



The DISC Index

WHAT

WHY

HOW

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April 1, 2015

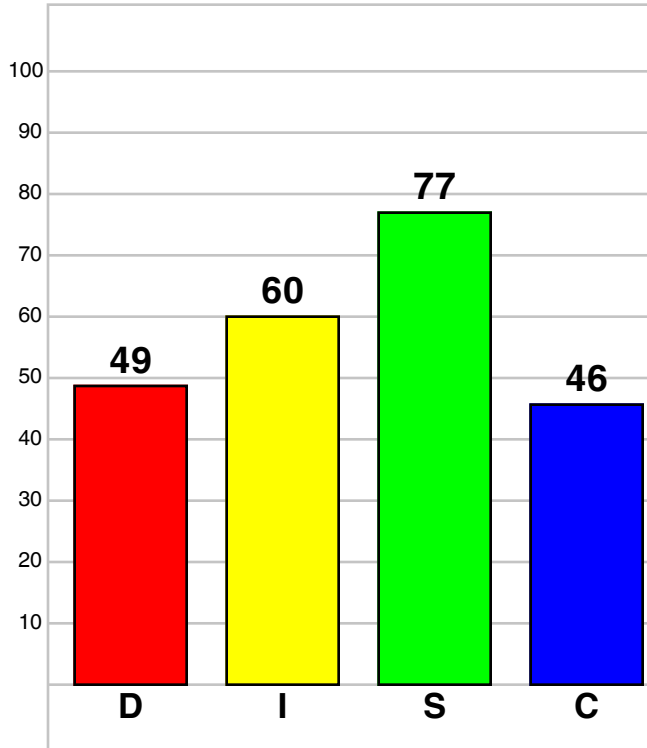
This Innermetrix Disc Index is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize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

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Natural and Adaptive Styles Comparison

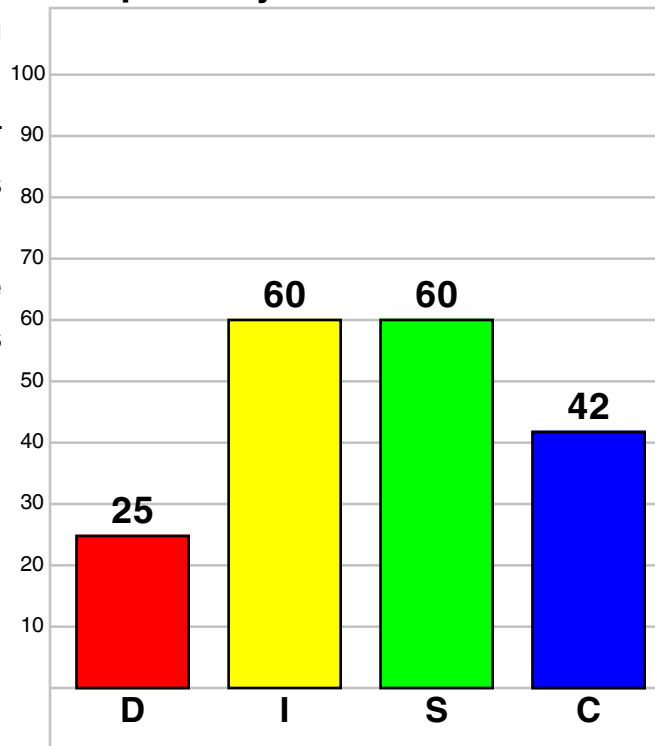
Natural Style



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

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

Adaptive Style



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About This Report

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

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

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

This report includes:

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

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The Elements of the DISC-Index

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

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

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

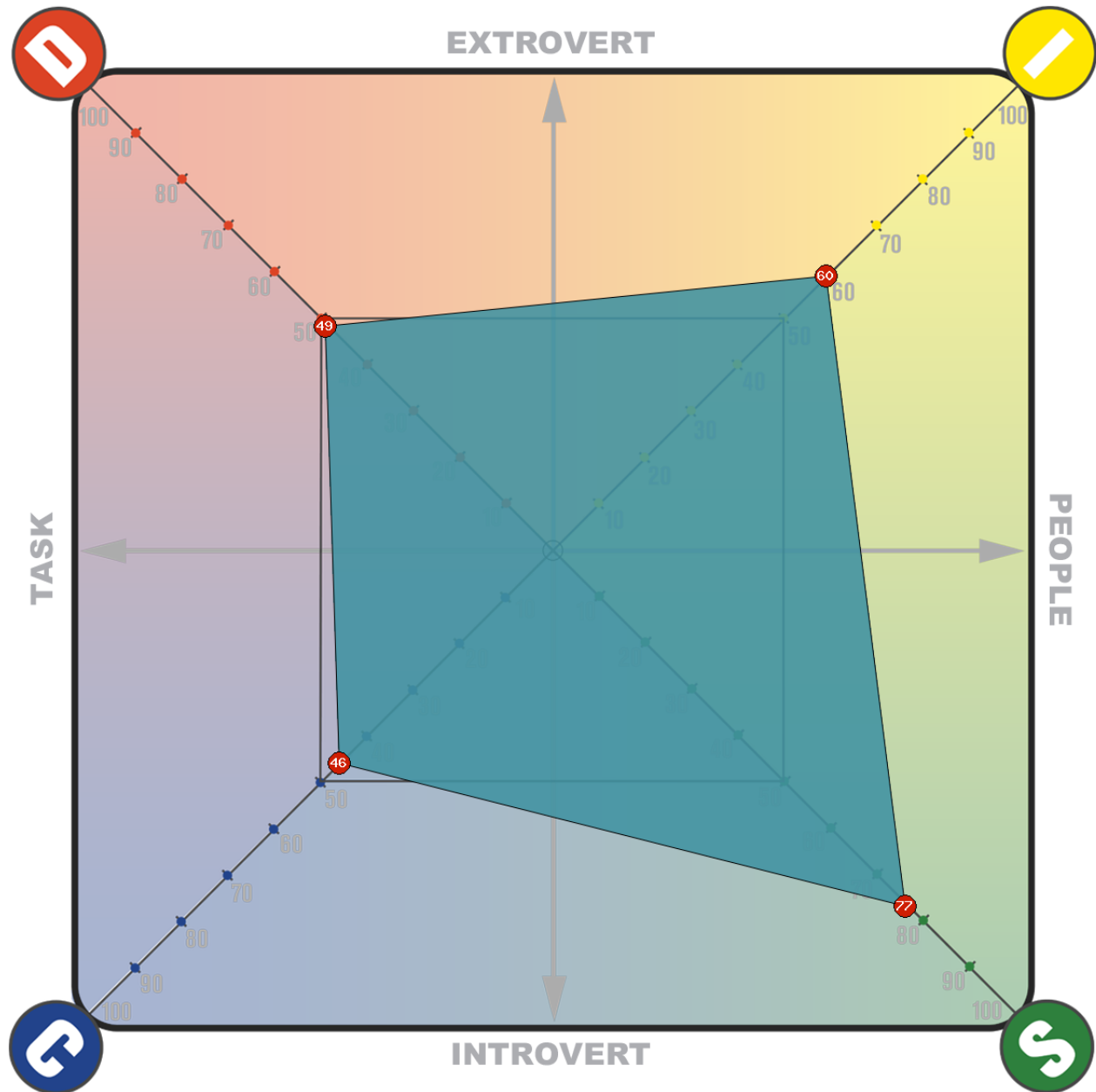
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we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

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A closer look at the four components of your behavioral style

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

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Decisive

Your approach to problem-solving and obtaining results

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

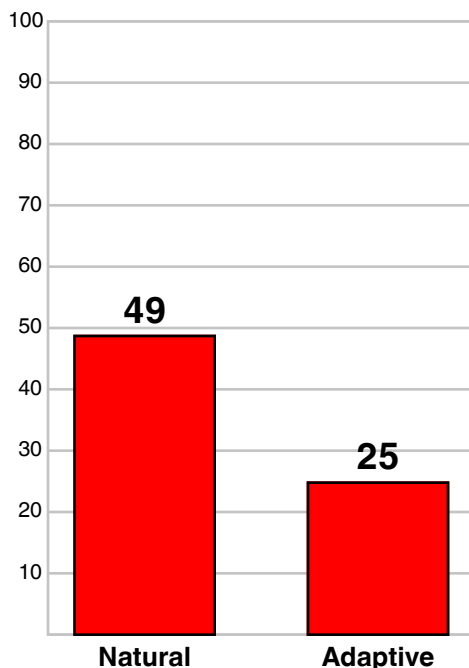
Higher D —

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

Lower D —

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

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

- You can be very modest in dealing with others.
- Sometimes you demand too much of yourself.
- You prefer a culture that allows ample time for analysis of new ideas before implementation takes place.
- You like to think things through before acting.
- You are a calculated risk-taker, but only after you have had sufficient time to consider all potential outcomes.
- You are open to deferring to others for decisions when they have voiced a stronger opinion.

Interactive

Your approach to interacting with people and display of emotions.

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

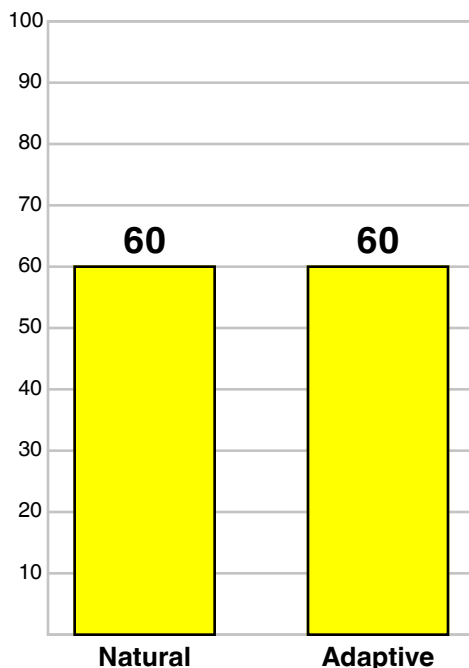
Higher I —

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

Lower I —

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

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

- You like democratic not dictatorial relationships on the job.
- You appreciate an open-door policy with both peers and supervisors.
- You can be an effective coach or counselor for others.
- You present yourself in a poised manner to both small or large groups of people.
- You tend to meet new people in a confident and appropriate manner.
- You like a flexible environment that allows for creativity.

Stabilizing

Your approach to the pace of the work environment

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

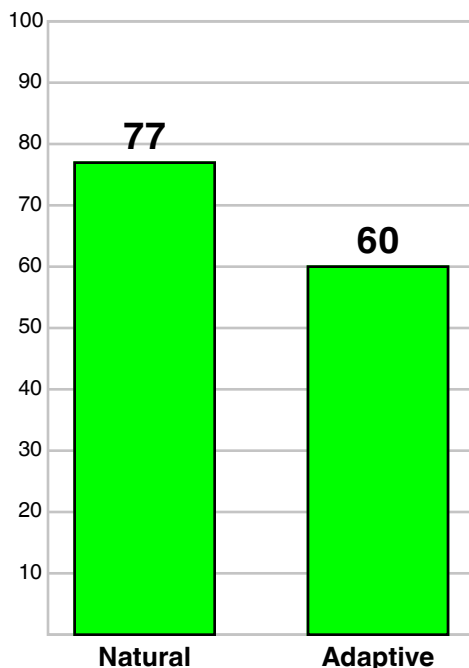
Higher S —

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

Lower S —

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

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

- You always present a more relaxed and open approach to your work and how fast you must get it done.
- You blend well with others and get along with a wide variety of others.
- You tend to resist confronting or rebelling against the established norm.
- You are very patient.
- You can be an excellent calming influence on people who are upset.
- You strongly prefer a workplace with a sincere, personal, and agreeable environment with little hostility.

Cautious

Your approach to standards, procedures, and expectations.

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

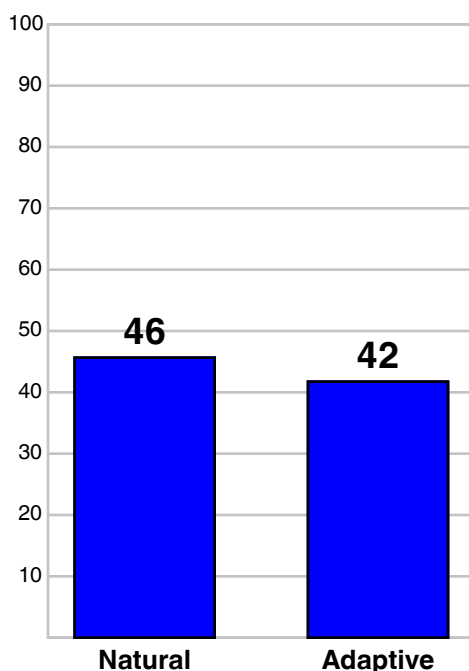
Higher C —

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

Lower C —

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

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

- You can easily work independently when it comes to completing tasks and assignments.
- To you, rules are guidelines, not concrete.
- You are fine with change when it is clear how it will improve efficiency.
- You prefer to act as your "own person" rather than follow the norm.
- You are flexible enough to work with or without a lot of structure or order.
- To you, the end usually justifies the means.

Natural Style Pattern:

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

- An ability to get along with a wide variety of different people.
- Persuades others by offering empathy, understanding, and friendship.
- Will not show hostility toward others, even if it is present. No good can come from creating hostility or dissent.
- Has sincere interest in both internal and external stakeholders on a project.
- Handles both the human side and the task side of many projects with equal skill.
- A high service orientation, even as a leader.
- Ready, willing, and able to help others to grow and become more effective and successful.
- Accepting of a positive work atmosphere and avoids a climate of hostility or aggression.

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Adaptive Style Pattern:

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

- Able to get along with a wide variety of others.
- On the job, may tend to say 'yes' more than 'no' when asked to help out with a colleague's project or problem.
- Excellent coach or counselor with others on the team and with external stakeholders.
- You show the rare ability to be a calming influence on angry people, because of your active listening and high degree of patience and optimism.
- You are probably known by others on the team as one with an excellent, empathic listening style.
- Persuades others not with hype, but rather with warmth, sincerity, and understanding.
- On the job, prefers to establish relationships for the team or organization that are based on long-standing contacts, rather than brief superficial communications.
- At work, tends to have a 'long fuse' and are not easily angered while on the job, although may take some of the anger and vent it at home.

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

- Being more precise.
- Creating some efficient systems to handle routine work more effectively.
- Being more organized.
- Having clear and specific job descriptions, and role responsibilities.
- Making more objective rather than emotional decisions.
- Controlling your emotions more.
- Being more direct and to the point in verbal communications.
- Taking advantage of more new opportunities.

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

- A supervisor, manager, or board who practices a democratic leadership process.
- Some evidence that a new process has been successful in similar applications.
- To be accepted as a positive and supportive member of the organization and team.
- A favorable working environment and a team-oriented climate.
- An environment allowing the ability to weigh pros and cons and not to snap quickly into a decision-mode until alternatives are considered.
- To work with a competent team with whom a trust relationship has been established.
- Systems of support or utilities to reduce amount of time spent on detail work.
- Identification with the organization, team, and others with whom a spirit of work responsibility has been established.

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

- Self-motivated, and goal-directed and able to spread the motivation to others.
- Approach to the job role is systematic, deliberate, and persistent in developing processes or finding solutions and keeping others optimistically involved in the process.
- Able to direct and motivate others while still being sensitive to their needs and concerns.
- Able to show empathy to others on the team, especially when under pressure.
- High degree of service-orientation.
- Patient in working with others on the team.
- Can be depended upon to do what he says he will do.
- Extensive base of both knowledge and expertise can be tapped to assist in getting a job done.

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Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you.

Based on how you prefer to behave, an ideal climate for you is one that provides you with:

- Freedom to circulate among other stakeholders.
- Specialized assignments that also involve communicating and working with a variety of people.
- Job responsibility involving people contacts and a need to be supportive of individual efforts.
- Favorable working climate with positive attitudes and optimistic spirit.
- A job culture where there is little hostility, confrontation, or anger.
- A work culture that takes pride in the systems, processes and people working behind the scenes.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.

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

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

- Become a selective listener.
- Struggle meeting deadlines.
- Promise a bit more than you can deliver; bite off more than you can chew, if you will.
- Overuse a kind and easy-going style, even when asked to take a firm stand on an issue.
- Become less decisive as pressure increases.
- Gloss over some details that later may become important.
- Be overly optimistic in judging the ability of others.
- Hold too much to past tradition in procedures and processes.

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

How you prefer to share knowledge or teach:

- Shows patience with tedious, technical, and specialty tasks.
- Shows commitment and wants to be personally involved in learning.
- Does independent practice as well as working with others.
- Leads the group by persuading and energizing them with optimism.
- Structures events to inspire participants to act on their ideas and visions.
- Excellent note-taking, record-keeping, and journaling.
- Prefers explicit instructions and measurement criteria.

How you prefer to receive knowledge or learn:

- Strives to achieve deeper understanding and connection to learning.
- Likes active testing of ideas and experiences.
- Shows commitment and wants to be personally involved in learning.
- Shows patience with tedious, technical, and specialty tasks.
- OK with working alone or with a group.
- Responds well to extrinsic motivation such as praise and encouragement.
- Interacts well and frequently with others.

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

Things to do to effectively communicate with tyler:

- Break the ice with a brief personal comment.
- tyler will follow through on his part; you be certain to follow through on your part.
- Show sincere interest in him as a person.
- Join in with some name-dropping, talk positively about people and their goals.
- Put the details in writing, but don't plan on discussing them too much.
- Present your ideas and opinions in a non-threatening way.
- Ask 'how' oriented questions to draw his opinions.

Things to avoid to effectively communicate with tyler:

- Don't rush into business or the agenda; provide some time to break the ice.
- Don't leave the idea or plan without backup support.
- Don't stick coldly to the business agenda.
- Avoid getting bogged down in facts, figures, or abstractions.
- Don't leave decisions hanging in the air. Be certain all decision-points have reached closure and action-plans are the result.
- Don't manipulate or bully him into agreeing.
- Don't threaten with position or power.

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

Decisiveness:

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

Interacting:

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

Stabilizing:

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

Cautiousness:

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

Overall Natural Style:

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

Overall Adaptive Style:

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

Strength-based insights:

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

Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

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

Motivation:

How can you stay more motivated?

Improvement:

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

Training/Learning:

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

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

Supporting Success:

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

Limiting Success:

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

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