Executive Summary **Sales**

An Evaluation for Employability

Report For: **Sample Report**

Date: **2/23/2017**

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The Integrated Performance Measurement Report for Making Great People Decisions

The Executive Summary will prove extremely valuable as you seek to make your great people decisions. It describes the strength of the three performance multipliers that have the unique capacity to amplify a person's credentials, e.g. *the combination of hard skills and track record of success.*

Leverage our 30 years of non-stop research and use what you will discover here to add a scientific performance component to your people processes. This tool can be used for employee selection and development as well as improving teamwork and interpersonal dynamics. It will assist you in dramatically reducing and even avoiding making poor people choices that are so costly, disruptive and frustrating.

Summary of the Three Performance Multipliers

The Critical Thinking Decision Making Measurement

<u>Critical Thinking</u> **is the first and most important performance multiplier.** It has the unique ability to calculate decision speed, the capacity to work effectively with others and make the right decisions while operating within the established framework of an organization.

The critical thinking measure is based upon the Nobel nominated research into human decision theory and is comprised of three sophisticated algorithms that calculate an individual's capacity to make the correct choices when faced with the problems, challenges and opportunities they encounter when applied to their areas of expertise.

The critical thinking decision measure reports on the capacity to:
1. Identify the core issues that are driving a problem, challenge or opportunity.
2. Create a workable solution for the identified core issue(s) needing attention.
3. Implement the workable solution that respects the guidelines of the organization and within the scope of the resources that are currently available to affect the solution.

The Internal Motivator/Driver Measurement

The <u>Internal Motivators/Drivers</u> **are the second performance multiplier.** Based upon the Harvard research into human motivation, it measures the hierarchy and the relative strength of each of the seven universal human motivators and how they uniquely combine to form the ACTION STEPS an individual will WANT to take as they translate their critical thinking decisions into concrete plans and results. It indicates how an individual will overtly or covertly want to influence the results that reflect their most influential motivators.

The DISC Behavioral or Communication Style Measurement

The <u>Behavioral or Communication Style</u> **is the third performance multiplier.** Fostered by 65 years of research into human interactive dynamics, this multiplier identifies the behavioral STYLE someone will use to communicate their motivated, critical thinking decisions to other people. Unlike other DISC tools that measure just four primary behaviors, we report the 12 integrated behavioral and communication factors that comprise the 15 most common behavioral and communication styles. These styles show how an individual's level of assertiveness, extroversion, patience and precision *uniquely combine* to form the overall behavioral display they'll most often use when sharing and communicating their ideas, beliefs, recommendations and fears with others.

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Integrated Performance Analysis for Sample Report

How Critical Thinking, Internal Motivators and Behavior or Communication Style amplify this individual's credentials

Sample's Critical Thinking Decision Making Capacity

Critical thinking is the first and most important performance multiplier. It is presented as a function of risk (the probability for errors in judgment). The "Z score Risk factor" is also shown as an academic A, B, C or D score.

CRITICAL THINKING RISK LEVEL			
D	**- C +**	**- B +**	**A**
		✔	
Cautionary REAL Risk *Marginal Critical Thinking and Judgment*	**Average Conditional Risk** *Average Critical Thinking and Judgment*	**Good Situational Risk** *Good Critical Thinking and Judgment*	**Strong Low Risk** *Strong Critical Thinking and Judgment*

Sample's Critical Thinking "Z score" earns good (B level) tactical or "practical next step" critical thinking and good (B level) "strategic or conceptual" critical thinking as she faces the typical sales problems, challenges and opportunities supported by her specific areas of expertise.

View Sample's sales strengths that support her ability to make effective decisions that achieve her targeted results. The *sales performance blockers* are factors that can interfere with her ability to optimize these natural strengths are also shown.

Sample's Prioritized Critical Thinking Strengths

Need To Achieve: (Achievement Drive)-Low Risk
Strongly driven by a need to achieve recognition and attention to confirm self worth.

Self Attitude: (Achievement Drive)-Low Risk
Driven by a strong sense of personal optimism, a belief that the best can and will happen.

Persistence: (Self Starting Ability)-Low Risk
Strong personal commitment to stay on track and complete goals and tasks regardless what happens.

Sense Of Belonging: (Motivation)-Low Risk
Motivated by a strong need to belong, to fit in with and be accepted by others.

Self Confidence: (Ability To Handle Rejection)-Low Risk
Keen awareness of social and role image combined with some uncertainty about which role is best.

Attitude Toward Others: (Empathy)-Low Risk
Positive, open attitude toward prospect and client needs and concerns.

Service: (Motivation)-Low Risk
Motivated by a strong desire to help others and meet their needs and concerns.

Relating With Others: (Empathy)-Low Risk
The ability to develop personal relationships with prospects and clients without becoming too personally involved.

Strength Scoring Legend:
Low Risk = A Level
Situational Risk = B Level
Conditional Risk = C Level
Real Risk = D Level
(Risk is the Probability of Judgmental Errors)

Sample's Prioritized Critical Thinking Blockers

Self Esteem: (Handling Rejection)-Real Risk/SLS-6B
Self-depreciation, may have difficulty controlling interview and to promise too much or more than is necessary.

Status & Social Self Recognition: (Motivation Index)-Real Risk/SLS-27B
Social frustration and role transition can generate uncertainty and indecision about one's social/role image.

Sensitivity To Others: (Handling Rejection)-Conditional Risk/SLS-10A
Too much sensitivity to what others think or say potentially making it hard to address difficult issues.

Self Assessment: (Handling Rejection)-Conditional Risk/SLS-7
Difficulty realistically assessing personal potential and maintaining consistent confidence.

Blocker Strength Scoring Legend:
Real Risk = D Level
Conditional Risk = C Level
Situational Risk = B Level
Low Risk = A Level
(Risk is the Probability of Judgmental Errors)

Sample Report's Top 10 Sales Blockers
(With Access to Specific Interviewing Questions)

Everyone has blockers! They are the factors that INTERFERE with one's ability to optimize their strengths. Here you will find this person's top 10 Sales blockers. The blockers are prioritized with the greatest interference first. (See Scoring Legend) Each blocker has a reference number shown in parenthesis. Use that number to gain powerful insights into each blocker. (See bottom of page).

Prioritized Sales Blockers

Consider The Blocker Strength (Equals the Interference with the Strengths)
Real Risk = D Level   Conditional Risk = C Level   Situational Risk = B Level   Low Risk = A Level

Self Esteem: (Handling Rejection)-Real Risk/SLS-6B
Self-depreciation, may have difficulty controlling interview and to promise too much or more than is necessary.

Status & Social Self Recognition: (Motivation Index)-Real Risk/SLS-27B
Social frustration and role transition can generate uncertainty and indecision about one's social/role image.

Sensitivity To Others: (Handling Rejection)-Conditional Risk/SLS-10A
Too much sensitivity to what others think or say potentially making it hard to address difficult issues.

Self Assessment: (Handling Rejection)-Conditional Risk/SLS-7
Difficulty realistically assessing personal potential and maintaining consistent confidence.

Personal Development: (Motivation Index)-Conditional Risk/SLS-28
Frustration can result from indecisiveness or lack of certainty about where one is going in life.

Self Control: (Handling Rejection)-Conditional Risk/SLS-9
Tendency to react impulsively in stressful situations can lead to difficulty maintaining control in the sales process.

Results Oriented: (Achievement Drive)-Conditional Risk/SLS-12B
Lack of attention to results can generate a tendency to delay decisions or to overlook what needs to be done.

Social Recognition: (Achievement Drive)-Conditional Risk/SLS-14B
Indecisiveness about what to do in current circumstances can create inconsistent burst of energy and drive.

Role Satisfaction: (Self Starting Ability)-Conditional Risk/SLS-24B
Dissatisfaction, frustration and anxiety in current circumstances can lead to inconsistent actions and decisions.

Money & Material Things: (Motivation Index)-Conditional Risk/SLS-26B
A lack of attention to money and material things can lead to indifference toward money unless it is a personal goal.

Want more detail about each of the above Sales Interfering Blockers?

1. Go to the online resource page: **http://www.axiometrics.us**
2. Enter the following Log In and Password
   Log In: **UNDERSTANDING**
   Password: **BLOCKERS**
3. Select **Sales Reference Manual Tab** from the top of the page.
4. Select the corresponding blocker number [**example (SLS-19D)**]. Clicking on that link will provide you with relevant information about the strength of the blocker, how it will likely impact the individuals and it also *provides you with specific interview questions and tactics to explore the blocker*. These insights will prove very helpful for selection and as a foundation for development and training efforts.

Sample Report's Sales Core Competency Scores

Below are the scores of the *30 sales competencies* that will direct, guide and focus Sample's credentials toward successful business development and sales results.

View definitions: http://www.mauianalysis.com/competencies

Supporting Sales Competencies Inventory	A Level Low Risk *Strong Access to this Strength*	B Level Situational Risk *Good Access to this Strength*	C Level Conditional Risk *Average Access to this Strength)*	D Level Real Risk *Poor Access to this Strength*
Empathy				
Intuitive Insight	✔			
Attitude Toward Others	✔			
Evaluating Others	✔			
Persuading Others	✔			
Relating to Others	✔			
Handling Rejection				
Self-Esteem				✔
Self-Assessment			✔	
Self-Confidence	✔			
Self-Control			✔	
Sensitivity Toward Others			✔	
Achievement Drive				
Goal Directedness	✔			
Results Oriented			✔	
Need to Achieve	✔			
Social Recognition			✔	
Self-Attitude	✔			
Ambition	✔			
Self-Starting Ability				
Persistence	✔			
Consistency	✔			
Initiative		✔		
Role Satisfaction			✔	
Motivation Index				
Service to Others	✔			
Money and Material Things			✔	
Status and Social Recognition				✔
Personal Development			✔	
Sense of Mission	✔			
Sense of Belonging	✔			
Discipline for Selling				
Meeting Established Standards	✔			
Doing Things Right	✔			
Attention to Policies and Procedures			✔	
Meeting Schedules/Deadlines	✔			

Understanding Sample's Critical Thinking Decision Pattern

"Measuring what was thought to be unmeasurable!"

The Critical Thinking scores in this report are built on the Nobel Nominated research of Dr. Robert S. Hartman which discovered that humans have a consistent decision making pattern which can be measured. Because decisions or choices precede action and action translates into results, this decision making measurement allows us to predict a person's probable performance with a great deal of precision.

View the components that empower Sample's unique decision making pattern. The human mind evaluates and organizes *EVERYTHING* via 6 separate but integrated views – 3 are workplace focused (empathy, practical thinking and systems judgment) and 3 are internally focused *(*self-esteem, role awareness and self-direction). Each view has an element of **CLARITY or UNDERSTANDING** and an element of **BIAS/ATTENTION or IMPORTANCE**. *These 12 bi-modal views* (6 dimensions X 2 views each) combine to form the strength, i.e., clarity and bias/attention that form this person's critical thinking and their evaluative judgment. The integrated descriptors reflecting this person's pattern are shown in red.

Want more? View a short tutorial
http://www.mauianalysis.com/think

Here is Sample's decision making pattern:

Empathy *– Knowing how your decisions impact others* Clarity of understanding and the importance assigned to how her choices will be received by other people.	**Sample's Empathy score is CRYSTAL CLEAR with a positive, overattentive bias.** View how her concern for other people's reactions will influence her decisions: **KEENLY PERCEPTIVE, CAUTIOUSLY OPTIMISTIC, AVAILABLE.**
Practical Thinking *– Knowing how your decisions impact results* Clarity of understanding and the importance assigned to how her choices and solutions will influence the targeted results.	**Sample's Practical Thinking score is CRYSTAL CLEAR with a negative, inattentive bias.** View Sample's valuation of how her alternative choices will impact her results: **KEENLY PERCEPTIVE, CAUTIOUSLY DISCRETE, PRAGMATIC.**
System Judgment *– Knowing how your decisions will impact rules* Clarity of understanding and the importance assigned to how her choices will work with the established structure, rules and standards	**Sample's System Judgment score is CRYSTAL CLEAR with a negative, cautious bias.** View how the "rules", structure and policy will influence her decisions: **KEENLY PERCEPTIVE, INDIVIDUALISTIC, INVENTIVE, INTEGRATIVE.**
Self-Esteem *– Knowing how your decisions will impact you* Clarity of understanding and the importance applied to how her choices will impact how she values herself	**Sample's Self-Esteem score is CLEAR with a negative, inattentive bias.** View how she believe her self-esteem will be impacted by here expected results: **INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES.**
Role Awareness *– Knowing how your decisions impact your role* Clarity of understanding and the importance applied to how her choices will impact her valuation of her current role.	**Sample's Role Awareness score is CLEAR with a negative, cautious bias.** View how Sample believes her current role will be impacted by the expected results: **SOCIAL/ROLE TRANSITION, QUESTIONING, DISSATISFIED, INDECISIVE.**
Self-Direction *– Knowing how your decisions impact your future* Clarity of understanding and the importance applied to how her choices will contribute to how her future OUGHT to be.	**Sample's Self-Direction score is CLEAR with a positive, overattentive bias.** View how Sample believes the expected results will square with her view of how things OUGHT to be: **PERCEPTIVE, PERFECTIONISTIC, IDEALISTIC, PERSISTENT, INSISTENT.**

Critical Thinking Scoring Legends

"How one's clarity and bias combine to form every decision!"

Clarity = Understanding

1. Crystal Clear – Excellent understanding of the capacity.

2. Clear Clarity - Good understanding.

3. Unconventional Clear Clarity – Good understanding that has a creative "out of the box" perspective.

4. Visible Clarity – Some aspects ARE visible and some aspects are invisible – subject to errors in judgment**.**

5. Transition Clarity – Poor understanding with questions and confusion.

Bias/Attention = Importance of the clarity

Inattentive [Double Negative (- -)] bias = Little importance

Cautious [Single Negative (-)] bias = May not rely upon this view as a strength when making decisions**.**

Attentive [Single Positive (+)] bias = Considered important without losing balanced perspective.

Over Attentive [Double Positive] bias = Likely pay too much attention to this view. It will be considered VERY important

Sample's Internal Motivators/Drivers

View the hierarchy and strength of the MOST INFLUENTIAL internal motivators or drivers that identify Sample's 'personal agenda.' These motivators uniquely combine to identify the 'ACTION STEPS' that will shape and influence her priorities and decision tactics.

1. **Economic** (+) Prioritize solutions that achieve a high economic focus on ROI, $$$, efficiency and effective results.

2. **Regulatory** (+) Prioritize solutions that embrace and/or create structure, rules, policy and procedures.

3. **Political** (+) Prioritize solutions that enable Influence and control over projects & the activities of others.

4. **Altruistic** (+) Prioritize solutions that bring value, assistance and support to others without expectation of personal gain.

More ►http://www.talent-survey.com/motivators
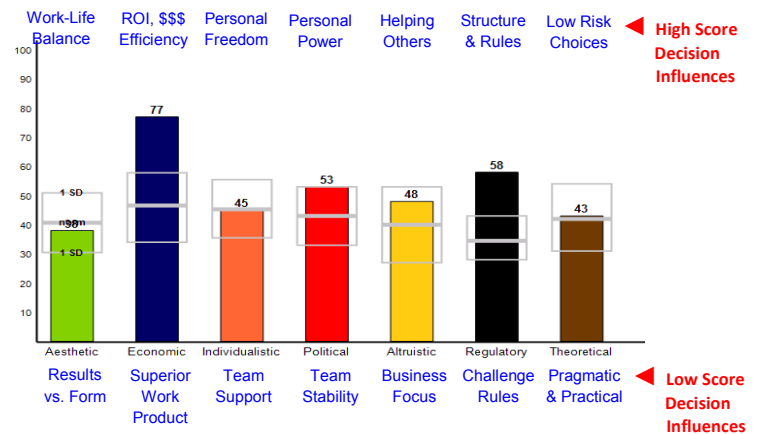
Note: *Scores MOST above (+) OR below (-)* the mean identify the motivators *that will have the greatest influence on decision making.*

Sample's Behavior and Communication Style
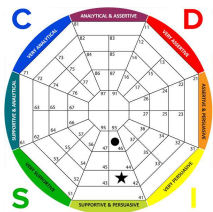
Primary Behavioral Style Overview: Sample's style is adept at solving "people problems." These persons are seen as warm, empathetic and insightful. They like to form extended personal relationships and often develop a reputation for unobtrusive, contributory efforts when working with others. They can sometimes become too lenient with marginal contributors and tend to be too mild when issuing corrections, directions and expectations.

Adapted
IS

Natural
Isc
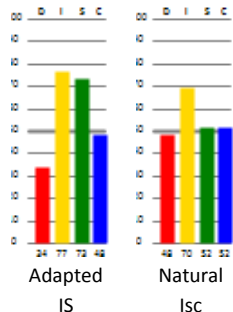
Primary Communication Style Overview: Sample communicates her Situational Risk good (B level) critical thinking in an overall DIRECT and OPEN style. The DIRECT style is *emphatic, competitive and results oriented*. The OPEN style is *warm, capable of expressing emotion and seeks to build relationships*. Sample delivers her communication style in an overall cordially Social and reliably balanced manner. Others will likely view her as someone who seeks to build relationships with others.

Sample's Key Behavioral Insights

Emotional characteristic: Wants to be seen as warm and open by others.

Goals: Building personal relationships and network of positive alliances.

How others are valued: Openness toward others and basic goodness.

Influences group: Via personal relationships and being open to others ideas, problems and needs.

Value to the organization: Will bring stability to group efforts with predictable actions and will possess good listening skills.

Warning: Can become too tolerant and may avoid needed direct confrontations.

When under pressure: Can become too accommodating, trusting and willing to share too much with others.

Fears: Having to pressure others or being seen or blamed as the source of pain or problems by others.

Sample's Primary Communication Strengths:
Note: Your scores indicate:

- You are able to negotiate conflicts into win-win situations.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- You bring a high "sincerity factor" to the team climate.
- You are a good listener.
- You work hard to achieve the team's goals and objectives.
- You demonstrate a high degree of patience in working with others.
- You are able to build positive relationships with internal and external stakeholders.

Sample's Performance Overview and Recommendations

General Performance: Ability to perform within the areas of expertise

Within her area of expertise, Sample is an individual who can call upon good (B level) critical thinking to resolve the sales problems, challenges and opportunities she encounters. Her action steps are based upon achieving a strong ROI via highly effective tactics, support for structure, rules, and procedures, creating influence and control over projects & others, helping and supporting others, a flexible, no frills approach to results, low risk choices supported by past successes and contributing team support in group efforts. Sample delivers her motivated critical thinking pattern in an overall Emphatic and People Oriented manner. Be aware that the following attitudes will typically be reflected in her decisions: Individualist, does things their own way, Optimistic about self and world, Optimistic, positive attitude toward others and Cautious, hesitant attitude toward getting things done.

Screening and Hiring: Ability to perform in a specific sales role

As you consider the impact that the three reliable performance multipliers summarized above will have on Sample's credentials, **we would view her as a good individual who can be expected to deliver good results in this role providing it is supported by her specific knowledge, industry experience and track record of past success.** Based upon Sample's survey results, she believes her natural talents and abilities are a workable fit but out of synch for her current role. Factor in this *current role satisfaction as you consider new, expanded or alternative assignments for her*.

Training & Development: Areas where Sample may need support
Note: Your scores indicate:

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

Teamwork: Sample should thrive in teaming opportunities that provide

- Support and appreciation of your individual efforts.
- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- A favorable working climate containing positive attitudes and optimistic spirit.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- A job culture where there is little hostility, confrontation, anger, or pressure.

The Executive Summary Measures and reports the key universal success multipliers that are very difficult, if not impossible to gather via the face to face interview. It is designed to be used in alliance with your typical evaluation of any individual's credentials, job stability, references and track record of documentable past successes.

The first eleven (11) pages of this document comprise our unique, stand alone "Show me the Performance ANSWERS" Executive Summary report that identifies, measures and integrates the three (3) essential human performance factors that AMPLIFY or MULTIPLY the strength of any individual's credentials, hard skills or what they know how to do.

Built upon solid performance science, this is the "How to make Great People Decisions" human performance assessment that measures, melds and integrates any individual's Critical Thinking Decision Making Capacity, their unique hierarchy and strength of internal motivation and their DISC behavior/communication style that measures HOW the individual will deliver or share their motivated critical thinking decisions (supported by their credentials and track record) with others…AND MORPHS THOSE MEASUREMENTS INTO A RELIABLE PERFORMANCE ANSWER.

While others provide you with lots of disconnected data points that YOU have to decode and decipher, the eleven (11) page Executive Summary provides you with easy to read and easy to understand ANSWERS!

Pages 13 – 69 (Supporting Documents)

The remaining pages provide you with the supporting documents that present the expanded details of the Harvard based research into Human Motivation or Drivers as well as the powerful communication insights available via the DISC style report. This includes the integrated 12 factor analysis that presents how each of the PRIMARY D I S C factors is impacted by the other three.
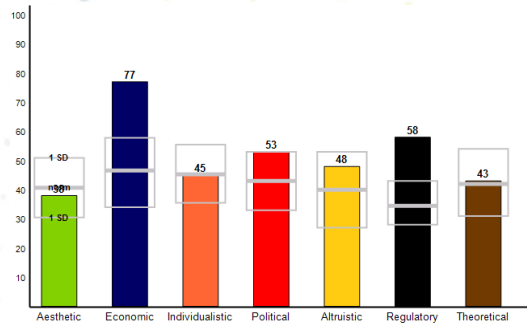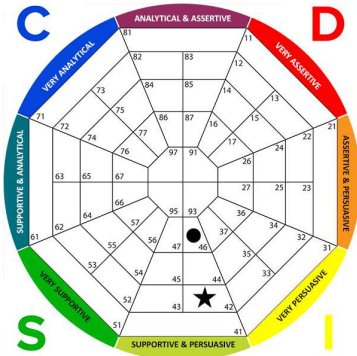
DISC Sales and Motivators

A Dual Evaluation of Behavioral & Motivational Styles

Report For: **Sample Report**

Focus: **Work**

Date: **2/23/2017**

Introduction to the DISC & Motivators Combined Report

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

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

Remember:

- **DISC** measures **observable behavior** and **emotion**.

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

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

How to Use This Report

With this personalized and comprehensive DISC and Motivators combined report, you have tools to help you become a better you.

- **Part II** focuses on understanding each of the DISC styles through identifying characteristics, including the tendencies of each behavioral style. It also introduces the 7 Motivators that drive our behaviors and the definitions of each

- **Part III** reveals what makes you unique, through greater understanding of your own behavioral tendencies and blend of motivators.

- **Part IV** explores adaptability and offers actionable recommendations for you and others who interact with you, helping you use this information as effectively as possible for immediate results.

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PART II - UNDERSTANDING DISC & MOTIVATORS

DISC STYLES

DISC is a simple, practical, easy to remember and universally applicable model. It focuses on individual patterns of external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four styles: **Dominance**, **Influence**, **Steadiness**, **and Conscientious.**
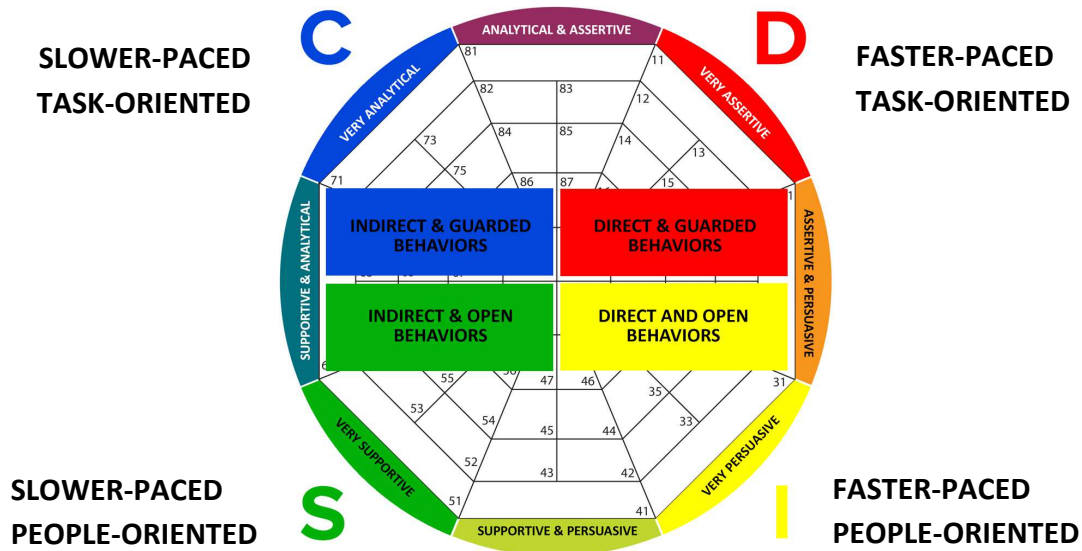
STYLE	TENDENCIES
Dominance	Tends to be direct and guarded
Influence	Tends to be direct and open
Steadiness	Tends to be indirect and open
Conscientious	Tends to be indirect and guarded

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

BEHAVIOR DESCRIPTORS OF EACH STYLE

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

Company Name Here   999-999-9999   www.YourWebsite.com

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

SLOWER-PACED TASK-ORIENTED

FASTER-PACED TASK-ORIENTED

SLOWER-PACED PEOPLE-ORIENTED

FASTER-PACED PEOPLE-ORIENTED

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

MOTIVATORS

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

The 7 Dimensions of Motivation

Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire. This report measures seven dimensions of motivation that filter and guide our behaviors and decisions:

Aesthetic - a drive for balance, harmony and form.

Economic - a drive for economic or practical returns.

Individualistic - a drive to stand out as independent and unique.

Political - a drive to be in control or have influence.

Altruistic - a drive for humanitarian efforts or to help others altruistically.

Regulatory - a drive to establish order, routine and structure.

Theoretical - a drive for knowledge, learning and understanding.

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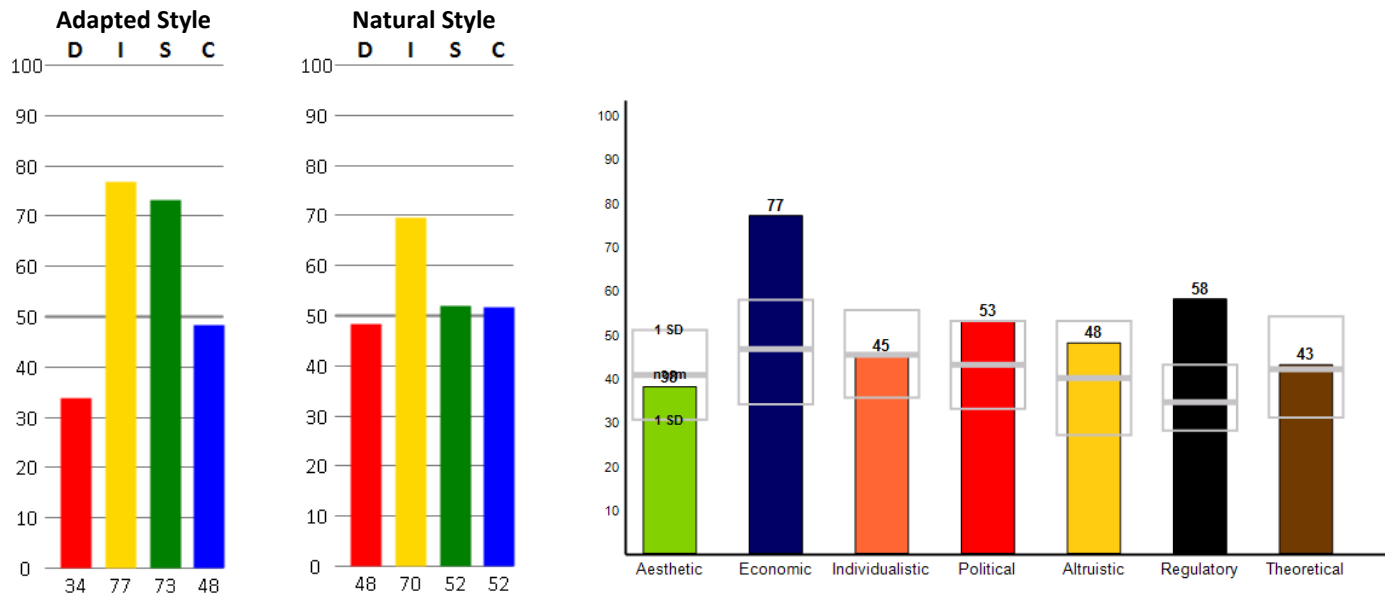
DISC describes you based on your observable behavior which can provide insights for others regarding your communication preferences and how you will likely interact with and respond to them.

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

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

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DISC General Characteristics

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

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

You show a rare ability to get along with a wide variety of people. This comes from both your sincere interest in people and from your inherent patience in working with others. You may be able to bring various individuals together who might not otherwise cooperate.

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

You score like those who prefer to establish long-term relationships, rather than brief, superficial ones. This perhaps comes from your preference toward stability in your lifespace, and longer-term relationships may bring that stability. Friendships and acquaintanceships you have made in the past are important to you, even now.

Sample, your score pattern suggests a high degree of persistence and patience in working on projects. This can be especially important when the assignments are long, detailed, and involve a multitude of personal or complex tasks. Where others may lose patience and perhaps allow overall quality to lapse, you bring a unique pulse and tempo that can serve as a model for others.

Sample, the responses you gave indicate that you tend to be unselfish and sensitive to the needs of others. This is a rare type of generosity that comes with no strings attached, hidden agendas, or ulterior motives. People who score like you get a genuine "rush" when they are helping others. That's the up-side. The flipside is that you may need to monitor yourself closely to make sure you are not spreading yourself too thin in your efforts to please everybody.

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

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

Your Behavioral Style: Coach

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

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

- **Emotional characteristic:** Wants to be seen as warm and open by others.

- **Goals:** Building personal relationships and network of positive alliances.

- **How others are valued:** Openness toward others and basic goodness.

- **Influences group:** Via personal relationships and being open to others ideas, problems and needs.

- **Value to the organization:** Will bring stability to group efforts with predictable actions and will possess good listening skills.

- **Cautions:** Can become too tolerant and may avoid needed direct confrontations.

- **Under Pressure:** Can become too accommodating, trusting and willing to share too much with others.

- **Fears:** Having to pressure others or being seen or blamed as the source of pain or problems by others.

20

WORD SKETCH - Adapted Style

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

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

	D	**I**	**S**	**C**
DISC Focus	**Problems / 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
Observable	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

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WORD SKETCH - Natural Style

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

This chart shows your NATURAL DISC Graph as a "Word Sketch." Use it with examples to describe why you do what you do and what's important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.
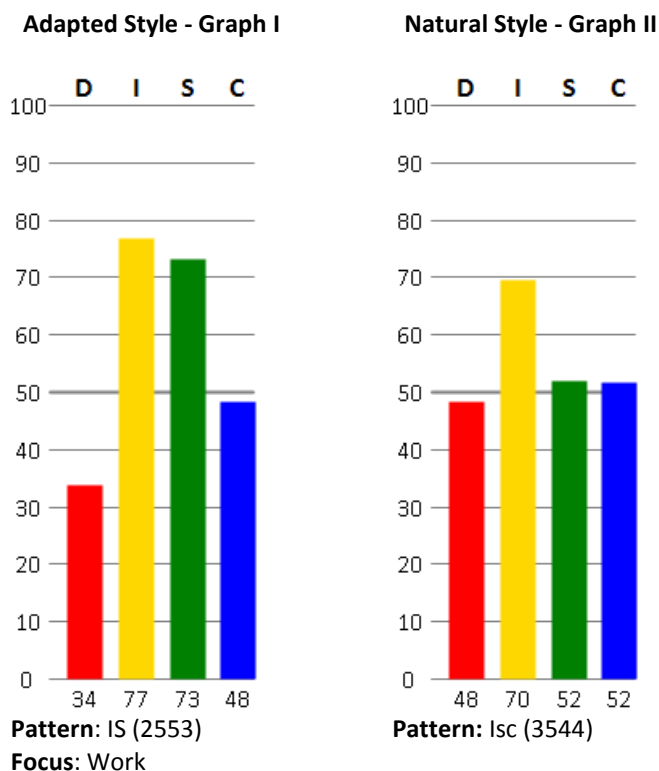
	D	**I**	**S**	**C**
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, 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

DISCstyles Graphs for Sample Report

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

Your Adapted Style is your graph displayed on the left. It **is your perception of the behavioral tendencies you think you need to display to be successful in your focus situation.** This graph may change when you change roles or situations.

The graph on the right is your Natural Style **and indicates the intensity of your instinctive behaviors.** It is often a better indicator of the "real you" and your "knee jerk", inherent behaviors. This is how you would choose to behave when you are most comfortable and there are no additional considerations or influences on your behavior. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.

Adapted Style - Graph I

Natural Style - Graph II

D	I	S	C
34	77	73	48

Pattern: IS (2553)
Focus: Work

D	I	S	C
48	70	52	52

Pattern: Isc (3544)

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

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

Behavioral Pattern View

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the diamond identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the diamond, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone.
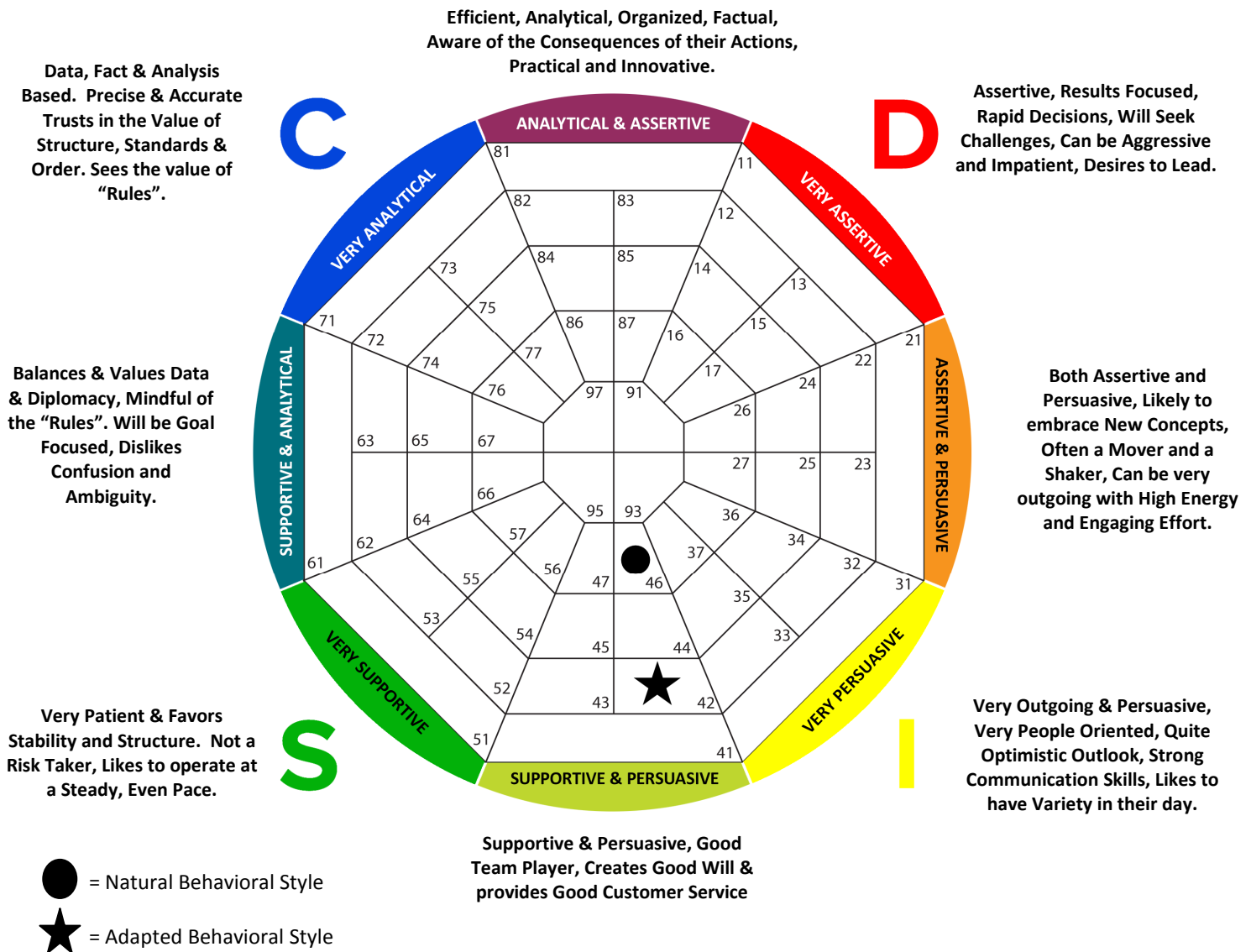
THE SCORING LEGEND
D = Dominance: How you deal with Problems and Challenges
I = Influence: How you deal with People and Contacts
S = Steadiness: How you deal with Pace and Consistency
C = Conscientious/Compliance/Structure: How you deal with Procedure and Constraints

Efficient, Analytical, Organized, Factual, Aware of the Consequences of their Actions, Practical and Innovative.

Data, Fact & Analysis Based. Precise & Accurate Trusts in the Value of Structure, Standards & Order. Sees the value of "Rules".

Assertive, Results Focused, Rapid Decisions, Will Seek Challenges, Can be Aggressive and Impatient, Desires to Lead.

Balances & Values Data & Diplomacy, Mindful of the "Rules". Will be Goal Focused, Dislikes Confusion and Ambiguity.

Both Assertive and Persuasive, Likely to embrace New Concepts, Often a Mover and a Shaker, Can be very outgoing with High Energy and Engaging Effort.

Very Patient & Favors Stability and Structure. Not a Risk Taker, Likes to operate at a Steady, Even Pace.

Very Outgoing & Persuasive, Very People Oriented, Quite Optimistic Outlook, Strong Communication Skills, Likes to have Variety in their day.

Supportive & Persuasive, Good Team Player, Creates Good Will & provides Good Customer Service

● = Natural Behavioral Style

★ = Adapted Behavioral Style

MORE ABOUT YOUR DISC STYLE

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

Communication Tips for Others

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

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

When Communicating with Sample, DO:
- Put the details in writing, but don't plan on discussing them too much.
- Ask for her input regarding people and specific assignments.
- Be candid, open, and patient.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Provide assurances about her input and decisions.
- Join in with some name-dropping and talk positively about people and their goals.
- Plan to talk about things that support her dreams and goals.

When Communicating with Sample, DON'T:
- Offer assurances and guarantees you can't fulfill.
- Be impersonal or judgmental.
- Be rude or abrupt in your delivery.
- Be vague or ambiguous.
- Talk down to her.
- Be overly task-oriented.
- Let the discussion with her get caught in dreams too much, otherwise you'll lose time.

Wants and Needs

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

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

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

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

People With Patterns Like You Tend to Need:
- To learn to say "no" more often in order to avoid spreading yourself too thin.
- A sense of belonging to the team or organization as a whole.
- To be kept in the information loop regarding projects and initiatives within the organization.
- Increased urgency in decision making.
- To be more realistic and ambitious in setting deadlines for team projects.
- More direction toward work tasks, and less focus on chatting and socializing.
- Encouragement to keep the positive spirit and optimism when the pressure is on.

What You Bring to the Organization

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

Your Strengths:
- You are able to negotiate conflicts into win-win situations.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- You bring a high "sincerity factor" to the team climate.
- You are a good listener.
- You work hard to achieve the team's goals and objectives.
- You demonstrate a high degree of patience in working with others.
- You are able to build positive relationships with internal and external stakeholders.

Your Work Style Tendencies:
- You are optimistic and motivated to be an excellent team player, able to defer your ego when working with others who may prefer having more control of the situation.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- You show a high degree of persistence in working on projects, especially over the long haul.
- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- On the job, you have a strong need to be patient, polite, and create an environment of good-will for internal and external stakeholders.
- Your empathetic nature and sensitivity toward people may lead others to seek you out as a coach or counselor, or ask to assist them with a personal or team problem.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.

You Tend to Be Most Effective In Environments That Provide:
- Support and appreciation of your individual efforts.
- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- A favorable working climate containing positive attitudes and optimistic spirit.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- A job culture where there is little hostility, confrontation, anger, or pressure.

The I Style

Behavior and Needs Under Stress

Stress is unavoidable. The way we behave under stress can create a perception that is not what we intend which can influence our effectiveness and our interaction with others. We may need additional support during periods of stress. By knowing "how we show up" and what support could be helpful, and preparing ourselves for how we behave in conflict as well as identifying strategies to reduce conflict, we can be much more successful in stressful circumstances.

Under Stress You May Appear:
- Impulsive
- Manipulative
- Overeager
- Inconsistent
- Unrealistic

Under Stress You Need:
- A quick pace for stimulation and excitement
- To get credit
- Action and interaction

Your Typical Behaviors in Conflict:
- 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).
- 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.
- Your anger is generally a response to a personal attack or, possibly, the failure of someone to support you when you were really counting on that person's support. Of course you may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns your contribution to the problem.

Strategies to Reduce Conflict and Increase Harmony:
- You have a tendency to "think out loud." Others may take these "brainstorming" ideas as actual commitments and become upset when those "commitments" are not completed. So, let others know in advance when you are only exploring ideas and options and not committing to actions.
- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.
- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.

Potential Areas for Improvement

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

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

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

Potential Areas for Improvement:

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

The 12 Integrated DISC Style Relationships
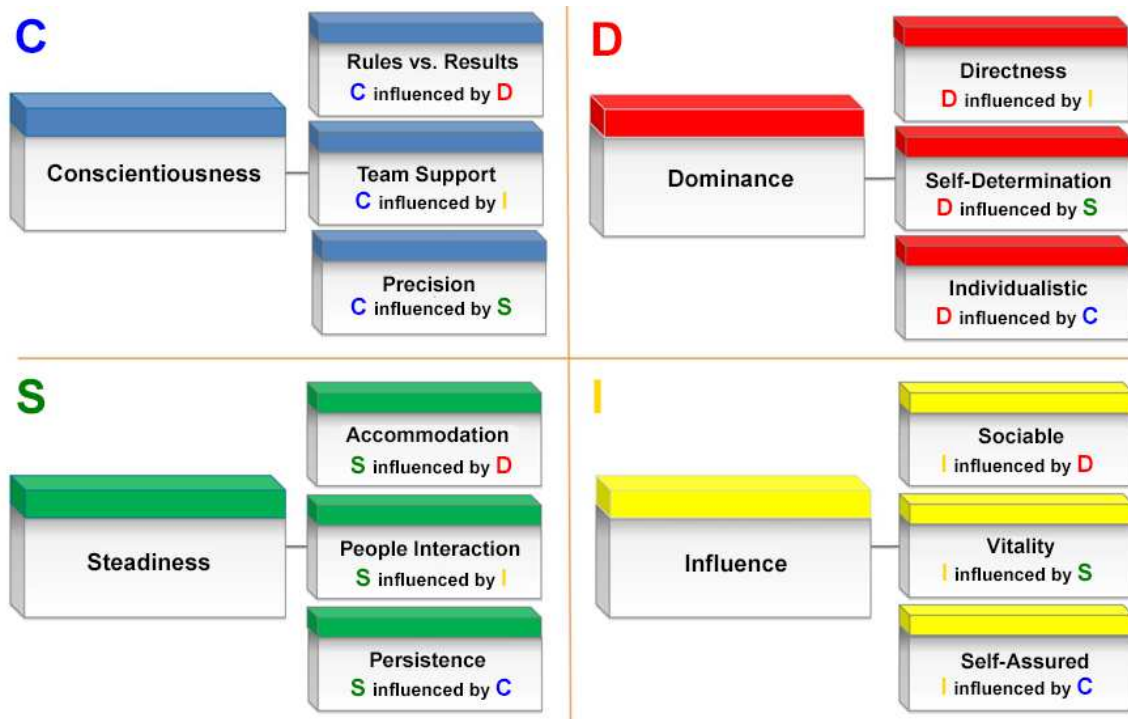
For a more complete understanding of a person's overall behavior style, you can view how each of the primary (4) four DISC factors interact to produce (12) twelve integrated behaviors, or how your individual D style is influenced by your I, S and C styles. The ability to identify and measure the interaction of the (12) twelve factors represents a dramatic improvement in the use and application of DISC to better understand human behavior. These behaviors define how we deliver our thinking into the world.

Each of the (12) twelve factors has been assigned specific descriptors to help you naturally associate the factor to a specific behavior.

Each person will display some of these factors more strongly than the others. The (5) five intensity levels range from Low (absent in most situations) through High (clearly displayed in most situations). Intensity is a measurement of the relative contribution of a specific factor to a person's observable natural behaviors that are most often displayed in most situations. We can measure the strength of a factor in a person's overall behavioral style by viewing the intensity score.

- The **length of the black bar** shows the relative influence of the DISC factors in someone's overall observable behavioral style. These are presented in order from highest to lowest influence and are specific to you.

- The **blue box** identifies 68% of all scores in the general population for each integrated behavior. One standard deviation (34%) below the median score (vertical link) and one standard deviation (34%) above the median score (vertical link). Unlike an AVERAGE, the median score will not always be shown with equal space on both sides.
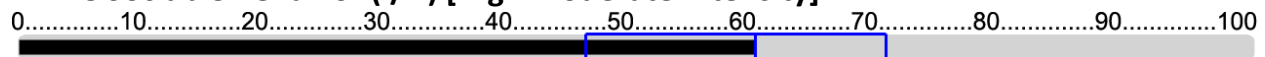
The 12 Integrated DISC Style Relationships Graphs

This list of (12) twelve Integrated DISC relationships reveals how the (4) four Primary DISC behaviors combine and work together to create the socialized behaviors others see and experience. These are presented in order from highest to lowest influence and are specific to you.

Intensity Scoring Legend – *DISC Style intensity is a measure of how you will likely display the specific behavior when interacting and communicating with others in most situations.*
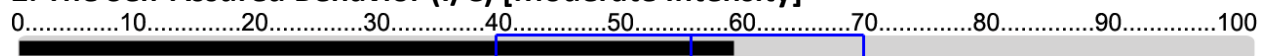
- **Low Intensity** - Low Intensity scores indicate the ABSENCE of this behavior in MOST situations.
- **Low Moderate** - Low Moderate Intensity scores are only SOMETIMES observable in SOME situations.
- **Moderate Intensity** - Moderate Intensity score is flexible and may or may not become observable 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.

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1. The Sociable Behavior (I/D) [High Moderate Intensity]

0..............10..............20..............30.............40..............50..............60..............70..............80..............90..............100
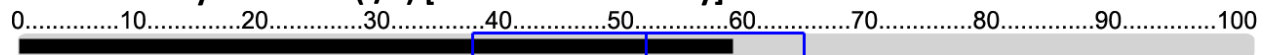
"How this individual's need for social interaction is impacted by their assertiveness and desire for immediate results." The Sociable behavior measures HOW the strength of this individual's preference for cordial social interaction and people connection is influenced by their need for immediate results. 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.

2. The Self-Assured Behavior (I/C) [Moderate 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 behavior 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.

3. The Vitality Behavior (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 behavior 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.

4. The Accommodation Behavior (S/D) [Moderate Intensity]

0.............10.............20.............30.............40.............50.............60.............70.............80.............90.............100
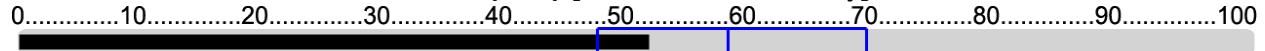
"How this individual's need to operate at a steady pace and innate degree of patience is impacted by their need for immediate results." The accommodation behavior measures HOW the strength of this individual's level of patience and activity level are influenced by the strength of their desire to lead, 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.

5. The Rules vs. Results Behavior (C/D) [Moderate Intensity]

0.............10.............20.............30.............40.............50.............60.............70.............80.............90.............100
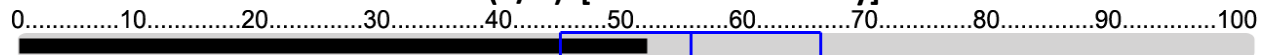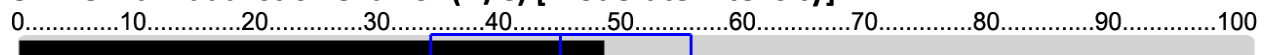
"How this individual's need for accuracy, precision and guidelines is impacted by their need for immediate results." The Rules vs. Results behavior measures HOW the strength of this individual's need to precisely follow established structural and procedural guidelines, standards and codes is influenced 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, organizational 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.

6. The Persistence Behavior (S/C) [Moderate Intensity]

0.............10.............20.............30.............40.............50.............60.............70.............80.............90.............100
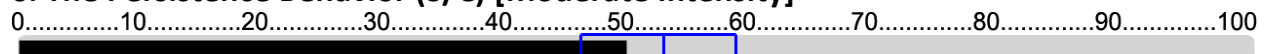
"How this individual's need for pace and patience is impacted by their need for accuracy, precision and planning." The Persistence behavior measures HOW the strength of this individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure. Higher 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.

7. The Precision Behavior (C/S) [Moderate Intensity]

0.............10.............20.............30.............40.............50.............60.............70.............80.............90.............100
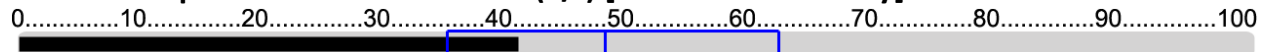
"How this individual's need for accuracy, precision and planning is impacted by their desire for team support and accommodation." The Precision behavior measures HOW the strength of this individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of 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.

8. The Individualistic Behavior (D/C) [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 behavior 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 favor strong and precise compliance and adherence to established structure, rules, policy and procedures.

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9. The Self-Determination Behavior (D/S) [Moderate Intensity]

0.............10.............20.............30.............40.............50.............60.............70.............80.............90.............100
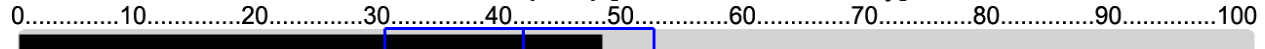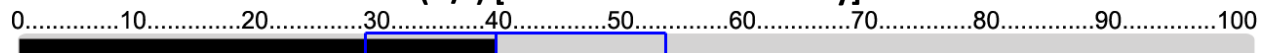
"How this individual's degree of assertive "results now" focus is impacted by their level of patience." The Self-Determination behavior measures HOW the strength of this individual's direct, assertive and "results now" oriented behaviors are influenced by their degree of patience and preferred pace. 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.

10. The People Interaction Behavior (S/I) [Moderate Intensity]

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

"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 behavior 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."

11. The Team Support Behavior (C/I) [Moderate Intensity]

0.............10.............20.............30.............40.............50.............60.............70.............80.............90.............100
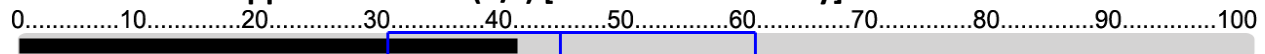
"How this individual's need for accuracy, precision and following procedure is impacted by their desire for social connection and interaction." The Team Support behavior measures HOW the strength of this individual's desire for accuracy, structure, rules and standards is influenced by the strength of 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.

12. The Directness Behavior (D/I) [Low Moderate Intensity]

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

"How this individual's dominance and 'results now focus' is impacted by their desire to interact, connect and relate to others." The Directness behavior 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.

Summary of Sample Report's DISC Style

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

COMMUNICATION DOS & DON'TS

1._____
2._____

YOUR MOTIVATIONS: WANTS

1._____
2._____

YOUR MOTIVATIONS: NEEDS

1._____
2._____

YOUR STRENGTHS

1._____
2._____

YOUR WORK STYLE TENDENCIES

1._____
2._____

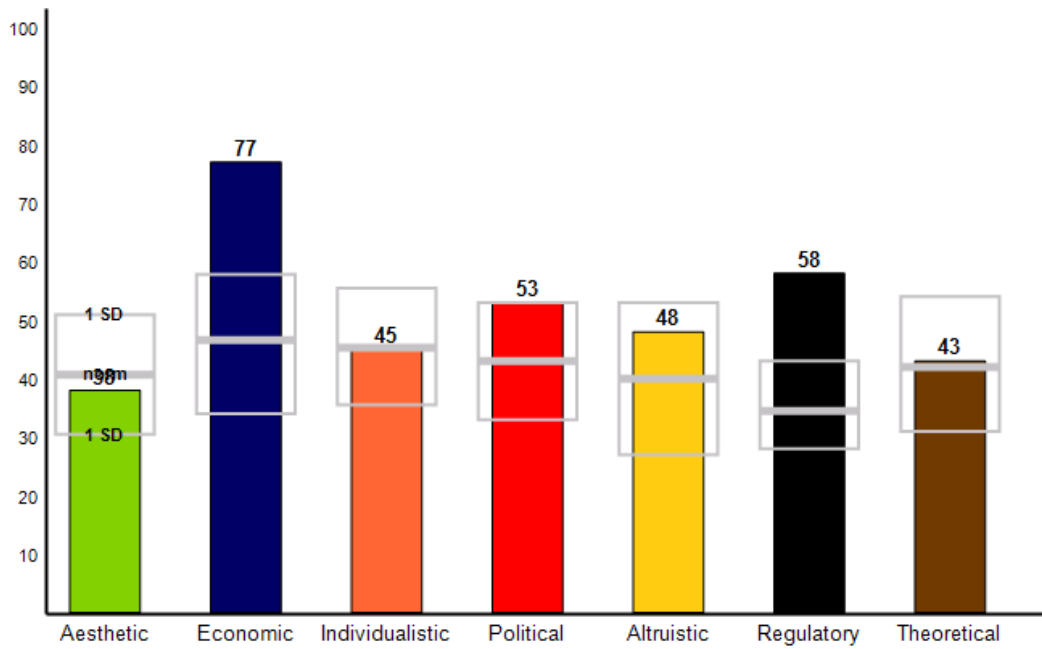## EFFECTIVE ENVIRONMENTAL FACTORS

1._____
2._____

POTENTIAL AREAS FOR IMPROVEMENT

1._____
2._____

YOUR MOTIVATORS

Whether scores are high or low, the motivators with the furthest distance above or below the mean (or norm in the center of the box plot) will be the **highest influencers** leading to the **greatest impact** on your decisions.

Aesthetic - Average
You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.

Economic - Very High
You are very competitive and bottom-line oriented.

Individualistic - Average
You are not an extremist and able to balance the needs of both others and self.

Political - High
You are able to accept the credit or take the blame with a 'the buck stops here' attitude.

Altruistic - Average
You are concerned for others without giving everything away; a stabilizer.

Regulatory - High
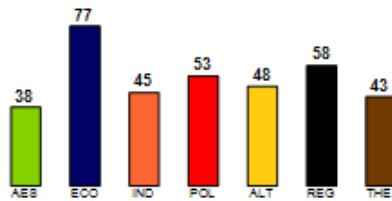You have a strong preference for following established systems or creating them if none present.

Theoretical - Average
You are able to balance the quest for understanding and knowledge with the practical needs of a situation.

MORE ABOUT YOUR MOTIVATORS

Your Aesthetic Drive

The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty over function. Those high in this dimension will have a need toward self-expression.

General Traits:
- You work equally well with the artistic and non-artistic types.
- You can work well with others to create and innovate.
- You possess a healthy balance between form and function.
- You respect others' needs to express their creativity.
- You possess the average level of aesthetic appreciation, near the national mean.

Key Strengths:
- You appreciate a sense of balance between work and life, but are not paralyzed without it.
- You appreciate renewable and environmentally friendly (green) approaches.
- You value conservation efforts as both renewing but also practical.
- You are willing to help others strictly out of support or appreciation of their efforts.
- You enjoy certain artistic aspects or ideas, but on a normal level without being extreme.

Motivational Insights:
- You appreciate the need for conservation efforts and preserving balance and harmony in the surroundings.
- You believe that art and form can be uplifting and positive, even for those with no artistic ability.
- You balance team efforts between doing it right and doing it enjoyably.
- You possess a level of artistic interest or appreciation that is right at the national mean.
- To you, balance between work and life is important.

Training/Learning Insight:
- You are supportive of a variety of training and professional development efforts.
- You work fine with either team learning, or individual learning.
- You like to learn for the sake of personal development and growth.
- Your learning should be equal parts form and function, not all function.

Continual Improvement Insights:
- Since your score is at the national mean, it is important to review other Values drives for a more complete look at areas for quality improvement.
- You may benefit by taking a more visible position on teams.
- You could benefit by ensuring your life is well balanced between personal and professional worlds.
- Remember that it is OK that some don't appreciate artistry, balance or harmony and you can serve as a bridge between those who do and don't see value in such things.

Your Economic Drive
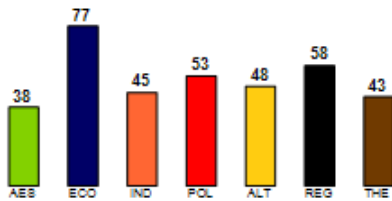
The Economic Dimension: This dimension examines the motivation for return on investment in both personal and professional life. Those high in this area will have a strong need for competition.

General Traits:
- People who score like you tend to like rewards based on the results they achieve rather than on the method used to obtain the results.
- You are motivated by high pay, and attaches importance to high earnings.
- You are goal driven, especially financial goals.
- You are interested in what is practical and useful in achieving your vision of success.
- You may fit the stereotype of the highly driven American businessperson, motivated by economic incentives.

Key Strengths:
- You pay attention to return on investment in business or team activity.
- Your decisions are made with practicality and bottom-line dollars in mind.
- You will protect organizational or team finances, as well as your own.
- You are able to multi-task in a variety of areas, and keep important projects moving.
- You are highly driven by competition, challenges, and economic incentives.

Motivational Insights:
- You should reduce the potential visible "greed-factor" which may appear in your style.
- You provide substantial room for financial rewards for excellent performance.
- You make certain that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.
- You realize that it's not just money that motivates, but also personal fulfillment in the job.
- You are certain to reward performance, and encourage participation as an important member of the team.

Training/Learning Insight:
- If possible, you should build in some group competition as a part of the training activities.
- You should link learning outcomes to the ability to become more effective in increasing earnings for both yourself and the organization.
- You should attempt to provide some rewards or incentives for participation in additional training and professional development.
- Your scores are like those who want information that will help them increase bottom-line activity and effectiveness.

Continual Improvement Insights:
- You may need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Economic drive.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- While this very high economic drive may be a significant motivating factor in achieving your goals, it may also become a visible "greed factor" especially in sales people, and others sharing this very high economic drive.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, or client.
- You may need to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.

Your Individualistic Drive
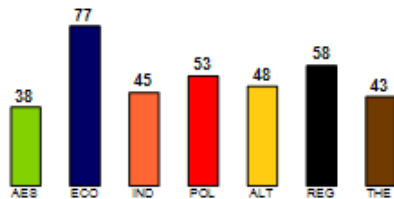
The Individualistic Dimension: The Individualistic dimensions deals with one's need to be seen as unique, independent, and to stand apart from the crowd. Those high in this area need to be independent and have opportunity for freedom of personal expression.

General Traits:
- You show the ability to take a leadership role when asked and also to be supportive team member when asked.
- You have the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- You show moderate social flexibility in that you would be considered as one who is socially appropriate and supportive of others on the team.
- You are generally not considered an extremist on ideas, methods, or issues in the workplace.
- You have the ability to take or leave the limelight and attention given for special contributions.

Key Strengths:
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.
- You may be seen as a stabilizing force in organizational operations and transactions.
- You may be considered flexible and versatile without being an extremist.
- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.

Motivational Insights:
- Remember that you score like those with a high social flexibility, that is, you can assume an appropriate leadership role for a team, or be a supportive team member as the situation requires.
- Remember that you show the ability to get along with a wide variety of others, without alienating those with opinions in extreme positions on the spectrum.
- You act as a balancing or stabilizing agent in a variety of team environments.
- You bring an Individualistic drive typical of many professionals, i.e., near the national mean.
- You can provide input to gain a center-lane perspective on an organizational issue related to this Values scale.

Training/Learning Insight:
- You are able to be a flexible participant in training and development programs.
- You tend to enjoy both team-oriented and individual or independent learning activities.
- You will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Because this score is near the national mean, please check other higher and lower Values areas to obtain additional insight into learning preferences.

Continual Improvement Insights:
- Without necessarily picking sides, you may need to take a stand on some issues related to individual agendas.
- To gain additional insight, you should examine other values drives to determine the importance of this Individualistic drive factor.
- You should allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- You should avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.

Your Political Drive
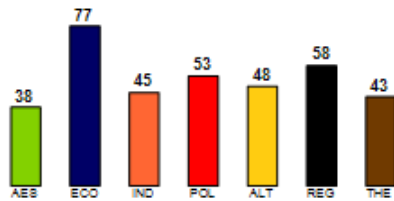
The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:
- You like to be your own boss and to have control over time and resources to accomplish goals.
- You have a bottom-line approach to getting things done.
- You are an active agent in tough decision-making roles.
- You are comfortable being in a leadership position and seek those roles.
- You are accountable for actions and decisions: Are ready to take the credit or the blame.

Key Strengths:
- You have a 'buck stops here' approach to business and getting things done.
- You have a high energy level to work hard at meeting goals.
- You accept struggle and hard work toward a goal.
- You are able to plan and design work projects for teams to accomplish.
- You are able to plan and control your own work tasks.

Motivational Insights:
- You prefer freedom to take risks, but also need the boundaries and limits to the risk-taking freedom.
- You score like others who may feel stifled if surrounded by many constraints.
- You appreciate occasional public recognition and praise for successes.
- You may need to be more willing to share the attention and successes for wins.
- You prefer an environment with minimal involvement with routine, detail, and paperwork.

Training/Learning Insight:
- If group activities are involved, attempt to build in some competition and group leadership events.
- Some who share this score range may prefer independent study instead of group or team learning activities.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.
- You provide for a variety of learning and professional development options.
- You provide for individual recognition for exceptional performance.

Continual Improvement Insights:
- You may need to be more sensitive to the needs of others on the team.
- You may be perceived as one who oversteps authority without cause.
- You may show impatience with others who don't see the big picture as clearly.
- You may need to soften your own agenda at times and allow for other ideas and methods to be explored.
- You may project a high sense of urgency which may also translate to some as a high intensity.

Your Altruistic Drive
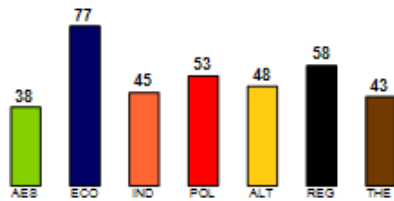
The Altruistic Dimension: This drive is an expression of benefit for others at the expense of self. There is often a genuine sincerity in this dimension to help others, giving one's time, resources and energy, though those high in this area may struggle from lower self-worth and express high empathy.

General Traits:
- You are able to see the points of view from both the higher and lower Altruistic score locations.
- You will not create an imbalance between your own needs and those of others.
- You balance helping others with personal concerns very effectively.
- You have a good sense for when to freely help others and when to say "No."
- You are very much in line with the average level of altruism seen in business environments.

Key Strengths:
- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one's own self too much.
- You are willing to pitch in and help others as needed.
- You see value pitch in others through personal actions.

Motivational Insights:
- You are practical in how much to help others versus other objectives.
- You possess a healthy balance between a self focus and a focus on others.
- You will strike a moderate level of giving and taking in interactions with others.
- You have a very typical level of appreciation for others relative to the general working world.
- You will be a good judge of how much to involve others versus making the command decision.

Training/Learning Insight:
- You would be more motivated by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both your own personal gain and some altruistic aspect as well.
- You are likely supportive of the trainers themselves.

Continual Improvement Insights:
- You will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and deliver a business benefit as well.
- You should respect those who may not share your interest in understanding or benefiting others.

Your Regulatory Drive
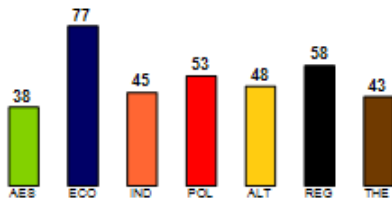
> **The Regulatory Dimension**: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:
- You see rules as a key to results.
- You prefer documenting activity and like lists.
- You are accepting of established rules and policies.
- You prefer routine and order.
- You respect tradition a lot.

Key Strengths:
- You maintain timelines and meet deadlines.
- You provide a sound stabilizing base for dynamic situations.
- You are reliable and dependable.
- You have high attention to details.
- You are efficient and effective in organizing tasks and most work.

Motivational Insights:
- Work quickly to correct missing needs or inaccuracies to maintain productivity.
- Ensure adequate information, resources and time to complete tasks.
- You should make sure the reasons behind instructions are clearly demonstrated.
- You prefer detailed, written and specific guidelines to follow.
- You prefer a structured and routine environment to work in.

Training/Learning Insight:
- You will prefer learning activities that are structured and detailed.
- You are a well disciplined learner.
- You like to understand the why behind the what when learning new things.

Continual Improvement Insights:
- Explore a little. Discovering new ways to do things can be rewarding.
- You should be consistent in enforcing rules for everyone.
- You should try being a little more flexible.
- You should put things in writing.
- You should realize that others have their own way of doing things too and be open to that.

Your Theoretical Drive
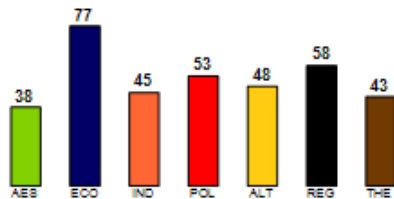
The Theoretical Dimension: This drive seeks to understand, gain knowledge, or discover the "truth". This motivation can often want knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:
- You typically won't get bogged down in minutia, nor will you ignore the details when decision-making.
- You are able to understand the needs of the big picture issues, and appreciate the needs of the minutia issues without being an extremist.
- Your score near the mean indicates the Theoretical need is not unimportant, yet not a primary driving factor in your motivational behavior.
- You may provide a balance between the very high theoretical approaches and the very low approaches and be able to communicate with each side.
- You bring a sense of balance and stability to a variety of technical issues and features impacting the team.

Key Strengths:
- You will demonstrate awareness of the necessary technical features and an appropriate on-the-job response as needed.
- You bring flexibility to the team, that is, being detail-oriented when necessary, and being practically-oriented other times.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the high and lower Theoreticals.
- You show curiosity about technical details without getting bogged down.

Motivational Insights:
- Remember that you have the ability to be a balancing and stabilizing agent on high knowledge-driven issues, without being an extremist toward either side.
- You bring a knowledge-drive typical of many business professionals, i.e., near the national mean.
- Your perspective provides a middle-ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more robust picture of specific keys to your motivation.

Training/Learning Insight:
- You are rather flexible and accepting of most training programs offered in the organization.
- You are able to see the need for training and also realize the importance of practical information.
- You understand the needs of the high Theoreticals who want more information and the lower Theoreticals who want only the necessary information.
- Because your score range is near the national mean, please check other areas of higher or lower values drive for additional insight into professional development needs.

Continual Improvement Insights:
- You may need to be a bit more demonstrative on some complex theoretical issues.
- You may be asked to take a firmer stand or position on team initiatives.
- You may need to examine other values' drives to determine the importance of this Theoretical drive factor.

Summary of Sample Report's Motivators

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

MOST INFLUENTIAL ORDER OF MOTIVATORS

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

MOTIVATOR NEEDS (Scores over 85)

1._____
2._____

MOTIVATOR RISKS (Scores below low teens)

1._____
2._____

MOST IMPORTANT TO KNOW ABOUT MY MOTIVATORS COMBINATION

1._____
2._____
3._____

PART IV UNDERSTANDING OTHERS AND ADAPTABILITY

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

DISC ADAPTABILITY

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

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

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

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

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

Adaptability is dependent on recognizing another's person's behavioral style.
To quickly determine someone's style, ask these 2 questions & based on the answers, adapt accordingly:

1. Are they <u>DIRECT or INDIRECT</u> in their communication?

2. Are they <u>GUARDED or OPEN</u> in their communication?

Direct Style: D or I *Enthusiastic, competitive and results focus, fast paced*	*Guarded Style: D or C* *More private, specific, logical and analytical, task focus*
Indirect Style: C or S *Reserved, cooperative & patient, slower/deliberate*	*Open Style: I or S* *Desire to build a connection with others, relationship focus*

MOTIVATORS ADAPTABILITY

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

Aesthetic	• What is beautiful to you? • How important is it for you that you can express yourself creatively? • Are form and aesthetics more important, or is functionality more important? • How important is work/life balance? • Do you find that you are more "head in the clouds" or more practical?
Economic	• How important is winning for you? • What is a reasonable return on investment? • Do you generally think people have an agenda or want/need something from you? • Would you consider starting your own business or being an entrepreneur? • When you are faced with a situation do you first consider how it will affect you, or how it will affect others?
Individualistic	• How important is it for you to be independent and autonomous? • If you could do anything you wanted today, what would it be? • Do you think people generally see the world the same way you do? • How do you feel about teamwork and collaboration? • What does "freedom" mean to you?
Political	• What role do you typically take in a group? • How important is it for you to be in charge? • How would you motivate others to take action? • What kinds of things do you like to have control over? • Do you take initiative, or do you prefer direction before acting?
Altruistic	• Do you have a hard time saying no, or feel overwhelmed and spread too thin? • What is considered a reasonable amount of assistance or help for others? • Would you more likely give to anyone who needs it, or only to those who deserve it? • Do you tend to sacrifice your needs for the needs of others? • Do you feel like you need to do things for others to be valuable or loved?
Regulatory	• Is there a right way and a wrong way, or many ways to accomplish something? • How important is it for you to be right? • Are rules and regulations important to you? • How important is structure and process to you? • When you solve problems, do you prefer the tried and true approach or are you more flexible and open to options?
Theoretical	• How important is it to understand all perspectives and details of a project/problem? • Do you consider yourself to be an expert in any field? • Would you rather spend time studying and reading, or just learn as you go? • What do you love about learning new things? • What do you think is most important – action or knowledge?

COMMUNICATING WITH THE DISCStyles™

Communicating with the DOMINANT Style

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

Communicating with the INFLUENCING Style

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

Communicating with the STEADY Style

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

Communicating with the CONSCIENTIOUS Style

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

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

To Modify Directness and Openness

DIRECT/INDIRECT

With D's DIRECT	With I's DIRECT	With S's INDIRECT	With C's INDIRECT
Maintain Directness	**Maintain Directness**	**Decrease Directness**	**Decrease Directness**
● Use a strong, confident voice ● Use direct statements rather than roundabout questions ● Face conflict openly, challenge and disagree when appropriate ● Give undivided attention	● Make decisions at a faster pace ● Be upbeat, positive, warm ● Initiate Conversations ● Give Recommendations ● Don't clash with the person, but face conflict openly	● Make decisions more slowly ● Avoid arguments and conflict ● Share decision-making ● Be pleasant and steady ● Respond sensitively and sensibly	● Do not interrupt ● Seek and acknowledge their opinions ● Refrain from criticizing, challenging or acting pushy – especially personally

GUARDED/OPEN

With D's GUARDED	With I's OPEN	With S's OPEN	With C's GUARDED
Decrease Openness	**Maintain Openness**	**Maintain Openness**	**Decrease Openness**
● Get Right to the Task, address bottom line ● Keep to the Agenda ● Don't waste time ● Use businesslike language ● Convey Acceptance ● Listen to their suggestions	● Share feelings, show more emotion ● Respond to expression of their feelings ● Pay Personal compliments ● Be willing to digress from the agenda	● Take time to develop the relationship ● Communicate more, loose up and stand closer ● Use friendly language ● Show interest in them ● Offer private acknowledgements	● Maintain logical, factual orientation ● Acknowledge their thinking ● Down play enthusiasm and body movement ● Respond formally and politely

To Modify Pace and Priority

PACE

With D's FASTER	With I's FASTER	With S's SLOWER	With C's SLOWER
Maintain Pace	**Maintain Pace**	**Decrease Pace**	**Decrease Pace**
● Be prepared, organized ● Get to the point quickly ● Speak, move at a faster pace ● Don't waste time ● Give undivided time and attention ● Watch for shifts in attention and vary presentation	● Don't rush into tasks ● Get excited with them ● Speak, move at a faster pace ● Change up conversation frequently ● Summarize details clearly ● Be upbeat, positive ● Give them attention	● Develop trust and credibility over time, don't force ● Speak, move at a slower pace ● Focus on a steady approach ● Allow time for follow through on tasks ● Give them step-by-step procedures/instructions ● Be patient, avoid rushing them	● Be prepared to answer questions ● Speak, move at a slower pace ● Greet cordially, and proceed immediately to the task (no social talk) ● Give them time to think, don't push for hasty decisions

PRIORITY

With D's TASK	With I's PEOPLE	With S's PEOPLE	With C's TASK
Adapt Focus	**Maintain Focus**	**Maintain Focus**	**Adapt Focus**
● Get right to the task ● Provide options and let them decide ● Allow them to define goals and objectives ● Provide high-level follow up	● Make time to socialize ● Take initiative to introduce yourself or start conversation ● Be open and friendly, and allow enthusiasm and animation ● Let them talk ● Make suggestions that allow them to look good ● Don't require much follow-up, details, or long-term commitments	● Get to know them personally ● Approach them in a friendly, but professional way ● Involve them by focusing on how their work affects them and their relationships ● Help them prioritize tasks ● Be careful not to criticize personally, keep it specific and focused	● Be prepared with logic and practicality ● Follow rules, regulation and procedures ● Help them set realistic deadlines and parameters ● Provides pros and cons and the complete story ● Allow time for sharing of details and data, ● Be open to thorough analysis

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Adapting in Different Situations: AT WORK

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

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

Adapting in Different Situations: IN SALES AND SERVICE

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

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

Adapting in Different Situations: IN SOCIAL SETTINGS

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

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

Adapting in Different Situations: IN LEARNING ENVIRONMENTS

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

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

A DEEPER LOOK AT THE FOUR DISCStyles™

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

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

DISC Application Activities

Adaptability Practice

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

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

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

Adaptability Activity

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

1 Identify the behavioral style of the other person using the 2 Power Questions:
- Are they <u>DIRECT or INDIRECT</u> in their communication?
- Are they <u>GUARDED or OPEN</u> in their communication?

2 Brush up on their style and look at ways to adapt your Directness and Openness when working with them.

3 To further understand the tension that may exist in the relationship, notice the difference in preference in pace and priority and modify accordingly.

4 Practice approaching them in the way you think ***THEY want to be treated.*** Remember, it may feel uncomfortable at first, but with practice and dedication to adapting, you will be amazed at the difference.

Tension Among the Styles Exercise

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

My

Style:_____

My

Pace:_____

My

Priority:_____

RELATIONSHIP

Name: *John Doe*

Style: *High I*

Pace: *Faster-paced*

Priority: *People-oriented*

Difference: *Pace and Priority*

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

SAMPLE

RELATIONSHIP 1	**RELATIONSHIP 2**
Name:_____	**Name:**_____
Style:_____	Style:_____
Pace:_____	Pace:_____
Priority:_____	Priority:_____
Difference:_____	Difference:_____
_	_
Strategy:_____	Strategy:_____
_____	_____
_____	_____

Create a DISC POWER TEAM

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

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

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

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

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

Motivators Application Activities

Aligning Motivators

Use this sheet to help you track which motivators are well aligned and which are not, and what you can do about it.

Action Step: Looking at your Motivation Index report, find which motivators are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these motivators (i.e., how well what you do satisfies what you are passionate about).

		Alignment				
		Poorly				**Highly**
Motivator #1:	_____	1	2	3	4	5
Motivator #2:	_____	1	2	3	4	5

Legend:	
2-4 = Poor	8-9 = Excellent
4-5 = Below Average	10 = Genius
6-7 = Average	

Tally Your Score Here

To reach Genius levels of passion, you must increase alignment of your environment with your passions.

Motivator #1: what aspects of your company or role can you get involved in that would satisfy this motivator?
_____
_____
_____
_____
_____
_____
_____

Motivator #2: what aspects of your company or role can you get involved in that would satisfy this motivator?
_____
_____
_____
_____
_____
_____
_____

Success Connection

Your final step to making sure you really benefit from the information in this report is to understand how your motivations contribute to, and perhaps hinder, your overall success.

Supporting Success: Overall, how well do your motivators and drivers help support your success? (cite specific examples):

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Limiting Success: Overall, how do your natural drivers or motivators not support your success? (cite specific examples):

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Building and Maintaining Rapport Throughout the Selling Cycle

There are five definable stages to most every buying cycle. Successfully guiding prospects through each phase will lead to positive outcomes for both of you.

1. Connecting: Understanding DISC styles will have an impact on the impression you make in the first few minutes of a meeting. In that short, precious time, you make or break the sale. In that time, your prospect sizes you up and determines if you are the type of person he or she would like to do business with.

The purpose of making contact with your prospect is to begin opening up lines of communication. Great listeners make the best salespeople… period. Master the skill of effective listening and every other aspect of your relationships will improve.

2. Exploring: The purpose of Exploring is to get an accurate picture of the customer's needs and what it will take to provide an effective solution. To do so, you need to listen to what the customer says as well as know how to ask the right questions to get the information you need.

Asking intelligent questions is a critical sales skill. It does not require asking many questions - just the right ones. Asking questions is similar to painting a picture. You start with a blank canvas and begin to fill in the background and rough in the picture with broad-brush strokes. Then you fill in the details using finer and finer strokes.

3. Collaborating: During this phase, you and your prospect collaborate to find a solution that meets the prospect's needs. It is a process of taking your prospect's ideas and combining them with your own ideas to arrive at a solution that makes sense to both of you.

The give-and-take exchange can be thought of as an opportunity to "switch heads" with your prospect. Imagine saying this to your customer: "If you and I could switch heads, that is, if you could know what I know about my product and if I could know what you know about your business, we would both know exactly how to give you the best possible solution for your needs."

That's your goal - to come as close as possible to the perfect knowledge that would allow you to develop the ideal solution for your prospect. To achieve that goal, you need to exchange enough information to fully understand your client's business, industry, trends and challenges; and they have to know as much as possible about your products and services and how they can help them. As you propose a solution, relate it to the prospect's needs discovered in the Explore phase and explain how it will work in your prospect's environment.

4. Confirming: Gaining commitment flows naturally out of the Exploring and Collaborating stages for the DISC salesperson. If you did a thorough job during the first three stages of selling: Contacting, Exploring and Collaborating, the prospect should close.

The Confirming stage is a critical point in building a customer partnership. DISC salespeople do not use fancy closing techniques. You cannot work through all the stages of the sale and then, at the end, try to use a manipulative closing technique to clinch the deal. It doesn't make sense... and it most certainly doesn't work when you're trying to build long-term customer relationships rather than simply closing one-shot sales.

5. Assuring: A great weakness of most salespeople is the way the handle the Assuring phase of the sales process. Most salespeople stop with getting the sales commitment; they disappear from the customer's life, leaving service, installation, training and follow-up to others.

One "old-school" method of selling has an adage that the sale begins when the customer says "no." In direct contrast, the real job of selling starts when the customer says "yes."

Assuring customer satisfaction is a secret ingredient of extraordinary sales success. You will benefit two ways by assuring each customer. First, this assures repeat business. Almost all products have a life cycle and will be replaced or upgraded. Customers have a tendency to return to the salesperson who previously matched them with a product that met their needs and then provided excellent service and follow-up.

Secondly, satisfied customers are excellent sources of referrals. Customers talk. They talk about poor service and they talk about extraordinary service. When they get super service, they refer others to the salesperson who delivered on his or her promises.

Without repeat business and referrals, a salesperson must constantly prospect and cold-call new accounts. That is not the way most salespeople want to spend their lives... and it certainly is not the best way to be successful!

When you start the sales process, you have a chance to begin building a good customer relationship. However, it is only after the sale, when you make sure your customer is satisfied (preferably delighted!), that you really cement the relationship.

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Phase 1: Building Rapport During Initial Contact

Connecting with C's	Connecting with D's

Connecting with C's

- "C's" don't care much about social interaction (beyond common courtesy and standard pleasantries), so get to the point.
- Avoid making small talk, except to initially establish your credibility.
- Speak slowly, calmly and economize on words.
- "C's" are precision-oriented people who want to do their jobs in the best possible manner.
- Build your credibility by thinking with your head, not your emotions.
- Before meeting, provide them with a brief overview of the agenda and length of meeting, so they know what to expect.
- Show them logical proof from reliable sources that accurately document your quality, record of accomplishment, and value.

Connecting with D's

- "D's" want to know the bottom line.
- Just give them enough information to satisfy their need to know about overall performance.
- They do not want you to waste their time giving them a bolt-by-bolt description of your product, presenting a long list of testimonials from satisfied clients, or getting too chummy with them – always remember that they are Direct and Guarded.
- When you write, call, or meet a "D", do it in a formal, businesslike manner. Get right to the point. Focus quickly on the task.
- Refer to bottom line results, increased efficiency, saved time, return on investment, profits, and so on. In other words, tell him what's in it for him.
- If you plan to sell something or present a proposal to a "D", take care to be well organized, time-conscious, efficient, and businesslike.
- They do not want to make friends with you; they want to get something out of you if they think you have something of value to offer.

Connecting with S's

- "S's" are Indirect and Open. However, keep the relationship businesslike until they warm up to you.
- They are concerned with maintaining stability; they want to know step-by-step procedures that are likely to meet their need for details and logical action plans.
- Organize your presentation: list specifics, show sequences, and provide data.
- Treat them with honesty, sincerity, and personal attentiveness.
- Listen patiently to their stories, ideas and answers.
- Express your appreciation for their steadiness, dependability, and cooperativeness.
- Present yourself to be non-threatening, pleasant, friendly, but still professional.
- Develop trust, credibility, and friendship at a relatively slow, informal pace.
- Communicate with them in a consistent manner on a regular basis… especially at the outset.

Connecting with I's

- Remember that they are Direct and Open.
- When you meet an "I", shake hands firmly, introduce yourself with confidence, and immediately show personal interest.
- Let him set the pace and direction of the conversation.
- Be an especially attentive listener with "I's".
- Give them positive feedback to let them know that you understand and can relate to their visions, ideas and feelings.
- Tell humorous or unusual stories about yourself, to win their heart.
- Allow them to feel comfortable by listening to their stories, even to the point of talking about topics that may stray from the subject.
- Since "I's" typically enjoy talking about themselves, ask questions about them, but be prepared for lengthy answers. Plan to have as many meetings as necessary to build the relationship and gather information.

Phase 2: Maintaining Rapport in the Exploring Stage

Exploring with C's	Exploring with D's
"C's" don't care much about social interaction (beyond common courtesy and standard pleasantries), so get to the point. "C's" often like to answer questions that reveal their expertise, so they can be very good interviewees. - As long as you ask logical, fact-oriented, relevant questions, they will enjoy speaking with you. - Phrase your questions to help them give you the right information. - Ask open and closed questions that investigate their knowledge, systems, objectives and objections. - Make your own answers short and crisp. - If you do not know the answer to something, do not fake it. Tell them you'll get the answer for them by a certain time, and then do it.	- To head off the "D's" impatience before it surfaces, keep your conversations interesting by alternately asking questions and offering relevant information. "D's" need to view the meeting as purposeful, so they want to understand where your questions are leading. - When asking a "D" question, make them as practical and logical as possible. Aim questions at the heart of the issue and ask them in a straightforward manner. - Only request information that is unavailable elsewhere. - When gathering information, ask questions showing you have done your homework about their desired results and current efforts. - Be sure to make queries that allow him to talk about his business goals. - Gear your exploring toward saving D's time and energy.

Exploring with S's	Exploring with I's
"S's" can be excellent interviewees, so talk warmly and informally and ask gentle, open questions that draw them out (especially around sensitive areas). - Show tact and sincerity in exploring their needs. - If they do not have a good feeling about your product, company, or even you, they are not likely to take the chance of hurting your feelings by telling you so. - They want to avoid confrontations, even minor ones. So "S's" may tell you what they think you want to hear, rather than what they really think. - They may not you about their dissatisfaction with your competitors. Even though this is exactly what you want to hear, the "S" may be hesitant about saying anything negative about them. - Allow for plenty of time (possibly multiple meetings) for "S's" to open up to you and reveal their innermost desires and pains. - The more time you spend with an "S" exploring, the higher the odds you'll be landing them as a customer.	"I's" get bored quickly when they're not talking about themselves. - Strike a balance between listening to their life's stories and gathering the information you need to be an effective sales consultant. - When asking business questions, keep them brief. If you can, work these exploratory questions in with social questions. - The better your relationship with an "I" is, the more willing he'll be to cooperate and talk about the task at hand. "I's" can be so open they may tell you their fondest hopes and aspirations. If you can demonstrate how your product or service can get them closer to their dreams, they may become so excited about your product—and you—that they're likely to sell you and your products and services to everyone else in their organization.

Phase 3: Maintaining Rapport in the Collaborating Stage

Collaborating with C's	Collaborating with D's
• Emphasize accuracy, value, quality and reliability.	• Your presentation must be geared toward the "D's" priorities.
• They dislike talk not backed up by evidence.	• Gear your presentation toward how they can become more successful, save time, generate results, and make life easier and more efficient; you'll get their attention.
• Describe a process will produce the results they seek.	
• Elicit specific feedback by asking, "So far, what are your reactions?" or "Do you have any questions that you'd like me to clear up?"	• Zero in on the bottom line with quick benefit statements.
	• They want you to do the analysis and lay it out for them to approve or reject.
• Present your solution that shows them they'll be correct in making the purchase.	• "D's" like rapid, concise analyses of their needs and your solutions.
• Base your claims on facts, specifications and data that relate specifically to their needs.	• "D's" like being in control, so give them choices backed with enough data and analysis to allow them to make an intelligent decision.
• "C's" are cost-conscious; increase their perceived value with facts and ROI data.	
• "C's" are the likely to see the drawbacks, so point out the obvious negatives before they do. Let them assess the relative trade-offs when choosing between competing (yet imperfect) products or services	• Then, be quiet and let them make their decision. If you speak or interrupt while they are buying, you will dramatically decrease the odds of making this sale

Collaborating with S's	Collaborating with I's
• Show how your product or service will stabilize, simplify, or support the "S's" procedures and relationships.	• Show how your product would increase the "I's" prestige, image, or recognition.
• Clearly define their roles and goals in your suggestions, and include specific expectations of them in your plan.	• Talk about the favorable impact or consequences your suggestions will have in making their working relationships more enjoyable.
• Present new ideas in a non-threatening way.	
• Provide them time to adjust to changes in operating procedures and relationships.	• Give them incentives for completing tasks by stressing how their contribution will benefit others and evoke positive responses from them.
• When change becomes necessary, tell them why. Explain how long the changes will take and any interim alterations of the current conditions.	• Presentations need impact for people with short attention spans, so involve as many senses as possible.
• Design your message to impart a sense of stability and security.	• Show them how your solution will save them effort and make them look good.
• "S's" like to be shown the appropriate steps to follow, so share those with them.	• Back up your claims with testimonials from well-known people or high-profile corporations.
• Involve them by asking their opinions and encourage them to give you feedback.	• Name satisfied acquaintances they know and admire.
	• Sprinkle in "visualizing future ownership" questions, such as: "If you were already running this software, how would you use it?"

Phase 4: Maintaining Rapport in the Confirming Stage

Confirming with C's

- Emphasize accuracy, value, quality and reliability.
- Provide logical options with appropriate documentation and time to analyze their options.
- They're uncomfortable with snap decisions and when they say they will think about it, they mean it!
- If pressured by people or excessive demands, they may use "I'll think about it," as a stalling tactic.
- "C's" are educated, logical, comparative "shoppers." Know your competition so you can point out your advantages relative to the competition in a factual, professional way. Mention your company's strengths as you suggest questions they may want to ask your competitors that allows them to do a comparative cost-benefit analysis of the options and solutions.
- Be willing to explore the subject of a conditional, "pilot program" as a way of reducing their risk.

Confirming with D's

- With "D's", you come right out and ask if they are interested. A "D" will tell you "yes" or "no".
- You can easily lose the attention and/or interest of a "D" by presenting your information too slowly or by spending too much time discussing minute details.
- When you draw up a commitment letter, don't spend too much time on points the "D" may not care about.
- Present them with options and probable outcomes. "D's" like to balance quality with cost considerations, so offer options with supporting evidence and leave the final decision to them.
- We have found that it is effective to present a "D" with two or three options. Provide a short summation of each option, along with your recommendation of each.
- While the "D" is reviewing your proposal, don't interrupt them. The odds are high that they will find an option that appeals to them and closing the deal themselves.

Confirming with S's

- "S's" are slower, deductive decision makers who listen to the opinions of others and take the time to solicit those opinions before deciding. So, make a specific action plan and provide personal guidance, direction or assurance as required for pursuing the safest, most practical course to follow. Arm them with literature, case studies and any documentation available, because they'll be "selling" your proposal to others within their organization.
- When you do reach agreement, carefully explore any potential areas of misunderstanding or dissatisfaction.
- "S's" like guarantees that new actions will involve a minimum risk, so offer assurances and support.
- Try not to rush them, but do provide gentle, helpful nudges to help them decide (when needed).
- Involve them by personalizing the plan and showing how it will benefit them and others.
- When asking for a commitment, guide them toward a choice if they seem indecisive.

Confirming with I's

- Show how your product would increase the "I's" prestige, image, or recognition.
- Be open and ask, "Where do we go from here?" or "What's our next step?"
- If they like something, they buy it on the spot (all other things being equal).
- You may have to slow them down because they also tend to overbuy and/or buy before weighing all the ramifications; behaviors that both of you may live to regret.
- "I's" dislike paperwork and details so they are likely to hesitate, and even procrastinate, when it comes to spending the time required on a contract.
- Have a written agreement prepared due to their tendency to be unclear about procedures, responsibilities and expectations.
- Make sure that you agree on the specifics in writing or, later on, you can almost bet on some degree of misunderstanding and/or disappointment.

Phase 5: Maintaining Rapport in the Assuring Stage

Assuring C's

- Set a specific timetable for when and how you will measure success with the "C". Continue proving your reliability, quality and value.
- Make yourself available for follow-up on customer satisfaction and ask for specific feedback on the product or service performance record.
- If you have tips for improved usage or user shortcuts, email them to your "C" customers.
- You should also ask for their ideas and opinions for how to improve your products and/or services.
- When they offer you their suggestions, get back to them about how your company is incorporating their ideas into upgrades into future upgrades, revisions or new products.

Assuring D's

- "D's" usually do not look for personal relationships at work due to their focus on accomplishing tasks.
- With "D's," do not rely on past sales to ensure future purchases. Follow up to find out if they have any complaints or problems with your product. If they do have complaints, address them immediately.
- Impress upon your customer your intent to stand behind your product or service.
- Stress that you will follow-up without taking much of their time.
- You may also want to offer a money-back guarantee.
- Whatever the promise, make sure you deliver everything you offer!

Assuring S's

- Follow-up consistently with an "S".
- Give them your personal guarantee that you will remain in touch, keep things running smoothly, and be available on an "as needed" basis.
- "S's" like to think they have a special relationship with you; that you are more than just another business acquaintance; they prefer a continuing, predictable relationship.
- Give them your cell number, along with an invitation to call you any time with any concern. They will rarely use it, but will feel secure knowing it's available to them.
- They dislike one-time deals, so follow up to maintain your relationship.
- Impersonal, computerized follow-up is not very appealing to "S's", so continue building your relationship with low-key, personalized attention and assistance.

Assuring I's

- "I's" frequently buy before they're sold which may lead to buyers' remorse.
- "I's" can benefit from ongoing reminders that they have made the right decision.
- Reinforce their decision by giving plenty of assistance immediately after the sale.
- Be certain they actually use your product or they may get frustrated from incorrect usage and either put it away or return it for a refund.
- Since they mingle with so many people, you can even ask "I's" if they'd be willing to share their glowing testimonials about you and your product with others.
- If they are feeling smart for using your product or service, most "I's" will give you more referrals than the other three styles combined!

Phase	With D's	With I's	With S's	With C's
Connecting	● Skip small talk ● Lead with the main point ● Show up fully prepared	● Allow for time and stories before turning focus to business at hand ● Let them set the pace of the conversation	● Stick to business until they warm up to you ● Don't rush into agenda first ●Take an active interest in them	● Skip small talk ● Bring an agenda ● Remain cool, calm and professional
Exploring	● Let him/her know where the questions are headed ● Only ask for information that's unavailable elsewhere ● Answer their questions directly	● Alternate questions between them personally and business ● Gently guide them back to the topic ● Keep the focus on their vision and goals	● Be sincerely interested in their answers ● Never interrupt them ● Ask nonthreatening questions to draw them out over time	● Ask questions that reveal their expertise ● Keep the questions focused on the topic ● Alternate open and closed-ended questions
Collaborating	● Make any presentation brief ● Focus on the bottom line and/or time savings ● Provide concise analysis of needs along with your professional recommendations	● Involve as many senses as possible ● Ask for their ideas often ●Sprinkle in testimonials ● Provide incentives for making decisions ● Show how the solution enhances their image and/or saves them effort	● Show how solution will simplify, add stability or support their goals ● Present new ideas in a non-threatening way ● Never rush them, but provide gentle, helpful nudges toward a decision	● Emphasize value, accuracy, precision, quality and reliability ● Stick to facts and logic; attempt to reduce risks when possible ● Never pressure for any decision ● Remain cool and emotionally detached
Confirming	● Flat out ask if they are interested ● Present two or three options with recommendations and summaries ● Be quiet while they review and decide	● Openly ask, "Where do you see us going next?" ● Be ready to take their order ● Slow them down if they're buying too quickly ● Do the paperwork for them	● They are slow decision makers and like to consult opinions of others ● Don't press for a decision ● Focus on a guarantee if relevant	● Provide logical options with documentation ● Give them both time and space to make their decisions ● Point out any glaring downside to deal if one exists ● Suggest a pilot program or warranty to reduce risk
Assuring	● Follow-up to ensure they're 100% satisfied with solution ● Keep the relationship all business ● Make certain you deliver on every small promise	● Reinforce their decision by providing ample assistance after the sale ● Make sure they don't get frustrated (they don't read instructions) ● Help them use the product/service to reduce anxiety	● Provide consistent follow-up along with personal assurances ● Give them private phone number to reach you ● Remind them that you also desire a long-term business relationship	● Share your process and/or timetable for your follow-up ● Double-check their method for measuring satisfaction ● Email them ideas and shortcuts ● Reinforce value, quality and reliability.

TAKING OWNERSHIP OF YOUR OWN DESTINY

Imagine what would have happened if you had successfully applied the principles and practices of *Platinum Rule Selling* ten years ago… or even five years ago? Well, hundreds of thousands of people like you have already used these principles and experienced dramatic increases in sales volumes, more satisfaction in their dealings with customers and co-workers (family and friends, also!), and greater awareness of their own strengths and weaknesses. Many people report that they no longer feel like "just a salesperson"; they feel, behave and are treated like a *trusted advisor*. They have an increased ability to help people find solutions to their problems and are more adept at identifying new opportunities.

For you to also share in the pleasure from experiencing these benefits, we encourage you to get started this very minute. First, think about the goals you want to accomplish in the next year... the next month... the next week... even by the end of today! Develop a plan to meet those goals using **The Platinum Rule –** *Do Unto Others as They Would Have You Do Unto Them* **-** and the other principles that make up the ***DISC Selling Strategies***.

Accept the Challenge

This first step requires your *personal commitment* to this challenge and your *belief* in these principles and putting them to work for you. Of course, any skill takes practice, and you cannot realistically expect to put all of them into effect immediately. However, the minute you start to sell people they way *they* want to buy, you'll start to see immediate results.

Commit to Growth

"Change is inevitable… growth is optional." We love that saying because it's true. Right now, you have the option to take this moment and make a life-changing decision. You may decide to *keep learning* about yourself, your strengths and weaknesses, how you make decisions, how you come across to other people, etc… You may decide to learn more about DISC styles and apply your new knowledge in other relationships beyond selling - relationships with your co-workers, children, spouse and/or family.

Hopefully, you may decide to use this report as a jumping-off point for a new direction in your career. If that thought excites you, we urge you to learn more about how DISC may be applied in all phases of business: prospecting, networking, marketing, communications, customer service, referral building, client loyalty, hiring, management, leadership, etc… We offer programs, technology, books, CD's, DVD's, self-paced online courses, speeches, and on-site workshops that are all specifically designed to help you apply this amazing concept in key facets of your business and your life.

Here's wishing you continued success!

So Now What?

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

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

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