



# DISC Self and Motivators

A Dual Evaluation of Behavioral & Motivational Styles

Report For: **Danny Kelley**

Focus: **Work**

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### Why is Independently Tested Accuracy of this Assessment Important?



A recent review revealed **a significant majority of assessments available today were absent the studies & reporting to confirm their accuracy.** Of the small minority which claimed reporting, the significant majority of those were conducted privately; oftentimes by the assessment provider itself, rather than an objective and scientifically qualified third party. However, we are leading by example in this otherwise unregulated industry. How are we doing this? By submitting our assessments to an objective, independently conducted battery of tests: Construct Validity, Reliability, and Disparate Impact - all by a qualified scientific authority (*Assessment Standards Institute*). Our goal? Ensuring the trust and confidence of our users by producing the industry's most accurate and class protected assessments. Please turn to the last page of this report to learn more on this topic, and the steps we've taken to safeguard the scientific accuracy of this assessment.

## 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. The report is divided into 3 parts:

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

## PART I - 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**.

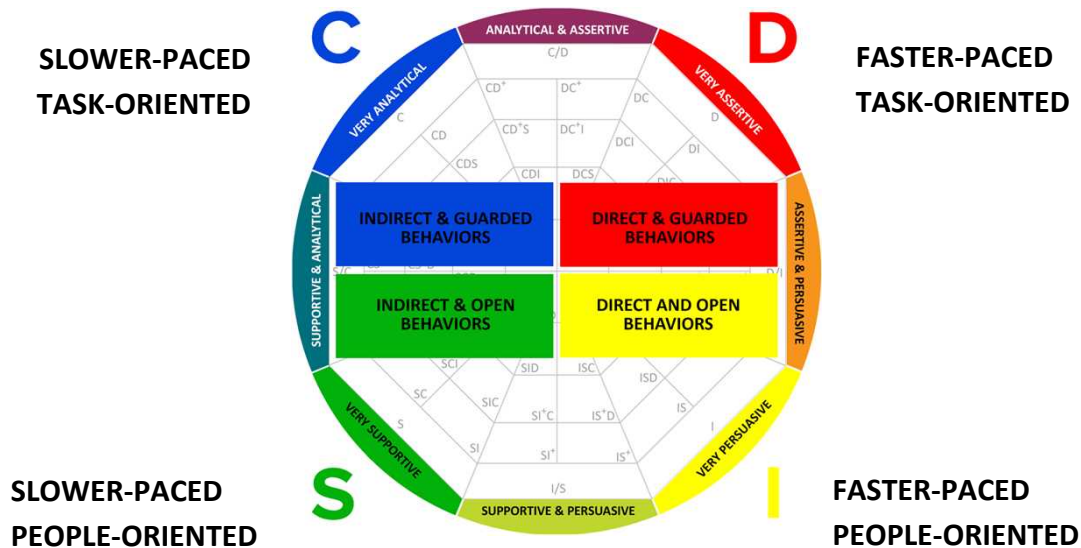
STYLE	TENDENCIES
<b>Dominance</b>	Tends to be direct and guarded
<b>Influence</b>	Tends to be direct and open
<b>Steadiness</b>	Tends to be indirect and open
<b>Conscientious</b>	Tends to be indirect and guarded

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

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

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



<b>PACE</b> <i>Direct, Fast-Paced</i> vs. <i>Indirect, Slower-Paced</i>	<b>PRIORITY</b> <i>Guarded, Task-Oriented</i> vs. <i>Open, People-Oriented</i>	<b>PACE &amp; PRIORITY</b> <i>Direct, Fast-Paced, Guarded, Task-Oriented</i> vs. <i>Indirect, Slower-Paced, Open, People-Oriented</i>
<p><b>High S + High I</b> (Lower Left vs. Lower Right Quadrant).</p>	<p><b>High D + High I</b> (Upper Right vs. Lower Right Quadrant)</p>	<p><b>High S + High D</b> (Lower Left vs. Upper Right Quadrant)</p>
<p><b>High C + High D</b> (Upper Left vs. Upper Right Quadrant)</p>	<p><b>High C + High S</b> (Upper Left vs. Lower Left Quadrant)</p>	<p><b>High C + High I</b> (Upper Left vs. Lower Right Quadrant)</p>

## 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

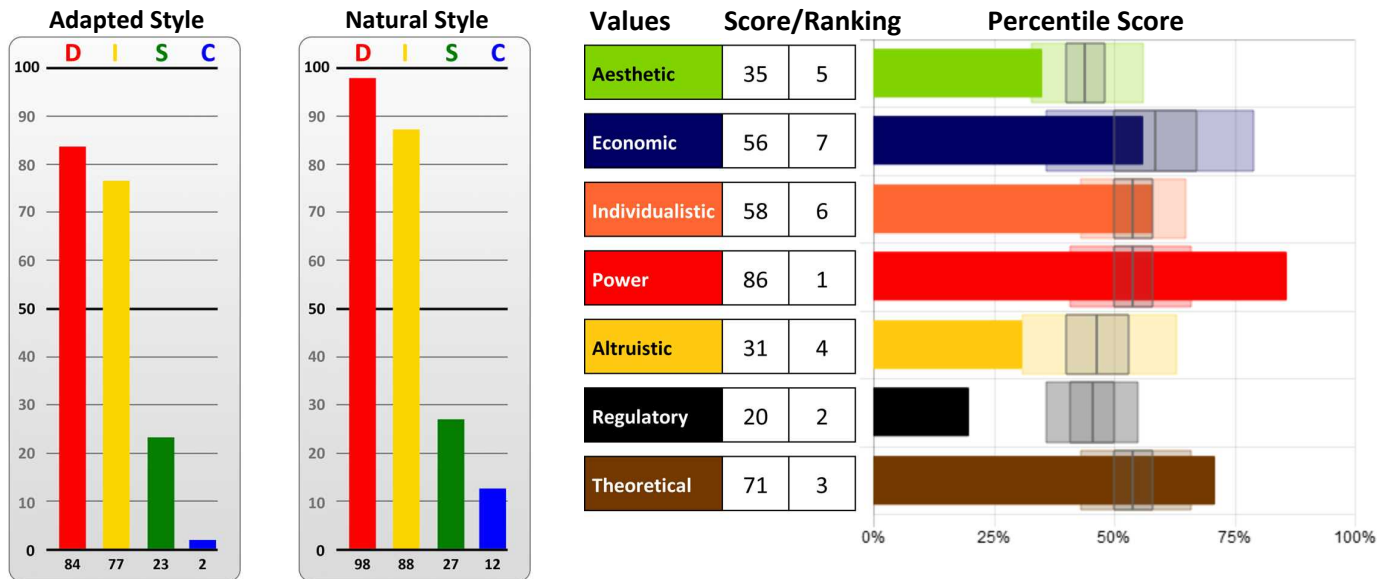
This Motivation Index is unique to the marketplace in that it examines seven independent and unique aspects of motivation. Most similar instruments only examine six dimensions of motivation by combining the Individualistic and Power into one dimension. This assessment remains true to the original works 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 II - 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.*

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

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

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

Danny, you have a high sense of urgency, and a desire to get things done quickly. This urgency may extend to a wide variety of venues, including meetings, events, and even relationships. While this is a strength, sometimes it can be perceived as overly abrupt, or even rude, especially by those who don't share the same urgency. Be sensitive to this, and be flexible enough to soften your approach when necessary.

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

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

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

Danny, your pattern of responses to the instrument indicates that you have very strong verbal and persuasive skills. Consequently, you can likely provide insight on a number of decisions, and have your influence make a difference. Thus, you have probably gotten what you wanted in many situations. However, you may become disappointed sometimes when you don't get your way.



## Your Behavioral Style: Dynamo

Dynamos will make an attempt to adjust or modify the thoughts and actions of others. They are good at understanding how to steer others toward a predetermined result. They will set the stage for the desired result before they verbalize that desire. Their strong persuasive skills can elicit cooperation from others but sometimes create a feeling by others of being manipulated. Dynamos can be intimidating and can seek to override the decisions of others.

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

- **Emotional characteristic:** May appear to not need attention or affirmation from others.
- **Goals:** To gain control over circumstances, outcomes and other people.
- **How others are valued:** How they project their personal power.
- **Influences group:** Uses relationships, personal power, incentives and rewards to get the results they want.
- **Value to the organization:** Will be a "mover and shaker." Uses a variety of methods when interacting with others to move behaviors towards a desired result.
- **Cautions:** Understand that the ends do not always justify the means.
- **Under Pressure:** Can be seen as manipulative, argumentative and abrasive.
- **Fears:** Being seen taken advantage of or losing social status in the group.

## 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
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

## WORD SKETCH - Natural Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and 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
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
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
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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

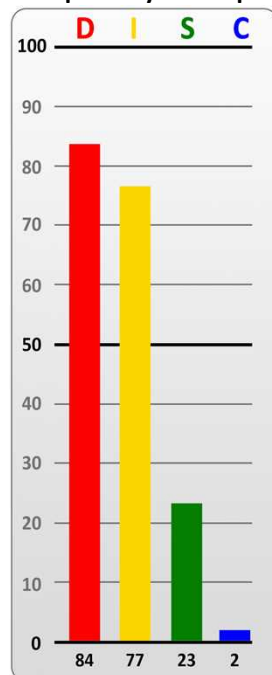
## DISCstyles Graphs for Danny Kelley

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

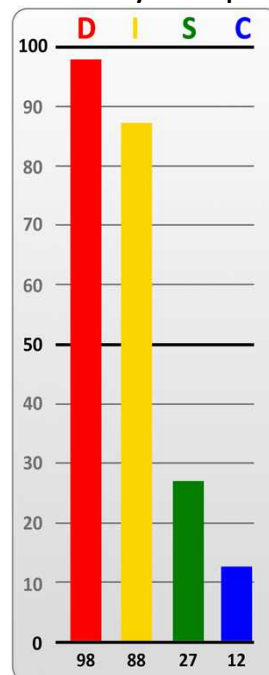
Adapted Style - Graph I



Pattern: DI (6521)

Focus: Work

Natural Style - Graph II



Pattern: DI (6621)

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 BPV identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the BPV, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone. +The plus sign indicates that the preceding style score is higher, moving you closer to that style zone (i.e. CD+S: The D score is stronger than in CDS so it plots closer to the D behavioral zone).

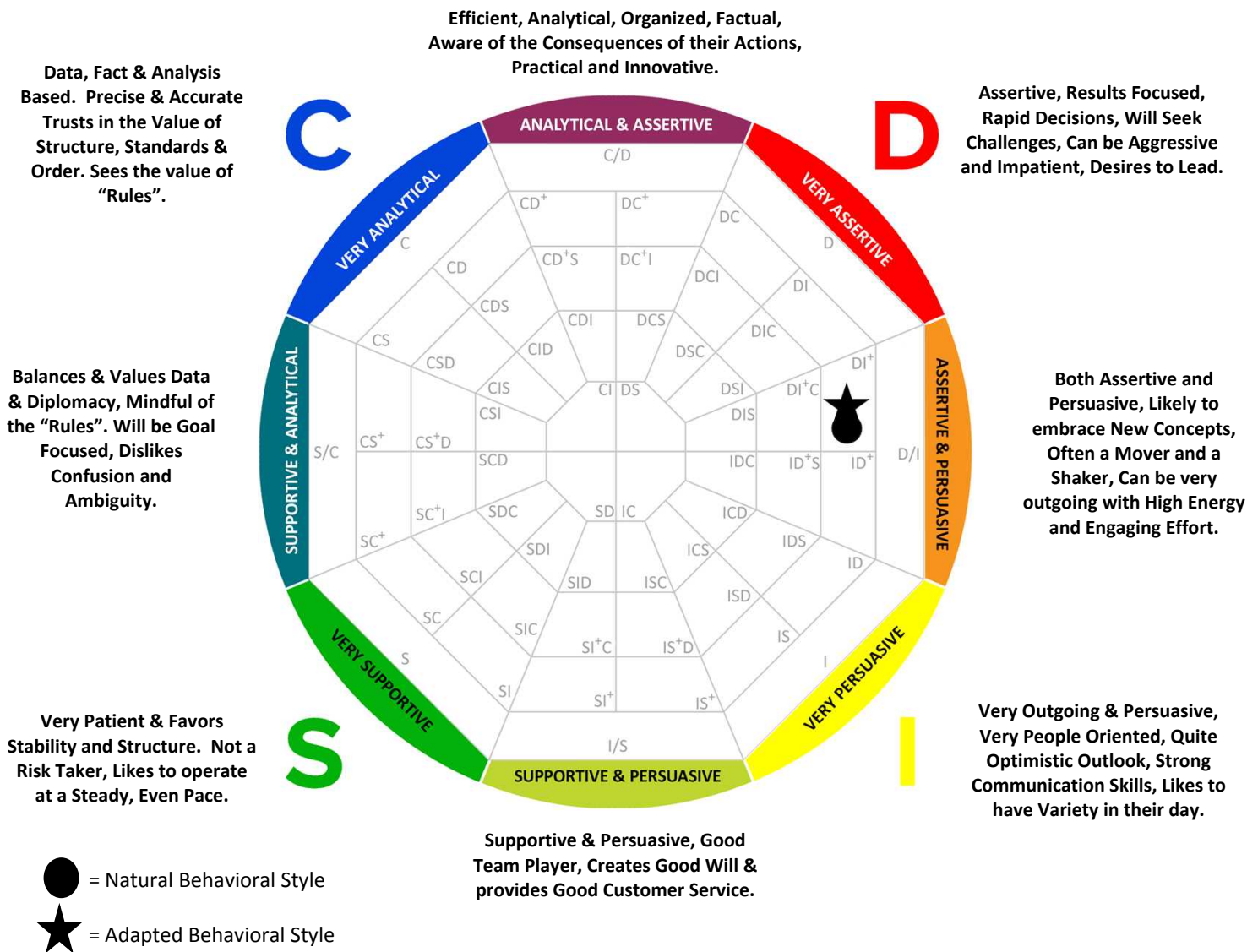
## THE SCORING LEGEND

**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



## 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 Danny, *DO*:**

- Give Danny the opportunity to express opinions and make some of the decisions.
- Plan to talk about things that support Danny's dreams and goals.
- Be certain to conclude the communication with modes of action and specific instructions for the next step.
- Be engaging, stimulating, and fast-paced.
- Provide testimonials from people Danny sees as important and prominent.
- Stay on track. Hit the major points first, and get to the main point quickly.
- Motivate and persuade Danny by pointing out objectives and expected results.

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

- Get bogged down in facts, figures, or abstractions.
- Engage in rambling discussion, and waste Danny's time.
- Forget or lose things necessary for the meeting or project.
- Speculate wildly without factual support.
- Confuse or distract Danny from the issues at hand.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and action plans are the result.
- Don't stick too rigidly to the agenda.



## 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:***

- Recognition for the skills, insight, and problem-solving you dedicate and contribute on a daily basis.
- An environment that provides rapid advancement to positions of higher responsibility.
- Having authority equal to the responsibility you are given.
- The existence of a variety of challenges and goals which offer you opportunities to demonstrate your skills and abilities.
- Having the power to control your own career destiny, and make the necessary choices and decisions in fulfilling that destiny.
- New problems to solve and new challenges to address.
- A climate allowing for communication with new people.

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

- To be presented with the expected outcome of a project or assignment, and to be evaluated on that outcome.
- To be more aware of your impact on other people, especially in pressure situations.
- Support when dealing with detailed work and repetitive tasks.
- To know the limits of your authority.
- To mask strong emotions at times so as not to distance yourself from others.
- To focus attention and conversation more on the immediate work tasks, and less on socializing.
- Opportunities for involvement with a wide variety of people, both in and out of the organization.

## 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 a very active agent in all that you do.
- You have a strong tendency to work toward making things happen, rather than waiting for things to happen.
- You tend to set high goals, then work hard with people to achieve those goals.
- You are able to make decisions quickly and to take the credit or blame for the outcome of decisions.
- You have the ability to use discipline in an appropriate manner, often effecting win-win situations.
- You are able to juggle many projects and activities simultaneously, while maintaining a keen awareness of the status of each.
- You are excellent at initiating activity and providing direction for the team or organization.

### **Your Work Style Tendencies:**

- You possess the ability to motivate others on the team, and to help get projects done on time and within budget.
- You are able to take charge of a project, even in mid-stream, and work hard to make it a success.
- You are self-confident and actively seek challenging projects.
- You expect others to keep up and maintain a rapid pace.
- You tend to express a very high sense of urgency on projects and work tasks.
- You seem to thrive in positions of power, authority, and responsibility.
- You demonstrate foresight and strong organizational skills when planning the "big picture."

### **You Tend to Be Most Effective In Environments That Provide:**

- A climate that supports innovative ideas.
- A broad bandwidth of operation and influence.
- Management that is flexible as to your need for activity and change.
- Non-routine assignments.
- Social recognition for accomplishments.
- A high degree of contact with people, and an abundance of problems to solve.
- Freedom from mundane, repetitive details.

## The D Style

### Under Stress - Perceptions, Behavior and Needs for the D

*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 (especially if our behavior is an over-extended strength that becomes a weakness or limitation). As you understand these perceptions more clearly, you are able to modify your behavior to maximize your own effectiveness and ensure that others see you as you intend.*

#### **Potential Self Perception:**

- Mover & shaker
- Innovative entrepreneur
- Poised
- Works with and through people

#### **Under Stress, May be Perceived by Others:**

- Self-centered
- Bends the rules too frequently
- Impatient
- Poor listener

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

- Tangible evidence of progress
- Accomplishments
- A fast pace for moving toward goals

#### **Your Typical Behaviors in Conflict:**

- Your anger is directed at the situation and the lack of desired results, not at anyone, personally. However, your outbursts and behaviors may appear to be a personal attack. You tend to react quickly and often may fail to choose your words appropriately.
- Since you tend to focus on your own results, you may tend to become autocratic in order to get your way.
- You generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.

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

- Recognize that others may not be comfortable dealing with conflict, anger, and aggression. Therefore, reacting with your normal behavior may be counterproductive, resulting in interference with your desired results.
- Avoid creating controversy or "stirring up the pot" just to keep things interesting. This may increase your own energy for the task; however, it is likely to have a serious negative effect on many others.
- You need to include all the people involved with a project in your decision-making process. Ask for their input on a regular basis and take it into consideration. You can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.

## 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 style'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 lose interest in a project or initiative once the challenge is gone.
- You may be a selective listener, at times hearing only what you want to hear.
- You may become impatient, especially when dealing with slower-moving or slower-thinking people.
- You may sometimes intimidate others with power, position, or politics.
- You may sometimes take an "ends justify the means" approach.
- You could be a bit more willing to share talents in order to help others develop professionally. You may tend to be a bit too self-serving.
- You may need to lower project expectations a bit in light of real-world constraints.

## 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. On this page you'll see all 12 Behavioral Tendencies in Summary, and the following pages deliver more detail about each of these measurements.

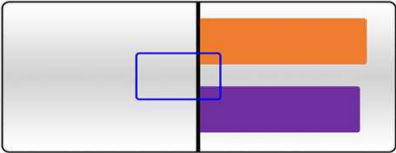
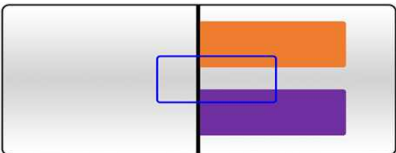
Behaviors	Natural	Adapted
<b>Providing Instruction</b> <i>How this individual dictates directions and expectations.</i>	<b>Directive &amp; Compulsive</b>	<b>Directive &amp; Compulsive</b>
<b>Expressing Openness</b> <i>How this individual is most comfortable expressing themselves.</i>	<b>Social</b>	<b>Social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

## 12 Behavioral Tendencies – Details & Graphs

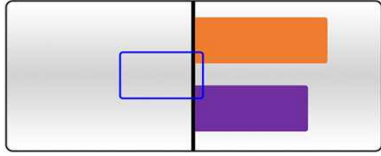
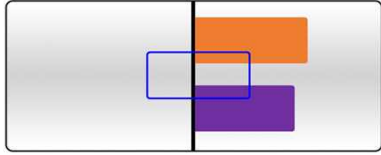
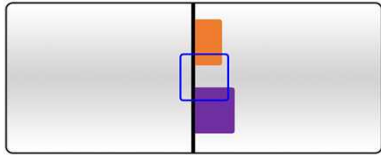
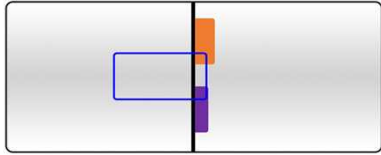
For each of the 12, you will see a graph and personalized statement for your Natural and Adapted style. These scores and statements reveal which of your style combinations are most observable and describe how you express that tendency based on your DISC blend.

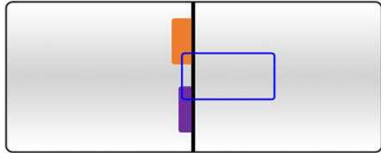
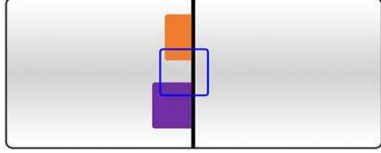
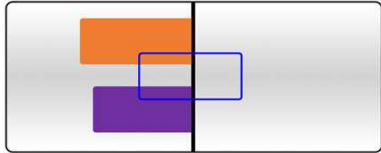
### Interpretation Notes:

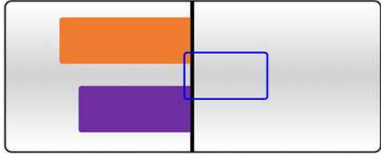
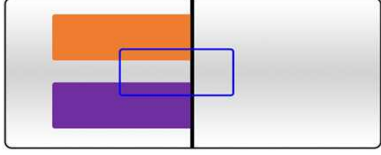
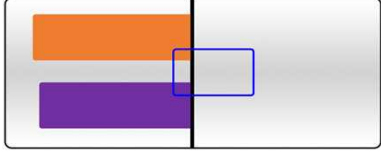
- Frequency Observed:** The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed.
  - HI** – Clearly observed in most situations, seen more often
  - HM** – Frequently observed in many situations
  - MOD** – May or may not be observed depending on the situation
  - LM** – Sometimes observed in some situations
  - LOW** – Absence of the behavior in most situations
- Direction of your score** – As the graph moves to the right or left, it shows how you will likely express the behavior. If the graphs are near the center, the result is a balancing behavioral effect that will depend on the situation.
- General Population Comparison** – The blue box represents the general population in this behavioral tendency. Approximately 68% of people score in this range.

	Situational
<p><b>Providing Instruction</b></p> <p><b>Natural (HI):</b> You are assertive, direct and results-focused, likely to resist set expectations, preferring to set your own course and outline directions for others to follow. Sometimes providing more detail and engaging with others for additional thoughts can lead to greater outcomes.</p> <p><b>Adapted (HI):</b> Consistent with natural style</p>	<p>Reserved &amp; Detailed      Directive &amp; Compulsive</p> 
<p><b>Expressing Openness</b></p> <p><b>Natural (HI):</b> You are very comfortable when interacting with others, quick paced and focused on personal connections, and may tend to embellish to capture attention. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.</p> <p><b>Adapted (HI):</b> Consistent with natural style</p>	<p>Structural      Social</p> 



<p style="text-align: center;"><b>Personal Drive</b></p> <p><b>Natural (HI):</b> You are self-determined, focused on taking immediate actions that achieve immediate results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.</p> <p><b>Adapted (HI):</b> You are somewhat self-determined, often focused on taking actions that achieve results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.</p>	<p style="text-align: center;"><b>Situational</b></p> <div style="text-align: center;"> <p>Others-driven      Self-Driven</p>  </div>
<p style="text-align: center;"><b>Customer &amp; Team Interaction</b></p> <p><b>Natural (HI):</b> You are somewhat engaging, charming, persuasive, and influential, often connecting with others in a way that builds trust and confidence. You are more likely to focus on engaging with the others to create a relationship, interacting with them to build a friendship to ensure they will come back to work with you directly. Sometimes business should be just business.</p> <p><b>Adapted (HM):</b> Consistent with natural style</p>	<div style="text-align: center;"> <p>Supporting      Engaging</p>  </div>
<p style="text-align: center;"><b>Work Process Alignment</b></p> <p><b>Natural (MOD):</b> Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.</p> <p><b>Adapted (HM):</b> Your process and follow through is often driven by a desire to keep things consistent and moving forward at a methodical, steady pace. You are likely to process information and follow through with consistency and predictability as your focus. Don't forget that accuracy is an important part of reliability and stability.</p>	<div style="text-align: center;"> <p>Accuracy      Consistency</p>  </div>
<p style="text-align: center;"><b>Self-Reliance</b></p> <p><b>Natural (MOD):</b> You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work.</p> <p><b>Adapted (MOD):</b> Consistent with natural style</p>	<div style="text-align: center;"> <p>Collaborative      Directive</p>  </div>

	Situational
<p align="center"><b>Building Rapport</b></p> <p><b>Natural (MOD):</b> Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!</p> <p><b>Adapted (MOD):</b> Consistent with natural style</p>	<p>Results-Focused      Relationships-Focused</p> 
<p align="center"><b>Accuracy</b></p> <p><b>Natural (MOD):</b> Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will like have more positive outcomes when using balanced planning.</p> <p><b>Adapted (LM):</b> Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome. You are likely to focus on risk-aversion when planning. Predictability and consistency are incredibly important when taking things from start to finish, but remember correctness is important too.</p>	<p>Predictability      Precision</p> 
<p align="center"><b>Careful Decision Making</b></p> <p><b>Natural (LOW):</b> You act more impulsively based on intuition and feelings rather than taking the time to carefully consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.</p> <p><b>Adapted (LM):</b> You are somewhat impulsive based on feelings rather than taking the time to consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.</p>	<p>Impulsive      Cautious</p> 

	Situational
<p><b>Change Resistance</b></p> <p><b>Natural (LOW):</b> You can be resolute and determined in times of change, desiring to have the authority to command and direct activities and reach immediate results and solutions. You are likely to respond/interact in change by driving action and facing it head on as it comes. You may even want to change things just to see how it can be different. Sometimes keeping things consistent is good too.</p> <p><b>Adapted (LOW):</b> Consistent with natural style</p>	<p>Drives Change      Reluctant to Change</p> 
<p><b>Reasoning</b></p> <p><b>Natural (LOW):</b> You frequently rely on your intuition and interactions with others to make decisions, and value external validation and social acceptance. You are likely to think things through based on emotions over logic and trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.</p> <p><b>Adapted (LOW):</b> Consistent with natural style</p>	<p>Intuition-based      Evidence-based</p> 
<p><b>Prioritizing</b></p> <p><b>Natural (LOW):</b> You frequently focus specifically and directly on results now and take actions that target immediate accomplishments, likely unconcerned with the established guidelines. You will likely prioritize and focus on the results and the bottom line. While the end result is certainly a key component of what should take priority, be sure you are also aware of the rules and constraints of your situation.</p> <p><b>Adapted (LOW):</b> Consistent with natural style</p>	<p>Results      Rules</p> 

## Summary of Danny Kelley'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. \_\_\_\_\_

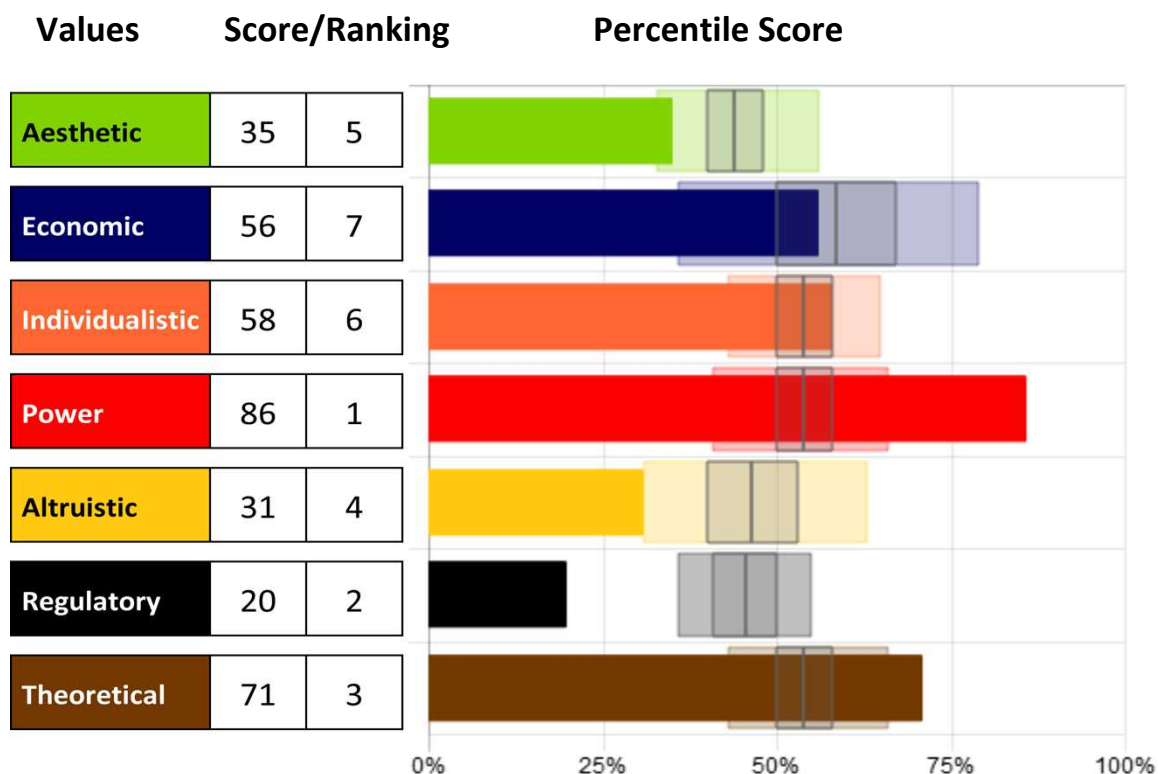
### EFFECTIVE ENVIRONMENTAL FACTORS

1. \_\_\_\_\_
2. \_\_\_\_\_

### POTENTIAL AREAS FOR IMPROVEMENT

1. \_\_\_\_\_
2. \_\_\_\_\_

## Summary of Danny'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. Are you similarly driven in your Motivators as most others are?
2. The **norm box** (small box plot) represents the **AVERAGE** scoring range. The scores inside this box represent the scores of people who are **more like everyone else** (therefore, it is considered **normal**). When your score falls inside the norm box, it is **situational**; 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 (i.e. those who have *Very Low* scores will share common values with one another).
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...
<b>Aesthetic</b>	<b>Grounded</b> Pragmatic and tangible approaches that bring concrete and reliable results.	<b>Eccentric</b> Achieving equilibrium and harmony between the world around you and yourself.
<b>Economic</b>	<b>Satisfied</b> Less competitive approaches and being more satisfied with what you already have.	<b>Self-Mastered</b> Self-interest, economic gains, and achieving real-world returns on efforts.
<b>Individualistic</b>	<b>Secure</b> Not seeking the limelight, keeping ideas to yourself, and less likelihood of self-promotion.	<b>Unrestricted</b> Expressing your autonomy and freedom from others' ideas and protocols.
<b>Power</b>	<b>Submissive</b> Supporting other people's efforts and a less focused approach to owning your own personal space.	<b>Domineering</b> Directing and controlling people, environments, and personal spaces.
<b>Altruistic</b>	<b>Self-Focused</b> Focusing on personal wants and needs and taking a more suspicious stance towards the moves of others.	<b>Pushover</b> Helping and eliminating pain and suffering of others at personal cost.
<b>Regulatory</b>	<b>Defiant</b> Remaining independent of as opposed to depending on the restrictive ideas of others.	<b>Black &amp; White</b> Establishing routine, order, and setting boundaries for yourself and others.
<b>Theoretical</b>	<b>Dis-Interested</b> A more dismissive view of gathering new information and discovery while relying more on your natural instincts and past experiences for answers.	<b>Scholarly</b> Activities towards knowing everything that can be known about what you believe to be important and truthful.



## Details of Danny'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 - Average**

You will balance yourself between being satisfied with what you have and a need for more.



### **Individualistic - High**

You won't mind the spotlight, will desire to bring independent ideas to bear, and may excel in front of others.



### **Power - Very High**

You will seek to achieve positions of authority and will be drawn to roles that allow you to direct and control yourself and others.



### **Altruistic - Low**

You will make sure you position yourself, so you don't get burned when working closely with others.



### **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 High**

You have an excessive need to uncover, discover, and recover the truth and will spend the necessary time to learn it all.

## Danny's Motivator Word Matrix

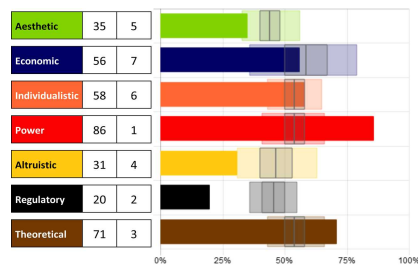
Eccentric	Self-Mastered	Unrestricted	Domineering	Pushover	Black & White	Scholarly
Impractical	Maximized	Independent	Forceful	Sacrificial	Fixed	Fact-Finder
Unconventional	Competitive	Self-Reliant	Authoritative	Accommodating	Systemic	Studious
Divergent	Incentivized	Creative	Controlling	Obliging	Orderly	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
<b>AES</b>	<b>ECO</b>	<b>IND</b>	<b>POW</b>	<b>ALT</b>	<b>REG</b>	<b>THE</b>

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 help keep overly emotional or creative types grounded.
- You possess a healthy balance between form and function.
- You work equally well with the artistic and non-artistic types.
- You respect others' needs to express their creativity.



### 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:

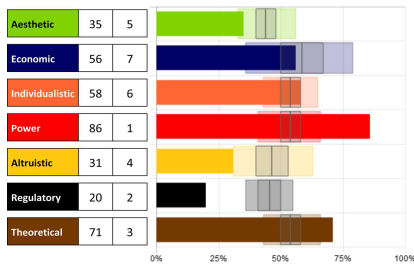
- Since your score is at the national mean, it is important to review other Values drives for a more complete look at areas for quality improvement.
- You may benefit by taking a more visible position on teams.
- You could benefit by ensuring your life is well balanced between personal and professional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



**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:

- Since the majority of people score near the mean, this indicates an economic motivation much like that of the average American businessperson.
- Regarding the Economic score, you would be considered rather practical and realistic about money.
- This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to.
- The pattern of responses when compared to others in the business community indicates that there would be no visible "greed factor" in the interaction you have with others.



### Driving Intuitions:

- Remember that your score range is near the national mean for Economic drive and that you don't score as an extremist on this scale.



### Critical Advantages:

- What motivates people who score like you? It's more than money alone; it's some of the other peaks that occur on the Values graph.
- You are a good team player in helping others with projects and initiatives without requiring an economic return of your own.
- You are not an extremist and therefore a stabilizing force when economic issues emerge.
- You are able to balance both needs and perspectives of those with substantially different economic drives.



### Growth Opportunities:

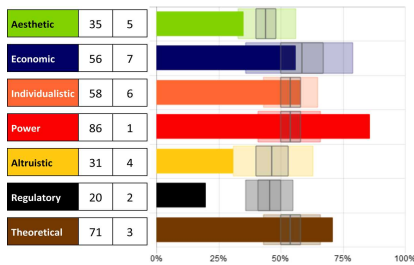
- You should assist in those areas or projects where there may be greater financial reward.
- You should allow space for those with higher economic drive factors to demonstrate their strengths or voice their ideas.
- If there is already a level of economic comfort, you may need to allow greater voice to those who haven't yet achieved their own economic comfort zone.
- There may be times when you may need to take a stronger stand on some issues related to economic drives or incentives.



### Learning Paths:

- You typically don't come to the training session asking, 'How much more am I going to earn as a result of this course?'
- You may be somewhat flexible in preferences both cooperative and competitive learning activities.
- Because your score is near the national mean, please check other Values graph peaks and troughs to obtain additional professional development insights.
- Your score is like those who engage in training and development activities in a supportive manner.

## Your Individualistic Motivator - 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 like to have your own niche; the place where you can excel.
- Your pattern of responses indicates that you have a strong desire to be your own person.
- You score like those who are comfortable being in the limelight and enjoy demonstrating their uniqueness or creativity.
- You sometimes surprise others with spontaneous ideas or responses.



### Driving Intuitions:

- Be open to new ideas you may offer, and realize that you may do things a bit differently than standard operating procedures.
- You should be allowed freedom to make your own decisions about how an assignment should be completed.
- Remember that even as attention from others is important, you may also desire some independence from team organization and protocol at times.
- You should be allowed bandwidth to grow and experiment with new projects, ideas, and responsibilities.



### Critical Advantages:

- You realize that we are all individuals and have ideas to offer.
- You have the ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.
- You enjoy making presentations to small or large groups and are generally perceived as an engaging presenter by your audiences.
- You bring creative ideas.



### Growth Opportunities:

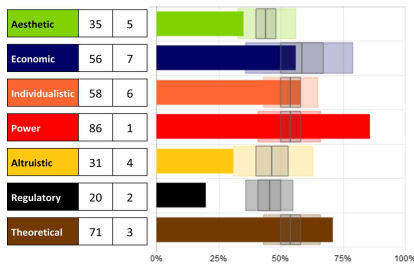
- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Sometimes individuals with this high Individualistic score, if in a presentation situation, may spend excess time telling (or selling) the audience 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 - Very 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 seek competition.
- You are very comfortable being in a leadership position and seek those roles.
- You enjoy winning.
- You are a very active agent in tough decision-making roles.



### Driving Intuitions:

- You should provide freedom to take risks, but also indicate the boundaries and limits to the risk-taking freedom.
- You appreciate public recognition and praise for successes.
- You enjoy status and esteem in the eyes of others.
- You may need to be more willing to share the attention and successes for wins.



### Critical Advantages:

- You have a strong 'buck stops here' approach to business and getting things done.
- You have a very 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 at times.
- 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.

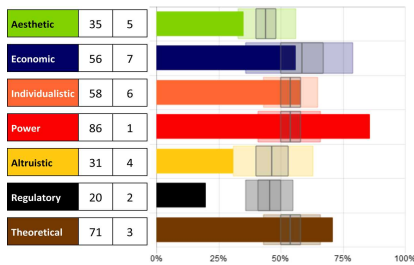


### Learning Paths:

- Your scores are like those who frequently show an interest in leading some training or professional development activities.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.
- If group activities are involved, you attempt to build in some competition and group leadership events.
- You provide for a variety of learning and personal development options.



## Your Altruistic Motivator - Low



**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 can be a good mediator between those who give too much and those who don't give enough.
- 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.
- You have a good sense for when to freely help others and when to say "No."



### 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:

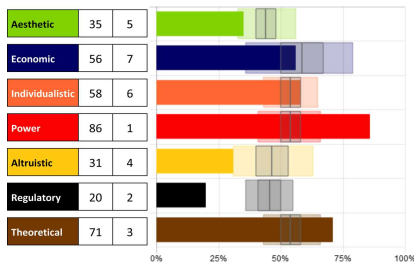
- You will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and 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:

- Your preference is for independent activity or operating well without others.
- You have a somewhat informal attitude towards policies, rules and regulations.
- You tend to be quick to get results and lean with any rules or regulations that bog that down.
- You can be adaptable and open to change.



### Driving Intuitions:

- You should get involved in establishing new policies, regulations, rules, etc.
- You like open, honest and constructive feedback.
- You prefer a more spontaneous, flexible and independent learning environment.
- You work better with specific instructions to routine tasks.



### Critical Advantages:

- You prefer to consider new and better ways to do things.
- Your decisions will tend to be faster and without too much emotional involvement.
- You want opportunities for personal growth and development.
- You like finding new, more efficient, solutions.



### Growth Opportunities:

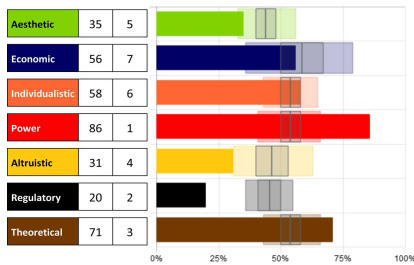
- You should remember to be patient with others who are not as flexible or are more rules-oriented.
- When interacting with others, remember your natural tendency to express thoughts freely (especially dissenting thoughts).
- You should consider resisting the urge to push the envelope just for the sake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



**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 believe that continuous learning is healthy for the mind and body.
- You show a very strong trend toward a pursuit of knowledge even for its own sake.
- You like to go to trade shows and conventions in your area of interest and expertise to find new ideas and tools for the team and organization at large.
- You enjoy learning for learning's sake.



### Driving Intuitions:

- You sometimes prefer incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.
- You prefer knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- Look for opportunities to teach as well as to learn.
- Call upon your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.



### Critical Advantages:

- You have a strong ability to read, study, and learn independently.
- You score as a very active problem-solver.
- You have an open-minded approach that comes from broad-based research.
- Others may seek out you to answer their questions because they know of your strong knowledge base.



### Growth Opportunities:

- You score like some who need coaching on time management.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- You shouldn't rush from one learning experience to another. Make certain there are some practical applications.
- You may sometimes be selfish in sharing ideas with others, until your technical credibility has been established.



### Learning Paths:

- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake, and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off the job.

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

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

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

### GUARDED/OPEN

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

## To Modify Pace and Priority

### PACE

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

### PRIORITY

With D Styles TASK	With I Styles PEOPLE	With S Styles PEOPLE	With C Styles TASK
<ul style="list-style-type: none"> <li>• Get right to the task</li> <li>• Provide options and let them decide</li> <li>• Allow them to define goals and objectives</li> <li>• Provide high-level follow up</li> </ul>	<ul style="list-style-type: none"> <li>• Make time to socialize</li> <li>• Take initiative to introduce yourself or start conversation</li> <li>• Be open and friendly, and allow enthusiasm and animation</li> <li>• Let them talk</li> <li>• Make suggestions that allow them to look good</li> <li>• Don't require much follow-up, details, or long-term commitments</li> </ul>	<ul style="list-style-type: none"> <li>• Get to know them personally</li> <li>• Approach them in a friendly, but professional way</li> <li>• Involve them by focusing on how their work affects them and their relationships</li> <li>• Help them prioritize tasks</li> <li>• Be careful not to criticize personally, keep it specific and focused</li> </ul>	<ul style="list-style-type: none"> <li>• Be prepared with logic and practicality</li> <li>• Follow rules, regulation and procedures</li> <li>• Help them set realistic deadlines and parameters</li> <li>• Provides pros and cons and the complete story</li> <li>• Allow time for sharing of details and data,</li> <li>• Be open to thorough analysis</li> </ul>

## 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
<b>Tends to Act</b>	Assertive	Persuasive	Patient	Contemplative
<b>When in Conflict, this Style</b>	Demands Action	Attacks	Complies	Avoids
<b>Needs</b>	Control	Approval	Routine	Standards
<b>Primary Drive</b>	Independence	Interaction	Stability	Correctness
<b>Preferred Tasks</b>	Challenging	People related	Scheduled	Structured
<b>Comfortable with</b>	Being decisive	Social friendliness	Being part of a team	Order and planning
<b>Personal Strength</b>	Problem solver	Encourager	Supporter	Organizer
<b>Strength Overextended</b>	Preoccupation on goals over people	Speaking without thinking	Procrastination in addressing change	Over analyzing everything
<b>Personal Limitation</b>	Too direct and intense	Too disorganized and nontraditional	Too indecisive and indirect	Too detailed and impersonal
<b>Personal Wants</b>	Control, Variety	Approval, Less Structure	Routine, Harmony	Standards, Logic
<b>Personal Fear</b>	Losing	Rejection	Sudden Change	Being Wrong
<b>Blind Spots</b>	Being held accountable	Follow through on commitments	Embracing need for change	Struggle to make decisions without overanalyzing
<b>Needs to Work on</b>	Empathy, Patience	Controlling emotions Follow through	Being assertive when pressured	Worrying less about everything
<b>Measuring Maturity</b>	Giving up control	Objectively handling rejection	Standing up for self when confronted	Not being defensive when criticized
<b>Under Stress May Become</b>	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
<b>Measures Worth by</b>	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 **DIRECT** or **INDIRECT** in their communication?
  - Are they **GUARDED** or **OPEN** 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.

<p>My Style: _____</p> <p>My Pace: _____</p> <p>My Priority: _____</p>	<div style="border: 1px dashed black; padding: 10px;"> <p><b>RELATIONSHIP</b></p> <p><b>Name:</b> <i>John Doe</i></p> <p><b>Style:</b> <i>High I</i></p> <p><b>Pace:</b> <i>Faster-paced</i></p> <p><b>Priority:</b> <i>People-oriented</i></p> <p><b>Difference:</b> <i>Pace and Priority</i></p> <p><b>Strategy:</b> <i>Be more personable, social, upbeat, and faster-paced with John</i></p> </div>
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RELATIONSHIP 1	RELATIONSHIP 2
<p><b>Name:</b> _____</p> <p>Style: _____</p> <p>Pace: _____</p> <p>Priority: _____</p> <p>Difference: _____</p> <p>Strategy: _____</p> <p>_____</p> <p>_____</p>	<p><b>Name:</b> _____</p> <p>Style: _____</p> <p>Pace: _____</p> <p>Priority: _____</p> <p>Difference: _____</p> <p>Strategy: _____</p> <p>_____</p> <p>_____</p>

## 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?

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

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

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

1. 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 survey. These are not lifelong motivators from which you have no choice or power to influence. Your scores are not the end of your learning they are the beginning of what you have learned.
2. There are no good or bad scores to have, but there are consequences. If you do not like the level of effort you feel toward your goals, how you are behaving toward others or how others are behaving toward you, you can influence them through intended behavior and emotions (See your DISC).
3. The key is to understand your motivational preferences so you can flex with the situation to encourage progress.

## What works?

- Decide what level of effort and intensity (energy) you want to use moving forward.
- Pick one simple behavior such as how long you take to think through a problem or how you endeavor to get what you need from someone.
- Make it easier to do using your motivational orientation you have right now, rather than finding a greater or a more difficult motivational element.
- It is important for you to develop a practical understanding of your own motivational orientation so you do not trick yourself into feeling you lack motivation. We are all motivated but we may lack the “emotional energy” (your natural/concealed DISC graph) for the process of getting what we want.

## What is proven not to work?

- Not starting or giving up.
- Getting more information. Information may help to change your attitude and intention but information alone does not work well to change your behaviors. Advice is hard to give and receive. When you hear advice, you may not be sure it will work for you. The way to get unstuck is not becoming extreme by exaggerating your efforts or stopping them altogether. Try doing something small and then look at the evidence.
- Wanting to get better at something is easy. Sticking with small changes is a different story.
- Avoid pursuing “ideal motivational activities or work.” Instead, improve your pursuit of vital work/activities using your natural motivational orientation within this report.

## Tiny Steps, Big Results Plan

**You are only a few behaviors away from making progress.**

Where do I currently excel at work and what motivators are in play already?

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Which motivators don't need any additional attention?

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With which motivators am I currently struggling and need an extra boost?

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Using my understanding of my motivational orientation, which types of additional motivations would work best for me right now?

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Using my understanding of my motivational orientation, which types of additional motivations would not work for me right now?

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Choose one harmful influence on your motivational orientation (take in small steps) to act on today. Then, practice and repeat.

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Choose one positive influences on your motivational orientation (take in small steps) to act on today. Then, practice and repeat

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We all are motivated to get better but we get stuck with the process we must go through to move toward what we want. How can I make the process of making progress smaller and simpler? List up to three (3).

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## 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.”**



(continued from page 2)

## How to Assure Assessment Accuracy? Independent & Qualified Testing at Standards Set by the **APA** and **EEOC**.

*"...this DISC assessment has one of the highest Cronbach scores in the DISC marketplace."*

*"...we applaud your efforts at making Motivators reliable and valid.."*

*- Assessment Standards Institute*

### The Assessment Industry's Past and Present

Assessments have been used since the mid-20th century, initially relied upon by Fortune 500s, calculated by highly skilled PhDs and produced by only a handful of trusted developers. With the advent of the internet in the 1990s, the ability to produce, market, and sell assessments became exponentially easier and less expensive. Since then, it has developed into a kind of "global cottage industry" with hundreds of new assessment developers, producing thousands of different assessments. Each developer purporting its assessments to be scientifically accurate instruments - sold, resold and used by individuals and organizations of all kinds; including many of our largest institutions like Fortune 500s, major universities, world governments, and even military. Frighteningly, this "global cottage industry," which produces data relied upon by millions, is entirely unregulated with nothing to ensure its consumers are receiving what they are being told and sold. There are zero requirements, safeguards, laws or regulations ensuring the consumer receives a scientifically accurate instrument - or even what the developers and sellers claim.

### The Solution? Independent & Verifiable Testing by a Qualified Institution

The *Assessment Standards Institute (ASI)* provides our assessments with verifiably objective testing and reporting that meet standards set by the **American Psychological Association (APA)** and the **Equal Employment Opportunity Commission (EEOC)**. This battery of tests is both voluntary and verifiably transparent. Our goal? To ensure this assessment's professional merit and scientific accuracy for you, the user. These reports are readily available upon request and include:

#### Construct Validity (**APA Standards**) [DISC & Motivators]

Construct validity is one of the most central concepts in psychology. It is the degree to which a test measures what it claims, or purports to be measuring. Researchers generally establish the construct validity of a measure by correlating it with a number of other measures and arguing from the pattern of correlations that the measure is associated with these variables in theoretically predictable ways.

#### Reliability - Cronbach's alpha (**APA Standards**) [DISC]

This technique is regarded as one of the most robust measures of reliability and presents the highest 'bar' from which to compare. The readers should note that Cronbach's alpha is the method selected for this instrument, because of its high standards. The reader is encouraged to compare reliability coefficients presented herein to other vendors, and also to ask those vendors which reliability formulas they used to compute their reliability coefficients. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency.

#### External Data Reliability (**APA Standards**) [Motivators]

The term reliability in psychological research refers to the consistency of a testing or assessment method. In this case we are measuring the reliability or consistency of assessment measures over time. External Reliability measures the extent to which assessment measure varies from one use to another. In this analysis we are measuring reliability from the use of a test at one time as compared to another time. The comparison is using a mean variance measure referred to as the mean value ratio. The mean value ratio measures the external or time consistency of an assessment.

#### Disparate Impact (**EEOC Guidelines**) [DISC & Motivators]

Employers often use tests and other selection procedures to screen applicants for hire and employees for promotion. The use of tests and other selection procedures can be a very effective means of determining which applicants or employees are most qualified for a job. However, use of these tools can also violate the EEOC Guidelines if they disproportionately exclude people in a protected group by class, race, sex, or another covered basis. Importantly, the law does allow for selection procedures to select the best candidates based on job related requirements. If the selection procedure has a disparate impact based on race, color, religion, sex, or national origin, the employer is required to show that the selection procedure is job related and consistent with business necessity. If discrimination exists, the challenged policy or practice should therefore be associated with the skills needed to perform the job successfully.

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