

DISC Self and Motivators

A Dual Evaluation of Behavioral & Motivational Styles

Report For: **Sample Report**

Focus: **Work**

Date: **11/14/2017**



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

The scores in this report are a snapshot in time. These scores represent your preference-pathways (desires, such as being in control or not) at the time you completed the assessments. These are not lifelong behaviors or motivators from which you have no choice or power to influence. Major life changes and/or challenges may cause your behavioral style and your motivators to change.

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.

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

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

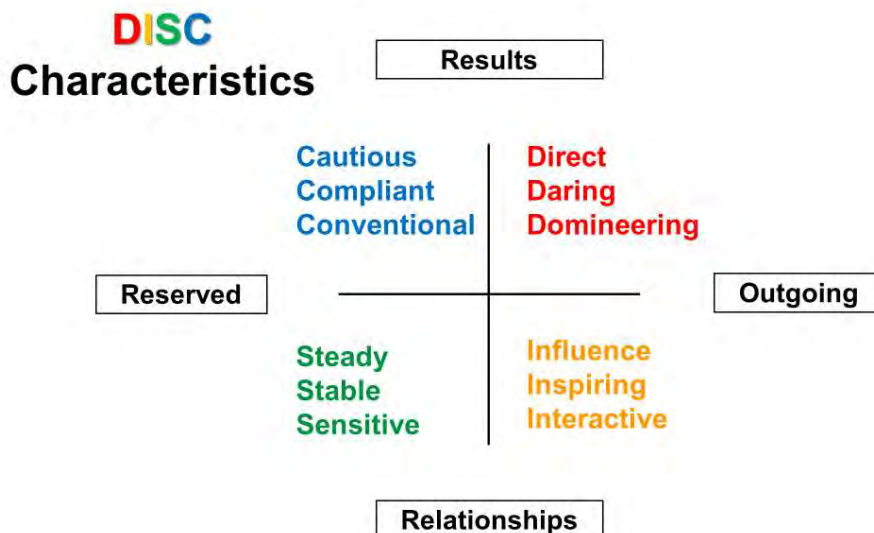
How to Use This Report

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

- 1) Focuses on understanding each of the DISC styles through identifying characteristics, including the tendencies of each behavioral style. It also introduces the seven Motivators that drive our behaviors and the definitions of each.
- 2) Reveals what makes you unique, through greater understanding of your own behavioral tendencies and blend of motivators.
- 3) 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.

DISC STYLES

DISC measures individual patterns of observable human behavior and their emotions. Simply stated, it is “How” people show up. DISC measures the intensity of characteristics for each of the four styles: **Direct**, **Influence**, **Steady**, and **Cautious**.



DIRECT	INFLUENCE	STEADY	CAUTIOUS
Direct	Influential	Steady	Cautious
Decisive	Interactive	Stable	Conservative
Domineering	Impulsive	Sincere	Courteous
Daring	Inspiring	Sensitive	Compliant
Determined	Charming	Supportive	Conscientious
Demanding	Confident	Serene	Accurate
Competitive	Convincing	Loyal	Methodical
Innovative	Talkative	Understanding	Logical
Persistent	Generous	Team Player	Seem Aloof
Pioneering	Optimistic	Friendly	Precise
Assertive	Personable	Good Listener	Analytical
Argumentative	Enthusiastic	Patient	Seek Excellence
Strong Willed	Friendly	Relaxed	Process Oriented
Risk Taker	Spontaneous	Mild	Diplomatic
Adventurous	Persuasive	Modest	Detailed
Problem Solver	Sociable	Composed	Fact Finder
Results Oriented	Trusting	Calm	Objective
Forceful	Emotional	Consistent	Focused
Impatient	Gregarious	Cooperative	High Standards
Loves Challenges	Expressive	Peaceful	List Lover

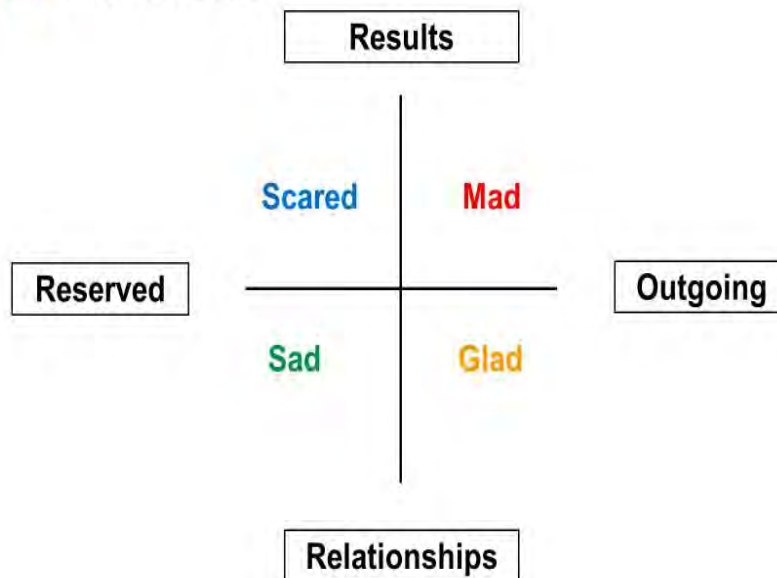
DISC does NOT measure:

- Education
- Training
- Skills
- Experience
- Values
- Judgment
- Intelligence

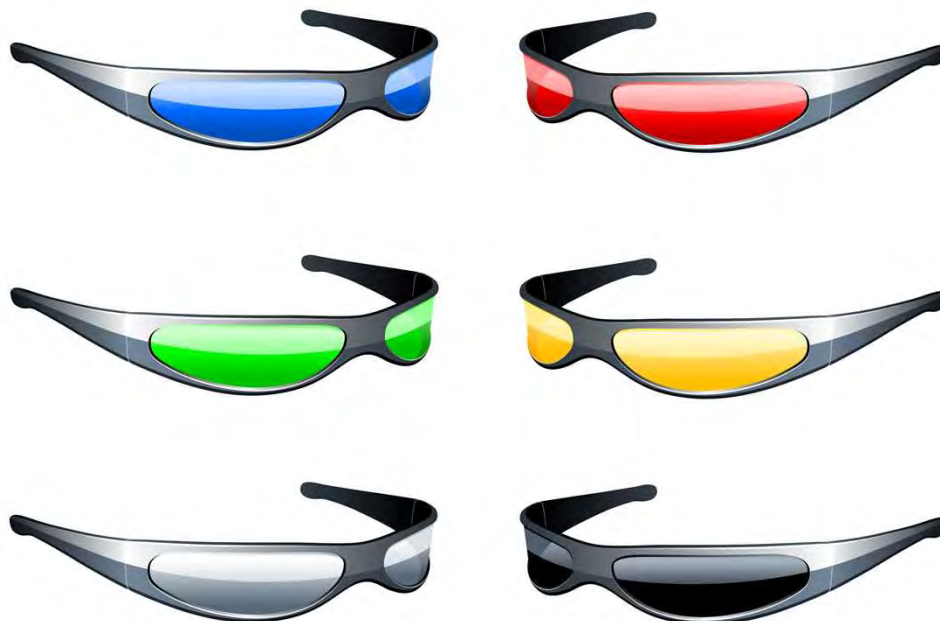
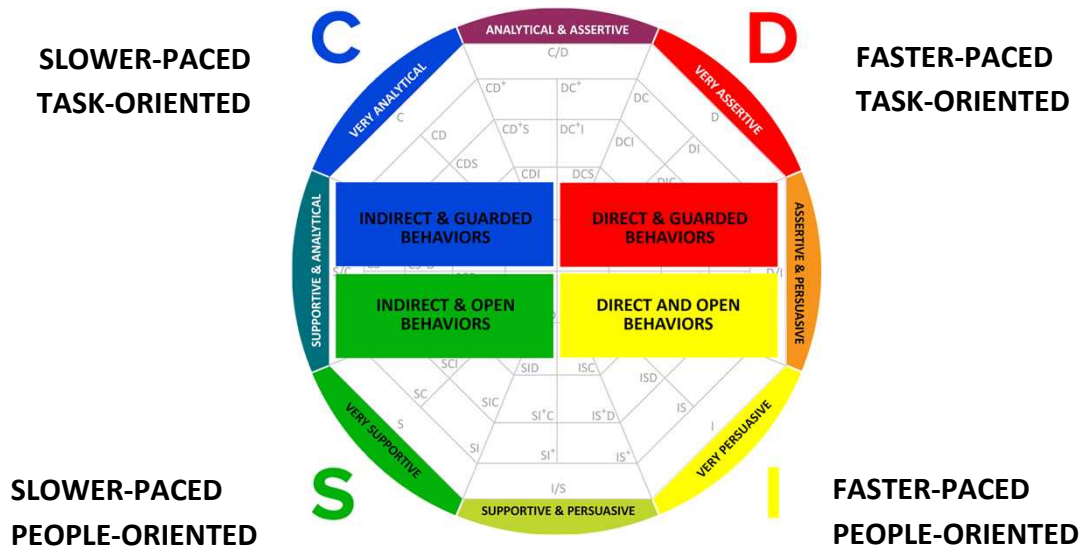
Using the DISC model, it is easy to identify and understand our own style and emotions. Our goal is to recognize and adapt to other people’s styles and then to find ways to communicate more effectively with them.

Think of a time when you were frustrated, annoyed or angry, you were having a “High D” moment. Now think of a time when you were enjoying yourself with friends or family, you were having a “High I” moment. We each have characteristics in all four styles, and we have all shifted from one emotion to another depending on who we are with, what we are doing, or how we are feeling. It is normal and natural to shift from one behavioral style to another throughout the day.

DISC Emotions



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



We are all unique and have different behavioral styles, I like to use the picture above to help others understand that our behavioral styles can operate as a filter. The four different styles are represented with the different colored sunglasses. Our goal is to recognize when our style is getting in our way and shift to the clear glasses and of course stay away from the dark glasses, as they represent “The dark side” and cause communication and relationship challenges. Ask yourself, “are your personal filters clouding your professional judgment?” when life and relationships get challenging. If the answer is yes, what can you do to make a shift and communicate more effectively?

MOTIVATORS

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

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

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

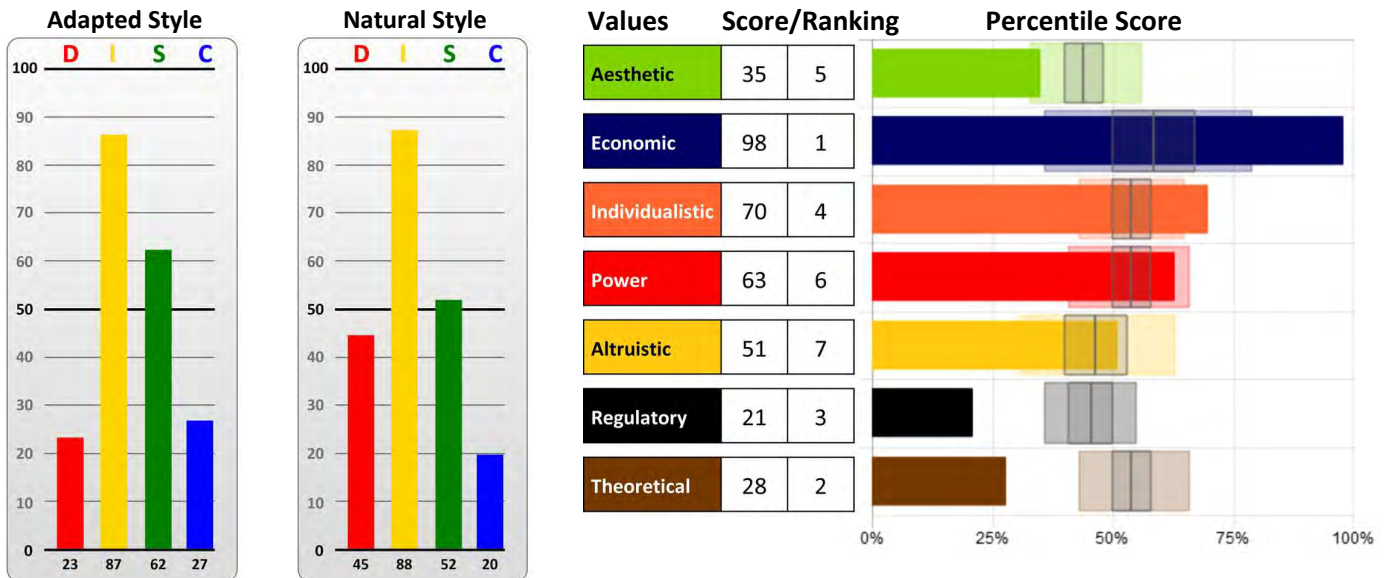
The Elements of the Motivation Index

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

The Seven Dimensions of Motivation measured in this report are:

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

PART 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.

Most of us have two behavioral styles that are over 50% when measured on a scale of 0 – 100. When we spend a great deal of time in our two styles, we are usually happy and have more energy. When we spend more time in the style that we are weak in, we tend to feel more tired or stressed.

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

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

DISC General Characteristics

The statements below serve as an overview of your behavioral tendencies to provide a framework for understanding your DISC results.

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

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

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.

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.

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.

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

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.

Your Behavioral Style: Coach

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

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

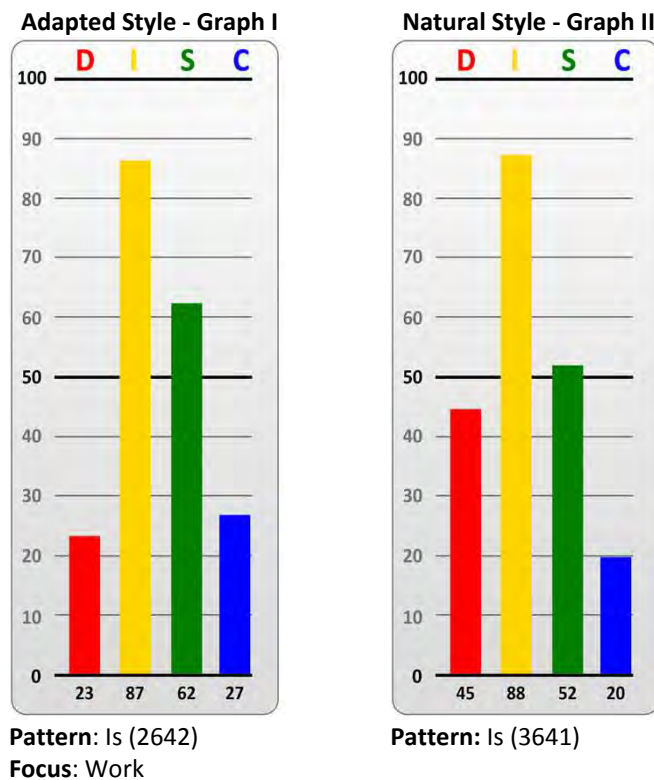
- **Emotional characteristic:** Wants to be seen as warm and open by others.
- **Goals:** Building personal connections and positive feelings.
- **How others are valued:** Favorable recognition of others; finds the basic decency in them.
- **Influences group:** Through personal relationships and being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

DISC Styles 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 **Is 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**. It is also called your “mask” and 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.



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. If the bars are similar, it means that you tend to use your same natural behaviors in either environment.

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.

WORD SKETCH - Adapted Style

This chart shows your ADAPTED DISC Graph as a “Word Sketch.” Taken from the “Pattern” numbers under the DISC graph on the previous page. These are words that describe your level of D, I, S and C when you took the assessment. 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 diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

WORD SKETCH - Natural Style

This chart shows your NATURAL DISC Graph as a “Word Sketch.” Taken from the “Pattern” numbers under the DISC graph on the previous page. These are words that describe your level of D, I, S and C when you took the assessment. 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
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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 understand 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:

- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Plan to talk about things that support Sample's dreams and goals.
- Put the details in writing, but don't plan on discussing them too much.
- Be candid, open, and patient.
- Provide assurances about Sample's input and decisions.
- Show sincere interest in Sample as a person.
- Join in with some name-dropping and talk positively about people and their goals.

When Communicating with Sample, DON'T:

- Let the discussion with Sample get caught in dreams too much, otherwise you'll lose time.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Be impersonal or judgmental.
- Offer assurances and guarantees you can't fulfill.
- Be vague or ambiguous.
- Be overly task-oriented.
- Manipulate or bully Sample into agreeing.

Wants and Needs

Motivation is the enthusiasm or willingness to do something. Everybody is motivated; however, all people are motivated for their own reasons. 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.

You Tend to Be Motivated By:

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

People With Patterns Like You Tend to Need:

- Detailed delegation of responsibilities, to reduce ambiguity and confusion.
- To be more realistic and ambitious in setting deadlines for team projects.
- Increased urgency in decision making.
- To get better control of files and record keeping.
- Encouragement to keep the positive spirit and optimism when the pressure is on.
- A sense of belonging to the team or organization as a whole.
- To learn to say "no" more often in order to avoid spreading yourself too thin.

What You Bring to the Organization

This page provides useful insights for a job or as you work together on a team. These are the talents and tendencies you bring. When used in environments that you are most effective in, you are likely to be motivated to accomplish great things. 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.

Your Strengths:

- Your excellent listening style stands as a model for others to observe and follow.
- Your strong optimism helps motivate the team toward their goals.
- You are able to build positive relationships with internal and external stakeholders.
- You bring a high "sincerity factor" to the team climate.
- You are a good listener.
- 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 work hard to achieve the team's goals and objectives.

Your Work Style Tendencies:

- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- You are perceived by others on the team as a good listener.
- 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 show a high degree of persistence in working on projects, especially over the long haul.
- 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 meet new people easily and prefer networking with others rather than working in solitary conditions.

You Tend to be Most Effective in Environments That Provide:

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

The I Style

Under Stress - Perceptions, Behavior and Needs for the I

Stress is unavoidable. The perceptions of our behavior may have a significant impact on our effectiveness - both in how we perceive ourselves and how others perceive us. The way we behave under stress can create a perception that is not what we intend. The descriptions below of perceptions by others may seem somewhat extreme at times. As you understand these perceptions more clearly, you can modify your behavior to maximize your own effectiveness.

Potential Self Perception:

- Not an extremist
- Good listener
- Accepting of others
- Easy to make friends

Under Stress You Need:

- Prestige
- A quick pace for stimulation and excitement
- To get credit

Your Typical Behaviors in Conflict:

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

Strategies to Reduce Conflict and Increase Harmony:

- 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.
- Recognize that you can never resolve a conflict by avoiding it. Risk damaging a relationship or losing someone's approval by stating your feelings and clarifying your expectations. Be sure, of course, to listen attentively to the responses of others.

Under Stress, You May be Perceived by Others:

- Low sense of urgency
- Doesn't take a stand
- Indirect and vague

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.

Potential Areas for Improvement:

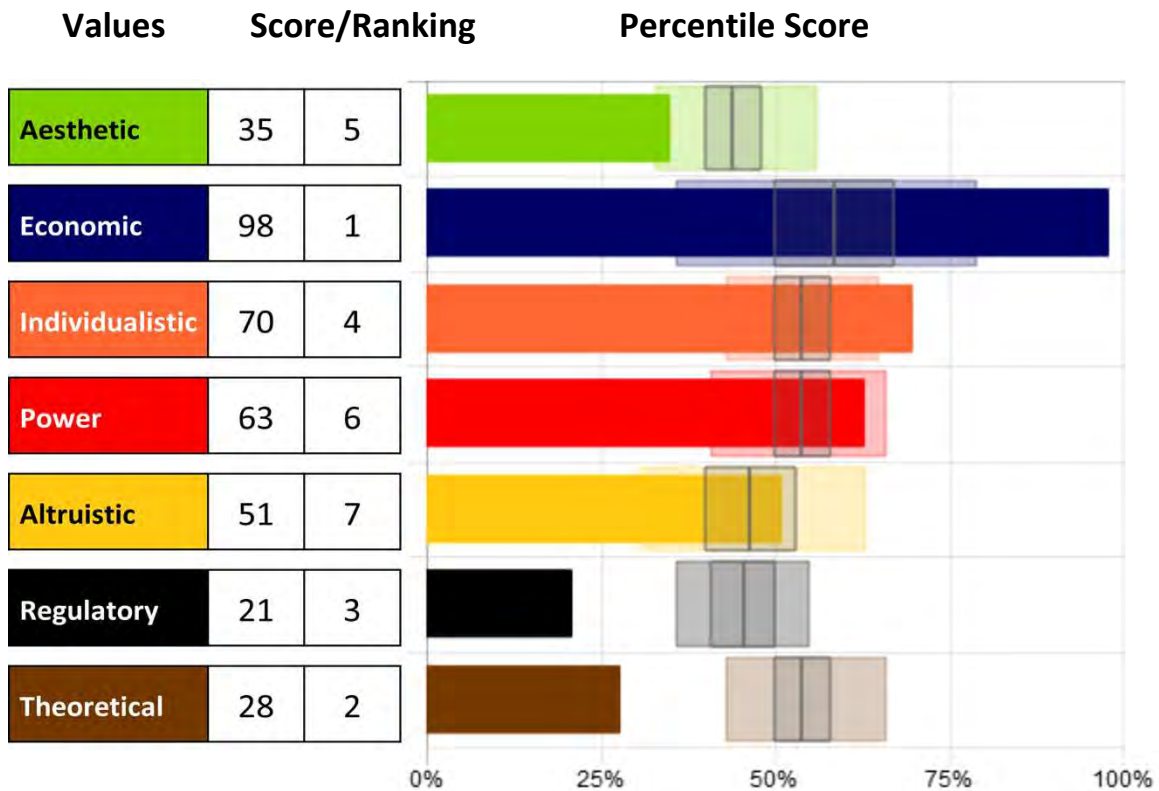
- You may hesitate to correct or discipline those who report to you, for fear of offending someone.
- You may be rather indirect in providing instructions, because you don't want to impose your will on others.
- You may have difficulty with quick decision making because of your need to consider the "people side" of all issues.
- You may show less emphasis on productivity and more emphasis on the "people side" of a project.
- You may need some coaching in time management; for instance, in setting more ambitious deadlines.
- 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.

12 Behavioral Tendencies - Summary

The primary styles - **D, I, S, and C** - are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way your DISC styles combine and influence one another.

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

Summary of Sample's Motivation



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

A Closer Look at the Seven Motivator Dimension Scores

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

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

Details of Sample's Motivation

-  **Aesthetic - Low**
You may be more interested in functional approaches that generate a practical return rather than experiencing the uniqueness of a process.
-  **Economic - Very High**
You will appreciate bottom-line results and will likely have a strong competitive “me first” thinking set.
-  **Individualistic - Very High**
You will seek independence, freedom, and positions of autonomy where you can freely express and display your intuitive ideas.
-  **Power - High**
You will endeavor to own the roles and responsibilities under your leadership and control.
-  **Altruistic - Average**
You are able to balance your own needs and the needs of others on the team.
-  **Regulatory - Very Low**
You may subvert or break the rules you feel don't apply and will attempt multithreaded approaches to solving problems.
-  **Theoretical - Very Low**
You will tend to skip over information you consider unnecessary and will rely solely on what you already know.

Sample's Motivator Word Matrix

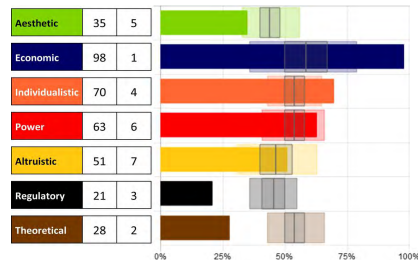
Eccentric	Self-Mastered	Unrestricted	Domineering	Pushover	Black & White	Scholarly
Impractical	Maximized	Independent	Forceful	Sacrificial	Fixed	Fact-Finder
Unconventional	Competitive	Self-Reliant	Authoritative	Accommodating	Systemic	Studious
Divergent	Incentivized	Creative	Controlling	Obliging	Orderly	Investigative
Imaginative	Practical	Balanced	Directive	Supportive	Disciplined	Inquisitive
Sensible	Judicious	Cooperative	Influential	Helpful	Open-Minded	Reflective
Realistic	Relaxed	Accommodating	Supportive	Self-Protective	Flexible	Street Smart
Practical	Aloof	Supportive	Yielding	Suspicious	Independent	Intuitive
Real World	Apathetic	Apprehensive	Passive	Distrusting	Spontaneous	Surface Analyzer
Grounded	Satisfied	Secure	Submissive	Self-Focused	Defiant	Dis-interested
AES	ECO	IND	POW	ALT	REG	THE

This charting of your descriptors provides a better sense of what drives your motivation.

The motivator word matrix translates your numeric score into a one-word description and places each word in a relative position to other descriptors.

By labeling your numeric score with one word you can better understand, describe and locate your motivator orientation.

Your Aesthetic Motivator - Low



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



Universal Assets:

- You can work well with others to create and innovate.
- You possess the average level of aesthetic appreciation, near the national mean.
- You possess a healthy balance between form and function.
- You work equally well with the artistic and non-artistic types.



Driving Intuitions:

- 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.



Critical Advantages:

- 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.



Growth Opportunities:

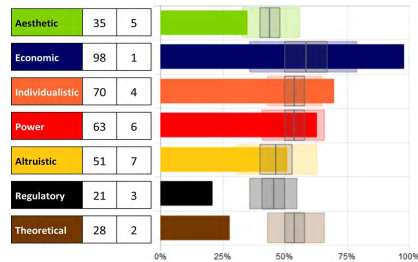
- Since your score is at the national mean, it is important to review other Values drives for a more complete look at areas for quality improvement.
- You may benefit by taking a more visible position on teams.
- You could benefit by ensuring your life is well balanced between personal and professional 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.



Learning Paths:

- 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.

Your Economic Motivator - Very High



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



Universal Assets:

- You are motivated by money and bonuses as recognition for a job well done.
- You may fit the stereotype of the highly driven American businessperson, motivated by economic incentives.
- You are interested in what is practical and useful in achieving your vision of success.
- When profit or project cost/benefits are examined, you may take the position that the ends justify the means.



Driving Intuitions:

- You reward high performance in tangible and monetary ways with individual and team recognition.
- You are certain to reward performance, and encourage participation as an important member of the team.
- You realize that it's not just money that motivates, but also personal fulfillment in the job.
- You provide substantial room for financial rewards for excellent performance.



Critical Advantages:

- Your decisions are made with practicality and bottom-line dollars in mind.
- You are highly driven by competition, challenges, and economic incentives.
- You are able to multi-task in a variety of areas, and keep important projects moving.
- You have high motivation to achieve and win in a variety of areas.



Growth Opportunities:

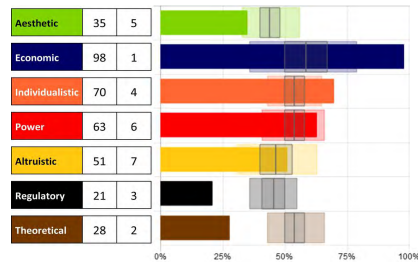
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- You may need to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
- While this very high economic drive may be a significant motivating 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 work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Economic drive.



Learning Paths:

- 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.

Your Individualistic Motivator - Very High



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



Universal Assets:

- You thrive in a team environment.
- You enjoy working in your own way and own methods.
- Your pattern of responses indicates that you have a strong desire to be your own person.
- You enjoy work and assignments, which gives you standing in the eye of others and evokes respect.



Driving Intuitions:

- You should remember to build-in a continuous opportunity to learn and progress.
- You should create an environment that provides security while it encourages taking appropriate risks.
- You should be allowed freedom to make your own decisions about how an assignment should be completed.
- Be patient in allowing for expression of your uniqueness and sense of humor.



Critical Advantages:

- You desire to be an individual and to celebrate differences.
- You are not afraid to take calculated risks.
- You have the ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.
- You bring a variety of different and energetic ideas to the workplace.



Growth Opportunities:

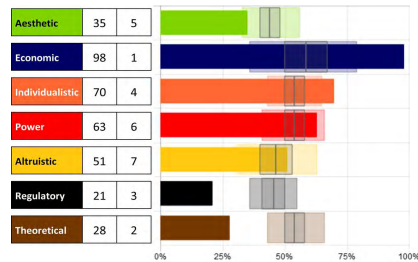
- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Sometimes individuals with this high Individualistic score, if in a presentation situation, may spend excess time telling (or selling) the audience on their own, rather than discussing the topic of the presentation.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.



Learning Paths:

- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

Your Power Motivator - High



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



Universal Assets:

- You have a bottom-line approach to getting things done.
- You show a very high energy level in working toward goals and ambitions.
- You are comfortable being in a leadership position and seek those roles.
- You desire leadership and are ready for the accountability that comes with it.



Driving Intuitions:

- You score like others who may feel stifled if surrounded by many constraints.
- You prefer an environment with minimal involvement with routine, detail, and paperwork.
- You appreciate occasional public recognition and praise for successes.
- You may like to be seen as a catalyst for change.



Critical Advantages:

- 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.



Growth Opportunities:

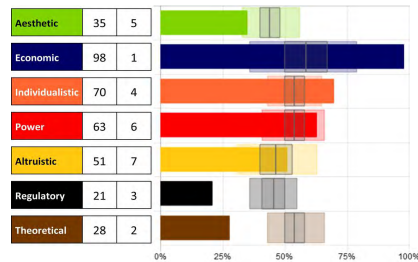
- You may need to be more sensitive to the needs of others on the team.
- You may be perceived as one who oversteps authority without cause.
- You may show impatience with others who don't see the big picture as clearly.
- You may need to soften your own agenda at times and allow for other ideas and methods to be explored.



Learning Paths:

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

Your Altruistic Motivator - Average



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



Universal Assets:

- You will not create an imbalance between your own needs and those of others.
- You are very much in line with the average level of altruism seen in business environments.
- You balance helping others with personal concerns very effectively.
- You are able to see the points of view from both the higher and lower Altruistic score locations.



Driving Intuitions:

- 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.



Critical Advantages:

- 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.



Growth Opportunities:

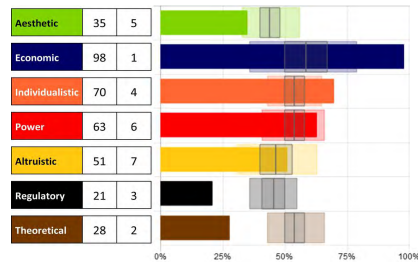
- You will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and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



Learning Paths:

- 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.

Your Regulatory Motivator - Very Low



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



Universal Assets:

- You are open to changing the role in order to better fit themselves.
- You don't have to conform to social or established norms all the time.
- You have a somewhat informal attitude towards policies, rules and regulations.
- You are willing to ask "Why?"



Driving Intuitions:

- You are not very supportive of inefficient or ineffective procedures just because "that's the way it is."
- You prefer set objectives, but with more flexible approaches to how they are achieved.
- You like open, honest and constructive feedback.
- You should prevent requiring lots of detail work or duties that require too much minutia.



Critical Advantages:

- You have a relatively quick uptake on new concepts or complex problems.
- You are willing to make mistakes in trying new things or approaches.
- Your decisions will tend to be faster and without too much emotional involvement.
- You believe that questions are good and asking them should be supported.



Growth Opportunities:

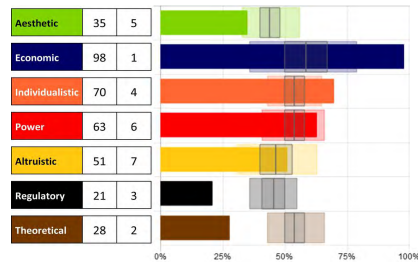
- You should remember to be patient with others who are not as flexible or are more rules-oriented.
- When interacting with others, remember your natural tendency to express thoughts freely (especially dissenting thoughts).
- You should consider resisting the urge to push the envelope just for the sake of pushing the envelope alone.
- You should remember that sometimes rules or procedures exist for good reasons.



Learning Paths:

- You prefer multiple learning modalities instead of just one.
- You may tend to learn new things in your own way, at your own pace and style.
- You stick to the important details primarily, avoid the minor bits.

Your Theoretical Motivator - Very Low



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



Universal Assets:

- You may appreciate technical support in providing detailed answers to questions, to avoid getting personally bogged down in the details.
- You may leave specific details of a project to others on the team and place trust in their coaching and judgment when decisions are made.
- You are aware of job parameters and details, but prefer to learn only that which is necessary to complete the job assignment.
- You learn more by doing and observing than in traditional learning situations.



Driving Intuitions:

- You prefer to emphasize the general and big-picture focus on projects rather than the highly technical details.
- Avoid massive amounts of paperwork, forms, and details.
- Provide some attempts to reduce the amount of technical knowledge-based requirements.
- Look for reduced need for frequent supervision, unless quality control is sacrificed.



Critical Advantages:

- You have a strong ability to perform many jobs and tasks with little training or assistance.
- You may bring a constant sense of efficiency to specific job tasks.
- You may demonstrate a high sense of urgency to get things done quickly, leaving the details to other team members.
- You don't waste time on information that is not needed for the task.



Growth Opportunities:

- You may not have an observable interest in asking questions about those things not directly connected to the practical aspects of the job.
- You may occasionally ignore an important rule, procedure, or protocol in order to expedite processes.
- You have the potential for sometimes ignoring certain rules, regulations, protocol, or knowledge which is integrally important to the success of a project.
- You may need a reminder on updates of new technology or new methods of procedures.



Learning Paths:

- You should make training and development activities as practical as possible.
- You should avoid getting bogged down in academic minutia.
- You should hit only those essential items that related to increased success or efficiency on projects.
- You should link training and professional development to other areas of the Values graph where peaks occur.

UNDERSTANDING OTHERS AND ADAPTABILITY

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

DISC ADAPTABILITY

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

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

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

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

Important:

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

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

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

1. Are they **DIRECT** or **INDIRECT** in their communication?
2. Are they **GUARDED** or **OPEN** in their communication?

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

MOTIVATORS ADAPTABILITY

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

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

COMMUNICATING WITH THE DISC Styles™

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

GUARDED/OPEN

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

To Modify Pace and Priority

PACE

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

PRIORITY

With D's TASK	With I's PEOPLE	With S's PEOPLE	With C's TASK
Adapt Focus	Maintain Focus	Maintain Focus	Adapt Focus
<ul style="list-style-type: none"> ● Be specific, be brief and be gone ● Provide options and let them decide ● Allow them to define goals and objectives ● Get right to the task at hand and provide high-level follow up 	<ul style="list-style-type: none"> ● Be friendly, be positive and be sociable ● Take initiative to introduce yourself or start conversation ● Display enthusiasm and animation ● Let them talk ● Make suggestions that allow them to look good ● Don't require much follow-up, details, or long-term commitments 	<ul style="list-style-type: none"> ● Be patient, be authentic and be empathetic ● Approach them in a friendly and professional way ● Involve them by focusing on how their work affects them and their relationships ● Help them prioritize ● Be careful not to criticize personally, keep it specific and focused 	<ul style="list-style-type: none"> ● Be prompt, be prepared, and be precise ● Follow the rules, regulation and procedures ● Answer the "why" ● Provide pros and cons and the complete story ● Allow time for sharing of details and data, ● Be open to thorough analysis

Adapting in Different Situations: AT WORK

DIRECT 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

CAUTIOUS 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

DIRECT 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

CAUTIOUS 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

A DEEPER LOOK AT THE FOUR DISC Styles

Use this chart to help you understand more about each of the Styles. It will help you interact with people more effectively. You may want to print this page and put it on a stand on your desk.

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

	HIGH DIRECT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CAUTIOUS 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	Struggle to make decisions without overanalyzing
Needs to Work on	Empathy, Patience	Controlling emotions Follow through	Being assertive when pressured	Worrying less about everything
Measuring Maturity	Giving up control	Objectively handling rejection	Standing up for self when confronted	Not being defensive when criticized
Under Stress May Become	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
Measures Worth by	Impact or results Track record	Acknowledgments Compliments	Compatibility Contributions	Precision, Accuracy Quality of results