



TONY ROBBINS

DISC & MOTIVATORS REPORT FOR
[Kristof Welslau](#)

Table of Contents

Introduction to the DISC & Motivators Combined Report	3
PART I Understanding DISC & MOTIVATORS	
DISC.....	4
Motivators	6
PART II Understanding Yourself	
DISC & Motivators Graphs	7
DISC General Characteristics & Combined Behavioral Style.....	8
Word Sketch: Adapted & Natural Style	10
Your Personalized Graphs.....	12
Your Behavioral Pattern View.....	13
Communication Tips for Others.....	14
Wants and Needs.....	15
What You Bring to the Organization.....	16
Your Behavior and Needs Under Stress.....	17
Potential Areas for Improvement.....	18
The 12 Behavioral Tendencies	19
Summary of Your DISC Style	24
Your Motivators.....	25
A Closer Look at the Seven Motivator Dimension Scores.....	26
Details of Motivation	27
Motivator Word Matrix	28
Motivators Dimensions.....	29
Summary of Your Motivators	36
PART III Understanding Others and Adaptability	
DISC Adaptability	37
Motivators Adaptability.....	38
Communicating with the DISCStyles.....	39
To Modify Directness and Openness, Pace and Priority.....	41
Adapting in Different Situations	43
A Deeper Look at the Four DISCStyles	43
DISC Application Activities.....	47
Motivators Application Activities	51

Why is Independently Tested Accuracy of this Assessment Important?



A recent review revealed a **significant majority of assessments available today were absent the studies & reporting to confirm their accuracy**. Of the small minority which claimed reporting, the significant majority of those were conducted privately; oftentimes by the assessment provider itself, rather than an objective and scientifically qualified third party. However, we are leading by example in this otherwise unregulated industry. How are we doing this? By submitting our assessments to an objective, independently conducted battery of tests: Construct Validity, Reliability, and Disparate Impact - all by a qualified scientific authority (*Assessment Standards Institute*). Our goal? Ensuring the trust and confidence of our users by producing the industry's most accurate and class protected assessments. Please turn to the last page of this report to learn more on this topic, and the steps we've taken to safeguard the scientific accuracy of this assessment.

Introduction to the DISC & Motivators Combined Report

Research shows that the most successful people share the common trait of self-awareness. They're able to more quickly recognize situations that will make them more successful. With this personalized and comprehensive DISC and Motivators combined report, you have tools to help you become a better you.

Please Note: Any behavioral descriptions mentioned in this report are only **tendencies** for your style group and may or may not specifically apply to you personally.

Remember:

- **DISC** measures **observable behavior** and **emotion**.
- **Motivators** shows the **values** that **drive** our behavior and emotion.

When our DISC and MOTIVATORS are **in alignment**, we have personal **synergy**. When our DISC and MOTIVATORS are **not in alignment**, we experience personal **conflict or tension**.

How to Use This Report

With this personalized and comprehensive DISC and Motivators combined report, you have tools to help you become a better you. The report is divided into 3 parts:

- **Part I** focuses on understanding each of the DISC styles through identifying characteristics, including the tendencies of each behavioral style. It also introduces the 7 Motivators that drive our behaviors and the definitions of each
- **Part II** reveals what makes you unique, through greater understanding of your own behavioral tendencies and blend of motivators.
- **Part III** explores adaptability and offers actionable recommendations for you and others who interact with you, helping you use this information as effectively as possible for immediate results.

PART I - UNDERSTANDING DISC & MOTIVATORS

DISC STYLES

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

Dominance, **Influence**, **Steadiness**, and **Conscientious**.

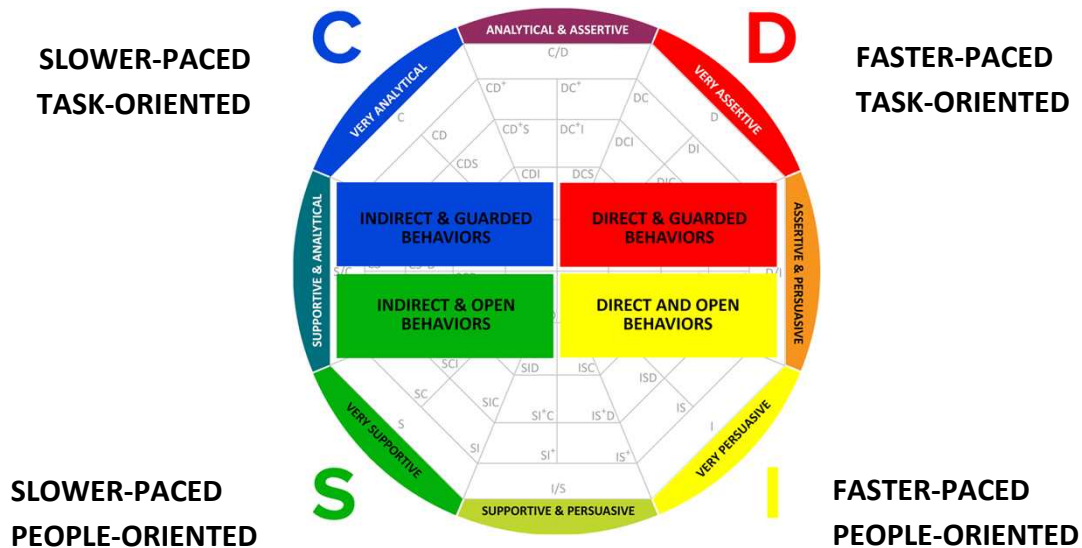
STYLE	TENDENCIES
DOMINANCE	Tends to be direct and guarded
INFLUENCE	Tends to be direct and open
STEADINESS	Tends to be indirect and open
CONSCIENTIOUS	Tends to be indirect and guarded

Using the DISC model, it is easy to identify and understand our own style, recognize and cognitively adapt to different styles, and develop a process to communicate more effectively with others. As you begin to explore the DISC styles and see them in your own life and in your relationships, keep in mind the following:

BEHAVIOR DESCRIPTORS OF EACH STYLE

DOMINANCE	INFLUENCE	STEADINESS	CONSCIENTIOUS
Decisive	Charming	Understanding	Accurate
Competitive	Confident	Friendly	Precise
Daring	Convincing	Good Listener	Analytical
Direct	Enthusiastic	Patient	Compliant
Innovative	Inspiring	Relaxed	Courteous
Persistent	Optimistic	Sincere	Diplomatic
Adventurous	Persuasive	Stable	Detailed
Problem-Solver	Sociable	Steady	Fact-Finder
Results-Oriented	Trusting	Team Player	Objective

PACE AND PRIORITY: Two main sources of tension between the styles



PACE <i>Direct, Fast-Paced</i> vs. <i>Indirect, Slower-Paced</i>	PRIORITY <i>Guarded, Task-Oriented</i> vs. <i>Open, People-Oriented</i>	PACE & PRIORITY <i>Direct, Fast-Paced, Guarded, Task-Oriented</i> vs. <i>Indirect, Slower-Paced, Open, People-Oriented</i>
<p>High S + High I (Lower Left vs. Lower Right Quadrant).</p>	<p>High D + High I (Upper Right vs. Lower Right Quadrant)</p>	<p>High S + High D (Lower Left vs. Upper Right Quadrant)</p>
<p>High C + High D (Upper Left vs. Upper Right Quadrant)</p>	<p>High C + High S (Upper Left vs. Lower Left Quadrant)</p>	<p>High C + High I (Upper Left vs. Lower Right Quadrant)</p>

MOTIVATORS

Research shows that the most successful people share the common trait of self-awareness. They're able to more quickly recognize situations that will make them more successful. As such, it's easier for them **to find ways of achieving objectives that resonate and align with their motivations**. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.








Motivation helps influence behavior and action. It is vital for superior performance to ensure that your motivations are satisfied by what you do to drive your passion, reduce fatigue, and inspire you.

The Motivators assessment is the result of Dr. Eduard Spranger's and Gordon Allport's combined research into what drives and motivates an individual. **The dimensions of value discovered between these two researchers identify the reasons that drive an individual to utilize their talents in the unique way they do.** These pages will help you understand your motivations and drivers, providing a clear course on how to maximize your performance by achieving better alignment with your passion for what you do and your behavior.

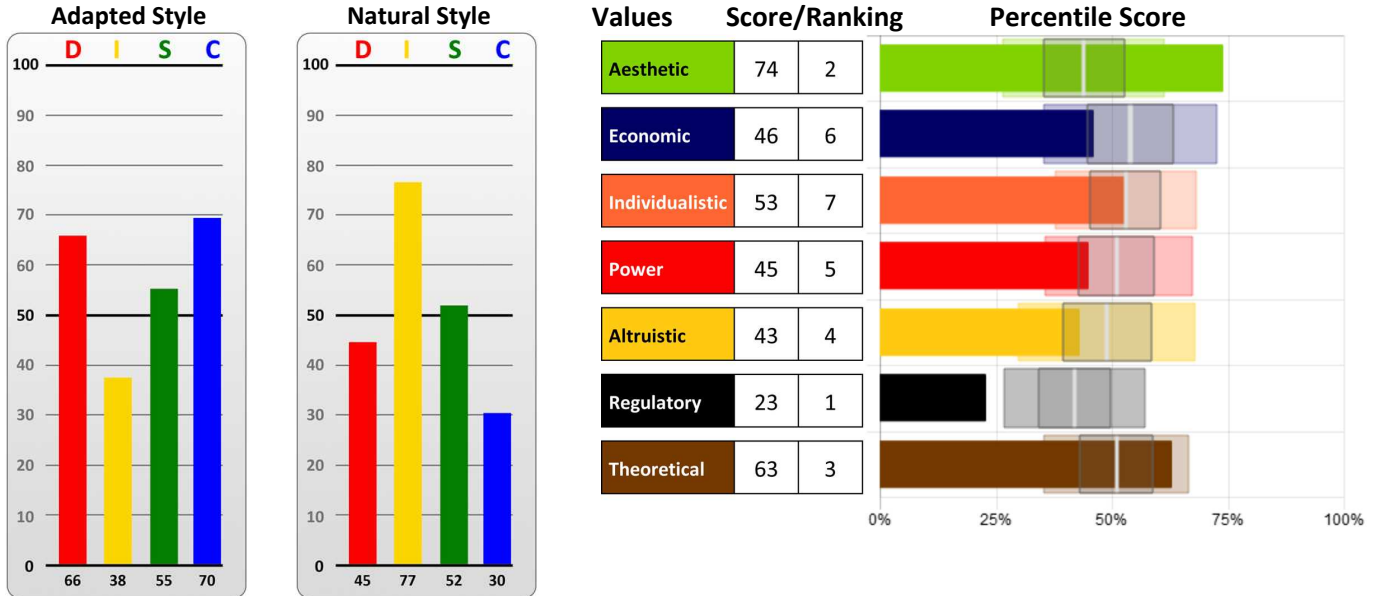
The Elements of the Motivation Index

This Motivation Index is unique to the marketplace in that it examines seven independent and unique aspects of motivation. Most similar instruments only examine six dimensions of motivation by combining the Individualistic and Power into one dimension. This assessment remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique drivers.

The Seven Dimensions of Motivation measured in this report are:

-  **Aesthetic** - A drive for balance, harmony and form.
-  **Economic** - A drive for a return on investment.
-  **Individualistic** - A drive to stand out as independent and unique.
-  **Power** - A drive to be in control or have influence.
-  **Altruistic** - A drive to help others at the expense of self.
-  **Regulatory** - A drive to establish order, routine and structure.
-  **Theoretical** - A drive for knowledge, learning and understanding.

PART II - UNDERSTANDING YOURSELF



DISC describes you based on your observable behavior which can provide insights for others regarding your communication preferences and how you will likely interact with and respond to them.

MOTIVATORS describe you based on your values and beliefs. Understanding motivation helps reveal your preferences and why you do what you do. It is vital for aligned, superior performance that our motivators are satisfied by what we do.

Through this report you have an opportunity to discover (observe and evaluate) your behavioral responses in various environments and examine your unique values and what drives you to behave in the ways you do. You can explore your actions and reactions (and the actions and reactions of others) in a variety of situations and contexts to determine the most effective communication strategy or course of action to be sure you are living in alignment and able to express your best self.

DISC General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It provides a framework for understanding and reflecting on your DISC results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.

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

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

You show the ability to meet new people easily and confidently. Some individuals are reticent about meeting others, but you have a warmth and comfort to your style that makes new acquaintanceships easy for you. Your inherent optimism also helps exude a personal confidence without coming off as arrogant. It's a rare gift to show confidence while keeping your ego in check, and others are likely to welcome this style.

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

Your responses indicate that you tend not to force your own ideas on others with edicts, but rather by offering carefully considered suggestions. This can be a key point of success in a variety of areas. It helps build both rapport and credibility with others and is a strength that you can affirm in a genuine way. The combination of your listening skills, people skills, and innate sincerity allow you to influence others and thus affect the results.

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

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

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

Your Behavioral Style: Coach

Coaches are adept at solving "people problems." They are seen as warm, empathetic and insightful. They like to form extended personal relationships and often develop a reputation for unobtrusive, contributory efforts when working with others. They can become too lenient with marginal contributors and tend to be too mild when issuing corrections, directions and expectations.

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

- **Emotional characteristic:** Wants to be seen as warm and open by others.
- **Goals:** Building personal connections and positive feelings.
- **How others are valued:** Favorable recognition of others; finds the basic decency in them.
- **Influences group:** Through personal relationships and being open to others' ideas, problems and needs.
- **Value to the organization:** Will bring stability to group efforts with predictable actions and will possess good listening skills.
- **Cautions:** Can become too tolerant and may avoid needed direct confrontations.
- **Under Pressure:** Can become too accommodating, trusting and sharing too much with others.
- **Fears:** Having to pressure others or being seen or blamed as the source of pain or problems by others.

WORD SKETCH - Adapted Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

This chart shows your ADAPTED DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

	D	I	S	C
DISC Focus	Problems/Challenges	People/Contacts	Pace/Consistency	Procedures/Constraints
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

WORD SKETCH - Natural Style

DISC is an observable, “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

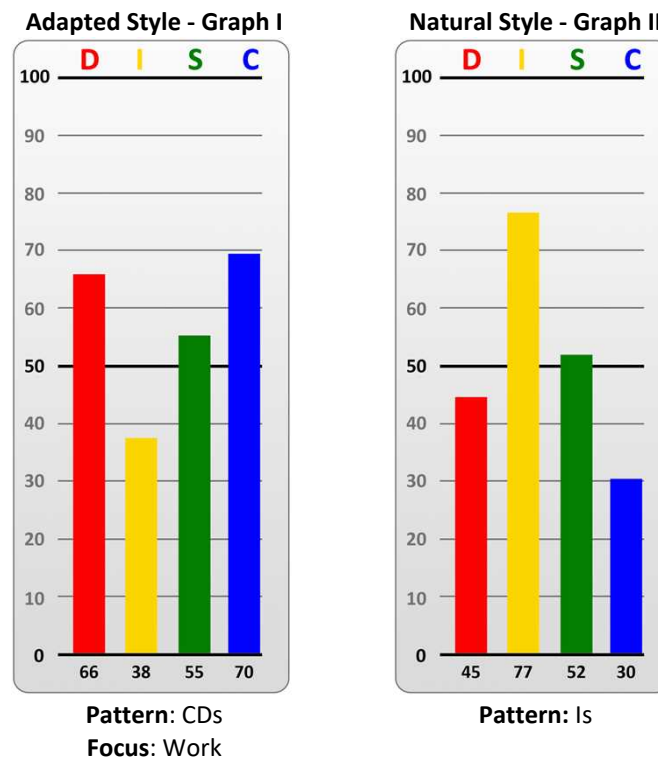
This chart shows your NATURAL DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

	D	I	S	C
DISC Focus	Problems/Challenges	People/Contacts	Pace/Consistency	Procedures/Constraints
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
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DISCstyles Graphs for Kristof Welslau

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

Your Adapted Style is your graph displayed on the left. It is **your perception of the behavioral tendencies you think you should use in your selected focus** (work, social or family). This graph may change when you change roles or situations. The graph on the right is your Natural Style **and indicates the intensity of your instinctive behaviors and motivators**. It is often a better indicator of the “real you” and your “knee jerk,” instinctive behaviors. This is how you act when you feel comfortable in your home environment and are not attempting to impress. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.



If you have scores under 10 or over 90, these are extended scores where the behavior becomes a **need**. If expressing that behavior isn't possible, you'll likely create situations where that *behavioral need* can be met.

If the bars are similar, it means that you tend to use your same natural behaviors in either environment. If your Adapted Style is different from your Natural Style, this may cause stress if over a long period of time. You are then using behaviors that are not as comfortable or natural for you.

The higher or lower each D, I, S, C point is on your graph, the greater or lesser your behavior impacts your results at work and with others around you. Once aware, you can adapt your style to be more effective. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioral change comes only with awareness and practice.

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the BPV identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the BPV, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone. +The plus sign indicates that the preceding style score is higher, moving you closer to that style zone (i.e. CD+S: The D score is stronger than in CDS so it plots closer to the D behavioral zone).

D = Dominance: How you deal with Problems and Challenges
I = Influence: How you deal with People and Contacts
S = Steadiness: How you deal with Pace and Consistency
C = Conscientious/Compliance/Structure: How you deal with Procedure and Constraints



MORE ABOUT YOUR DISC STYLE

In this portion of the report, you'll learn more about your DISC style behavioral tendencies and emotions. This information can be useful in helping you understanding your own behavior, and also support you in learning about and understanding others more effectively.

Communication Tips for Others

The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

Check the two most important ideas when others communicate with you (dos & don'ts) and transfer them to the Summary of Your Style page.

When Communicating with Kristof, *DO*:

- Plan to talk about things that support Kristof's dreams and goals.
- Present your ideas and opinions in a non-threatening way.
- Join in with some name-dropping and talk positively about people and their goals.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Provide assurances about Kristof's input and decisions.
- Ask for Kristof's input regarding people and specific assignments.
- Break the ice with a brief personal comment.

When Communicating with Kristof, *DON'T*:

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

Wants and Needs

Motivation is the enthusiasm or willingness to do something. Everybody is motivated; however, all people are motivated for their own reasons, not somebody else's. Simply, people are motivated by what they want.

Our behaviors are also driven by our needs. Each style has different needs. If one person is stressed, they may need quiet time alone; another may need social time around a lot of people. Each has different ways to meet their needs. The more fully our needs are met, the easier it is to perform at an optimal level.

Choose the two most important wants and the two most important needs and transfer them to the Summary of Your Style page.

You Tend to Be Motivated By:

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

People With Patterns Like You Tend to Need:

- To be more realistic and ambitious in setting deadlines for team projects.
- Detailed delegation of responsibilities, to reduce ambiguity and confusion.
- More direction toward work tasks, and less focus on chatting and socializing.
- To be kept in the information loop regarding projects and initiatives within the organization.
- Increased urgency in decision making.
- Encouragement to keep the positive spirit and optimism when the pressure is on.
- A sense of belonging to the team or organization as a whole.

What You Bring to the Organization

This page provides useful insights for a job or as you work together on a team or family project. These are the talents and tendencies you bring. When used in environments that you are most effective in, you are likely to be self-motivated to accomplish great things. It is possible that you may not always be in an environment that allows you to be your best. We recommend you speak with your leader to see what can be incorporated into your current environment to help maintain your motivation. Check the two most important strengths, the two most important work style tendencies and the two most important environmental factors and transfer them to the Summary of Your Style page.

Your Strengths:

- You work hard to achieve the team's goals and objectives.
- You demonstrate a high degree of patience in working with others.
- You are able to negotiate conflicts into win-win situations.
- You are able to reach goals by working with and supporting the efforts of others on the team.
- Your strong optimism helps motivate the team toward their goals.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- You bring a high "sincerity factor" to the team climate.

Your Work Style Tendencies:

- On the job, you have a strong need to be patient, polite, and create an environment of good-will for internal and external stakeholders.
- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- You show a high degree of persistence in working on projects, especially over the long haul.
- You meet new people easily and prefer networking with others rather than working in solitary conditions.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- You are optimistic and motivated to be an excellent team player, able to defer your ego when working with others who may prefer having more control of the situation.
- Your empathetic nature and sensitivity toward people may lead others to seek you out as a coach or counselor, or ask to assist them with a personal or team problem.

You Tend to Be Most Effective In Environments That Provide:

- A work culture that allows for your natural interest in helping others learn and grow professionally.
- Specialized assignments that also involve working and communicating with a variety of people.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A job culture where there is little hostility, confrontation, anger, or pressure.
- A participatory manager or board with whom a democratic relationship has been established.
- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- Support and appreciation of your individual efforts.

The I Style

Under Stress - Perceptions, Behavior and Needs for the I

Stress is unavoidable. The perceptions of our behavior may have a significant impact on our effectiveness - both in how we perceive ourselves and how others perceive us. The way we behave under stress can create a perception that is not what we intend. The descriptions below of perceptions by others may seem somewhat extreme at times (especially if our behavior is an over-extended strength that becomes a weakness or limitation). As you understand these perceptions more clearly, you are able to modify your behavior to maximize your own effectiveness and ensure that others see you as you intend.

Potential Self Perception:

- Modest
- Easy to make friends
- Accepting of others
- Not an extremist

Under Stress, May be Perceived by Others:

- Low sense of urgency
- Overly tolerant with non-producers
- Doesn't meet deadlines
- Uncertain

Under Stress You Need:

- To get credit
- A quick pace for stimulation and excitement
- Action and interaction

Your Typical Behaviors in Conflict:

- You are quite uncomfortable with conflict, aggression and anger. You do whatever you can do to avoid them. If possible, you may physically avoid an environment filled with conflict or anger. If that is not possible, you will probably seek to use your natural humor and story-telling ability to reduce the level of tension. If neither approach works, you may attempt to ignore the conflict. Given your strong focus on relationships, however, this tactic is rarely successful.
- You may experience a desire to get even if someone thwarts a major component of your personal agenda; however, you are not very likely to follow through. You may choose to overlook the matter in order to preserve the relationship or you may simply lash out in anger.
- If a conflict persists or your anger increases, you are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike your normal behavior.

Strategies to Reduce Conflict and Increase Harmony:

- You have a tendency to "think out loud." Others may take these "brainstorming" ideas as actual commitments and become upset when those "commitments" are not completed. So, let others know in advance when you are only exploring ideas and options and not committing to actions.
- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.
- Recognize that you can never resolve a conflict by avoiding it. Risk damaging a relationship or losing someone's approval by stating your feelings and clarifying your expectations. Be sure, of course, to listen attentively to the responses of others.

Potential Areas for Improvement

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

As you consider ways to continue to improve to be a better communicator, we recommend you focus on no more than two at a time, practice and strengthen them, and then choose another area to focus on and improve.

Check the two most important areas you are committed to improve upon and transfer them to the Summary of Your Style page.

Potential Areas for Improvement:

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

12 Behavioral Tendencies - Summary

The primary styles - **D, I, S, and C** - are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way your DISC styles combine and influence one another. On this page you'll see all 12 Behavioral Tendencies in Summary, and the following pages deliver more detail about each of these measurements.

Behaviors	Natural	Adapted
Expressing Openness <i>How this individual is most comfortable expressing themselves.</i>	Social (I)	Structural (C)
Building Rapport <i>How this individual focuses when interacting with others.</i>	Relationships-Focused (I)	Results-Focused (D)
Customer & Team Interaction <i>How this individual engages with customers and stakeholders, internal and external.</i>	Engaging (I)	Situational
Work Process Alignment <i>How this individual focuses on process to follow through on work.</i>	Consistency (S)	Situational
Providing Instruction <i>How this individual dictates directions and expectations.</i>	Situational	Situational
Change Resistance <i>How this individual resists engaging with change.</i>	Situational	Situational
Personal Drive <i>How this individual's own goals move things forward.</i>	Situational	Situational
Prioritizing <i>How this individual determines the order for dealing with items or tasks based on established rules and structure.</i>	Situational	Situational
Accuracy <i>How this individual focuses on correctness and exactness.</i>	Predictability (S)	Situational
Careful Decision Making <i>How this individual approaches decisions and actions.</i>	Impulsive (I)	Situational
Self-Reliance <i>How this individual works within a team.</i>	Collaborative (I)	Directive (D)
Reasoning <i>How this individual uses evidence to think through and solve problems.</i>	Intuition-based (I)	Evidence-based (C)

12 Behavioral Tendencies – Details & Graphs

For each of the 12, you will see a graph and personalized statement for your Natural and Adapted style. These scores and statements reveal which of your style combinations are most observable and describe how you express that tendency based on your DISC blend.

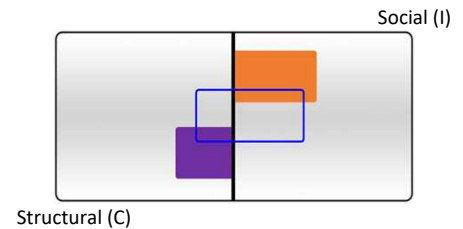
Interpretation Notes:

- Frequency Observed:** The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed.
 - HI** – Clearly observed in most situations, seen more often
 - HM** – Frequently observed in many situations
 - MOD** – May or may not be observed depending on the situation
 - LM** – Sometimes observed in some situations
 - LOW** – Absence of the behavior in most situations
- Direction of your score** – As the graph moves to the right or left, it shows how you will likely express the behavior. If the graphs are near the center, the result is a balancing behavioral effect that will depend on the situation.
- General Population Comparison** – The blue box represents the general population in this behavioral tendency. Approximately 68% of people score in this range.

Expressing Openness

Natural (HM): You are somewhat comfortable when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.

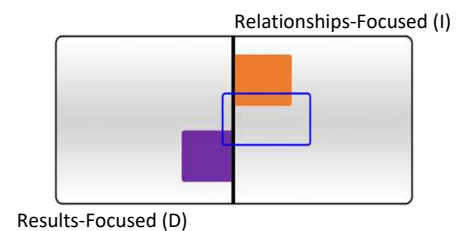
Adapted (LM): You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.



Building Rapport

Natural (HM): You are somewhat social and more likely to focus on building relationship and making connections, rather than accomplishing a goal or completing a task. Don't forget that sometimes there are things to be done.

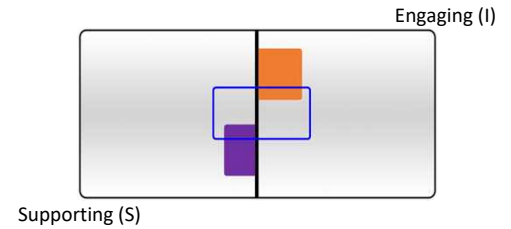
Adapted (LM): You are somewhat results driven in your interactions, preferring not to connect socially unless there is a specific outcome or purpose. You are more likely to focus on results with a desire to reach a goal or complete a task, rather than connecting or building relationship. Remember, others may like to get to know you more when working together.



Customer & Team Interaction

Natural (HM): You are somewhat engaging, charming, persuasive, and influential, often connecting with others in a way that builds trust and confidence. You are more likely to focus on engaging with the others to create a relationship, interacting with them to build a friendship to ensure they will come back to work with you directly. Sometimes business should be just business.

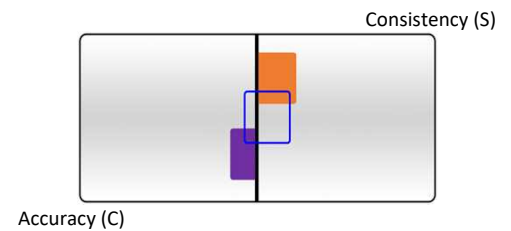
Adapted (MOD): You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.



Work Process Alignment

Natural (HM): Your process and follow through is often driven by a desire to keep things consistent and moving forward at a methodical, steady pace. You are likely to process information and follow through with consistency and predictability as your focus. Don't forget that accuracy is an important part of reliability and stability.

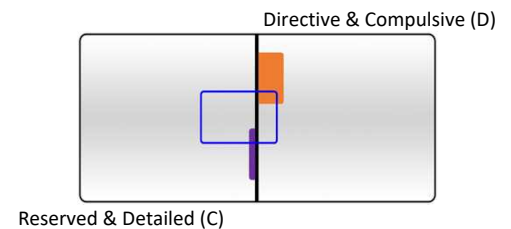
Adapted (MOD): Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.



Providing Instruction

Natural (MOD): You are able to balance the desire to set the expectations or uphold the protocol based on the situation and what is most relevant. You may follow the established structural and procedural guideline if they support the objectives. Keep in mind that sometimes this may come through as difficult for styles that are less focused on tasks and more focused on relationship.

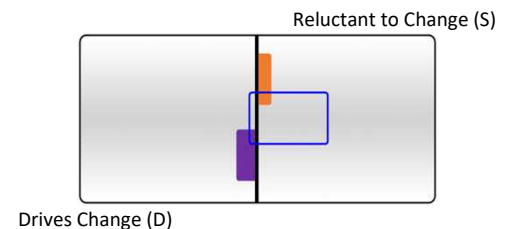
Adapted (MOD): Consistent with natural style



Change Resistance

Natural (MOD): You can be slow to accept or embrace change or more committed to your own thoughts and ideas during times of change, depending on the level of risk and expected outcome. There may be times when you actively accept and engage in change and other times you feel like more information and planning would be beneficial. You are likely to be on board, as long as things make sense.

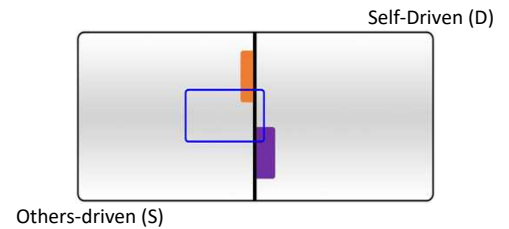
Adapted (MOD): Consistent with natural style



Personal Drive

Natural (MOD): Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions. You are likely driven by both a desire to meet your own needs and motivations, and support and help others in the process.

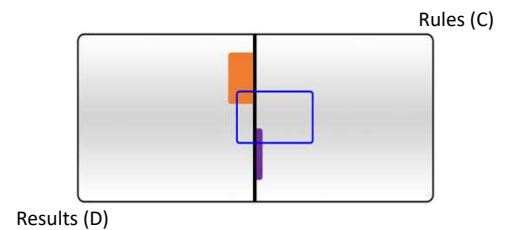
Adapted (MOD): Consistent with natural style



Prioritizing

Natural (MOD): You are attentive to established guidelines to ensure high-quality results now and are focused on actions that target immediate accomplishment. You likely balance both rules and results when prioritizing, recognizing that both have significance in a successful experience and outcome.

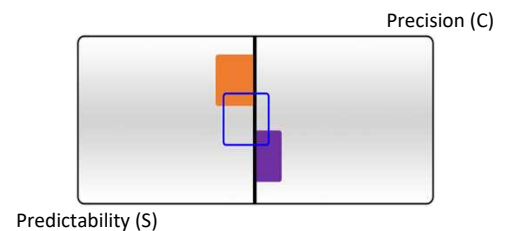
Adapted (MOD): Consistent with natural style



Accuracy

Natural (LM): Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome. You are likely to focus on risk-aversion when planning. Predictability and consistency are incredibly important when taking things from start to finish, but remember correctness is important too.

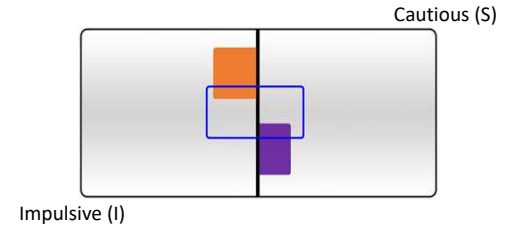
Adapted (MOD): Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will have more positive outcomes when using balanced planning.



Careful Decision Making

Natural (LM): You are somewhat impulsive based on feelings rather than taking the time to consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.

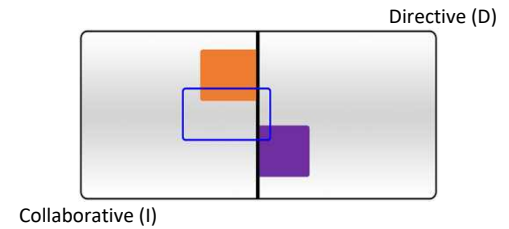
Adapted (MOD): You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.



Self-Reliance

Natural (LM): You are quite attentive to involving others, preferring to reach results together, which may impact efficiency. You will likely do your best work in collaboration with others. Be aware that too much interaction may cause some delays in productivity or efficiency.

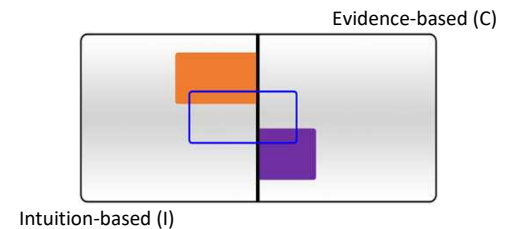
Adapted (HM): You are quite results driven, focused on accomplishing things quickly and efficiently and are likely to do so mostly independently and directly. You will likely do your best work independently when you can manage your productivity and efficiency autonomously. Be sure you are not distancing yourself too much.



Reasoning

Natural (LM): You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable. You are likely to think things through based on emotions over logic, trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.

Adapted (HM): You often rely on data and evidence to ensure decisions reflect the right thing to do, and will seek verification to make complete and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.



Summary of Kristof Welslau's DISC Style

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

COMMUNICATION DOS & DON'TS

1. _____
2. _____

YOUR MOTIVATIONS: WANTS

1. _____
2. _____

YOUR MOTIVATIONS: NEEDS

1. _____
2. _____

YOUR STRENGTHS

1. _____
2. _____

YOUR WORK STYLE TENDENCIES

1. _____
2. _____

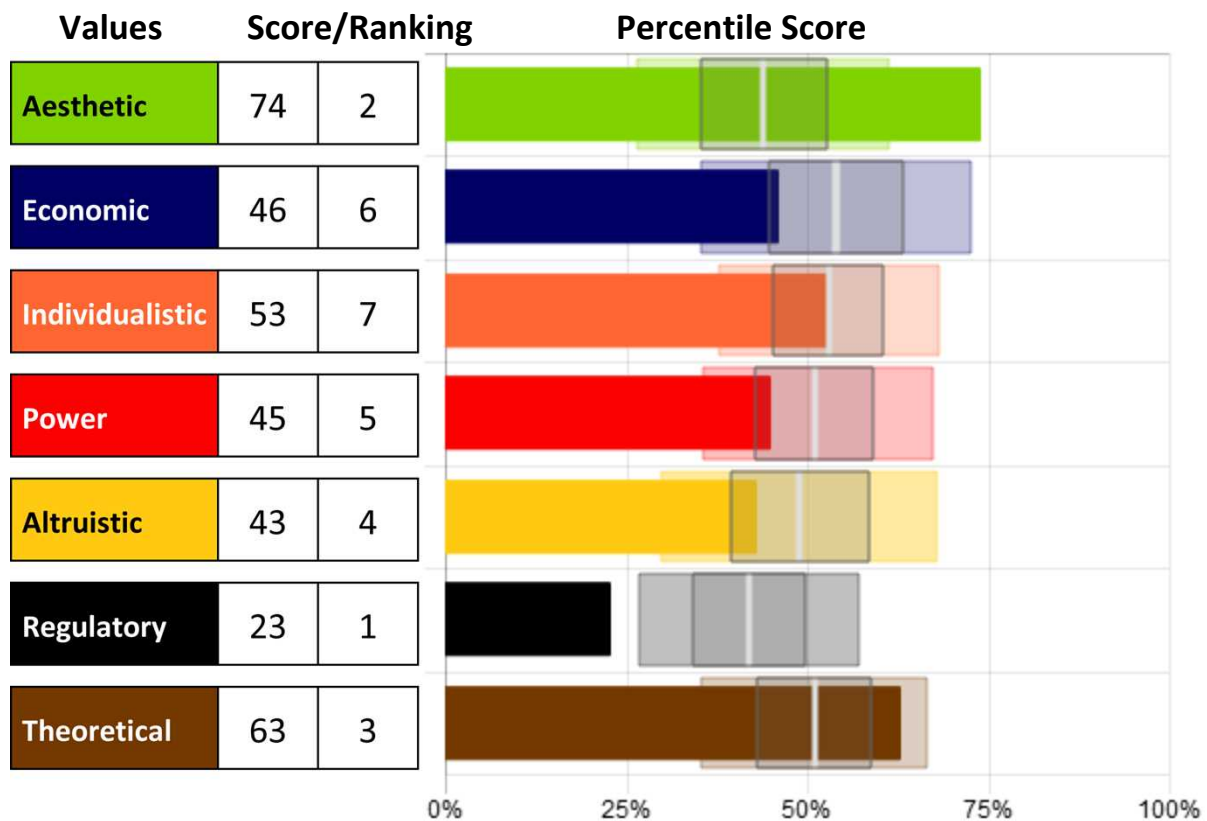
EFFECTIVE ENVIRONMENTAL FACTORS

1. _____
2. _____

POTENTIAL AREAS FOR IMPROVEMENT

1. _____
2. _____

Summary of Kristof's Motivation



1. The **lightly colored, shaded area** for each Motivator highlights **the majority of the population's scores**. This means that if you took a normal sample of motivator scores and ranked the scores from 0 – 100, you can expect that a majority of the scores would fall inside the shaded area. This indicates if most of the population scores higher or lower in the dimension. Are you similarly driven in your Motivators as most others are?
2. The **white, vertical line in the center of the lightly colored, shaded (majority) area** represents the **median score**. Like the median in a road, the median divides the range of scores into equal halves. 50% of the scores are above the median line and 50% of the scores fall below the median line.
3. The **norm box** (small box plot) represents the **AVERAGE** scoring range. The scores inside this box represent the scores of people who are **more like everyone else** (therefore, it is considered **normal**). When your score falls inside the norm box, it is **situational**; you consistently ranked the statements of that dimension **both high and low**.
4. The **colored bar is aligned to your score from 1-100**. These reveal the **level of importance** of that motivator to you. Higher numbers mean you consistently ranked the motivator as **more important** & lower numbers mean the motivator was consistently ranked **less important**. The number also reveals placement in **Very Low, Low, Average, High and Very High**. The people who score within each group share common traits and descriptions (i.e. those who have Very Low scores will share common values with one another).
5. Your **ranking** reveals **how influential the Motivators are to your behavior and decisions in order from 1-7**. Keep in mind that some Motivators have relationships with other Motivators that strengthen them, but this is a true 1 through 7 ranking based on which are individually most impactful. Rankings are determined by each score's distance from 50. The farther away from 50, whether high or low, the more impact that Motivator will have.

A Closer Look at the Seven Motivator Dimension Scores

Each descriptor below reveals your preference for shaping behavior and indicates what energizes you.

Motivator	Low Score Energized by...	High Score Energized by...
Aesthetic	Grounded Pragmatic and tangible approaches that bring concrete and reliable results.	Eccentric Achieving equilibrium and harmony between the world around you and yourself.
Economic	Satisfied Less competitive approaches and being more satisfied with what you already have.	Self-Mastered Self-interest, economic gains, and achieving real-world returns on efforts.
Individualistic	Secure Not seeking the limelight, keeping ideas to yourself, and less likelihood of self-promotion.	Unrestricted Expressing your autonomy and freedom from others' ideas and protocols.
Power	Submissive Supporting other people's efforts and a less focused approach to owning your own personal space.	Domineering Directing and controlling people, environments, and personal spaces.
Altruistic	Self-Focused Focusing on personal wants and needs and taking a more suspicious stance towards the moves of others.	Pushover Helping and eliminating pain and suffering of others at personal cost.
Regulatory	Defiant Remaining independent of as opposed to depending on the restrictive ideas of others.	Black & White Establishing routine, order, and setting boundaries for yourself and others.
Theoretical	Disinterested A more dismissive view of gathering new information and discovery while relying more on your natural instincts and past experiences for answers.	Scholarly Activities towards knowing everything that can be known about what you believe to be important and truthful.

Details of Kristof's Motivation



Aesthetic - Very High

You tend to think “alternatively” and will likely seek personal fulfillment, creative alternatives, and peace of mind rather than the status quo.



Economic - Average

You will balance yourself between being satisfied with what you have and a need for more.



Individualistic - Average

You can both lead and follow and can be flexible between taking a stand or sitting quietly.



Power - Average

You can mediate all available ideas without an excessive need to control outcomes.



Altruistic - Average

You are able to balance your own needs and the needs of others on the team.



Regulatory - Very Low

You may subvert or break the rules you feel don't apply and believe in multithreaded approaches to solving problems.



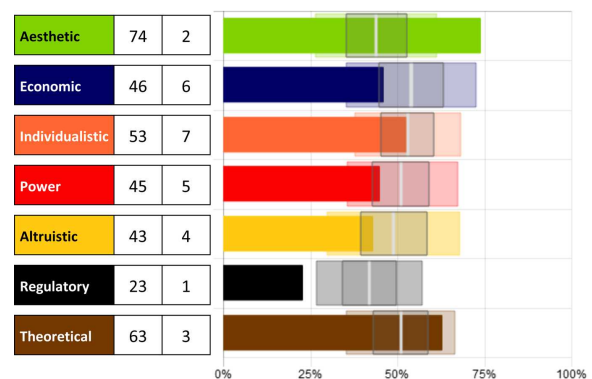
Theoretical - High

You will learn whatever you need to know to get the job done and then some.

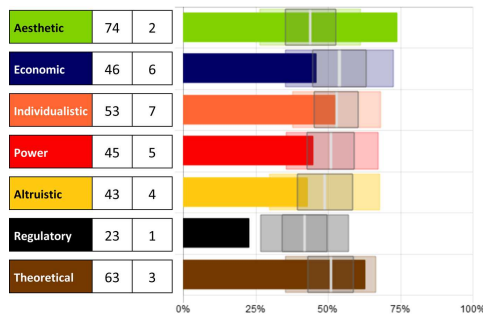
The Motivator Word Matrix translates your numeric score into a descriptor in each dimension, and highlights each word relative to other descriptors. By labeling your numeric score, you can better identify, understand, and describe your motivator orientation.



- Motivators are scored from 0-100, shown in **small circles** at the edges of the Matrix: **0 is very low, 100 is very high.**
- The **shaded line** highlights the **median score** for each Motivator based on the population.
- The highlighted Motivator **descriptor** is representative of *your score* in each Motivator.
- Your score and ranking are **not** noted on the Matrix. Refer to your graph for your specific information.



Your Aesthetic Motivator - Very High



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



Universal Assets:

- You will have a hyper awareness of your surroundings and they will need to "feel" right.
- You may feel as though you were born at the wrong time and might feel misunderstood by most.
- You will likely struggle with deciding what to do with your life. Making choices like career, college, or your direction may feel daunting.
- You show a very strong desire for expressing your talents and fulfilling your dreams.



Driving Intuitions:

- Although you may feel you are misplaced, you will likely bloom later when things become a little more clear to you.
- You should really fight for what you want rather than settling for what you can get.
- You should consider your path and be true to yourself, if it isn't something you really want to do.
- You should support your drive to understand the deeper meanings behind issues or objectives.



Critical Advantages:

- You like to uncover, discover, and recover creative ideas and solutions.
- You are sensitive to the plights of others and will resonate with their inner longings.
- You may demonstrate a very high personal and professional regard for the feelings and emotions of those outside the machine.
- You may not be moved by monetary rewards, but rather you are looking for personal fulfillment and peace of mind.



Growth Opportunities:

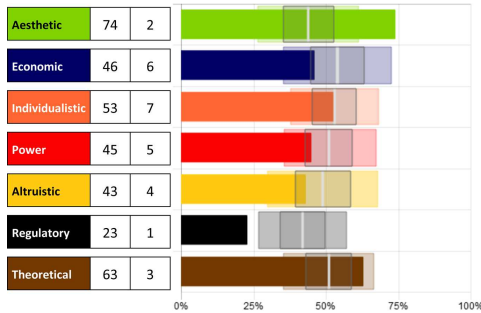
- You may place too great an emphasis on creative alternatives leading to impractical outcomes or not meeting important deadlines.
- You could get lost in creative intuition if not kept somewhat reined in and on target.
- At times, you may try to be too much of a non-conformist and may rebel against established systems and processes.
- You may feel "out of place" in this world and inadvertently sideline yourself for not knowing what to do or why you are here, but know you are here for a reason.



Learning Paths:

- You can assist team members in accessing their creative side.
- You have the ability to act as a go-between and integrate people's imaginations with certain tasks.
- You should not be afraid to look like the rest of society; it doesn't mean you are one of them.
- To increase the meaning of people's lives you could act as a facilitator between people's gifts and talents and meaningful jobs that might require them.

Your Economic Motivator - Average



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



Universal Assets:

- You are realistic and down-to-earth in regards to getting what you believe you deserve.
- Your score indicates that there would be no excessive need to win when engaging with others.
- You have the ability to identify with individuals who have both high and low satisfaction rates.
- You may have already achieved substantial economic goals of your own.



Driving Intuitions:

- You are not an extremist when it comes to incentives.
- You can leverage your ability to cooperate with all types of people.
- You're an asset when it comes to getting along with both practical and imaginative types.
- You are likely not bent on having to win in everything.



Critical Advantages:

- You're fine with helping others with their projects and initiatives without experiencing to "get yours."
- You can balance the needs and perspectives of those with different attitudes towards financial gain.
- You are not an extremist and, therefore, a stabilizing force when winning is required.
- You are likely motivated by more than just personal gain.



Growth Opportunities:

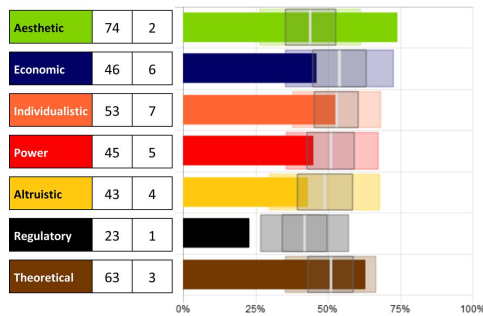
- You may not be as focused on your future as you should be.
- You should think about where you'll be in five years and if your current path will get you there.
- you may need to get into a different gear in order to get what they want.
- At times you may need to be more aware of time constraints.



Learning Paths:

- There are times when you need to put your foot down when team members lack incentive.
- You will be somewhat flexible between being cooperative and competitive.
- You won't come to a training session asking, "How much more will I earn as a result of this course?"
- You may engage in training and development activities in a balanced and supportive method.

Your Individualistic Motivator - Average



The Individualistic Motivator: Need to be seen as autonomous, unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression apart from being told what to do.



Universal Assets:

- You will be happy to yield your position if warranted in an effort to give others a chance at their ideas and contributions.
- You have the ability to identify with and understand individuals who have both high and low satisfaction rates.
- Your score indicates a balance between being an individual and a team player.
- You won't likely need to be in the limelight or to attract special attention to your contributions.



Driving Intuitions:

- You are a stabilizing force within a variety of environments involving people.
- You do not need to be autonomous.
- You can provide input without pushing for your own personal agenda and even step back when you recognize someone else's solution is good.
- You can be very flexible when deciding to lead or support; it's not one or the other.



Critical Advantages:

- You can both take a stand or sit quietly depending on what is necessary for accomplishing the task.
- You can both lead and follow depending upon the circumstances involved.
- You can mediate all available ideas as opposed to only focusing on your own.
- You are more stable than unpredictable when influencing decisions.



Growth Opportunities:

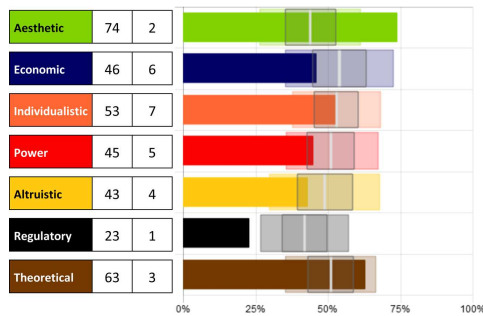
- Your self-confidence could be lower, leaving you grasping for ways to express your thoughts on given issues without looking overbearing.
- You may need to be more decisive when taking a stand on issues you believe in.
- You may settle for less than you actually want for fear of being too outspoken at times.
- You may silently reject opinions forced them on others; you should probably speak up more.



Learning Paths:

- Your ability to be supportive of others as opposed to having to be the star of the show will benefit you when involved with team dynamics.
- You are able to be an accommodating participant in training and developmental programs.
- You will likely present yourself as a neutral player as opposed to the driver of the team.
- You can either be involved in a team-oriented or an individualistic and independent activity.

Your Power Motivator - Average



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



Universal Assets:

- You can be both cooperative and competitive depending on the situation at hand.
- You're a stabilizing force in normal team operations and will lead if necessary, but you don't need to.
- You are able to understand both aggressive and passive leaders.
- You will likely be on board with leaders who are competent, but may struggle with leaders who seem unskilled.



Driving Intuitions:

- You are a stabilizing force within a variety of environments involving people.
- You can provide input without pushing for your own personal agenda.
- You can step back when you recognize someone else's solution makes more sense.
- You can be very flexible when deciding to lead or support; it's not one or the other.



Critical Advantages:

- You can both take a stand or sit quietly depending on what is necessary within a leadership role.
- You can mediate all available ideas as opposed to only focusing on one.
- You are flexible and free flowing without an excessive need to be number one.
- You can both lead and follow depending upon the circumstances involved.



Growth Opportunities:

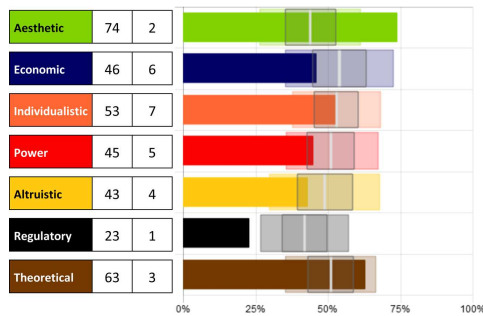
- You may need to own more and not hang back and wait for someone else to take control in certain power struggles.
- Remember, when it's time to direct and control others, the stronger and more independent people will take charge if you don't.
- You may desire to take action, but may not have the necessary drive to actually pull it off.
- You may need to take more or less control in certain situations and not remain neutral.



Learning Paths:

- You're able to be an accommodating participant and a controlling factor in training and developmental programs.
- You can either be on a team-oriented or an individualistic and independent learning activity.
- You will likely present yourself as a neutral player as opposed to the owner of the team.
- Your ability to be supportive of others as opposed to always having to control the show will benefit you when involved with team dynamics.

Your Altruistic Motivator - Average



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



Universal Assets:

- You are able to understand both the poor and the affluent equally without harsh judgment of either one.
- You can both help and hold back. You are able to discern between real needs and when people simply have complaints.
- You can think clearly, logically, and with balanced judgment about the needs of others as well as your own personal needs.
- You're a stabilizing force between givers and takers and have no extreme view.



Driving Intuitions:

- You'll likely be uncomfortable with those who only focus on themselves.
- You have a general level of appreciation for others in relationship to the over-all working world.
- You will moderate between giving and taking with balanced judgment.
- You'll likely be uncomfortable with people who give in excess.



Critical Advantages:

- You are not moved by every sob story that comes down the pike.
- You know when helping becomes a hindrance to long-term success.
- You have a balanced outlook when assisting people who may be scamming the system.
- You can both take a stand for injustice and let some seemingly unjust situations ride.



Growth Opportunities:

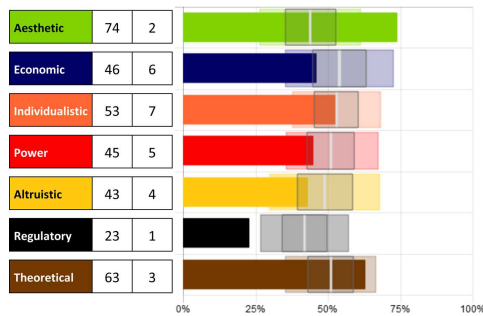
- You can take or leave leadership roles; make sure you are not needed if you decide to sit back.
- Remember, helping others succeed can have practical results that can deliver business results that matter.
- You may need to own it more and not hang back and wait for someone else to take control in certain power struggles.
- You may need to take more control in certain situations and not remain neutral.



Learning Paths:

- You can be a neutral player and will support others, not having to be the owner of the team and agenda.
- Your ability to be supportive of others as opposed to always having to control the show will benefit you when involved with team dynamics.
- You're flexible and will know when to say no and when to say yes during training and developmental programs.
- You can either be involved in a team-oriented or an individualistic and independent learning activity.

Your Regulatory Motivator - Very Low



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



Universal Assets:

- You march to the beat of your own drum.
- You believe nothing is set in stone and therefore will not appreciate rigidity.
- You have many questions and will do whatever it takes to figure things out.
- You will not like being constrained or restricted to certain protocols.



Driving Intuitions:

- Your spontaneity works for you, but it won't work for everyone.
- You do not support inefficient means to any end.
- Play to your strengths, which are rooted in freedom, flexibility, and open-mindedness.
- You want open and honest feedback so you can do what needs to be done.



Critical Advantages:

- You always have a different opinion on the matter at hand.
- You'll likely try just about anything once.
- You believe mistakes are normal and part of a learning process.
- You will always find a way no matter what.



Growth Opportunities:

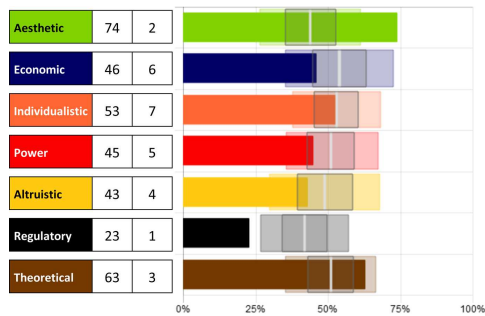
- Just because people follow the rules it doesn't mean they are sticks in the mud.
- Not all rules can be broken.
- You can still be innovative while following procedures sometimes.
- Remember to respect the differences between you and everyone else.



Learning Paths:

- You prefer multiple learning modalities that enable your creative side.
- You listen to instruction while at the same time tweaking it.
- You work independently even when you are on a team.
- You prefer spontaneous and independent work environments where you can be more flexible.

Your Theoretical Motivator - High



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



Universal Assets:

- You enjoy analytical problem solving.
- You probably learn for the sake of it.
- You will gravitate towards "knowing" and be uncomfortable with "believing."
- You have high focus and are likely research oriented.



Driving Intuitions:

- You will prefer opportunities that draw upon your expertise.
- You need more opportunities to expand your theoretical bandwidth.
- You should be open to teach others.
- You prefer knowledge-based incentives.



Critical Advantages:

- You are likely a vigorous problem solver.
- If you don't know you will try to find out.
- Others may seek you out in order to help them understand things.
- You have what is known as a large "catchment" area within your neural network.



Growth Opportunities:

- You should not be so closed-minded.
- You may take over when it comes to sharing ideas with others.
- You may gather more information than necessary and therefore waste time when decision-making.
- You may need to simplify your vocabulary for some people.



Learning Paths:

- Your learning development should be connected to new ideas and concepts.
- You're more dedicated than a casual learner when getting new information.
- Your training and development should involve reliable information that makes logical sense.
- You should be exposed to others who take more risks and allow yourself the benefit of being around them.

Summary of Kristof Welslau's Motivators

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

MOST INFLUENTIAL ORDER OF MOTIVATORS

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

MOTIVATOR NEEDS (Scores over 85)

1. _____
2. _____

MOTIVATOR RISKS (Scores below low teens)

1. _____
2. _____

MOST IMPORTANT TO KNOW ABOUT MY MOTIVATORS COMBINATION

1. _____
2. _____
3. _____

PART III UNDERSTANDING OTHERS AND ADAPTABILITY

People generally make the mistake of assuming that others interact and think the same way they do, and many of us grew up believing in The Golden Rule: treating others the way you would like to be treated. Instead, we encourage another practical rule to live by - what Dr. Tony Alessandra calls **The Platinum Rule®: to treat others the way THEY want to be treated.**

DISC ADAPTABILITY

People want to be treated according to *their style, not yours.*

Adapting to another's behavioral preference is not always easy! Adaptability is based on two elements: **Flexibility and Aptitude** to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. **Flexibility** is your **Willingness** and **Aptitude** is your **Capability**. Adaptability is something you must **cognitively choose to apply** to yourself (to your patterns, attitudes and habits), not expect from others.

Adaptability does not mean an "imitation" of the other person's style. It does mean adjusting your openness, directness, pace, and priority in the direction of the other person's preference, while maintaining your own identity.

We practice adaptability each time we slow down for a C or S style; or when we move a bit faster for the D or I style. It also occurs when the D or C styles take the time to build the relationship with an S or I style, or when the I or S style focuses on facts or gets right to the point with D or C styles.

Important:

- Adaptability is important to **all** successful relationships.
- No one style is naturally more adaptable than another.
- Adaptability is a choice:
 - You can choose to be adaptable with one person, and not so with others.
 - You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow.

Adaptability is dependent on recognizing another's person's behavioral style.

To quickly determine someone's style, ask these 2 questions & based on the answers, adapt accordingly:

1. Are they DIRECT or INDIRECT in their communication?

2. Are they GUARDED or OPEN in their communication?

Guarded Style: D or C

More private, specific, logical and analytical, task focus

Direct Style: D or I

Enthusiastic, competitive and results focus, fast paced

Indirect Style: C or S

Reserved, cooperative & patient, slower/deliberate

Open Style: I or S

Desire to build a connection with others, relationship focus

MOTIVATORS ADAPTABILITY

Adapting to another's Motivational preference can be quite difficult! Sometimes Motivations are not readily observable, or may be disguised in behavior that doesn't align to them. A key way to understand another's Motivations is to pay attention to the things they value, the way they speak, and where they spend their time and attention (or other resources). What do you see that drives them? You can use some of these questions to guide your discovery; you may ask them or just observe. Once you know someone's Motivators, you can interact with them in a more effective way.

Aesthetic 	<ul style="list-style-type: none"> • What is beautiful to you? • How important is it for you that you can express yourself creatively? • Are form and aesthetics more important, or is functionality more important? • How important is work/life balance? • Do you find that you are more "head in the clouds" or more practical?
Economic 	<ul style="list-style-type: none"> • How important is winning for you? • What is a reasonable return on investment? • Do you generally think people have an agenda or want/need something from you? • Would you consider starting your own business or being an entrepreneur? • When you are faced with a situation do you first consider how it will affect you, or how it will affect others?
Individualistic 	<ul style="list-style-type: none"> • How important is it for you to be independent and autonomous? • If you could do anything you wanted today, what would it be? • Do you think people generally see the world the same way you do? • How do you feel about teamwork and collaboration? • What does "freedom" mean to you?
Power 	<ul style="list-style-type: none"> • What role do you typically take in a group? • How important is it for you to be in charge? • How would you motivate others to take action? • What kinds of things do you like to have control over? • Do you take initiative, or do you prefer direction before acting?
Altruistic 	<ul style="list-style-type: none"> • Do you have a hard time saying no, or feel overwhelmed and spread too thin? • What is considered a reasonable amount of assistance or help for others? • Would you more likely give to anyone who needs it, or only to those who deserve it? • Do you tend to sacrifice your needs for the needs of others? • Do you feel like you need to do things for others to be valuable or loved?
Regulatory 	<ul style="list-style-type: none"> • Is there a right way and a wrong way, or many ways to accomplish something? • How important is it for you to be right? • Are rules and regulations important to you? • How important is structure and process to you? • When you solve problems, do you prefer the tried and true approach or are you more flexible and open to options?
Theoretical 	<ul style="list-style-type: none"> • How important is it to understand all perspectives and details of a project/problem? • Do you consider yourself to be an expert in any field? • Would you rather spend time studying and reading, or just learn as you go? • What do you love about learning new things? • What do you think is most important – action or knowledge?

COMMUNICATING WITH THE DISCStyles™

Communicating with the **DOMINANT** Style

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

Communicating with the **INFLUENCING** Style

I CHARACTERISTICS:	SO YOU SHOULD...
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the “big picture”
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don’t poke holes in their dreams; show them your positive side
Want feedback that they “look good”	Mention their accomplishments, progress and your other genuine appreciation

Communicating with the **STEADY** Style

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

Communicating with the **CONSCIENTIOUS** Style

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

The first step to building stronger communication is awareness. By identifying how we are similar and different, we can make cognitive choices when interacting to create stronger, more engaged relationships.

To Modify Directness and Openness

DIRECT/INDIRECT

With D Styles DIRECT	With I Styles DIRECT	With S Styles INDIRECT	With C Styles INDIRECT
<ul style="list-style-type: none"> • Use a strong, confident voice • Use direct statements rather than roundabout questions • Face conflict openly, challenge and disagree when appropriate • Give undivided attention 	<ul style="list-style-type: none"> • Make decisions at a faster pace • Be upbeat, positive, warm • Initiate conversations • Give recommendations • Don't clash with the person, but face conflict openly 	<ul style="list-style-type: none"> • Make decisions more slowly • Avoid arguments and conflict • Share decision-making • Be pleasant and steady • Respond sensitively and sensibly 	<ul style="list-style-type: none"> • Do not interrupt • Seek and acknowledge their opinions • Refrain from criticizing, challenging, or acting pushy – especially personally

GUARDED/OPEN

With D Styles GUARDED	With I Styles OPEN	With S Styles OPEN	With C Styles GUARDED
<ul style="list-style-type: none"> • Get right to the task, address bottom line • Keep to the agenda • Don't waste time • Use businesslike language • Convey acceptance • Listen to their suggestions 	<ul style="list-style-type: none"> • Share feelings, show more emotion • Respond to expression of their feelings • Pay personal compliments • Be willing to digress from the agenda 	<ul style="list-style-type: none"> • Take time to develop the relationship • Communicate more, loosen up, and stand closer • Use friendly language • Show interest in them • Offer private acknowledgements 	<ul style="list-style-type: none"> • Maintain logical, factual orientation • Acknowledge their thinking • Downplay enthusiasm and body movement • Respond formally and politely

To Modify Pace and Priority

PACE

With D Styles FASTER	With I Styles FASTER	With S Styles SLOWER	With C Styles SLOWER
<ul style="list-style-type: none"> Be prepared, organized Get to the point quickly Speak, move at a faster pace Don't waste time Give undivided time and attention Watch for shifts in attention and vary presentation 	<ul style="list-style-type: none"> Don't rush into tasks Get excited with them Speak, move at a faster pace Change up conversation frequently Summarize details clearly Be upbeat, positive Give them attention 	<ul style="list-style-type: none"> Develop trust and credibility over time, don't force Speak, move at a slower pace Focus on a steady approach Allow time for follow through on tasks Give them step-by-step procedures/instructions Be patient, avoid rushing them 	<ul style="list-style-type: none"> Be prepared to answer questions Speak, move at a slower pace Greet cordially, and proceed immediately to the task (no social talk) Give them time to think, don't push for hasty decisions

PRIORITY

With D Styles TASK	With I Styles PEOPLE	With S Styles PEOPLE	With C Styles TASK
<ul style="list-style-type: none"> Get right to the task Provide options and let them decide Allow them to define goals and objectives Provide high-level follow up 	<ul style="list-style-type: none"> Make time to socialize Take initiative to introduce yourself or start conversation Be open and friendly, and allow enthusiasm and animation Let them talk Make suggestions that allow them to look good Don't require much follow-up, details, or long-term commitments 	<ul style="list-style-type: none"> Get to know them personally Approach them in a friendly, but professional way Involve them by focusing on how their work affects them and their relationships Help them prioritize tasks Be careful not to criticize personally, keep it specific and focused 	<ul style="list-style-type: none"> Be prepared with logic and practicality Follow rules, regulations, and procedures Help them set realistic deadlines and parameters Provide pros and cons and the complete story Allow time for sharing of details and data Be open to thorough analysis

Adapting in Different Situations: AT WORK

DOMINANT STYLE

HELP THEM TO:

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

INFLUENCING STYLE

HELP THEM TO:

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

STEADY STYLE

HELP THEM TO:

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

CONSCIENTIOUS STYLE

HELP THEM TO:

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

Adapting in Different Situations: IN SALES AND SERVICE

DOMINANT STYLE

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

INFLUENCING STYLE

- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these toward mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

STEADY STYLE

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs as well as their task or business expectations
- Get them involved by focusing on the human element... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

CONSCIENTIOUS STYLE

- Prepare so that you can answer as many of their questions as soon as possible
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Hone your skills in practicality and logic
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into a hasty decision
- Tell them both the pros and cons and the complete story
- Follow through and deliver what you promise

Adapting in Different Situations: IN SOCIAL SETTINGS

DOMINANT STYLE

- Let them know that you don't intend to waste their time
- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

INFLUENCING STYLE

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence

STEADY STYLE

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and minimum of change

CONSCIENTIOUS STYLE

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond formally and politely
- Negative discussions are OK, so long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say

Adapting in Different Situations: IN LEARNING ENVIRONMENTS

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

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

A DEEPER LOOK AT THE FOUR DISCStyles™

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

	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
Tends to Act	Assertive	Persuasive	Patient	Contemplative
When in Conflict, this Style	Demands	Attacks	Complies	Avoids
Needs	Control	Approval	Routine	Standards
Primary Drive	Independence	Interaction	Stability	Correctness
Preferred Tasks	Challenging	People related	Scheduled	Structured
Comfortable with	Being decisive	Social friendliness	Being part of a team	Order and planning
Personal Strength	Problem-solver	Encourager	Supporter	Organizer
Strength Overextended	Preoccupation- goals over people	Speaking without thinking	Procrastination in addressing change	Overanalyzing everything
Personal Limitation	Too direct and intense	Too disorganized and nontraditional	Too indecisive and indirect	Too detailed and impersonal
Personal Wants	Control, Variety	Approval, Less Structure	Routine, Harmony	Standards, Logic
Personal Fear	Losing	Rejection	Sudden Change	Being Wrong
Blind Spots	Being held accountable	Follow through on commitments	Embracing need for change	Struggle to make decisions without overanalyzing
Needs to Work on	Empathy, Patience	Controlling emotions, Follow through	Being assertive when pressured	Worrying less about everything
Measuring Maturity	Giving up control	Objectively handling rejection	Standing up for self when confronted	Not being defensive when criticized
Under Stress May Become	Dictatorial, Critical	Sarcastic, Superficial	Submissive, Indecisive	Withdrawn, Headstrong
Measures Worth by	Impact or results, Track record	Acknowledgments, Compliments	Compatibility, Contributions	Precision, Accuracy, Quality of results

DISC Application Activities

Adaptability Practice

Spend some time with people at home and at work that you know and trust who are different styles than you. Explore ways to communicate more effectively with them. Ask for support and feedback as you try new ways to communicate. Remember- tell them this is a skill you are building so they aren't surprised when you are behaving differently and can provide helpful feedback!

- **Practice Identifying their style based** on observable behavior
- **Practice Modifying your Directness and Openness** in conversation with them
- **Practice Modifying your Pace and Priority**
- **Ask for feedback** on your effectiveness in communicating with them
- **Take some time to reflect on your experience** and what worked or didn't work for you and for them
- **Consider** what you should repeat, and what you need to modify further to communicate as effectively as possible.

As you begin feeling more comfortable with adaptability and the needs of each style, try it with others!

Adaptability Activity

Select a relationship in which things have not gone as smoothly as you would like. Make a commitment to take the time to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship.

- 1 Identify the behavioral style of the other person using the 2 Power Questions:
 - Are they **DIRECT** or **INDIRECT** in their communication?
 - Are they **GUARDED** or **OPEN** in their communication?
- 2 Brush up on their style and look at ways to adapt your Directness and Openness when working with them.
- 3 To further understand the tension that may exist in the relationship, notice the difference in preference in pace and priority and modify accordingly.
- 4 Practice approaching them in the way you think **THEY want to be treated**. Remember, it may feel uncomfortable at first, but with practice and dedication to adapting, you will be amazed at the difference.

Tension Among the Styles Exercise

Even if you have the highest regard toward a person, tension can exist in a relationship where styles are different. If this is behavior related, applying The Platinum Rule® - Treat others the way THEY want to be treated – may be helpful. Complete this exercise to gain insights on how to improve tense relationships. If you feel comfortable, you may discuss with the other person things you can do to ease the tension.

My Style: _____

My Pace: _____

My Priority: _____

RELATIONSHIP

Name: John Doe

Style: High I

Pace: Faster-paced

Priority: People-oriented

Difference: Pace and Priority

Strategy: Be more personable, social, upbeat, and faster-paced with John

SAMPLE

RELATIONSHIP 1

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

RELATIONSHIP 2

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

Create a DISC POWER TEAM

Wouldn't it be amazing to have a DISC POWER TEAM where all members brought their best strengths to the table, and each of our challenges could be supported by someone who was skilled in the areas we struggle?

Considering the strengths and workplace behaviors for each style, who would be an ideal DISC POWER TEAM Member?

	DOMINANT STYLE	INFLUENCING STYLE	STEADY STYLE	CONSCIENTIOUS STYLE
STRENGTHS	Supervising Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemizing Orchestration
WORKPLACE BEHAVIORS	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured
TEAM MEMBER				

For an upcoming project, consider how your DISC POWER TEAM could accomplish greatness!

- Assign responsibilities based on strengths
- Determine what opportunities or challenges exist or may come up
- Give each Team Member the opportunity to showcase their skills and experience
- Check in regularly and discuss as a team how it's going
- Provide feedback regarding roles, strengths, needs, and any additional support required

Guidelines to help you explore and apply what is in this report.

1. The scores in this report are a snapshot in time. These scores represent your preference-pathways (desires, such as being in control or not) at the time you completed the survey. These are not lifelong motivators from which you have no choice or power to influence. Your scores are not the end of your learning they are the beginning of what you have learned.
2. There are no good or bad scores to have, but there are consequences. If you do not like the level of effort you feel toward your goals, how you are behaving toward others or how others are behaving toward you, you can influence them through intended behavior and emotions (See your DISC).
3. The key is to understand your motivational preferences so you can flex with the situation to encourage progress.

What works?

- Decide what level of effort and intensity (energy) you want to use moving forward.
- Pick one simple behavior such as how long you take to think through a problem or how you endeavor to get what you need from someone.
- Make it easier to do using your motivational orientation you have right now, rather than finding a greater or a more difficult motivational element.
- It is important for you to develop a practical understanding of your own motivational orientation so you do not trick yourself into feeling you lack motivation. We are all motivated but we may lack the “emotional energy” (your natural/concealed DISC graph) for the process of getting what we want.

What is proven not to work?

- Not starting or giving up.
- Getting more information. Information may help to change your attitude and intention but information alone does not work well to change your behaviors. Advice is hard to give and receive. When you hear advice, you may not be sure it will work for you. The way to get unstuck is not becoming extreme by exaggerating your efforts or stopping them altogether. Try doing something small and then look at the evidence.
- Wanting to get better at something is easy. Sticking with small changes is a different story.
- Avoid pursuing “ideal motivational activities or work.” Instead, improve your pursuit of vital work/activities using your natural motivational orientation within this report.

Tiny Steps, Big Results Plan

You are only a few behaviors away from making progress.

Where do I currently excel at work and what motivators are in play already?

Which motivators don't need any additional attention?

With which motivators am I currently struggling and need an extra boost?

Using my understanding of my motivational orientation, which types of additional motivations would work best for me right now?

Using my understanding of my motivational orientation, which types of additional motivations would not work for me right now?

Choose one harmful influence on your motivational orientation (take in small steps) to act on today. Then, practice and repeat.

Choose one positive influences on your motivational orientation (take in small steps) to act on today. Then, practice and repeat

We all are motivated to get better but we get stuck with the process we must go through to move toward what we want. How can I make the process of making progress smaller and simpler? List up to three (3).

So Now What?

This report is filled with information about your behavioral and motivational style and the styles that you will encounter in others. There are many suggestions in the application section of this report for you to apply this information. Take the next step and DO the exercises. Don't put this report on a shelf or in a file. Knowing your own style is just the beginning— you must be able to apply this information to improve all of your relationships.

Continually use this report as a reference tool. It contains a lot of information and was never meant to be digested in a single reading. Experiment with making a few changes in your behavior and examine the results. You might be surprised!

Remember The Platinum Rule® - “Treat others the way THEY want to be treated.”

(continued from page 2)

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

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

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

- Assessment Standards Institute

The Assessment Industry's Past and Present

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

The Solution? Independent & Verifiable Testing by a Qualified Institution

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

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

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

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

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

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

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

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

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

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