



Candi Lemoine

January 19, 2019

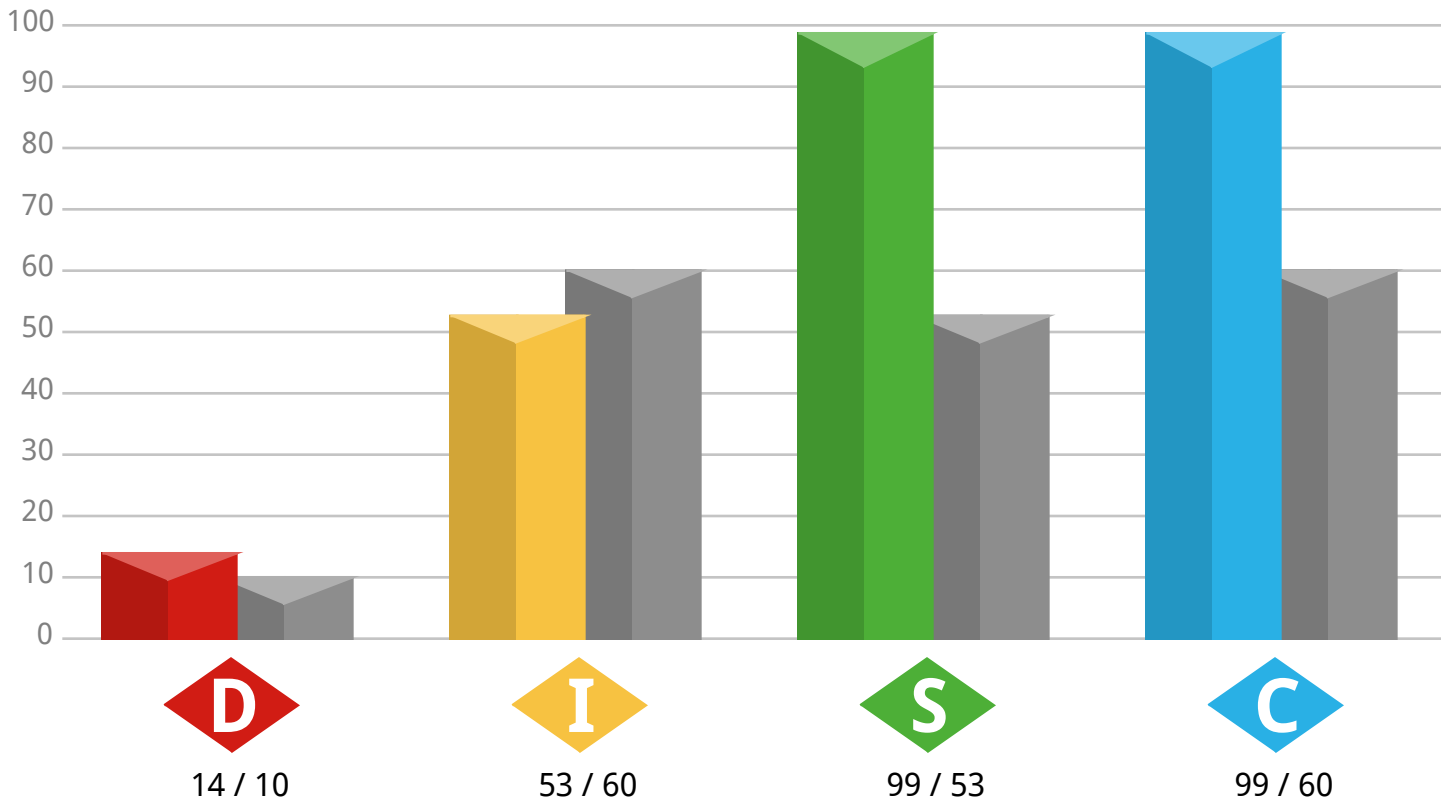
This Innermetrix Disc Index is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize your potential.



Dave Ramsey's Insights



Natural and Adaptive Styles Comparison



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Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

Adaptive Style:

The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adapt to this style for too long you may become stressed and less effective.



About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that fit their behavioral style. They also understand their limitations and where they are not effective and this helps them understand where not to go or how not to be as well. Those who understand their natural behavioral preferences are far more likely to pursue the right opportunities, in the right way, at the right time, and get the results they desire.

This report measures four dimensions of your behavioral style. They are:

- **Decisive** — your preference for problem solving and getting results
- **Interactive** — your preference for interacting with others and showing emotion
- **Stability** — your preference for pacing, persistence and steadiness
- **Cautious** — your preference for procedures, standards and protocols

This report includes:

- **The Elements of DISC** — Educational background behind the profile, the science and the four dimensions of behavior
- **The DISC Dimensions** — A closer look at each of your four behavioral dimensions
- **Style Summary** — A comparison of your natural and adaptive behavioral styles
- **Behavioral Strengths** — A detailed strengths-based description of your overall behavioral style
- **Communication** — Tips on how you like to communicate and be communicated with
- **Ideal Job Climate** — Your ideal work environment
- **Effectiveness** — Insights into how you can be more effective by understanding your behavior
- **Behavioral Motivations** — Ways to ensure your environment is motivational
- **Continual Improvement** — Areas where you can focus on improving
- **Training & Learning Style** — Your preferred means of sharing and receiving styles
- **Relevance Section** — Making the information real and pertinent to you
- **Success Connection** — Connecting your style to your own life



The Elements of the DISC-Index

This DISC-Index report is unique in the marketplace for a number of reasons. You just completed the first ever click & drag DISC instrument on the market. This was constructed in a precise manner to allow for ease of responses, even in the midst of many difficult decisions. This intuitive interface allows you to focus on your answers, not the process.

Also, unlike other DISC instruments, this instrument allows you to rank all four items instead. As a result, this instrument produces zero waste in responses. Some instruments ask you to choose two items out of four, and leave two items blank. Those instruments have a 50% waste of terms, and do not provide for an efficient response process. The DISC Index instrument eliminates that response problem.

Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can serve as an important learning tool as you explore the deeper aspects of DISC. Your unique pattern of DISC traits is developed through the context of this report. Additionally, the following four pages will be devoted to exploring your DISC scores as separate components within the unique combination of traits that you exhibit.

A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we are adapting our behavior. The expression of these contradictions is a demonstration of the sensitivity of this instrument to determine these subtle differences in our natural and adaptive style.



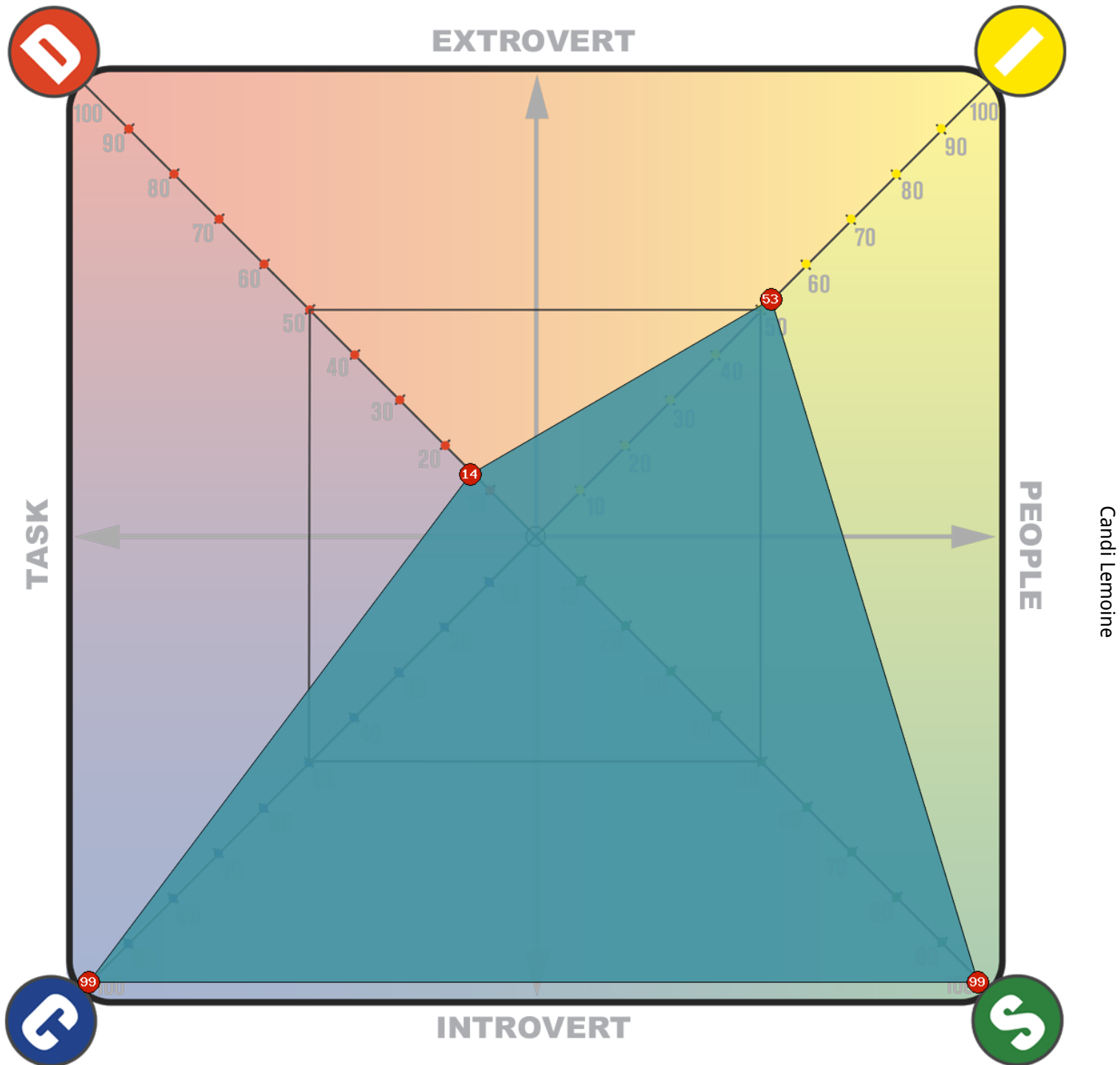
A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
Problems: How you tend to approach problems and make decisions	People: How you tend to interact with others and share opinions	Pace: How you tend to pace things in your environment	Procedures: Your preference for established protocol/standards
High D	High I	High S	High C
Demanding Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable Unobtrusive	Gregarious Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Withdrawn Aloof	Patient Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Spontaneous Impetuous	Cautious Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Defiant
Low D	Low I	Low S	Low C

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The DISC Index | Four Components of Behavior



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Decisive

Your approach to problem-solving and obtaining results

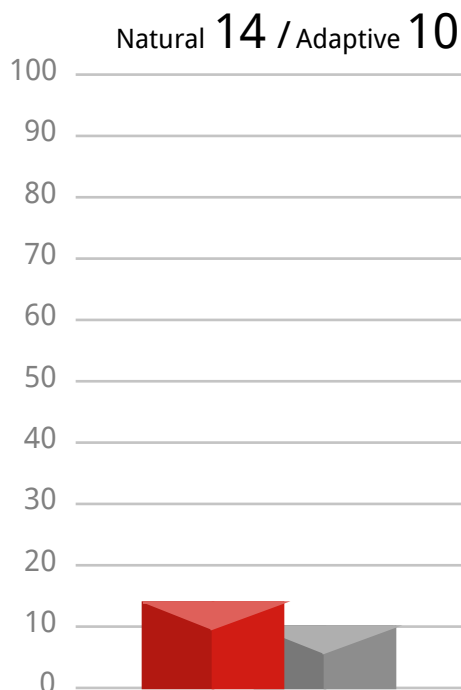
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

Tend to solve new problems very quickly and assertively. They take an active and direct approach to obtaining results. The key here is new problems such as those that are unprecedented or haven't happened before. There may also be an element of risk in taking the wrong approach or developing an incorrect solution, but those with a High D score are willing to take those risks, even if they may be incorrect.

Lower D —

Tend to solve new problems in a more deliberate, controlled, and organized manner. Again, the key here is new and unprecedented problems. The Lower D style will solve routine problems very quickly because the outcomes are already known. But, when the outcomes are unknown and the problem is an uncertain one, the Lower D style will approach the new problem in a calculated and deliberate manner by thinking things through very carefully before acting.



Your score shows a very low score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You like taking a slower, more methodical approach to making decisions.
- You tend to be peaceful and avoid confrontation whenever possible.
- You only want to make important decisions with a great deal of detail and awareness of outcomes and impact.
- You can depend heavily on others to help make decisions.
- You like specialized assignments or work.
- You appreciate and like standardized controls and policies to avoid surprises along the way.



Interactive

Your approach to interacting with people and display of emotions

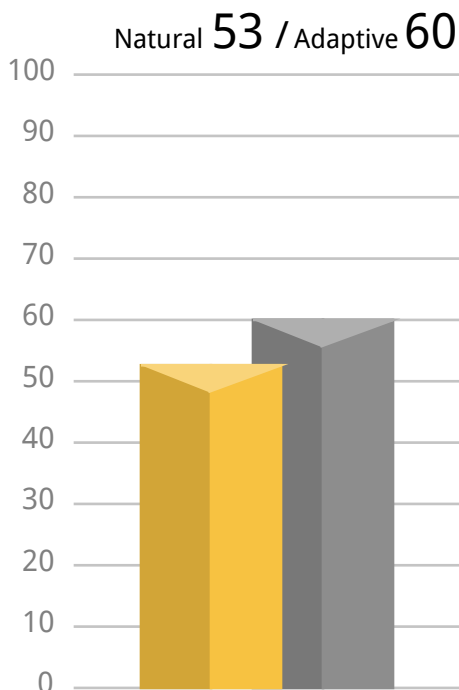
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

Tend to meet new people in an outgoing, gregarious, and socially assertive manner. The key here is new people whom one hasn't met before. Many other styles are talkative, but more so with people that they've known for some time. The Higher I scores are talkative, interactive and open even with people whom they have just initially met. People scoring in this range may also be a bit impulsive. Generally speaking, those with the Higher I scores are generally talkative and outgoing.

Lower I —

Tend to meet new people in a more controlled, quiet and reserved manner. Here's where the key word "new people" enters the equation. Those with Lower I scores are talkative with their friends and close associates, but tend to be more reserved with people they've just recently met. They tend to place a premium on the control of emotions, and approach new relationships with a more reflective approach than an emotional one.



Your score shows a high average score on the 'I' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You appreciate an open-door policy with both peers and supervisors.
- You tend to meet new people in a confident and appropriate manner.
- You prefer working in a social environment rather than one that is remote or isolated.
- You prefer an environment with ample people contact.
- You like a flexible environment that allows for creativity.
- You work best when you are able to interact with others.



Stabilizing

Your approach to the pace of the work environment

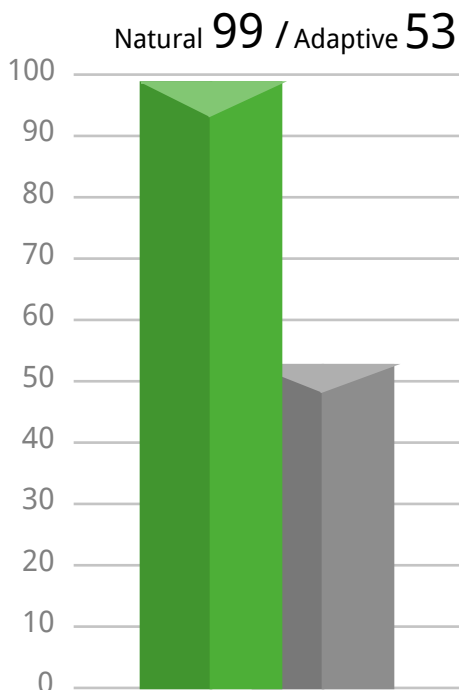
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher S —

Tend to prefer a more controlled, deliberative and predictable environment. They place a premium on security of a work situation and disciplined behavior. They also tend to show a sense of loyalty to a team or organization, and as a result, may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style and are very patient coaches and teachers for others on the team.

Lower S —

Tend to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher S traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.



Your score shows a very high score on the 'S' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are always seen as cool, calm, and collected on the outside (whether that is true on the inside or not).
- You are very patient in working with a wide variety of people.
- You can be quite resistant to change.
- You're always willing to help out in a pressure situation, even if you don't really want to.
- You prefer an environment that allows for lots of consistency, dependability and structure.
- You require significant time to adjust to change.



Cautious

Your approach to standards, procedures, and expectations

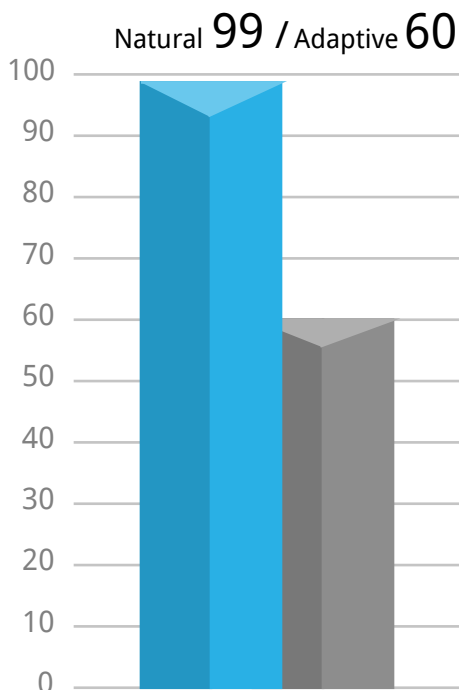
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

Tend to adhere to rules, standards, procedures, and protocol set by those in authority whom they respect. They like things to be done the right way according to the operating manual. "Rules are made to be followed" is an appropriate motto for those with higher C scores. They have some of the highest quality control interests of any of the styles and frequently wish others would do the same.

Lower C —

Tend to operate more independently from the rules and standard operating procedures. They tend to be bottom-line oriented. If they find an easier way to do something, they'll do it by developing a variety of strategies as situations demand. To the Lower C scores, rules are only guidelines, and may be bent or broken as necessary to obtain results.



Your score shows a very high score on the 'C' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are most likely seen as being more resistant to change than others.
- You like things to be done the "right" way according to standard operating procedure.
- You can express your disagreement in a passive-aggressive way.
- You are very systematic and like to analyze details to accomplish a process correctly.
- You like a work environment that is precise, structured and orderly.
- You expect high quality control and accuracy in all that you do or with anything you are involved with.



Natural Style Pattern:

Your natural style is the way you tend to behave when you aren't thinking about it. This is where you are most comfortable (natural). This is also the style you will revert back to when under stress or moving too quickly to be consciously thinking about modifying your behavior. Finally, this is the style you should seek to be true to in your daily roles. Being natural will return better results with less effort and stress.

The following statements are true to just your unique natural style:

- Tend to be more modest than egocentric, but you also have the ability to become assertive when necessary for emphasis or communication.
- You have the ability to self-manage much of your own organizational activity and workload.
- May become verbally disappointed when standards aren't met, or when the team project becomes delayed.
- You have a large knowledge-base and a continuing appetite to learn more.
- You have the ability to focus on building your own skills and talents while also assisting others on the team in building their own skills.
- Response pattern indicates that you have the ability to be a strong achiever in technical performance and expertise within the organization.
- You persuade others by demonstrating personal competence and encouraging others with a sense of optimism.
- You score like those who desire to become the best they can, or an expert, in a specific area.



Adaptive Style Pattern:

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none-the-less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- You tend to be more modest than egocentric, but also have the ability to become assertive when necessary for emphasis or communication.
- You have the ability to self-manage much of your own organizational activity and workload.
- May tend to verbalize disappointment when standards aren't met, or when the project becomes delayed.
- You have a large knowledge-base and an appetite to learn more.
- You have the ability to focus on building your own skills and talents while also assisting others on the team in building their own skills.
- You have the ability to be a strong achiever in technical performance and expertise within the organization.
- You tend to persuade others in the organization by demonstrating personal competence and encouraging others with a sense of optimism.
- You score like those who desire to become the best they can, or an expert, in a specific area.



Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Job description presented clearly and with no ambiguities.
- A greater emphasis on tasks, organizational work, business, or profits.
- Sufficient time for effective planning.
- Having sufficient time to consider alternatives prior to making changes.
- Having an efficient system in place to handle routine work more effectively.
- Greater participation in team efforts and activities.
- Becoming more comfortable with faster decision-making.
- Associating with friendly, active people.



Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- Work tasks of a highly specialized nature to support your natural curiosity and detail orientation.
- Awards to confirm ability, skill, or achievements.
- Sufficient time to adjust or change so as not to disrupt systems and processes.
- Public recognition of accomplishments and meeting of goals.
- A link to some of the successful traditions that have built success in the past.
- Identification with company and colleagues that one can be proud of.
- A work environment with minimal hostility and pressure that sometimes reduce quality and effectiveness.
- An environment largely free of hostility and conflict.



Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each other. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- If given the responsibility to maintain high standards, those standards will be guarded and maintained.
- Brings appropriate people skills, patience in working with others, quality control, and attention to the details in a versatile blend of talents and expertise.
- High degree of quality-control orientation.
- Willing to work hard for a mission, cause, project, or purpose.
- A reflective, critical thinker. You are able to comprehend complex or abstract systems, assist with solutions, and get others on board with the project.
- High degree of accuracy in project details.
- A keen awareness of the broad-based impact of important decisions.
- Shows the rare ability to be both friendly and argumentative (when needed), and able to use humor to either break the ice or defuse a tense situation.



Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave, an ideal climate for you is one that provides you with:

- An environment that supports decisions by logic, not emotion.
- Freedom of speech and expression.
- Time to reflect and think about pros and cons to solutions.
- An environment relatively free from interpersonal conflict and hostility.
- Environment where they can interact with people in a comfortable, non-hectic manner.
- Freedom from intense pressured decisions.
- Projects completed the 'right way' the first time, to avoid problems later on.
- Established practices, procedures and protocols.



Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems.

Due to your behavioral style, you may tend to:

- Get overly bogged down in details, especially when the climate becomes pressured.
- Become overly aggressive when the climate becomes unfavorable.
- Take criticism personally, even though it was directed at a work process.
- Oversell your own ideas too strongly.
- Become indecisive in times of significant change or pressure.
- Struggle with prioritizing things appropriately, due to ranking all items as the "most important".
- Hold too much to past tradition in procedures and processes.
- Be overly optimistic in ability to persuade or manage others.



Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and in being taught and learning.

How you prefer to share knowledge or teach:

- Presents detailed information in a logical and sequential manner.
- Evaluations are made based on maximizing the individual's growth more than comparatively.
- Brings imagination and ideas to the training event.
- Shows patience with tedious, technical, and specialty tasks and helping others to learn.
- Leads the group by encouraging cooperation.
- Wants to provide participants with the ability to understand principles and concepts.
- Confident even in the midst of complex material, because you have done your homework long before the session began.

How you prefer to receive knowledge or learn:

- Responds actively to others, and tends to take calculated learning risks.
- More accepting of a more impersonal training or learning venue than others.
- Looks for meaning and clear integration of the learning activities.
- High perseverance in learning mode, and will re-analyze facts until clarity emerges.
- Wants to know performance outcomes, objectives, etc.
- Prefers learning in groups, but can also work very effectively alone.
- Integrates experiences with practical applications and ideas.



This page is unique in this report because it is the only one that doesn't speak directly to you, rather to those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others SHOULD do to be better understood by you (Do's) and the second list is of things others SHOULD NOT do (Don'ts) if they want you to understand them well.

Things to do to effectively communicate with Candi:

- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Ask for input regarding people and specific assignments.
- Be certain that the information you have is credible.
- Present your ideas and opinions in a non-threatening way.
- Do your homework, because others will have already done their share of it.
- Make an organized appeal for support and contributions.
- If you agree with the outcome, follow through and do what you say you will do.

Things to avoid to effectively communicate with Candi:

- Avoid being overly task-oriented.
- Don't rush the issues or the decision-making process.
- Don't manipulate or bully others into agreeing.
- Don't be unrealistic with deadlines.
- Don't threaten with position or power.
- Don't be vague or ambiguous.
- Don't leave the idea or plan without backup support.



In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

Decisiveness:

How is your 'D' score relevant to your life?

Interacting:

How is your 'I' score relevant to your life?

Stabilizing:

How is your 'S' score relevant to your life?

Cautiousness:

How is your 'C' score relevant to your life?

Overall Natural Style:

What is one way in which your natural style relates to your life?

Overall Adaptive Style:

What is one way in which your adaptive style relates to your life?

Strength-based insights:

What specific strengths do you think connect to your success more than any other?

**Communication Dos and Don'ts:**

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

What is one way in which you could become more effective?

Motivation:

How can you stay more motivated?

Improvement:

What is something you learned that you can use to improve your performance?

Training/Learning:

What did you learn that could help you instruct others better, or learn more effectively?



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

Supporting Success:

Overall, how can your unique behavioral style support your success? (cite specific examples)

Limiting Success:

Overall, how could your unique behavioral style get in the way of your success? (cite specific examples)
