress.

You have a strong desire to do things correctly the first time and may even strive for perfection to avoid any chance of being criticized or letting other people down. Most likely, you tend to double-check your work, and you may be called on to complete projects that require precise care. However, while you tend to produce results of the highest quality, you may occasionally get bogged down in the details.

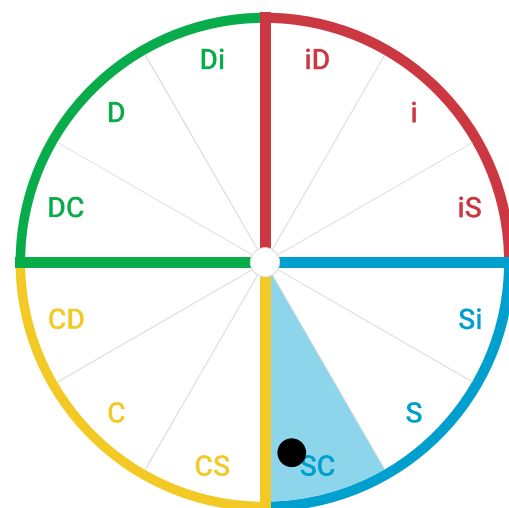
Like others with the SC style, you tend to be soft-spoken, and you don't want to force your ideas on others. Because you're so reserved, you probably prefer to keep a low profile in meetings and social gatherings. While your unassuming nature probably makes you seem very approachable, those who are more outgoing or forceful may struggle to read your more subtle communication style.

Because your self-esteem isn't primarily tied to status, power, or attention, you're probably fine working quietly behind the scenes. While you like to feel appreciated, you may get embarrassed if the praise is too public or gushing. Because you tend to be so humble, others may fail to recognize your individual contributions altogether. Most likely, you'd prefer to celebrate the accomplishments of your whole team or organization.

When communicating with others, you tend to maintain a diplomatic approach. Most likely, you avoid topics that could spark controversy. Rather, you strive to think carefully before speaking, and you probably admire others who share this tendency. Because you're so focused on maintaining harmony, you may be taken aback by those who have less concern for diplomacy.

Because you're uncomfortable with aggression and emotionally-charged situations, you probably dislike direct conflict. Most likely, you feel that your need for stability and security is threatened when people don't get along. When things become heated, you may try to change the topic. If this doesn't work, you may simply give in to relieve the tension.

Ricardo, like others with the SC style, your most valuable contributions to the workplace may include your consistency, your humble approach to teamwork, and your eye for quality. In fact, these are probably some of the qualities that others admire most about you.



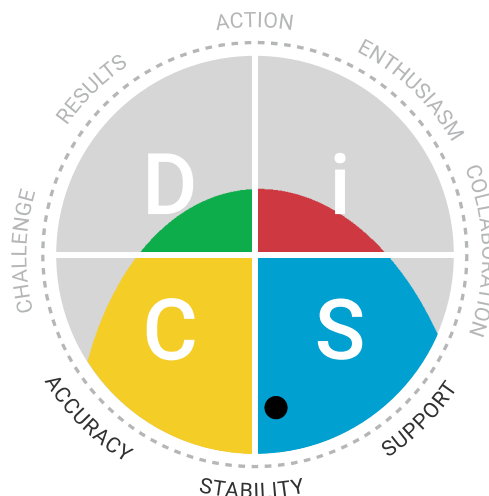
# Shading & Priorities

## YOUR SHADING EXPANDS THE STORY

Ricardo, 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 SC style have shading that touches Stability, Support, and Accuracy. Your shading is characteristic of the SC style.



## WHAT PRIORITIES SHAPE YOUR WORKPLACE EXPERIENCE?

### Maintaining Stability

Ricardo, you're most comfortable in a calm, predictable setting. You probably do your best to minimize surprises and produce reliable outcomes. To that end, impulsivity usually makes you uncomfortable, and you prefer to work systematically without the distraction of a chaotic environment. You focus on maintaining stability, and people know that they can count on you to follow through.

### Giving Support

People with the SC style tend to be calm and considerate. You prefer to have harmony in your relationships, and you like to know that the people around you are happy. As a result, you're usually willing to offer help or listen patiently when needed. Because an orderly, peaceful environment is important to you, you're willing to put your own needs aside to give the support that's needed.

### Ensuring Accuracy

Like others with the SC style, you tend to be careful and methodical. You are uncomfortable with sloppy, subpar work, so you probably place pressure on yourself to get things right. Likewise, you prefer to study your options carefully and make decisions based on objective facts. Overall, you focus on being accurate to ensure predictable outcomes.

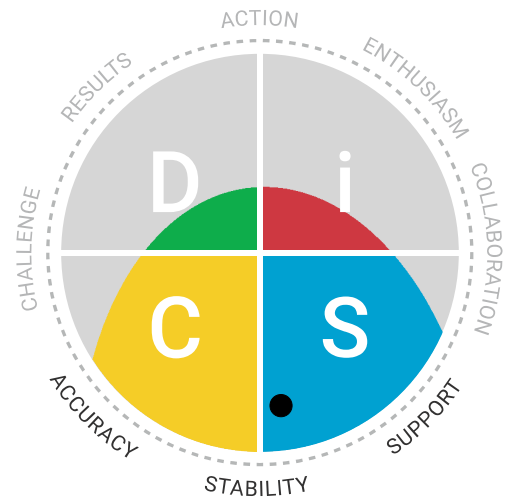
# Motivators & Stressors

## WHAT MOTIVATES YOU?

Different people find different aspects of their work motivating. Like other people with the SC style, you probably like to work in a stable, supportive environment where people are free to accomplish their tasks without a lot of pressure. Most likely, you prefer to maintain high standards and follow reliable, well-established procedures.

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

- Working steadily toward a goal
- Supporting people when they face a challenge
- Following efficient systems or procedures
- Bringing organization to a project
- Catching errors or flaws in designs
- Providing accuracy and precision
- Maintaining high standards
- Developing orderly plans
- Being in a safe, predictable environment



## WHAT IS STRESSFUL FOR YOU?

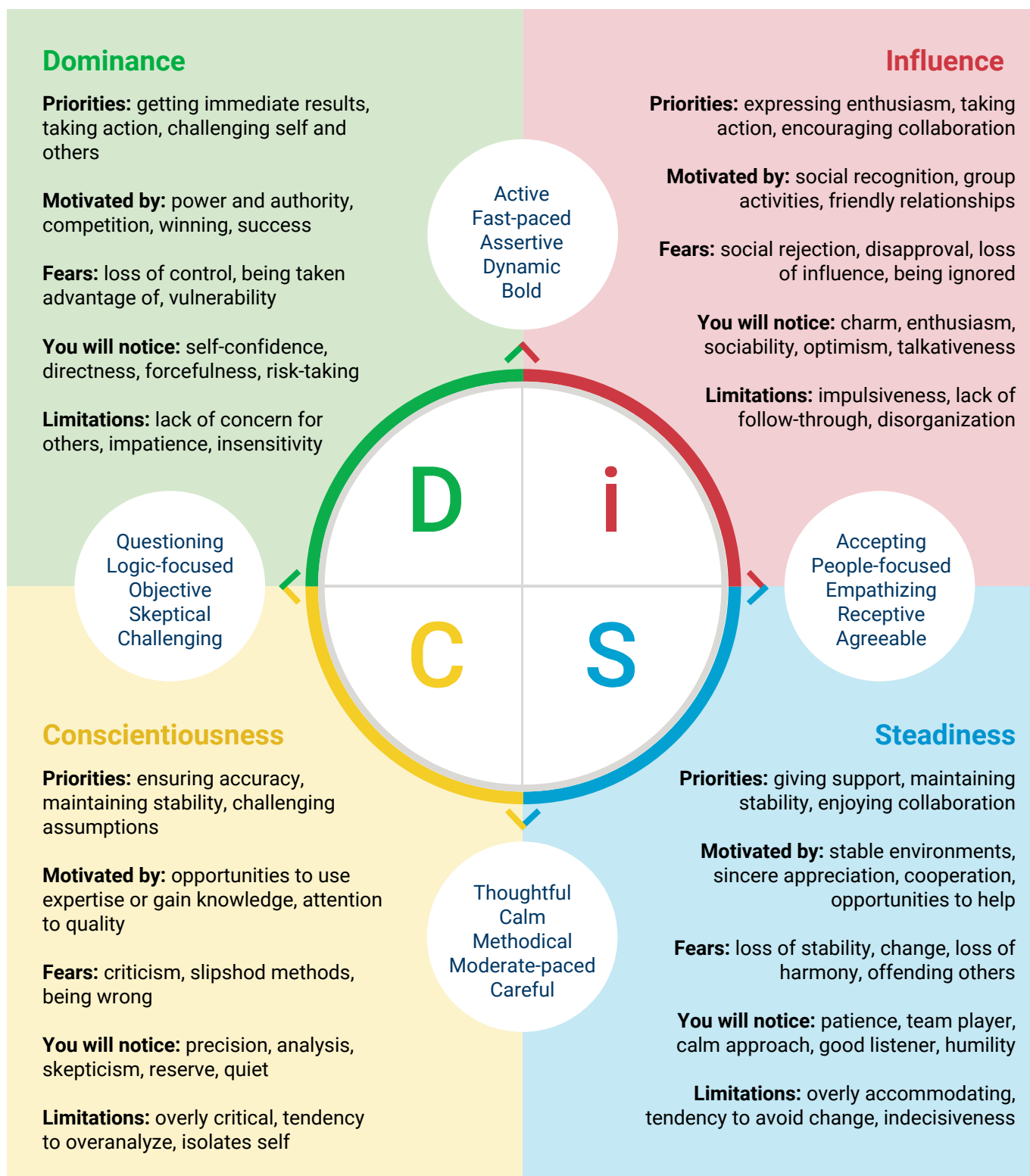
Then there are those aspects of your work that are stressful for you. Because you value dependable outcomes, you may become anxious if you're thrown into an environment that is too unpredictable. You may find it hard to make important decisions before studying all your options. In addition, because you're uncomfortable with conflict, you may avoid people you see as overly argumentative or forceful.

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

- Making decisions without time to weigh the pros and cons
- Dealing with angry or argumentative people
- Working without clear guidelines
- Having to argue for your point of view
- Dealing with conflict
- Working in a chaotic environment
- Improvising a new course of action
- Taking risks and initiating change
- Being under pressure to act quickly

# Overview of DiSC®

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



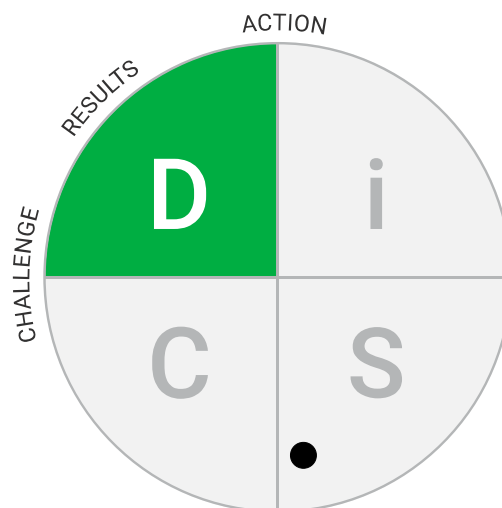
# The D Style & You

## 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 may find her direct, forceful approach to be too aggressive. Also, because you prefer a calm, stable environment, you may have trouble with her competitive push for results.

To you, this colleague seems to thrive on rapid progress, often driving toward bold and radical change. Because you prefer to work more methodically, her quick pace probably makes you pretty uncomfortable. And since you like to work in a stable, peaceful environment, you may wonder why she seems to push for fast action without stopping to consider how her insistent approach might throw others off balance.

Furthermore, you probably have trouble relating to her skeptical and questioning nature, and you might think that she's overly pessimistic at times. She may be less interested in supporting others than you are, and you may find that her tendency to challenge ideas makes you a bit uncomfortable when you work with her on projects.



To you, people with the D style may seem:

- Forceful
- Blunt
- Demanding
- Rash

## 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 focus more on supporting others, you may find their competitiveness difficult to relate to.

### 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. Since you probably prefer to work at a more measured pace, you may not relate to their bold, active style.

### 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 tend to be a little less critical, you may find it a bit difficult to relate to their challenging approach.



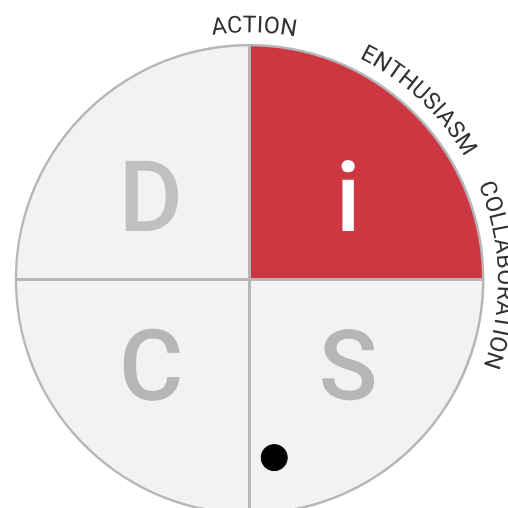
# The i Style & You

## HOW MIGHT YOU REACT TO THE i STYLE?

Now, imagine that you also work with someone with an i style. He seems to know everyone on a first-name basis and always has the latest scoop. While you may respect his positive outlook and enthusiasm, he may seem overly optimistic to you.

You may notice that he seems to be drawn to fast action and enjoys initiating rapid change. Because you value stability and routine, his constantly on-the-go approach may seem scattered to you. And since you like to have a heads-up when change is coming, his spontaneity and flexibility can be a bit overwhelming.

To you, he may seem overly concerned with being in the spotlight, and you may wonder how he gets any work done with all that socializing and joke telling. He's more focused on collaboration than you are, so you may think that he suggests working together on projects too frequently. And, because you're fairly accommodating, you may end up carrying his weight behind the scenes after he's already moved on.



To you, people with the i style may seem:

- Talkative
- Energetic
- Scattered
- Emotional

## 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're usually less expressive than they are, you may find their high-spirited style to be a bit overwhelming at times.

### 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're more cautious, you may have trouble relating to their tendency to quickly steer toward adventurous rather than safe ideas.

### 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. Although you're usually not opposed to group efforts, you're probably more comfortable working alone than they are.

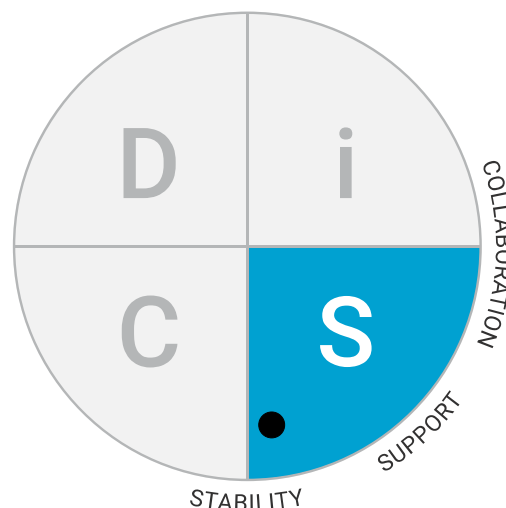
# The S Style & You

## HOW MIGHT YOU REACT TO THE S STYLE?

Now, let's imagine that you regularly interact with someone who has an S style and shares your desire to support the needs of others. To you, he seems humble and easygoing, and you're never afraid to ask him a question because he's always patient and happy to help. And because you're both so accommodating, you probably find it easy to work together on projects.

Around the office he's often referred to as a "rock," and because you also like maintaining stability and order, you may appreciate his ability to keep the group on an even keel. He is well-liked by everyone, and like you, he can always be counted on to perform his job consistently.

Like you, he tends to keep a low profile and to seem embarrassed when someone showers him with praise. Since he's so agreeable and cooperative, working together never feels like a competition. However, you may sometimes wish he'd spend more time focusing on the facts and less time trying to please everyone.



To you, people with the S style may seem:

- Caring
- Gentle
- Considerate
- Dependable

## 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, helpful approach, although you may feel they try too hard at times to meet people's needs.

### 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 also avoid risks, you probably appreciate their preference to study their options carefully.

### 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. Although you probably appreciate their focus on friendly teamwork, you may feel that they emphasize group efforts a little more than you would like.

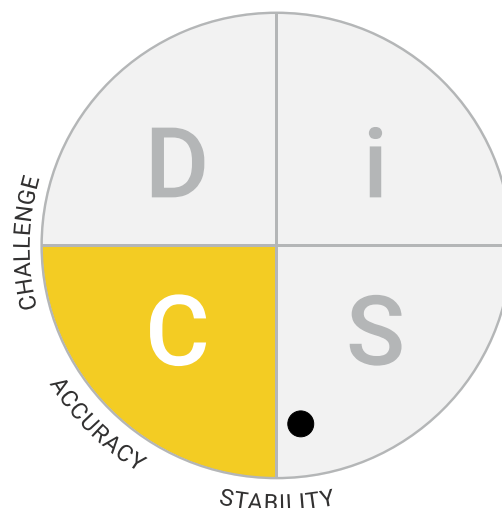
# The C Style & You

## HOW MIGHT YOU REACT TO THE C STYLE?

Imagine that you regularly interact with someone who has a C style and shares your priority of accuracy. Like you, she's not highly sociable, and you can probably relate to her dedication to getting things done right. Because she shares your desire for quality and precision, she tends to hole up in her office for long stretches of time, checking her work two or three times before being satisfied. You probably appreciate these high standards.

Like you, this colleague wants a stable environment where she can ensure reliable outcomes. She often seems precise and methodical, and since you're also cautious, you probably appreciate that she takes the time to evaluate big decisions. And, because she likes to analyze risks, she's unlikely to push for the bold ideas or drastic changes that you prefer to avoid.

However, if the two of you have conflicting viewpoints, you may be intimidated by her unyielding arguments. And because she's so independent and often seems so skeptical, you may be hesitant to approach her about collaborating. Still, you probably appreciate that she follows through on commitments.



To you, people with the C style may seem:

- Systematic
- Reliable
- Analytical
- Detached

## 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. While you may relate to their emphasis on creating sound solutions, you may sometimes want to see more warmth from them.

### 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 also spend time ensuring dependable results, you may find it easy to relate to their cautious approach.

### 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 tend to be more accommodating, you may find them overly skeptical or fault-finding.

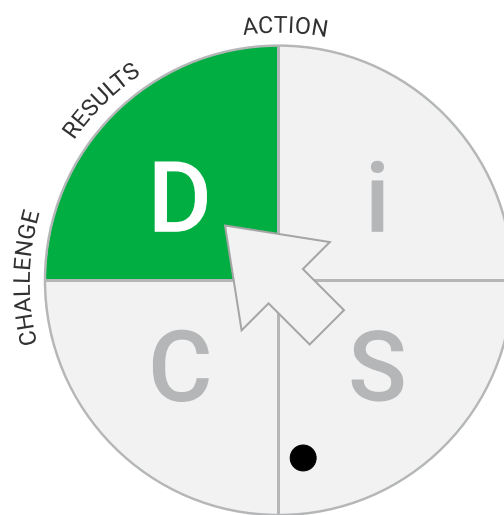
# Connecting with D

## WHEN YOU NEED TO BE MORE EFFECTIVE

Ricardo, people with the D style like to get right to the point, and this might affect the way you relate to one another. Since they're interested in rapid results, they're probably willing to be straightforward or even blunt. You're more likely to be cautious, so they may dominate discussions with you. While they may not see this as a problem, you probably feel somewhat intimidated by them. At the same time, they may grow frustrated by your hesitant approach.

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

- Talk to them about the big picture and the bottom line rather than getting caught up in the details.
- Speak up with your ideas and opinions early in the conversation.
- Acknowledge their desire for immediate results.



## WHEN PROBLEMS NEED TO BE SOLVED

Compared to people with the D style, you're much more likely to be cautious and unassuming when solving problems. On the other hand, they can be very strong-willed and willing to make quick, firm decisions. Because you tend to look at ideas carefully and methodically, they may view your approach as too hesitant or risk-averse, and this may cause them to dismiss your concerns.

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

- Be willing to move more quickly when needed.
- Take a firm stance when presenting your ideas.
- Speak up about your concerns, but remember to give their bold solutions a fair chance.

## WHEN THINGS GET TENSE

Because you want everyone to get along, you're less likely than your "D" coworkers to challenge ideas and address issues directly. They're probably very frank and even argumentative in conflict, and, because you're uncomfortable with aggression or emotionally-charged situations, you may avoid discussing problems altogether. They may misread your compliance as agreement, assuming the situation is resolved when you haven't even made your needs known.

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

- Avoid becoming intimidated by their assertiveness.
- Focus on being diplomatic but direct.
- Remember that burying your feelings may just prolong the conflict.

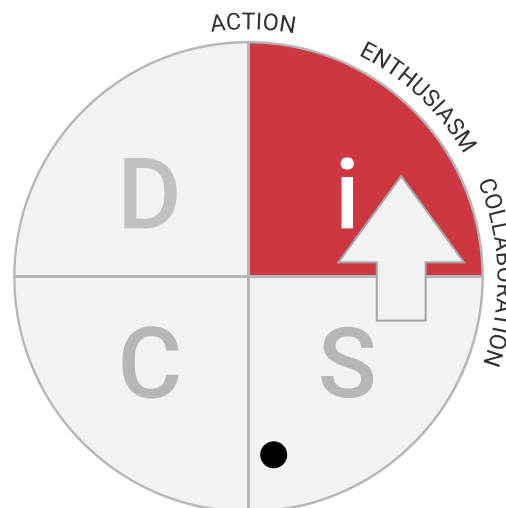
# Connecting with i

## WHEN YOU NEED TO BE MORE EFFECTIVE

Because people with the i style are extremely outgoing, Ricardo, they probably place a higher priority on collaboration than you tend to do. They want to create a lively team spirit, while you probably respond better to logic and consistency, which is typical of the SC style. As a result, they may see you as restrained or detached, while their push to collaborate and socialize might make you uncomfortable.

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

- Recognize the value of their interest in personal connections.
- Join their collaborative efforts to show that you don't discount the benefits of teamwork.
- Show respect for their spontaneity, high energy, and optimism.



## WHEN PROBLEMS NEED TO BE SOLVED

People with the i style often rely heavily on intuition, and they like to dive in and act quickly when confronting a problem. For this reason, your tendency to study all the options carefully, especially when confronted with major changes, may strike them as unnecessary and tedious. Furthermore, their inclination to choose innovative solutions might clash with your preference for safe or traditional answers.

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

- Be open to creative solutions, but help them see the potential pitfalls they may have overlooked.
- Tap into their energy when the situation requires a quick resolution.
- Avoid letting your desire for analysis and conventional ideas overrule strategies that could bring better outcomes.

## WHEN THINGS GET TENSE

Because people with the i style want to maintain friendly relationships, they share your tendency to initially gloss over differences. However, they're so focused on being heard that they're more likely to become emotional and lash out when confronted. You're much more interested in order and harmony, so their outbursts may make you uncomfortable. In fact, you may give in or shut down just to avoid an emotionally-charged situation, which can cause the conflict to drag on unresolved.

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

- Refrain from burying your own opinions just to keep the peace.
- Avoid giving in to their demands or withdrawing from the dispute too quickly.
- Let them know that facing the disagreement now will help you maintain a good relationship down the road.

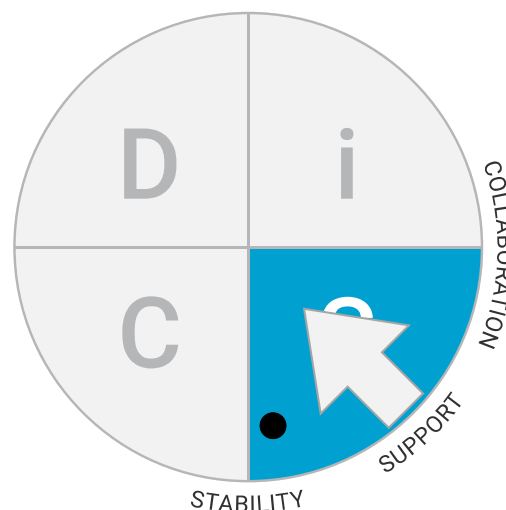
# Connecting with S

## WHEN YOU NEED TO BE MORE EFFECTIVE

People with the S style value cooperation and friendly interaction, Ricardo, and this might affect the way you relate to one another. While you both like an orderly work environment, they're probably more interested in collaborating than you are. As a result, they may see you as somewhat detached. Furthermore, because the two of you value harmony, you may avoid unpleasant topics, and this may prevent necessary discussions from happening.

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

- Avoid being so accommodating to each other that you hide what you're really thinking.
- Don't let your shared diplomacy keep you from acknowledging real issues.
- Avoid coming across as overly reserved, and work collaboratively with them when possible.



## WHEN PROBLEMS NEED TO BE SOLVED

Like people with the S style, you probably hesitate before making decisions when it comes to solving problems. This is probably especially true when you're facing rapid change, and your focus on methodical analysis may also contribute to situations going unresolved. In addition, both of you may steer clear of bold decisions, and this could stunt growth and innovation.

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

- Establish a deadline for coming to a solution, and find ways to make minor decisions more quickly together.
- Consider risks and weigh the evidence, but remember that more adventurous ideas sometimes yield better results.
- Share your concerns, but try not to get bogged down in the potential problems.

## 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 shy away from open conflict, so you may tiptoe around disagreements rather than confront any issues between you. While you may think that you're simply maintaining order and harmony, your shared failure to address conflict directly may cause communication to break down and hidden hostility to intensify.

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

- Take a more straightforward approach and show a desire to work through the conflict quickly but thoroughly.
- Be aware that holding in your feelings could be more harmful than speaking candidly.
- Even after you resolve the situation, check in with them to make sure the conflict is truly in the past.

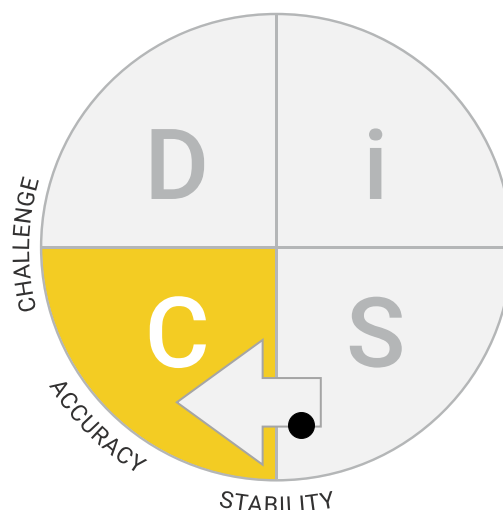
# Connecting with C

## WHEN YOU NEED TO BE MORE EFFECTIVE

Ricardo, 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 appreciate your methodical, logical approach. However, they may ignore social niceties and get right to business, and this may feel somewhat impersonal to you. At the same time, you both tend to be fairly reserved, so communication between you may be more restricted and polite.

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

- Focus on logical ideas and rational plans.
- Allow time to get to know each other better to avoid misunderstandings.
- Respect their preference to work independently and don't be put off by their more detached approach.



## WHEN PROBLEMS NEED TO BE SOLVED

When it comes to solving problems, you're probably concerned about how plans might affect other people, and you share your "C" coworkers' tendency to consider all the consequences before making a decision. As a result, the two of you may postpone decisions, especially if they involve a lot of change. This mutual caution may also cause you to overanalyze and second-guess plans. As a result, you may have trouble moving forward in the problem-solving process.

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

- Set a timeline for finding a solution and, if necessary, look to external systems or people to provide a sense of urgency.
- Avoid getting bogged down in the details.
- Work toward the best solution, but remember that perfectionism could lead to missed opportunities.

## 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. However, like you, they tend to withdraw from emotionally-charged situations. As a result, neither of you is likely to initiate confrontations, so you may fail to discuss difficult issues. In such cases, you may bury your feelings and allow the situation to linger.

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

- Address the conflict directly rather than letting things simmer.
- Give them time to present their side, but avoid giving in just to avoid an unpleasant conversation.
- Support your opinion with logic and facts.

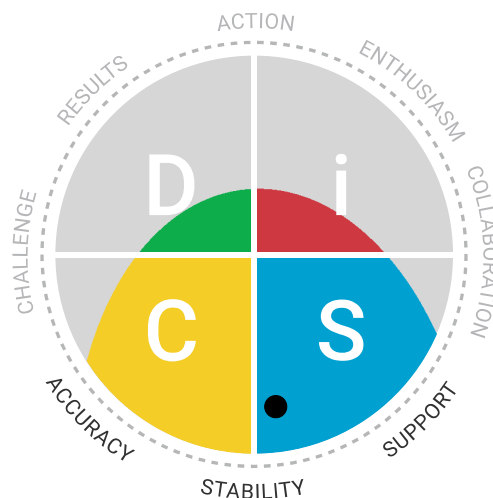
# Taking Action

Ricardo, 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 INCREASE YOUR SENSE OF URGENCY

Most likely, you prefer a calm, steady pace that allows you to ensure dependable follow-through. However, you probably work with other people who want to move quickly and boldly. Be careful that your preference for measured progress doesn't dampen the urgency and passion that can help drive the group to great accomplishments.

- Consider practical shortcuts rather than relying strictly on routines and tested methods.
- Ask yourself whether you could take more initiative to get things moving rather than waiting for problems to arise before you act.

## 3 RECOGNIZE THE VALUE OF NETWORKING

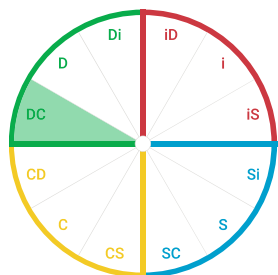
You tend to be somewhat private, and as a result, you may fail to make important connections with people in your workplace. People who are expressive and outgoing may have an easier time networking. By opening up and making your emotions more available, you may be able to gain trustworthy allies who will help you achieve your goals in the organization.

- Consider how networking with others might lead to improved results for a project and stronger connections for you.
- Ask yourself whether you could be more expressive in certain situations, which could make it easier for others to connect with you.



# 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

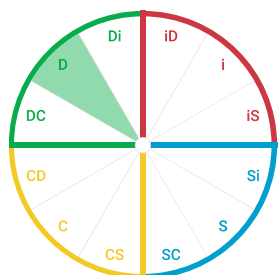
**Would increase effectiveness through:** Warmth, tactful communication

Ricardo, 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. Since you also like to maintain high standards, you can probably relate to their objective, analytical approach.

## 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

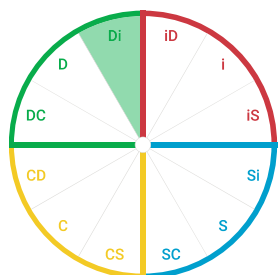
**Would increase effectiveness through:** Patience, empathy

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 focus more on supporting others, you may find their competitiveness difficult to relate to.

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. Since you probably prefer to work at a more measured pace, you may not relate to their bold, active style.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you tend to be a little less critical, you may find it a bit difficult to relate to their challenging approach.

## 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

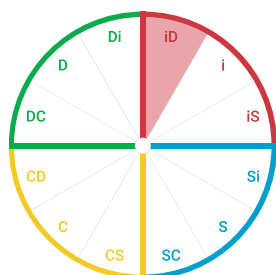
People with the Di style prioritize Action, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. You prefer to keep a steadier pace, so you may not relate well to their energetic approach.

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. You may have trouble relating to their high-spirited 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

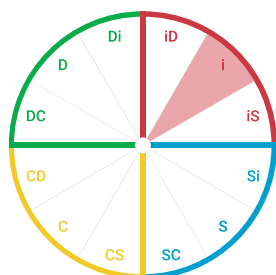
**Would increase effectiveness through:** Focusing on the details, patience, listening to others

Ricardo, 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. You may have a difficult time keeping up with their rapid pace.

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 may think their high level of enthusiasm is a bit distracting.

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

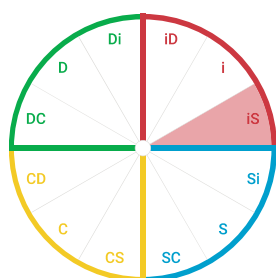
**Would increase effectiveness through:** Being more objective, following through on tasks

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're usually less expressive than they are, you may find their high-spirited style to be a bit overwhelming at times.

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're more cautious, you may have trouble relating to their tendency to quickly steer toward adventurous rather than safe ideas.

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. Although you're usually not opposed to group efforts, you're probably more comfortable working alone than they are.

## 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

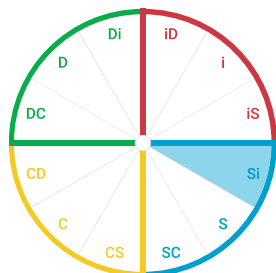
People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you appreciate opportunities to work independently, you may not relate to their emphasis on team efforts.

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. You tend to be less expressive than they are, and you may have trouble relating 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. Since you share their desire to help others, you can probably relate to their patient, accepting approach.

# 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

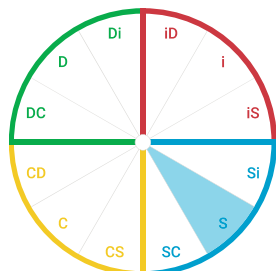
**Would increase effectiveness through:** Saying "no" if necessary, addressing issues

Ricardo, 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 tend to prefer working alone, you may have trouble understanding their strong interest in group efforts.

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. Since you probably share their interest in people's feelings, you may find it easy to relate to their tendency to look out for others.

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 have trouble relating to their expressive style.

## 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

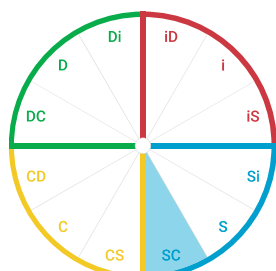
**Would increase effectiveness through:** Displaying self-confidence, revealing true feelings

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, helpful approach, although you may feel they try too hard at times to meet people's needs.

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 also avoid risks, you probably appreciate their preference to study their options carefully.

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. Although you probably appreciate their focus on friendly teamwork, you may feel that they emphasize group efforts a little more than you would like.

## 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

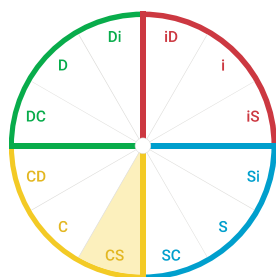
People with the SC style place a high priority on Stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won't bring a lot of surprises. Since you share their desire for stability, you can probably appreciate their careful, methodical approach.

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. Because you share a willingness to help others, you probably find it easy to relate 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. You probably relate well to their interest in producing solid, error-free work.

# 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

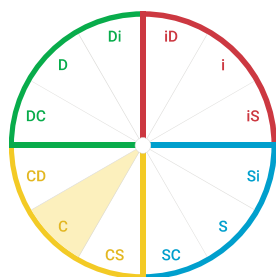
**Would increase effectiveness through:** Showing flexibility, being decisive, showing urgency

Ricardo, 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 share their interest in a stable environment, you may appreciate their tendency to focus on steady progress.

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. Because you share their tendency to value accurate outcomes, you may appreciate their careful, methodical approach.

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. Because you share their obliging approach, both of you may fail to assert your own needs to avoid rocking the boat.

## 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

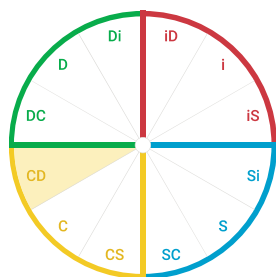
**Would increase effectiveness through:** Acknowledging others' feelings, looking beyond data

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. While you may relate to their emphasis on creating sound solutions, you may sometimes want to see more warmth from them.

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 also spend time ensuring dependable results, you may find it easy to relate to their cautious approach.

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 tend to be more accommodating, you may find them overly 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. Because you share their analytical approach, you may find it easy to relate to their emphasis on objectivity and logic.

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.