



# DISC Self

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An Evaluation of Behavioural Styles

**Personalised Report For:**

**Sample Report**

**Focus: Work**

**13/06/2016**

Your Company  
**LOGO**  
Appears Here

# Table of Contents

Introduction to the DISCstyles Online Report .....	3
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## **PART I UNDERSTANDING YOURSELF**

General Characteristics.....	4
Your Strengths: What You Bring to the Organisation .....	6
Your Motivations (Wants) and Needs .....	7
Your Motivations: Ideal Work Environment.....	8
Your Behaviour and Needs Under Stress.....	9
Communication Plans .....	10
Potential Areas for Improvement .....	13
Summary of Your Style .....	14
Word Sketch: Adapted Style .....	15
Word Sketch: Natural Style .....	16
Your Personalised eGraphs.....	17
The 12 Integrated DISC Styles Relationships.....	18
Your Behavioural Pattern View .....	22

## **PART II APPLICATION OF DISC STYLES**

Application, Application, Application .....	23
Overview of the Four Basic DISCstyles .....	24
How to Identify Another Person's Behavioural Style .....	25
What is Behavioural Adaptability? .....	27
How to Modify Your Directness and Openness .....	28
Tension Among the Styles .....	29
How to Adapt to the Different Behavioural Styles.....	32
So Now What? .....	36
Disclaimer.....	37

# 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.*

Some people don't always "get it" right away. To that point, you show a special skill in helping others visualise the activities necessary for success. You do this by creating mental pictures for your audience in communicating what the vision is all about. Using those mental pictures, you are able to illuminate a variety of pathways to success. Be certain to use this skill when working with team members who are having trouble articulating the vision.

Your results indicate that you are able to help initiate complex processes and activity. This comes from two specific traits: people orientation, and detail orientation. Your "people skills" can be used to engage others in an idea or process, while your attention to detail can help maintain a level of quality control. The latter is a skill that few people share and is something that you should attempt to leverage and maximise.

Sample, you score like some who may tend to overuse position or power to get their way. This is not always effective in getting necessary results. Try to minimise the reliance on your title or authority, and instead approach problems with an eye toward benefitting the group. Your knowledge of specifics and details is a strength, as long as it is used in the spirit of making progress toward the goal.

Your score pattern matches those whose decisions are made primarily by gathering facts and considering the needs of all people involved. This highlights the theme of balancing both the people side and the detail side of projects. This balance translates to win-win situations for both the organisation and the people involved. This is a rare skill, and one that is valued in the workplace.

## General Characteristics (continued)

You score like those who may become somewhat impatient or aggressive when under pressure. As long as you realise this, you can potentially harness this urgency to achieve optimal success on a task. Use your natural optimism to maintain a positive climate, even when under pressure. You'll get better results and keep more people on board with the project. Your potential to be aggressive may sometimes lead to conflict. Attempt to minimise this conflict by taking a more positive, team-oriented approach.

You have the ability to take the seed of an idea and make it develop into a successful solution. This is a strength that you should utilise whenever possible, due to its high potential benefit to the team. You have an innate optimism and creativity and are able to think both quickly and analytically about ideas. Your positive spirit has the potential to be a catalyst for positive change within an organisation or team.

Sample, you show the ability to be both people-oriented and detail-oriented, with equal skill and confidence. This is a rare and valuable skill, as it allows you to enlist the help of a wide variety of people who may not ordinarily work well together, and focus their efforts in the same direction.

You are able to accomplish complex tasks by working enthusiastically with people. Even when faced with very complex requirements, you have the ability to both harness the emotional capacity of your team, as well as deal with the details and minutiae of the project.

## 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 bring a strong sense of quality control to the team's efforts.
- You have the ability to handle both people and details, with equal skill and confidence.
- In meetings, you will communicate your opinions in a positive and solution-oriented way.
- You are deadline-savvy and able to juggle many issues simultaneously.
- You bring a sense of genuine enthusiasm to the team and organisation.
- You tend to be diplomatic in working with others.
- You tend to demonstrate technical competence, as well as skill in dealing with people.

### **Your Work Style Tendencies That You Bring to the Job:**

- You make job-related decisions by gathering facts and considering the needs of the people involved.
- You have the ability to contribute to a pleasant and efficient work environment, due to your attention to people and knack for quality control.
- When urgency reaches a high point, you can work with the team to restore comfort, while also obtaining good results.
- You have the ability to carry out detailed action plans, and verbalise the steps in an articulate manner.
- You want to be perceived as someone with the ability to take the seed of an idea and develop it into a successful solution.
- On difficult projects, you may become somewhat impatient or aggressive under pressure.
- On the job, you bring a high degree of optimism and a strong desire to win.

## 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:**

- A variety of activities involving interpersonal contact, both on and off the job.
- A strong, visible group or organisation to identify with.
- Awards that recognise ability, competence, or achievements.
- Assignments that allow for a variety of interpersonal contact and mobility.
- Security in knowing that the products and services are of the highest quality.
- A system of support to assist with the details and follow-through.
- Receiving complete explanations of systems and processes that impact the work environment.

### **People With Patterns Like You Tend to Need:**

- To have confidence in the project, product, goals, and leadership.
- Increased authority to delegate routine tasks and procedures.
- To learn to say "no" more often to requests from others, in order to prevent spreading yourself too thin.
- To maintain communication on work tasks or projects, and to reduce the amount of off-the-subject comments and socialising.
- A wider scope of perspective and operations.
- To feel valued as a team member, and have detailed responsibilities in order to work at top effectiveness.
- Sufficient time for effective planning.

## 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:***

- Highly specialised assignments and technical areas of responsibility.
- Projects requiring you to motivate and persuade people.
- A democratic environment with participatory management.
- Complete explanations of areas of responsibility and control.
- Public recognition for accomplishments.
- Variety in work tasks and projects.
- Time to reflect and think about pros and cons to solutions.



## The C's Behaviour and Needs Under Stress

### ***Under Stress You May Appear:***

- Unimaginative
- Slow to act
- Over-reliant on data and documentation
- Unable to meet deadlines
- Withdrawn

### ***Under Stress You Need:***

- Guarantees that you are right
- Understanding of principles and details
- Accuracy

### ***Your Typical Behaviours in Conflict:***

- You tend to hold conflicts or conflicting views in your mind, looking for proof that you are right or a new valid way of looking at things that accommodates both points of view.
- You appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, you are often just withdrawing to enable them to prepare for a future, probably covert, attempt to reestablish your position.
- You are quite uncomfortable with overt conflict, aggression and anger. You will do whatever you can to avoid these situations and to avoid individuals with whom you have a disagreement.

### ***Strategies to Reduce Conflict and Increase Harmony:***

- Be more open with your friends and co-workers, sharing your feelings, needs and concerns with them.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behaviour by others are not necessarily personal attacks on you.

## 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 Sample, *DO*:**

- List pros and cons to the suggestions you make.
- Plan to talk about things that support her dreams, and goals.
- Provide testimonials from people she sees as important and prominent.
- Be engaging, stimulating, and fast-paced.
- If you agree with the outcome, follow through and do what you say you will do.
- Join in and talk positively about people and their goals.
- Plan some extra time in your schedule for talking, relating, and socialising.

### **When Communicating with Sample, *DON'T*:**

- Talk down to her.
- Use someone else's opinions as evidence.
- Whine about all of the work you have to do.
- Rush the issues or the decision-making process until you have buy-in.
- Use unreliable evidence or testimonials.
- Be impersonal or judgmental.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.

## 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 trust people a bit too much and may get burned in the process.
- You may be overly optimistic in judging others' abilities.
- You may tend to promise a bit more than you can deliver, then enlist the help of others to ensure timely delivery.
- You may be overly defensive about your position, especially when faced with change or threats.
- You may tend to oversell your ideas.
- You may get bogged down in details, like a security blanket in a high-pressure climate.
- When forming teams, you may tend to select people who are similar to you.

## Summary of Sample Report'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 neat 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.

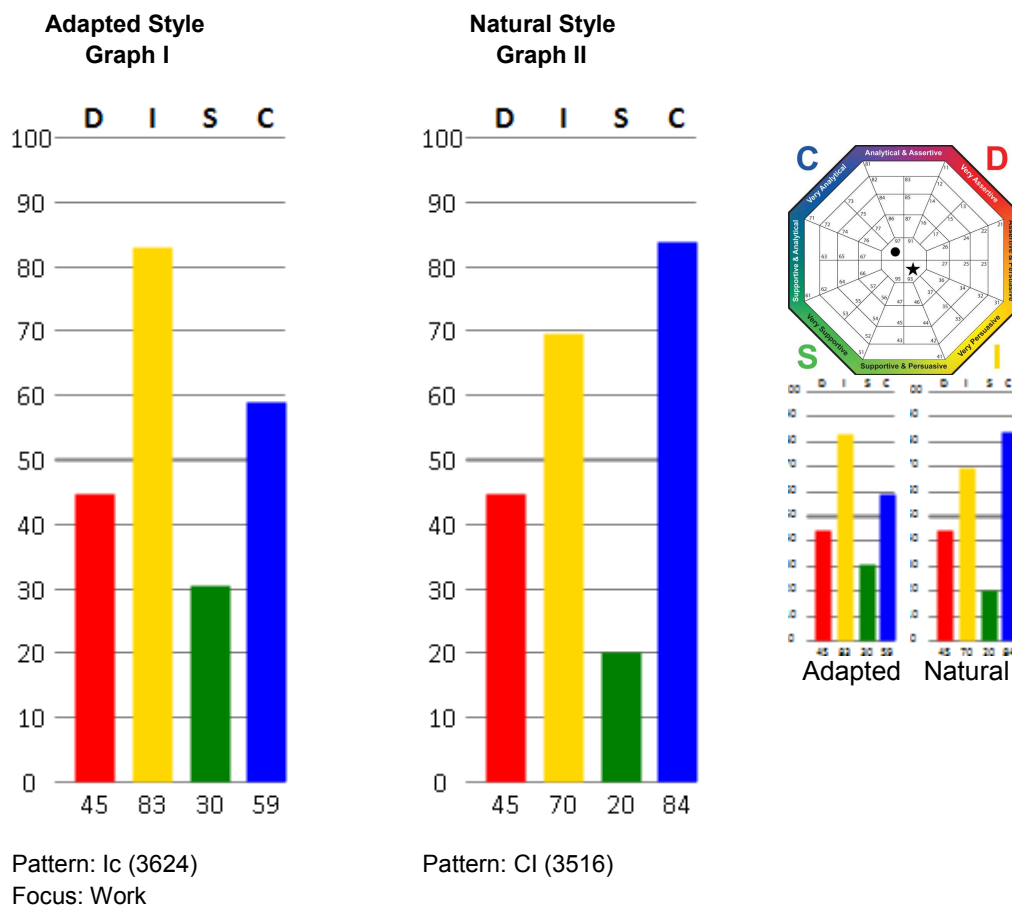
	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotion	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, 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
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4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical neat sensitive tactful
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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



## DISCstyles eGraphs for Sample Report

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

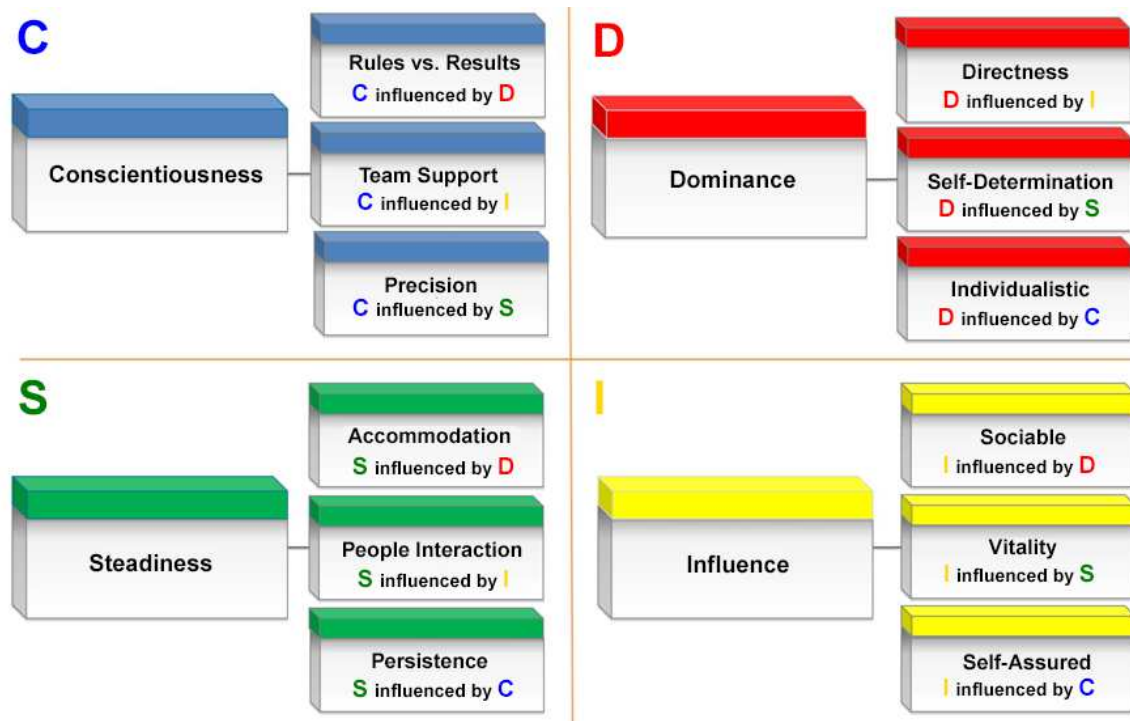


If the two bars are similar, it means that you tend to use the same natural behaviours in that environment. If your Adapted Style is different from your Natural Style, this may cause stress if sustained over a long period of time because are then using behaviours that are not as comfortable or natural 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. Perceptive Behaviour (C/S) [High Intensity]

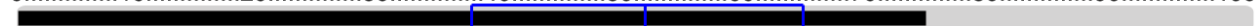
0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



The Perceptive score measures the desire to operate within established structures, procedures, systems and rules in light of the degree of urgency required to address immediate problems, challenges and opportunities. It is a measure of a person's awareness of their current circumstances. High scores reflect a desire to strive for fail-safe environments reflecting the accuracy of the person's facts and thoroughness of your preparation. Low scores suggest a greater focus on steadiness and supporting current procedures and processes.

### 2. Vitality Behaviour (I/S) [High Moderate Intensity]

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



The Vitality score compares the intensity of the relationship between using an outwardly expressive style when interacting with people and the amount of energy expended to urgently move matters forward. High scores reflect a freewheeling, confident and engaging style that is likely to be interested in new ideas and topics and the outgoing demonstration of that interest may be a source of influence on others. Low scores reflect thoughtfulness and great care in crafting words and actions to support steady progress towards a goal.

### 3. Collaborative Behaviour (C/D) [High Moderate Intensity]

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



The Collaborative score reflects the intensity of the need for using structure, established procedures, systems and rules to guide their work in light of the need to get things done, achieve results and move forward. This style seeks to avoid confrontation and will work towards finding solutions that are supported by others and work within the established guidelines. High scores favour a strong need to comply with standards and adhere to policies and conventional practices. Low scores suggest a need to control events in order to make progress more freely without being constrained by established guidelines and policies.

### 4. Sociable Behaviour (I/D) [High Moderate Intensity]

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



The Sociable score compares the intensity of the relationship between the person's outgoing verbal and non-verbal Behaviours and their lack of directness. It reflects the degree of willingness to accommodate, support and oblige others. It also identifies the interest in assisting others to succeed and achieve their goals. High scores reflect an emphasis on social interaction rather than routine tasks. Low scores reflect a willingness to make difficult decisions, remain firm in supporting those choices energized by a focus on achieving results.

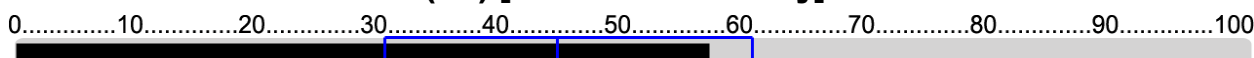
### 5. Self-Determination (D/S) [High Moderate Intensity]

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



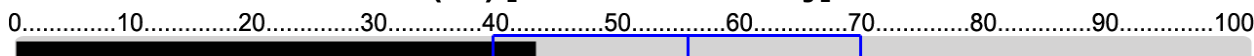
The Self Determination score measures the intensity of the results-oriented drive supported by an emphasis on urgency and action. This style combines the drive of a self-starter with a clear need to take actions that address problems, challenges and opportunities. A person with High scores will maintain consistent progress toward their goal(s) and be impatient with those who do not keep pace with their personal timetable. Low scorers would not exhibit high urgency and will take time to carefully consider their plans and actions before they act.

## 6. Correctness Behaviour (C/I) [Moderate Intensity]



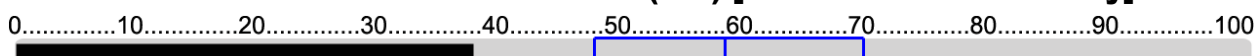
The Correctness Behaviour measures the need to operate within established structure, procedure, systems and rules in light of the need for contact with people expressed by establishing, retaining and supporting personal relationships. High scores suggest reliance upon logical factual and established data and protocols. Low scores suggest following less established protocols and considering more emotional and persuasive influence from others.

## 7. Self-Assured Behaviour (I/C) [Moderate Intensity]



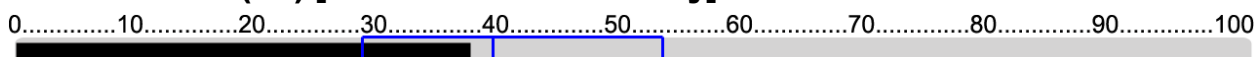
The Self-Assured score compares the intensity of the relationship between projecting social confidence in a variety of social situations in light of the attention paid to established social boundaries, rules and guidelines. High scores in this factor can sometimes lead to over confidence, willingness to improvise and take spontaneous actions rather than preparing in advance. Low scores reflect a cautious and conscientious approach to taking action based on the evidence contained in the relevant data.

## 8. Pace and Accommodation Behaviour (S/D) [Low Moderate Intensity]



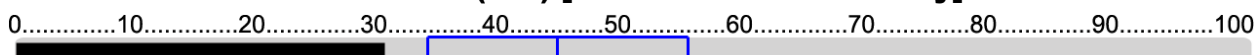
The Pace and Accommodation score measures the propensity of the capacity to work at a steady and slower pace in light of the willingness to tolerate difficult and unfamiliar circumstances. High scores will reflect the capacity to consider and support alternative solutions when working with others. Low scores reflect far less accommodation amplified by a higher sense of urgency and a "results now" focus.

## 9. Directness (D/I) [Low Moderate Intensity]



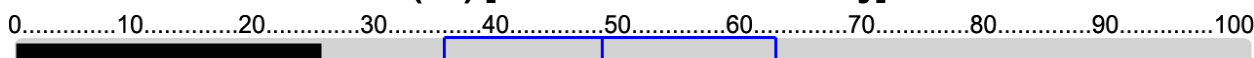
The Directness score measures the propensity for using a direct, straight line approach to accelerate the achievement of results. It reflects a capacity to prioritise tasks while subordinating a relationship focus. High scores suggest a willingness to make difficult decisions and remain firm in supporting those choices. Low scores reflect an emphasis on "humanising" directness and energising social interaction.

## 10. Individualistic Behaviour (D/C) [Low Moderate Intensity]



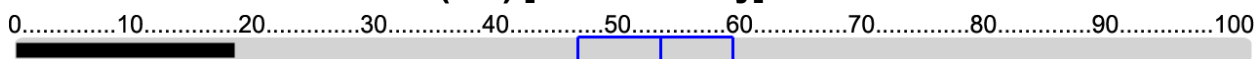
The Individualistic score reflects the intensity of the assertive and independent approach toward tackling problems, challenges and opportunities while maintaining freedom from controls. High scores are not likely to be deterred by potential restraints or established procedures as they pursue their goals and objectives. Low scores favour a strong adherence to policy and conventional practices.

## 11. Reflective Behaviour (S/I) [Low Moderate Intensity]



The Reflective score measures the propensity of the person's degree of care in crafting their words and actions in light of the need to expressively engage and interact with others. This Behaviour measures the approach to logic, data and factual analysis and it measures the desire to take some time to carefully consider plans and actions prior to implementation. High scores reflect great care and thoughtfulness in creating words and taking actions. Low scores reflect a freewheeling and confident belief that most if not all social interactions can be handled on the fly.

## 12. Persistence Behaviour (S/C) [Low Intensity]



The Persistence score measures the propensity for displaying predictable patterns that stay on task and support current procedures and processes in light of the need for correctness of action, accuracy of information and thoroughness of preparation. High scores will place a greater emphasis on group and team support and reflect a style that favours careful planning. Low scores reflect a need to develop and support established guidelines and standards.

**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.

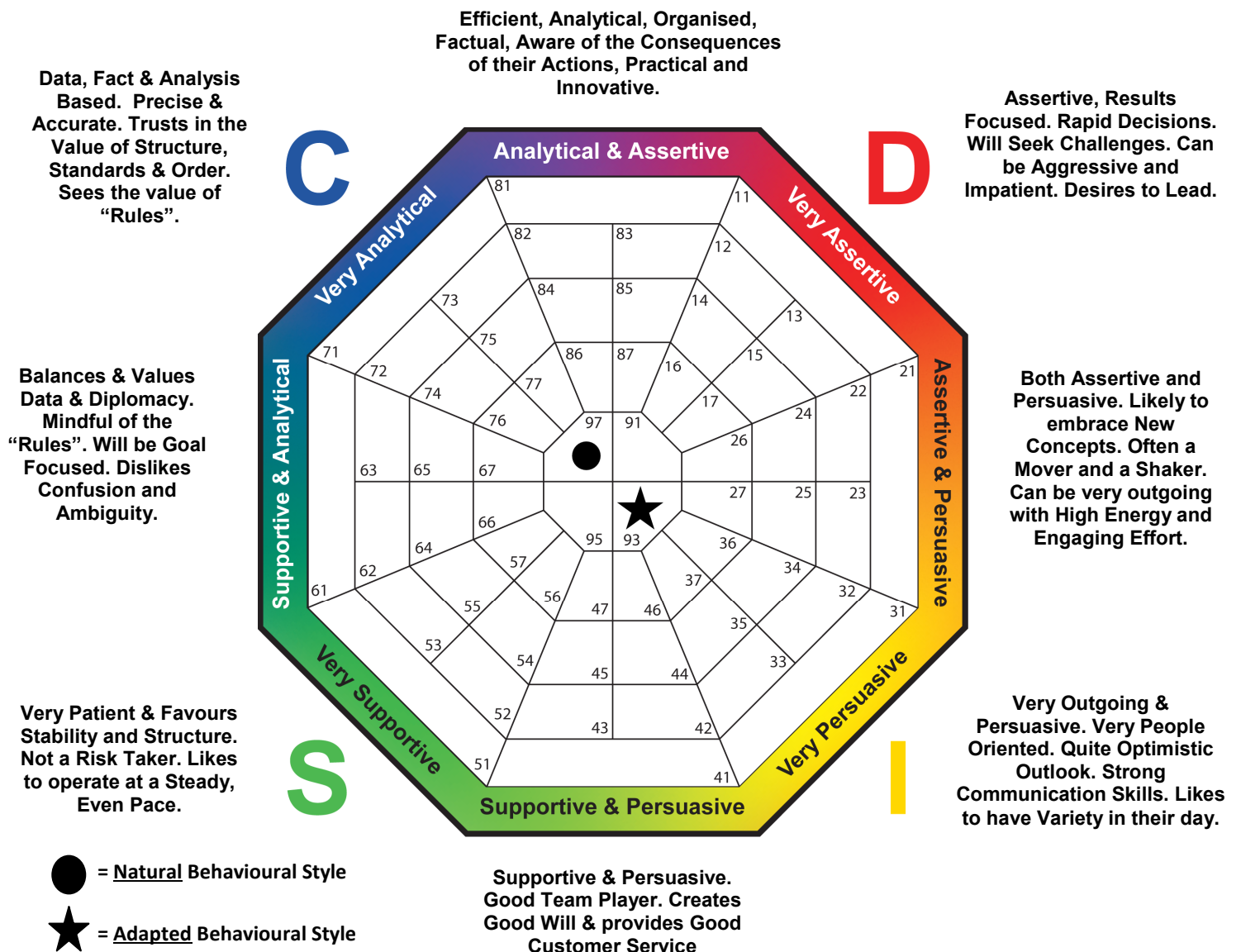
## THE SCORING LEGEND

**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
<b>PACE</b>	Fast/Decisive	Fast/spontaneous	Slower/Relaxed	Slower/Systematic
<b>PRIORITY</b>	Goal	People	Relationship	Task
<b>SEEKS</b>	Productivity Control	Participation Applause	Acceptance	Accuracy Precision
<b>STRENGTHS</b>	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemising Orchestration
<b>GROWTH AREAS</b>	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
<b>FEARS</b>	Being taken advantage of	Loss of social recognition	Sudden changes Instability	Personal criticism of their work efforts
<b>IRRITATIONS</b>	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganisation Impropriety
<b>UNDER STRESS MAY BECOME</b>	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
<b>GAINS SECURITY THROUGH</b>	Control Leadership	Playfulness Others' approval	Friendship Cooperation	Preparation Thoroughness
<b>MEASURES PERSONAL WORTH BY</b>	Impact or results Track records and products	Acknowledgments Applause Compliments	Compatibility with others Depth of contribution	Precision Accuracy Quality of results
<b>WORKPLACE</b>	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured

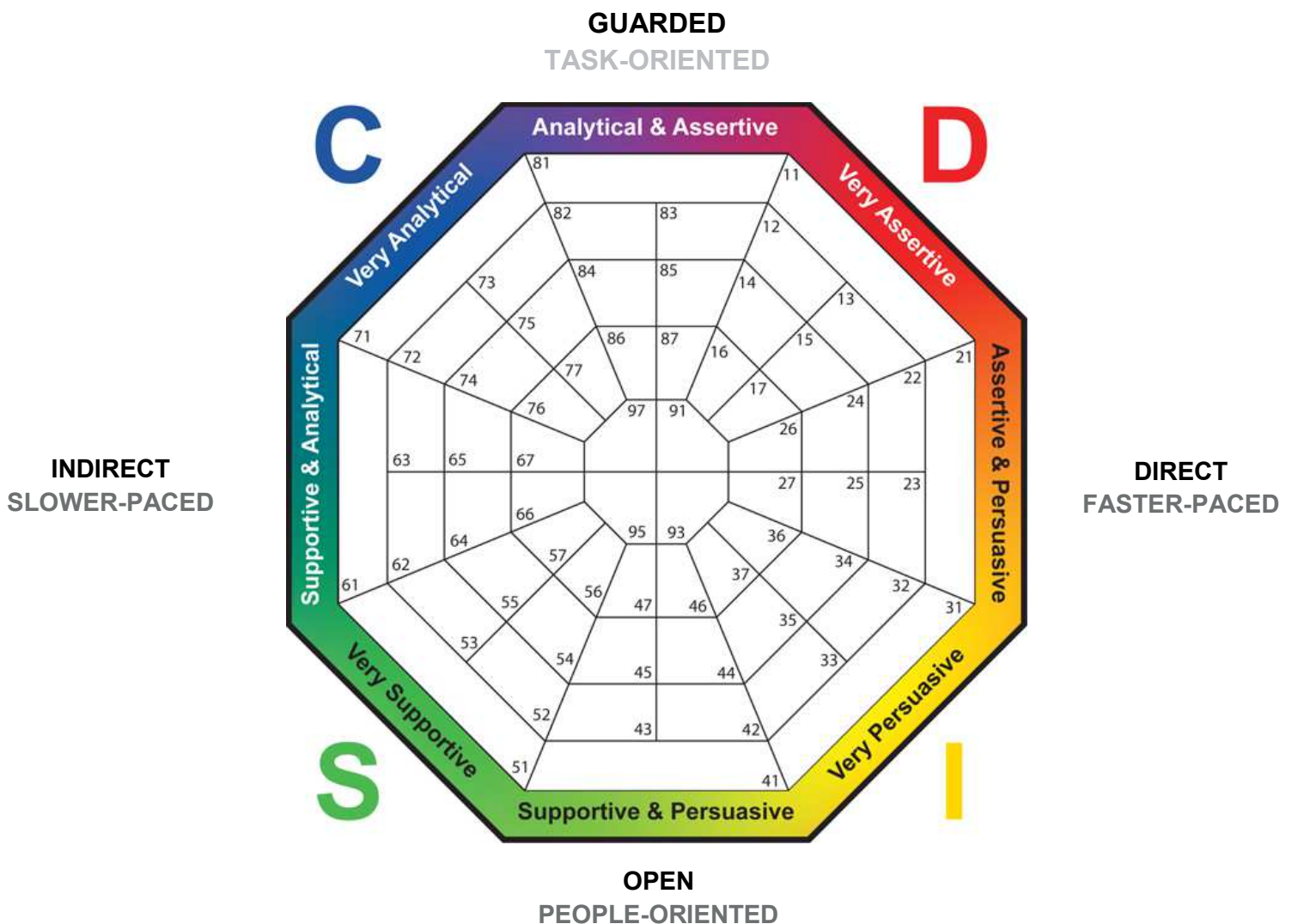


## How to Identify Another Person's Behavioural Style

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.

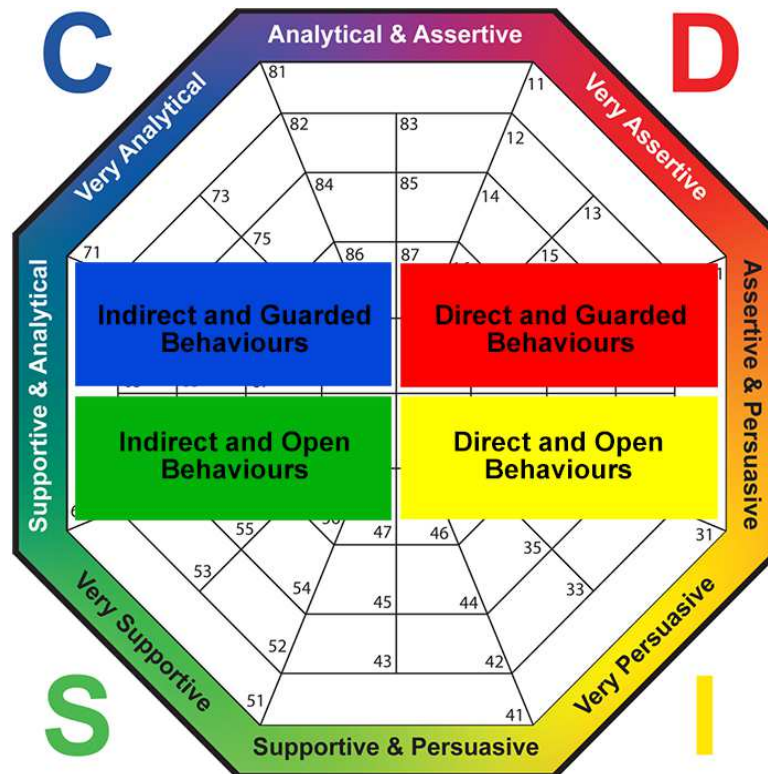
When you combine both scales, you create each of the four different behavioural styles. Individuals who exhibit guarded and direct behaviours are Dominance Styles; direct and open behaviours are Influence Styles; open and indirect behaviours are Steadiness Styles; and indirect and guarded behaviours 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 1<sup>st</sup>. Predictor of Style. Direct plot on the right, Indirect on the Left).
2. Are they **GUARDED** or **OPEN** in their communications?  
(Openness is the 2<sup>nd</sup>. 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

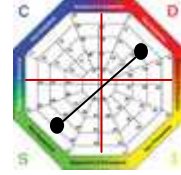
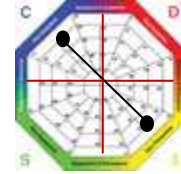
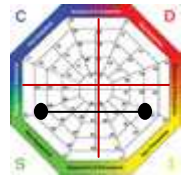
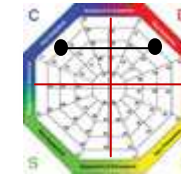
#### TO INCREASE

- 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

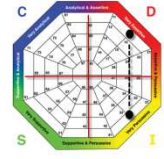
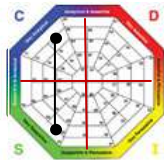
#### TO DECREASE:

- 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><b><u>Double Tensions of Patience -v- Urgency AND People -v- Task</u></b></p> <p><i>Pattern 1: The High S's preferred Patient &amp; 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><b>High S + High D</b> (Lower Left -v- Upper Right Quadrant)</p>
<p><b><u>Double Tensions of Patience -v- Urgency AND People -v- Task</u></b></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><b>High C + High I</b> (Upper Left v Lower Right Quadrant)</p>
<p><b>Patience -v- Urgency Tensions:</b></p> <p><i>The High S's innate Patience can conflict with the High I's Sense of Urgency.</i></p>	 <p><b>High S + High I</b> (Lower Left -v- Lower Right Quadrant).</p>
<p><b>Patience -v- Urgency Tensions:</b></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><b>High C + High D</b> (Upper Left -v- Upper Right Quadrant)</p>

## Tension Among the Styles Continued

Potential Tension(s)/Disconnects	Plot Points
<p><b>People -v- Tasks Tensions</b></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><b>High D + High I</b> (Upper Right -v- Lower Right Quadrant)</p>
<p><b>People -v- Tasks Tensions</b></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><b>High C + High S</b> (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:** \_\_\_\_\_

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### RELATIONSHIP 2

**Name:** \_\_\_\_\_

**Style:** \_\_\_\_\_

**Pace:** \_\_\_\_\_

**Priority:** \_\_\_\_\_

**Difference:** \_\_\_\_\_

**Strategy:** \_\_\_\_\_

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## 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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