



DISC Self

An Evaluation of Behavioural Styles

Personalised Report For:

Rob Pickering

Focus: Work

28/09/2017

ActionCOACH
business coaching

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Introduction to the DISCstyles™ Online Report

Congratulations on your decision to take the DISC Online Assessment.

Many of us grew up believing in the wisdom of treating others the way we would like to be treated — following the “Golden Rule”. However, Dr. Tony Alessandra has identified another rule, even more effective when interacting with others. He calls it “The Platinum Rule®” “Treat others the way THEY would like to be treated.”

With this personalised and comprehensive DISC report, you now have the tools to help you understand yourself better and learn how to interact more effectively with others. You will be able to develop and use more of your natural strengths, while recognising, modifying and improving your limitations. This report does not deal with values or make judgments. Instead, it concentrates on the natural tendencies that influence your behaviour.

Our DISC Online System, which produced the report, focuses on patterns of external, observable behaviours measuring differences in the directness and openness that each style exhibits. Aware of our own behaviours, and because we can see and hear these external behaviours in others, it becomes much easier to understand people and adapt our behaviour appropriately. This model is simple, easy to remember and very practical. (See The Four Basic DISCstyles Overview Chart for a summary of each of the styles.)

BEHAVIOURAL STYLES

Research reveals more than a dozen models illustrating our behavioural differences, all having one common thread: the grouping of behaviour into four basic categories as summarised here.

HOW TO USE THIS REPORT

This DISC report is divided into two parts. **Part I** focuses on understanding your DISC style characteristics. Please note that there is no “best” style. Each style has its unique strengths and opportunities for continuing improvement and growth.

Any behavioural descriptions mentioned in this report are only tendencies for your style group and may or may not specifically apply to you personally. **Part II** discusses the concept of adaptability and offers several action plans for you and others who interact with you.

ADAPTABILITY

In addition to understanding your style, the report will identify ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of a particular relationship – personal, business prospect or customer. This is called adaptability. Social scientists call it “emotional intelligence (EQ).” Much has been written lately on how your social intelligence is just as important as your Intelligence Quotient (IQ) in being successful in today’s world. In some cases, EQ is even more important than IQ. The concept of adaptability is discussed in detail in the **What is Behavioural Adaptability?** section of this report.

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

Part I Understanding Yourself

General Characteristics

The narrative below serves as a general overview of your behavioural tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on your results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximise your personal success.

You can react, adjust, and modify your behaviour in a variety of situations. People who score like you have a high degree of perceptiveness, and they use this to guide their own responses, sometimes moment by moment. As the climate lightens, you have the ability to turn up the charm, and as the climate becomes more tense, you are able to take a more matter-of-fact approach.

Rob, the responses you gave on the instrument indicate that you project an image of openness and friendliness toward others, even while maintaining self-control. You also have an ability to distance yourself from others when necessary. This assists in helping you to be objective in situations when others may be feeling more emotional, either enthused or reticent. You have the rare ability to step back from a situation and view it unemotionally.

You are poised, confident, and very articulate in front of groups, either large or small. While this is something you are certainly aware of, our coaching would encourage you to leverage this trait to maximise its benefit. The ability to present an idea to a large group is valuable to any organisation.

Rob, you tend to be confident and independent; a self-starter with a strong competitive edge. While attention from others is important to you, at times you desire independence from the group. These are not necessarily opposing traits. Your high degree of decisiveness fuels a need to be a trailblazer, leading the way with new ideas. This, in turn, yields the competitive spirit, which then feeds the drive to be a self-starter.

General Characteristics (continued)

You can be very charming when persuading others in a favourable climate, but also rigid when confronting a hostile situation. Rob, this can be a two-edged sword, especially if you are required to shift gears quickly from charming to confrontational. Those who score like you may balance this trait successfully by defaulting toward the charming side, but still presenting a firm position. You can object to an idea while maintaining a smile.

You function at a faster pace than most people and tend to be a multi-tasker. This theme emerged in your responses to the instrument and is a strength that could propel you into a variety of leadership positions, should you choose to follow that path. Due to your rapid problem-solving ability and verbal skills, you are able to juggle many projects without anything hitting the ground. However, be aware that some people who score like you have difficulty saying "no" to requests, and sometimes spread themselves too thin.

Your response pattern shows that you have the ability to influence others using both charm and a firm hand in delegating tasks and responsibilities. You have the ability to work hard and play hard, even in the midst of difficult assignments. When the going gets tough for the team, you have the ability to maintain a positive spirit for the group, especially when in front of others. You also have the ability to present firm deadlines, and to make rapid decisions when changes are necessary.

You are able to think quickly on your feet, often providing new and unique solutions, sometimes developed spontaneously. This ability comes from two combined traits: a high level of decisiveness, and excellent verbal skills. This rare combination allows you to speak smoothly and effectively while simultaneously planning what to say next.

YOUR STRENGTHS What You Bring to the Organisation

*You are likely to display your stronger characteristics rather consistently. For the most part, these qualities tend to enhance your effectiveness within your organisation. Work Style Preferences provide useful insights as you work in a job or as you work together on a team or family project. They are the talents and tendencies you bring to your job. Check the two most important strengths and the two most important work style tendencies and transfer them to the **Summary of Your Style** page.*

Your Strengths:

- You have a strong tendency to work toward making things happen, rather than waiting for things to happen.
- You are able to make decisions quickly and to take the credit or blame for the outcome of decisions.
- You are excellent at initiating activity and providing direction for the team or organisation.
- You are able to juggle many projects and activities simultaneously, while maintaining a keen awareness of the status of each.
- You have the ability to use discipline in an appropriate manner, often effecting win-win situations.
- You have excellent presentation skills when dealing with groups. You bring a poised, confident, and engaging message to any audience.
- You demand a high performance from yourself and others.

Your Work Style Tendencies That You Bring to the Job:

- You are able to think quickly on your feet -- you can react, adjust, or modify your behaviour in a variety of situations.
- You set high operational goals for yourself and others and expect all involved to provide maximum effort.
- You have the ability to inspire others to reach their maximum potential.
- You are a self-starter with a strong competitive edge.
- You are able to delegate, while maintaining control over activities within the project.
- You tend to be a "multi-tasker," capable of juggling several projects simultaneously.
- You are poised, confident, and very articulate in front of large or small groups.

Your Motivations (Wants) and Needs

*What motivates you? People are motivated by what they want. What do you really want? Our behaviours are also driven by our needs. Each style has different needs. If one person is stressed out, they may need quiet time alone; another may need social time around a lot of people. Each person is different and simply meeting their particular needs. The more fully our needs are met, the easier it is to perform at an optimal level. Check the two most important motivators (wants) and the two most important needs and transfer them to the **Summary of Your Style** page.*

You Tend to Be Motivated By:

- Opportunities and encouragement to try new ideas and take risks.
- Wielding authority equal to the responsibility you are given.
- Work activities involving contacting, leading, and directing people.
- Results that can be seen quickly and measurably.
- Freedom to express opinions.
- Social or public recognition for accomplishments and successes.
- Independence and autonomy.

People With Patterns Like You Tend to Need:

- Appreciation for the hard work you bring to the team.
- To focus attention and conversation more on the immediate work tasks, and less on socialising.
- To mask strong emotions at times so as not to distance yourself from others.
- Opportunities for leadership, self-development, rapid learning, broad scope of operations, and advancement.
- Freedom to express your own ideas, initiatives, and creativity.
- To know the limits of your authority.
- To be presented with the expected outcome of a project or assignment, and to be evaluated on that outcome.

YOUR MOTIVATIONS Ideal Work Environment

*We are all motivated in some way...however; we are best motivated by our own reasons, not by somebody else's reasons. By understanding your motivators, you can create an environment where you are most likely to be self-motivated. Check the two most important environment factors and transfer them to the **Summary of Your Style** page.*

You Tend to Be Most Effective In Environments That Provide:

- Responsibilities requiring a high degree of decisiveness.
- A variety of challenging assignments with high-stakes opportunities for success.
- Direct answers to questions.
- An arena for you to verbalise your ideas and opinions.
- A system of evaluation based on the results achieved, rather than the process used to achieve the results.
- Participatory leadership and management.
- A workplace that frees you from many details and heavy supervision.

The I's Behaviour and Needs Under Stress

Under Stress You May Appear:

- Unrealistic
- Wasteful of time
- Inconsistent
- Over Eager
- Impulsive

Under Stress You Need:

- To get credit
- Prestige
- Action and interaction

Your Typical Behaviours in Conflict:

- 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.
- 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.
- When you experience a moment of misery, you may appear overeager, impulsive, sarcastic and demanding. You may disregard the facts, and may not listen well to what is being said (only hearing what you want to hear).

Strategies to Reduce Conflict and Increase Harmony:

- 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.
- Be sure to fulfil 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.
- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.

Communication Tips and Plans 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 (do's & don'ts) and transfer them to the **Summary of Your Style** page.*

When Communicating with Rob, DO:

- Put the details in writing, but don't plan on discussing them too much.
- Stay on track. Hit the major points first, and get to the main point quickly.
- Plan to talk about things that support his dreams and goals.
- Be engaging, stimulating, and fast-paced.
- Provide immediate incentives for his willingness to help on the project.
- Motivate and persuade Rob by pointing out objectives and expected results.
- Be certain to conclude the communication with modes of action and specific instructions for the next step.

When Communicating with Rob, DON'T:

- Let the discussion with him get caught in dreams too much, otherwise you'll lose time.
- Don't stick too rigidly to the agenda.
- Confuse or distract him from the issues at hand.
- Speculate wildly without factual support.
- Get bogged down in facts, figures, or abstractions.
- Leave loopholes or vague issues hanging in the air.
- Engage in rambling discussion, and waste his time.

Communication Plan with the **DOMINANT** Style

CHARACTERISTICS:	SO YOU...
Concerned with being #1	Show them how to win; suggest new opportunities
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goals and boundaries; give them 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

Communication Plan with the **INFLUENCING** Style

CHARACTERISTICS	SO YOU...
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 intricate 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 organised	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 and progress; express genuine appreciation

Communication Plan with the **STEADY** Style

CHARACTERISTICS	SO YOU...
Concerned with stability	Show how your idea minimises risk
Think logically	Show your reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them as a person
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 easy-going manner and helpful efforts, when appropriate

Communication Plan with the **CONSCIENTIOUS** Style

CHARACTERISTICS	SO YOU...
Stressed by 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
Utilise 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's 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 any assistance you may need
Need to be right	Allow them time to find the best or "correct" answer, within practical limits
Like to contemplate	Tell them "why" and "how"

Potential Areas for Improvement

Everyone has some challenges, limitations or weaknesses. Often, it's simply an over extension of their strengths which may become a weakness. For example, a High D's directness may be a strength in certain environments, but when over extended they may tend to become bossy.

*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 sometimes intimidate others with power, position, or politics.
- You may not always verbalise the complete story and tend to consciously withhold some information.
- You may become impatient, especially when dealing with slower-moving or slower-thinking people.
- You may sometimes take an "ends justify the means" approach.
- You may be a selective listener, at times hearing only what you want to hear.
- You could be a bit more willing to share talents in order to help others develop professionally. You may tend to be a bit too self-serving.
- You may become somewhat angry or belligerent when under pressure, or when threatened.

Summary of Rob Pickering's 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 the preferences, needs and wants of the people you work with, socialise with or live with, you can enhance those relationships and turn what might have been stressful into a more effective relationship just by understanding and applying the DISCstyles information. Complete the worksheet below from the previous pages of this report.

YOUR STRENGTHS: WHAT YOU BRING TO THE ORGANISATION

1. _____
2. _____

YOUR WORK STYLE TENDENCIES

1. _____
2. _____

YOUR MOTIVATORS (WANTS)

1. _____
2. _____

YOUR NEEDS

1. _____
2. _____

YOUR MOTIVATORS: IDEAL WORK ENVIRONMENT

1. _____
2. _____

COMMUNICATION DO'S & DON'TS

1. _____
2. _____

POTENTIAL AREAS FOR IMPROVEMENT

1. _____
2. _____

WORD SKETCH Adapted Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviours are neither “good” nor “bad.” Rather, behavioural-style analysis reveals the needs that motivate that behaviour. Therefore, once we can accurately interpret someone’s actions, it is easier to “read” and anticipate their likely motivators and needs. This allows us to predict what will and will not please them which makes for better relationships and a more harmonious and productive workplace! 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 other People, (S)teadiness of Pace, or (C)ompliance to Procedures and Rules**. Share more about the specific needs (now maybe habits) that drive you in each area of **FOCUS**. Is your DISC point at levels 1 and 2? Then your emotions and needs are the opposite of those whose graph is at Levels 5 and 6 in that area.

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotion	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
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

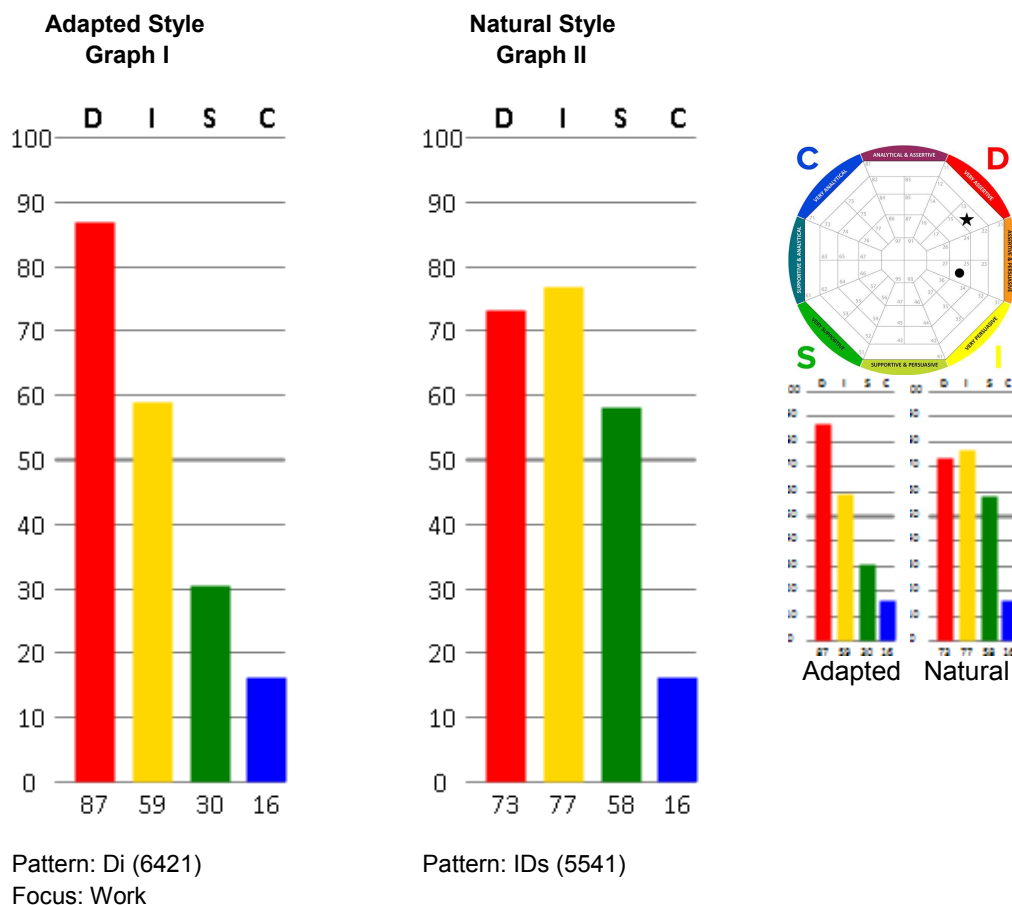
DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviours are neither “good” nor “bad.” Rather, behavioural analysis reveals the needs that motivate our behaviour. Therefore, once we can accurately observe someone’s actions, it’s easier to “read” and anticipate their likely motivators and needs. This allows us to predict what will and will not please them, which makes for better relationships and a more harmonious and productive workplace! 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 other People, (S)teadiness of Pace, or (C)ompliance to Procedures and Rules. Share more about the specific needs (now maybe habits) that drive you in each area of **FOCUS**. Is your DISC point at levels 1 and 2? Then your emotions and needs are the opposite of those whose graph is at Levels 5 and 6 in that area.

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DISCstyles eGraphs for Rob Pickering

Your **Adapted Style** indicates you tend to use the behavioural traits of the Di style(s) in your selected Work focus. Your **Natural Style** indicates that you naturally tend to use the behavioural traits of the IDs style(s).

Your **Adapted Style** is shown on your graph displayed on the left. It is your perception of the behavioural 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 behaviours and motivators. It is often a better indicator of the “real you” and your “knee jerk”, instinctive behaviours. This is how you act when you feel comfortable in your home environment and (usually) 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.

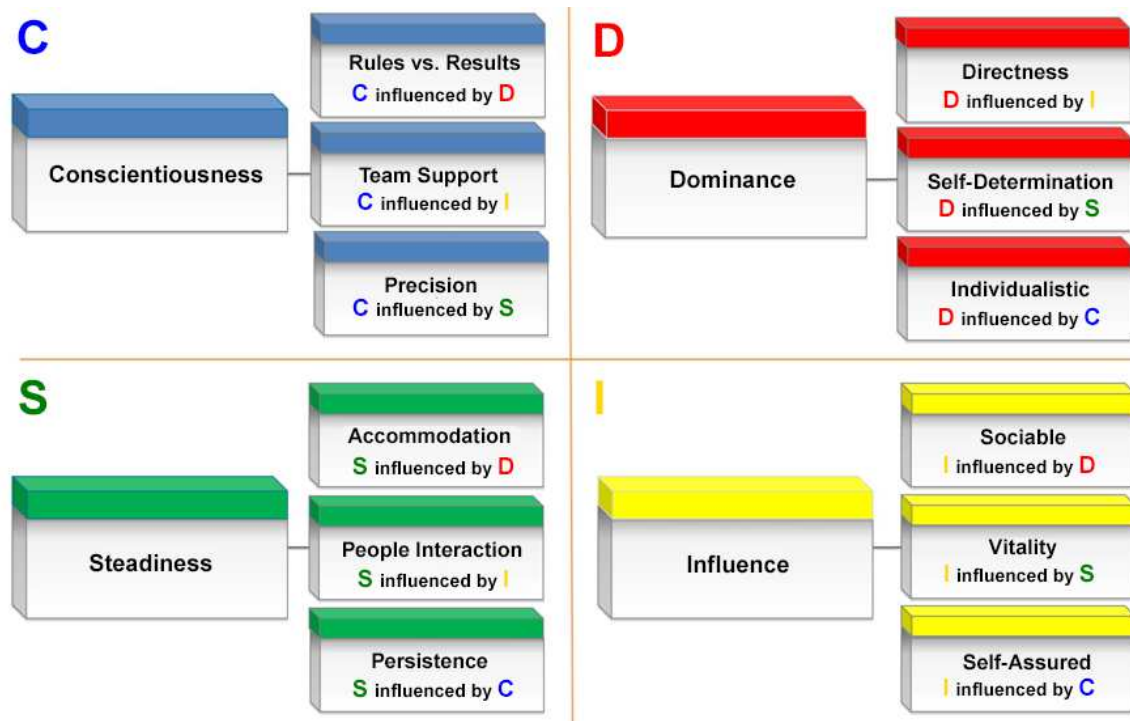


If the two bars are similar, it means that you tend to use the same natural behaviours in that environment. If your Adapted Style is different from your Natural Style, this may cause stress if sustained over a long period of time because are then using behaviours that are not as comfortable or natural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

The four-digit numbers (under the graphs) represent your segment numbers in DISC order and dictate the adjectives highlighted on the Word Sketch pages.

The higher or lower each D, I, S, C point is on your graphs, the greater or lesser your needs-motivated behaviour impacts your results at work and others around you. Once aware, you can adapt your style. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioural change comes only with awareness and practice. Study and practice using the Behavioural Adaptability Charts in this report to gain behavioural flexibility. For further questions or personal coaching, contact your consultant.

The 12 Integrated DISC Style Relationships



For a more complete understanding of a person's overall behavioural style, you can view how each of the primary four DISC factors interact to produce twelve integrated behaviours.

When comparing each of the four basic DISC factors with the others, a group of twelve factors of individual behaviours can be identified. Each person will display some of these factors more strongly than the others.

Each of the twelve factors has been assigned a specific descriptor(s) to help you naturally associate the factor to a specific behaviour. The ability to identify and measure the relative interaction of the twelve factors represents a dramatic improvement in the use and application of DISC to better understand human workplace behaviour.

We can measure the strength of a factor in a person's overall behavioural style by viewing the intensity score. Intensity is a measurement of the relative contribution of a specific factor to a person's observable natural behaviours that are most often displayed in most situations.

The five intensity levels range from Low (absent in most situations) through High (clearly displayed in most situations). This integrated behavioural view represents an improvement that contributes to the overall understanding of human behaviour. Behaviours define how we deliver our thinking into the world.

We recommend you add this powerful new view to your tool kit and use it to assist you in understanding why and how people shape their communications and connections with the other people in their life.

This list of twelve Integrated DISC relationships reveals how the four Primary DISC behaviours combine and work together to create the socialised behaviours others see and experience. The Length of the **black bar** shows the relative influence of the DISC factors in someone's overall observable behavioural style.

1. The Self-Assured Behaviour (I/C) [High Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



"How this individual's people oriented extroversion is impacted by their need for accuracy and structure." The Self-Assured behaviour measures HOW the strength of this individual's extroversion and desire for personal connection with others is influenced by their need for structure, detail, and accurate evidence prior to taking action. Higher intensity scores can sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning while Lower intensity scores reflect a cautious and conscientious approach that seeks to take actions that are supported by reliable tactics, trusted data and past successes.

2. The Individualistic Behaviour (D/C) [High Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



"How this individual's "results now" assertiveness is impacted by their desire to be accurate, analytical and structured." The Individualistic behaviour measures HOW the strength of this individual's direct, assertive and "results now focus" is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives. Higher intensity scores will not likely be deterred by potential restraints or established policies especially if they are perceived to impede immediate results while Lower intensity scores will favour strong and precise compliance and adherence to established structure, rules, policy and procedures.

3. The Persistence Behaviour (S/C) [High Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



"How this individual's need for pace and patience is impacted by their need for accuracy, precision and planning." The Persistence behaviour measures HOW the strength of this individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure. Higher intensity scores reflect an emphasis on supporting planned group and team efforts while Lower intensity scores reflect a need to follow established policies and procedures even if it requires running counter to the team's direction that may be advocating alternative or even potentially risky actions.

4. The Vitality Behaviour (I/S) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



"How this individual's people focused extroversion is impacted by their preferred pace and activity level." The Vitality behaviour measures HOW the strength of this individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level. Higher intensity scores reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts while Lower intensity scores reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.

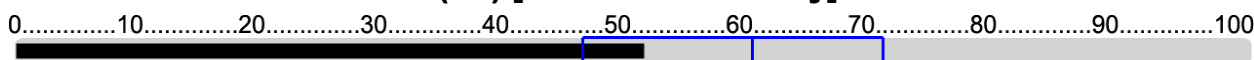
5. The Self-Determination Behaviour (D/S) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



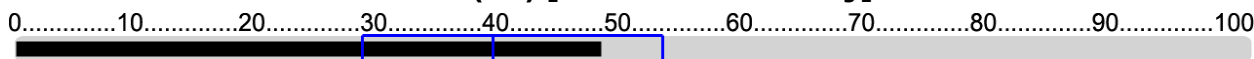
"How this individual's degree of assertive "results now" focus is impacted by their level of patience." The Self-Determination behaviour measures HOW the strength of this individual's direct, assertive and "results now" oriented behaviours are influenced by their degree of patience and preferred pace. Higher intensity scores identify a preference toward a more "now oriented pace" that is keyed toward taking actions that achieve immediate results and goals while Lower intensity scores identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.

6. The Sociable Behaviour (I/D) [Moderate Intensity]



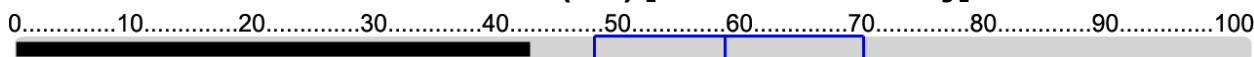
"How this individual's need for social interaction is impacted by their assertiveness and desire for immediate results." The Sociable behaviour measures HOW the strength of this individual's preference for cordial social interaction and people connection is influenced by their need for immediate results. Higher intensity scores reflect an emphasis on seeking, building and sustaining personal relationships while Lower intensity scores reflect a much stronger competitive "result now" focus with less effort on accommodation and building relationships.

7. The Directness Behaviour (D/I) [Moderate Intensity]



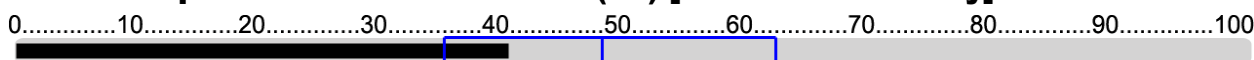
"How this individual's dominance and 'results now focus' is impacted by their desire to interact, connect and relate to others." The Directness behaviour measures HOW the strength of this individual's direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others. Higher intensity scores identify a willingness to make and defend tough and even unpopular decisions while Lower intensity scores will identify an inclination to search for a more socially interactive, popular and accommodating solution.

8. The Accommodation Behaviour (S/D) [Moderate Intensity]



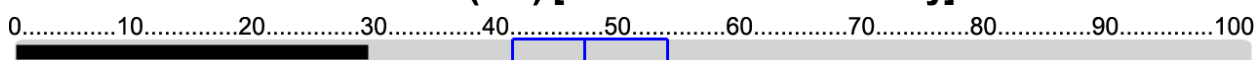
"How this individual's need to operate at a steady pace and innate degree of patience is impacted by their need for immediate results." The accommodation behaviour measures HOW the strength of this individual's level of patience and activity level are influenced by the strength of their desire to lead, command and direct activities focused on immediate results and solutions. Higher intensity scores reflect a willingness to consider, accommodate and support alternative solutions and ideas while Lower intensity scores reflect a propensity to make difficult decisions, remain firm in supporting and defending them sustained by a strong focus on achieving immediate results and accomplishing assigned goals.

9. The People Interaction Behaviour (S/I) [Moderate Intensity]



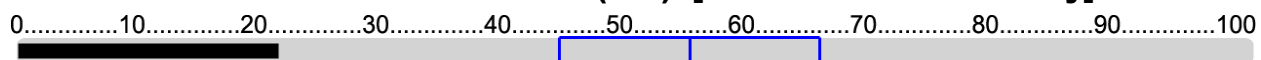
"How this individual's need for a steady pace and exercise of patience is impacted by their desire to connect and engage in social interaction." The People Interaction behaviour measures HOW the strength of this individual's degree of patience and preferred activity level are influenced by the strength of their extroversion and a desire to socially interact and accommodate others. Higher intensity scores will display a great deal of care and consideration when crafting the words and deeds that impact others while Lower intensity scores will reflect a freewheeling and confident belief that most if not all interactive social situations can be handled "on the fly."

10. The Precision Behaviour (C/S) [Low Moderate Intensity]



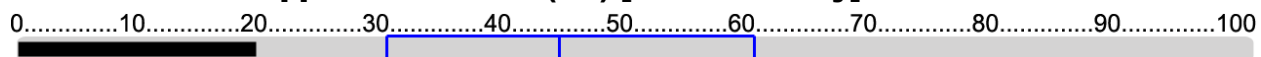
"How this individual's need for accuracy, precision and planning is impacted by their desire for team support and accommodation." The Precision behaviour measures HOW the strength of this individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation. Higher intensity scores reflect a desire to operate in a "fail-safe" environment supported by accurate data and through preparation while Lower intensity scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.

11. The Rules vs. Results Behaviour (C/D) [Low Moderate Intensity]



"How this individual's need for accuracy, precision and guidelines is impacted by their need for immediate results." The Rules vs. Results behaviour measures HOW the strength of this individual's need to precisely follow established structural and procedural guidelines, standards and codes is influenced by their need for direct "results now" actions that target immediate accomplishments. Higher intensity scores identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organisational protocols and policies while Lower intensity scores suggest a more direct, immediate "result now" focus that will not likely be restrained by established protocols, procedures and policies.

12. The Team Support Behaviour (C/I) [Low Intensity]



"How this individual's need for accuracy, precision and following procedure is impacted by their desire for social connection and interaction." The Team Support behaviour measures HOW the strength of this individual's desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people. Higher intensity scores display reliance upon structure, logic, facts and established data, procedures and protocols while Lower intensity scores display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.

Intensity Scoring Legend – DISC Style intensity is a measure of how you are most likely to display a specific behaviour when interacting and communicating with others in most situations

- **Low Intensity** - Low Intensity scores indicate the ABSENCE of this behaviour in MOST situations.
- **Low Moderate** - Low Moderate Intensity scores are only SOMETIMES observable in SOME situations.
- **Moderate Intensity** - Moderate Intensity scores do not mean "mild." Moderate means the behaviour is flexible and may or may not become observable based upon the requirements of the specific situation.
- **High Moderate** - High Moderate Intensity scores are frequently observable in many situations.
- **High Intensity** - High Intensity scores will be clearly observable, displayed more often and seen in most situations.

Behavioural Pattern View

The BPV has eight behavioural zones. Each zone identifies a different combination of behavioural traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the diamond identify that one factor (DISC) of your style will dominate the other three. As you move towards the centre of the diamond, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioural zone.

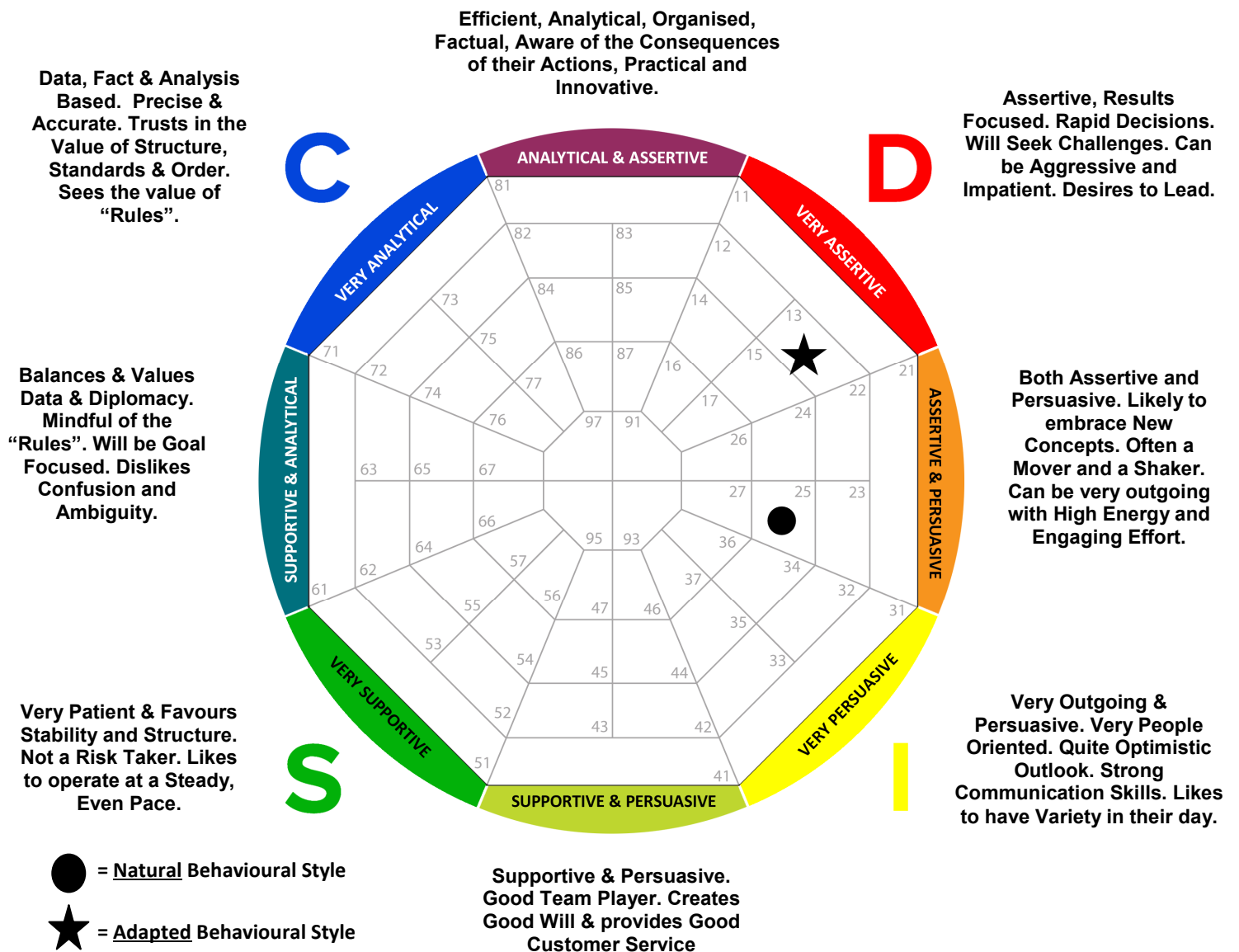
THE SCORING LEGEND

D = Dominance: How you deal with Problems

I = Influence/Extroversion: How you deal with Other People

S = Steadiness/Patience: How you deal with your Activity Level

C = Conscientious/Compliance/Structure: How you deal with the "Organisation's Rules" as well as the focus on details, accuracy and precision



PART II Application of DISC Styles

Understanding your own behavioural style is just the first step to enhancing your relationships with others. All the knowledge in the World doesn't mean much if you don't know how to apply it in real life situations. That's what the rest of this report is all about.

To begin to really use the power you have now that you understand behavioural styles, you also need to know how to apply the information to people and situations. The first thing to remember is that people want to be treated according to their behavioural style, not yours!

THIS APPLICATION SECTION INCLUDES:

- Overview of the Four Basic DISCstyles
- How to Identify Another Person's Behavioural Style
- What is Behavioural Adaptability
- How to Modify Your Style
- Tension Among the Styles
- How to Adapt to the Different Behavioural Styles

This section will help you understand how to be more effective in different relationships and a variety of situations. Good relationships can get better and challenging relationships may become good.

After reviewing the information, 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 behavioural style and to take a few steps to adapt your behaviour to improve the relationship. Here's how to do it:

1 Identify the behavioural style of the other person using the **How to Identify Another Person's Behavioural Style** section. You can read about their style in **Overview of the Four Basic DISCstyles**. The section on **What Is Behavioural Adaptability** gives you an in-depth insight into what adaptability is, what it is not, and why it's so important to all your interpersonal relationships.

2 Once you know their style and preferences for directness and/or openness, you can use the **How to Modify Your Directness and Openness** section to adjust your Behaviour when relating to this person. You will be amazed at the difference.

3 To further understand the tension that may exist in the relationship, you can refer to the **Tension Among the Styles** section and complete the **Tension Among the Styles Worksheet**. Being aware of different preference in pace and priority, and modifying accordingly, can bring about a big improvement in those tension-filled relationships.

4 And finally, , **How to Adapt to the Different Behavioural Styles** will give you suggestions when dealing with each of the four basic styles.

Overview of the Four Basic DISCstyles

Below is a chart to remind you of some of the characteristics of each of the Four Basic DISC Styles, so you can interact with each style more effectively. Although behavioural style is only one component of personality, it is very useful in describing how a person behaves and is perceived in personal, social and work situations.

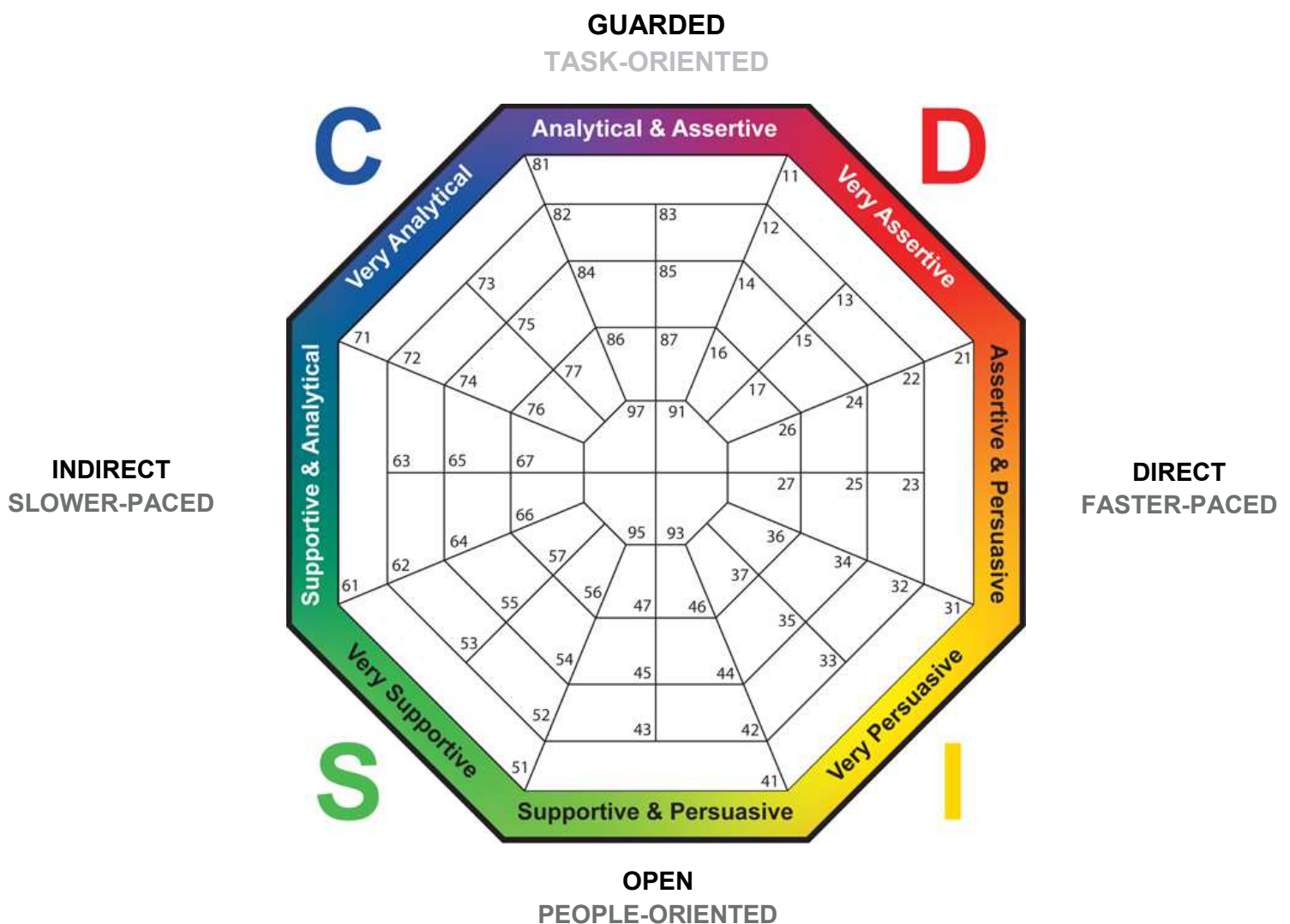
	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
PACE	Fast/Decisive	Fast/spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Goal	People	Relationship	Task
SEEKS	Productivity Control	Participation Applause	Acceptance	Accuracy Precision
STRENGTHS	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemising Orchestration
GROWTH AREAS	Impatient Insensitive to others Poor listener	Inattentive to detail Short attention span Low follow-through	Oversensitive Slows to begin action Lacks global perspective	Perfectionist Critical Unresponsive
FEARS	Being taken advantage of	Loss of social recognition	Sudden changes Instability	Personal criticism of their work efforts
IRRITATIONS	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganisation Impropriety
UNDER STRESS MAY BECOME	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
GAINS SECURITY THROUGH	Control Leadership	Playfulness Others' approval	Friendship Cooperation	Preparation Thoroughness
MEASURES PERSONAL WORTH BY	Impact or results Track records and products	Acknowledgments Applause Compliments	Compatibility with others Depth of contribution	Precision Accuracy Quality of results
WORKPLACE	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured

How to Identify Another Person's Behavioural Style

How do you quickly and accurately identify each of the four behavioural styles in order to practice adaptability? You do this by focusing on two areas of behaviour — **DIRECTNESS** and **OPENNESS**. So, to quickly identify the styles of other people ask the questions on the following page.

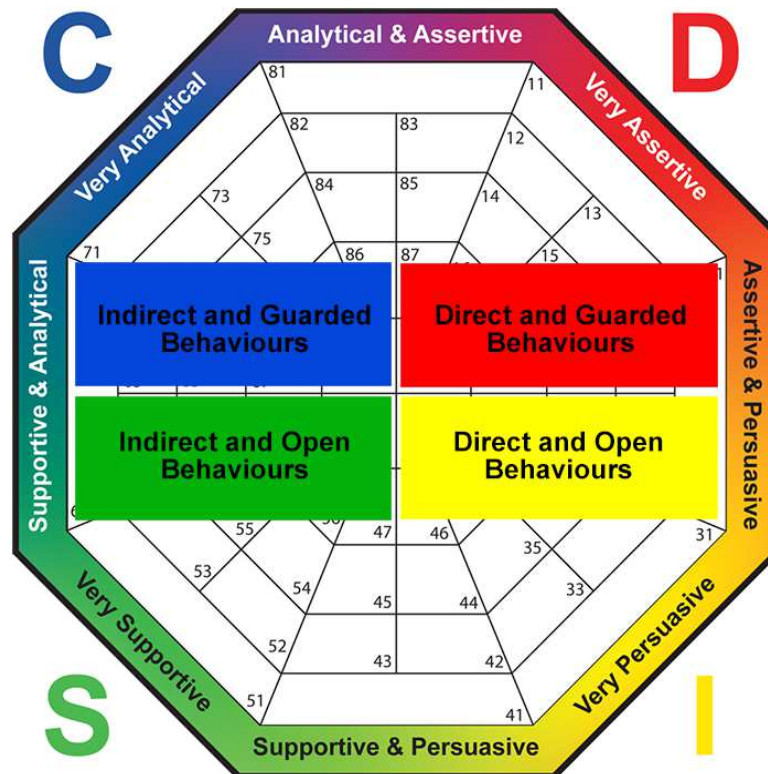
When you combine both scales, you create each of the four different behavioural styles. Individuals who exhibit guarded and direct behaviours are Dominance Styles; direct and open behaviours are Influence Styles; open and indirect behaviours are Steadiness Styles; and indirect and guarded behaviours are Conscientious Styles.

The Whole Picture



Recognising another person's Behavioural Style - 2 Power Questions:

1. Are they **DIRECT** or **INDIRECT** in their communications?
(Directness is the 1st. Predictor of Style. Direct plot on the right, Indirect on the Left).
2. Are they **GUARDED** or **OPEN** in their communications?
(Openness is the 2nd. Predictor of Style. Open plot on the Bottom, Guarded on the Top).



When we integrate the natural tendency to be either **DIRECT** or **INDIRECT** with the natural tendency to be either **GUARDED** or **OPEN** it forms the foundation and the basis for plotting each of the four different behavioural styles:

D = Individuals who typically exhibit **direct & guarded behaviours** define the Dominant Styles

I = Individuals who exhibit **direct & open behaviours** define the Influence/Extroverted Styles.

S = Individuals who exhibit **indirect & open behaviours** define the Steadiness/Patient Styles.

C = Individuals who exhibit **indirect & guarded behaviours** define the Conscientious/Compliant Styles.

The behavioural intensity of directness or indirectness and being open or guarded is shown in the quadrant you plot. The positions towards the edge of the diamond reflect **MORE INTENSITY** and those sitting closer to the centre reflect a **MORE MODERATE INTENSITY** of both characteristics.

What is Behavioural Adaptability?

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's about you recognising the need and choosing to modify your behaviour in order to bring about effective communication.

No one style is naturally more adaptable than another. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: 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 about the way you consciously manage your own behaviours.

You practice adaptability each time you slow down for a **C** or **S** style; or when you move a bit faster for the **D** or **I** styles. It 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** styles focus on facts or get right to the point with **D** or **C** styles. It means adjusting your own behaviour to make other people feel more at ease with you in the particular situation.

Adaptability does not mean “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 preferences, while maintaining your own identity.

Adaptability is important to all successful relationships. People often adopt a different style in their professional lives than that which they adopt in their social and personal lives. We tend to be more adaptable at work with people we know less well. We tend to be less adaptable at home and with people we know better.

Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of causing tension induced by the stress of behaving in a “foreign” style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, not being adaptable would cause others to view that person as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

Effective, adaptable people meet other people's needs as well as their own. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognising when a modest compromise is appropriate, or, when the nature of the situation calls for them to totally adapt to the other person's behavioural style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding and non-judgmental.

Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. With adaptability you can treat other people the way THEY want to be treated.

How to Modify Your Directness and Openness

In some interpersonal situations, you will only be able to identify another person's directness or openness, but not both. In these situations, you need to know how to practice adaptability, one behavioural dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Directness or Openness before looking at specific guidelines for being more adaptable with each of the four styles.

DIRECTNESS

TO INCREASE

- Speak, move and make decisions at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't clash with the person
- Increase your eye contact

TO DECREASE:

- Talk, walk and make decisions more slowly
- Seek and acknowledge others' opinions
- Share decision-making
- Be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticising, challenging or acting pushy
- When disagreeing, choose words carefully

OPENNESS

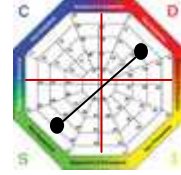
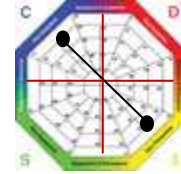
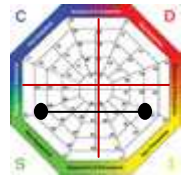
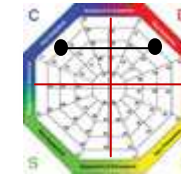
TO INCREASE

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal compliments
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

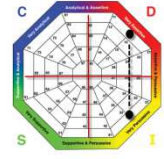
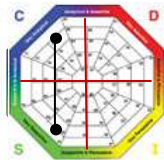
TO DECREASE:

- Get right to the task – the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use business-like language

Tension Among the Styles

Potential Tensions/Disconnects	Plot Points Example
<p><u>Double Tensions of Patience -v- Urgency AND People -v- Task</u></p> <p><i>Pattern 1: The High S's preferred Patient & Slower Pace with a Primary Focus on People rather than on Results and Task can conflict with the High D's Sense of Urgency and a focus on Tasks and Results and Now.</i></p>	 <p>High S + High D (Lower Left -v- Upper Right Quadrant)</p>
<p><u>Double Tensions of Patience -v- Urgency AND People -v- Task</u></p> <p><i>Pattern 2: The High C's lack of Urgency with a Primary Focus on Tasks/Results can conflict with the High I's higher Urgency with a Primary Focus on People -v- Results and Tasks.</i></p>	 <p>High C + High I (Upper Left v Lower Right Quadrant)</p>
<p>Patience -v- Urgency Tensions:</p> <p><i>The High S's innate Patience can conflict with the High I's Sense of Urgency.</i></p>	 <p>High S + High I (Lower Left -v- Lower Right Quadrant).</p>
<p>Patience -v- Urgency Tensions:</p> <p><i>The High C's€ focus on exercising Patience to assure accuracy and avoid errors can conflict with the High D's focus on Results, do it NOW solutions, and immediate action.</i></p>	 <p>High C + High D (Upper Left -v- Upper Right Quadrant)</p>

Tension Among the Styles Continued

Potential Tension(s)/Disconnects	Plot Points
<p>People -v- Tasks Tensions</p> <p><i>The High D's focus on Results, Tasks and Action can conflict with the High I's focus on other People, Feelings and Political Correctness.</i></p>	 <p>High D + High I (Upper Right -v- Lower Right Quadrant)</p>
<p>People -v- Tasks Tensions</p> <p><i>The High C's focus on Data, Analysis, Accuracy and Precision can conflict with the High S's focus on other People, Teamwork, Personal Connection and a feeling of 'Family'.</i></p>	 <p>High C + High S (Upper Left -v- Lower Left Quadrant).</p>

Tension Among the Styles

WORKSHEET

Everybody has some tension-filled relationships. You can have the highest regard and/or loving feelings toward a person but it seems, no matter what you do, your interactions are usually stressful. If this is behaviour related, applying **The Platinum Rule**® - “Treat others the way THEY want to be treated” – may be helpful. Complete this worksheet to gain insights on how to improve the relationship. If you feel comfortable with the idea, it would also be good to discuss with the other person what you could do to ease the tension.

First, refer to the section on **How to Identify Another Person’s Style** and determine their primary behavioural style. Then refer to the **Tension Model** to identify their pace and priority preferences. Next, see which preferences are different to yours and note the strategy you could take to modify your behaviour. If both preferences are the same as yours, then determine where you will allow their needs to be placed above yours. For example, if you are a High I with fast-pace and people-oriented preferences and the other person is as well, you might let them have the centre stage in times when it is not as important for you. A little give and take will go a long way.

JANE DOE’S INFORMATION

STYLE: C

PACE: Slower-paced

PRIORITY: Goal/Task-oriented

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

RELATIONSHIP 1

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

RELATIONSHIP 2

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

How to Adapt to the **DOMINANT** Style

They're time-sensitive; so don't waste their time. Be organised and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure — all on a single page.

The Dominant Styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the D Style call the shots. If you disagree, argue with facts not feelings. In groups, allow them to have their say because they are not the type who will take a back seat to others.

With the Dominant Style, in general, be efficient and competent.

AT WORK, HELP THEM TO...

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

SALES AND SERVICE...

- Plan to be prepared, organised, fast-paced, and always to the point
- Conduct yourself in a professional and business-like 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

IN SOCIAL SETTINGS...

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

How to Adapt to the **INFLUENCING** Style

The Influencing Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them.

The I Styles are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes and liveliness will win them over. They are people-oriented, so give them time to socialise. Avoid rushing into tasks.

With the Influencing Styles, in general, be interested in *them*.

AT WORK, HELP THEM TO...

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

SALES AND SERVICE...

- Show that you're interested in them, let them talk and allow your animation and enthusiasm to emerge
- 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 summarise details and direct these toward mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

IN SOCIAL SETTINGS...

- 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

How to Adapt to the **STEADY** Style

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings and show sincere interest. Talk in terms of feelings, not facts. The S Styles don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a Steady Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With the Steady Style, in general be non-threatening and sincere.

AT WORK, HELP THEM TO...

- Utilise shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same, comfortable way
- Realise 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
- Modify their tendency to automatically do what others tell them
- Get and accept credit and praise, when appropriate

SALES AND SERVICE...

- 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

IN SOCIAL SETTINGS...

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

How to Adapt to the **CONSCIENTIOUS** Style

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented; so don't expect to become their friend before working with them. Friendship may develop later but, unlike the Influencing Styles, it is not a prerequisite.

Support the Conscientious Styles in their organised, thoughtful approach to problem solving. Be systematic, logical, well prepared and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the C Styles to be leaders or outspoken contributors but do rely on them to conduct research, crunch numbers and perform detailed footwork for the group. If appropriate, set guidelines and exact deadlines. The C Styles like to be complimented on their brainpower, so recognise their contributions accordingly.

With the C Styles, be thorough, well prepared, detail-oriented, business-like and patient.

AT WORK, HELP THEM TO...

- Share their knowledge and expertise with others
- Stand up for themselves with the people they'd 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, spend less time checking
- Maintain high expectations for only high priority items, not everything

SALES AND SERVICE...

- 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

IN SOCIAL SETTINGS...

- 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 you mean it, not by what you do but by what you say

So Now What?

This report is filled with information about your style and each of the four primary behavioural styles. So now you have an understanding and an awareness of the four different behavioural styles.

There are many suggestions in the application section of this report for you to apply this behavioural style information. Take the next step and DO the exercises if you€ skipped over them.

Don't put this report on a shelf or in a file. Merely knowing your style is just not as important as taking the opportunity to use this information to open up a meaningful dialogue with others to improve your relationships with them. Use this report as an aide-memoire. There is a lot of information in it and it is not meant to be digested in just one reading.

Have fun with making a few minor changes in your behaviour and experience the results. You might be surprised! Remember to apply **The Platinum Rule** "Treat others the way **THEY** want to be treated" and you will have much more success in all your relationships!

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