

**JUDGMENT**

**PASSION**



**BEHAVIOR**

**INSIGHT**

DISC*compass*™ Leadership

# DISC*compass*™ Leadership Report

Personalized Report For:

Michele Sample

7/6/2014

**Viatech**  **Global**  
ACCELERATING HUMAN PERFORMANCE

Viatech Global - DEMO Report 520-447-7835 [viatechglobal.com](http://viatechglobal.com)

# Introduction to DISC*compass*™

## Part I Understanding Yourself

-General Characteristics	pg 4
-Graphs	pg 6
-Natural Behavioral Style	pg 7
-Adapted Behavioral Style	pg 8
-DISC <i>compass</i> ™	pg 9
-Strengths & Work Style Tendencies	pg 10
-Ideal Work Environment	pg 11
-Motivational Wants & Needs	pg 12
-Behavior & Needs Under Stress	pg 13
-When You Are in Conflict	pg 14
-When People Communicate	pg 15
-12 Behavioral Tendencies	pg 16
-Personal Improvement	pg 19
-Action Plan	pg 20
-Development Plan	pg 21

## Part II Understanding and Reading People

pg 22

## Part III Adapting to Others – Reaching Charisma

pg 30

- Building and Maintaining Rapport and Productivity throughout the Management/Leadership Process	pg 40
--	-------

**Congratulations** on your completion of the DISC Behavioral **Compass** assessment – the **Compass** is a navigational instrument for finding direction in life-- it will show you the way to personal success and fulfillment -- it points toward all your unique talents. Now you begin your journey into your unique behavioral style.

Harvard Business School confirmed many years ago there are **three primary reasons** people achieve **extreme** success in all walks of life whether in the arts, military, professional or any other: 1) they know themselves, 2) they understand and “read” other people, and 3) they know how to adapt to others. The DISC*compass*™ teaches individuals, whether employer or employee, how to promote deeper communication that aids productivity and camaraderie. The **Compass** report takes your communication skills to a higher level because it teaches how to **adapt** to others.

DISC*compass*™ does not make value judgments because there is no “right” or “wrong” way to be. Instead, it concentrates on natural tendencies that influence your behavior. It is not about changing yourself or trying to be someone different. It is about growing and being the best you possible.

"There are countless ways of achieving greatness, but any road to achieving one's maximum potential must be built on a bedrock of respect for the individual, a commitment to excellence, and a rejection of mediocrity."

-- Buck Rodgers

## Behavioral Styles

Historical research reveals more than a dozen various models of human behavioral differences, but many share one common thread -- they all group behavior into four categories. Each one of us is a *specific blend* of all four styles. DISCcompass™ identifies patterns of external, observable behaviors using scales of pace and priority – we display some level of each. Because we can see and hear these behaviors, it is possible to “read” people, almost on contact. This DISCcompass™ is deceptively simple, quickly learned, and easy to continuously practice throughout your day.

D - Dominate	Fast paced & Task Oriented
I - Influential	Fast paced & People Oriented
S - Steady	Slow paced & People Oriented
C - Conscientious	Slow paced & Task Oriented

**PART I – Understanding Self.** First, your DISCcompass™ focuses on understanding your own behavior style. It organizes what you already know about yourself at both a conscious and unconscious level, and it directs you in plain language toward what you do best and most naturally. Your report shows what makes you the individual you are and it shows you how other people see you.

**PART II – Understanding Others.** Next you will learn how to “read” others’ behavior styles and begin predicting and interpreting how others feel and how they will behave. This is powerful information and must be used with kindness and in good taste.

**PART III – Adapting to Others.** Finally DISCcompass™ identifies ways for you to apply your style strengths and temporarily modify your style to meet the needs of a particular colleague, supervisor, friend or customer. We call this learned ability *adaptability*. Social scientists call it “Social or Emotional Intelligence.” In many cases our Emotional Intelligence (EQ) is more important than our Intelligence Quotient (IQ) in achieving success in today’s world. The concept of *adaptability* is presented in detail because knowing how to make people receptive and at ease is a remarkable talent, often called charisma. Understanding yourself, others, and the ability to adapt to others in fact raises your EQ!

## Part I Understanding Yourself

**IMPORTANT:** Always read the text at the top of each page for explanations and directions.

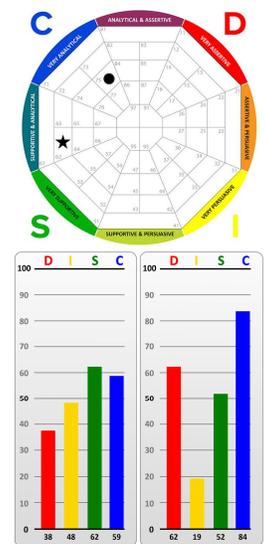
**General Characteristics** The narration below serves as a general overview or summary of your behavioral tendencies. It is derived mathematically, as is your entire **Compass** report, from your two graphs shown on page 6. It provides a preview of your journey toward understanding your unique behavior style.

Careful analysis of your response pattern indicates that you may tend to have dichotomous ambitions: On one hand, you are driven to achieve quick, visible results, but you are equally motivated by strong quality control and perfection. In an ideal world, these drives could work in harmony, but in reality, they might well prove detrimental to the result. You may sometimes seek quick results at the expense of quality, or vice versa.

You tend to handle assertive and aggressive people in a blunt and critical way. If someone is "dishing it out," you can take it and also dish it right back to them. This may be somewhat intimidating to those in the workplace who prefer a softer approach, so be careful not to overreact. In your communication with others, you tend to provide just the facts and information needed to get the job done, or the question answered. Sometimes, however, it may be necessary to tolerate some off-topic discussion in order to build a rapport with others on the team.

You tend to be assertive and responsive to creative ideas and solutions. When in creative mode, you may tend to withdraw a bit and process information internally. Once the decision has been made, or the solution created, you emerge as a more assertive and mission-focused leader. Michele, you score like those who push the envelope of their own creativity, and tend to lead their teams to optimal performance. To get the most out of this trait, be certain to display a more people-oriented side at times, so that others on the team can see this side of you as well.

You make day-to-day operational decisions very quickly and easily. You put substantially more time, effort, and caution into larger decisions. You score like some who tend to be worriers, in a good sense, because of the level of detail and quality of thought behind the important decisions you make. At times, you may present yourself with "double-bind" situations: "damned if you do, and damned if you don't." You may reduce stress in these types of situations by seeking input from trusted advisors.



Adapted Natural

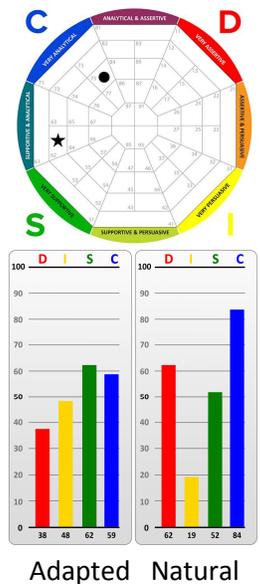
## General Characteristics - Continued

You like to be perceived as a pacesetter -- one who comes up with new ideas and creative solutions. This theme will emerge in other parts of this report due to its importance. You bring a creative spin to the way you solve problems and find solutions. You have the ability to evaluate the whole range of possibilities, and provide deep mindshare on the decisions you make. This comes from both your decision-making ability and your deep concern for details.

Your decisiveness and reaction time may suffer due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. Your detail-oriented nature may work against you by creating an internal bottleneck.

When in high thought-processing gear, you may be somewhat restrained in sharing ideas or expressing feelings. You score like those who may be perceived by others as somewhat cool or aloof. This is especially true when you are faced with decisions of very high importance. You tend to internalize the thought processes and not share them with others as you are evaluating the possibilities. By opening up a bit, you might reduce the potential for internal stress, and also be perceived as more of a collaborative decision maker.

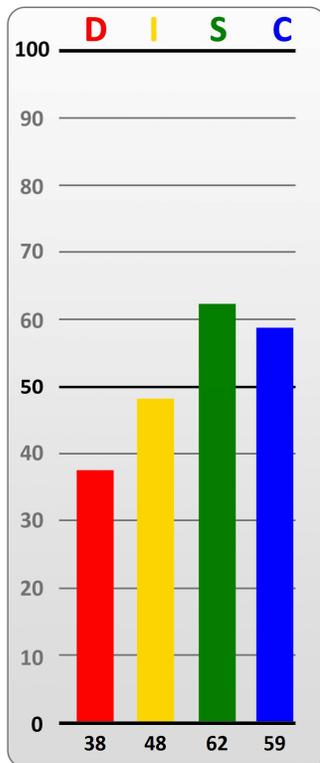
Michele, your response pattern on the instrument indicates that you evaluate others by their ability to bring about change and accomplish a task quickly and accurately. That is, you hold others to the same standards to which you hold yourself. There may be some peers and team members that struggle to meet that standard. It's important that you provide others on the team with the resources and tools to assist them in prioritizing tasks, making decisions, and practicing good quality control.



## DISCcompass™ Graphs for Michele Sample

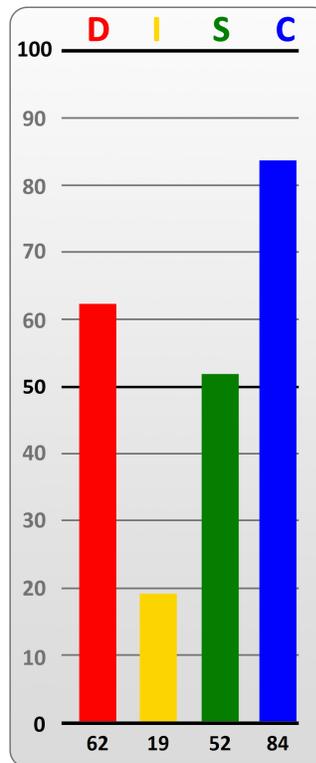
Your Adapted Style indicates you tend to use the behavioral traits of the SC style(s) in your selected focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the Cds style(s).

### Adapted Style Graph I



Pattern: SC (3344)

### Natural Style Graph II



Pattern: Cds (4146)

#### Graph I (Adapted)

Your “most changeable” graph; alters to meet needs of new environment such as job change, new supervisor, family change, health problems, etc.

This is your “Conscious Mind” or “Mask”— the way you wish to be perceived

It is the way colleagues and acquaintances would describe you

#### Graph II (Natural)

Usually very consistent throughout your life – doesn’t normally change

This is your “Unconscious Mind” – where you know who you are and always have

People close to you see these traits, with your highest traits being most visible

NOTE: If your two Graphs are similar, it means you tend to use your Natural behaviors in your work (social, relationship) environment. If your Adapted Style is very different from your Natural Style, you are using behaviors that are not as comfortable or natural for you. The more disparity between the two graphs, the more likelihood you are stressed in the environment in which you chose to focus for this report, usually work.

## Your Natural Behavior Style

The shaded adjectives in each column below describe the range of behavioral intensity you exhibit in your Natural style (Your Graph II). This is a verbal explanation of your Graph II. Adjectives at the highest and lowest levels indicate the most intensity – the further away from the 50% Energy Line, the more obvious behaviors are.

*DIRECTIONS: If you feel a particular descriptor does not describe you, you may cross it out--but check with a friend first so you know you are not ignoring a potential blind-spot in your behavioral traits.*

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

50% Energy Line

Note: Higher is not better than Lower. High and Low adjectives factor equally into your behavior and thus into your report language; your Highest and Lowest adjectives will dominate your behavior style.

## Your Adapted Behavior Style

The shaded adjectives in each column below describe the range of behavioral intensity you exhibit in your Adapted style (Your Graph I). This is a verbal explanation of your Graph I. Adjectives at the highest and lowest level indicate the most intensity – the further away from the 50% Energy Line, the more intense and obvious.

*DIRECTIONS: If you feel a particular descriptor does not describe you, you may cross it out--but check with a friend first so you know you are not ignoring a potential blind-spot in your behavioral traits.*

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
<b>6</b>	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
<b>5</b>	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
<b>4</b>	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
<b>3</b>	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
<b>2</b>	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
<b>1</b>	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

50% Energy Line



## Your Strengths: What You Bring to the Organization

You consistently display your strength characteristics. For the most part, these qualities enhance your effectiveness within your organization. Work Style Preferences provide useful insights as you work in a job or as you work together on a team or family project. They are the talents and tendencies you bring to your job and they are what have made you successful thus far in your career and in life!

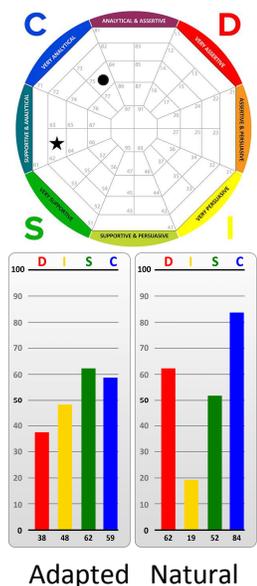
**DIRECTIONS:** Check off what you believe to be your two most important strengths and your two most important work style tendencies and transfer them to your Action Plan, page 21.

### Your Strengths:

- You are a very creative thinker and innovator.
- You maintain a strong, businesslike focus on problems, ideas, and solutions.
- You consider many alternatives, theories, and possibilities in your problem-solving approach.
- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You tend to be a strong agent of change.
- You are able to make decisions having the bottom-line in mind.
- You are able to find solutions quickly, with a high degree of quality control.

### Your Work Style Tendencies – What you bring to the Job:

- You like your workspace to be neat, well organized, and tidy, with everything in its place.
- You tend to judge others on the job by objective standards and prefer to be evaluated yourself in the same way.
- You set high performance standards for yourself and others, and expect everybody to meet those standards.
- On work-related projects, you tend to be restrained and reticent with your emotions. You may not be openly verbal at a team or organizational meeting unless asked for input, or if the topic is of high personal importance.
- You may get bogged down in details due to your tendency to keep the "data gate" open too long. You always worry that there may be more information forthcoming that can impact the direction of the decision.
- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.
- You will take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes.



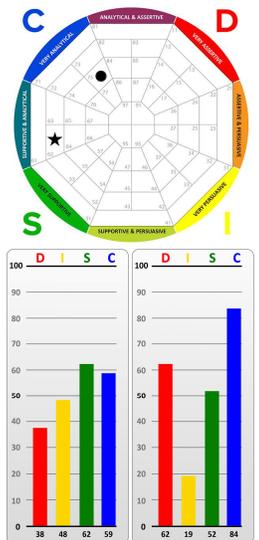
## Your Ideal Work Environment

Everybody is motivated internally. And, each of us is motivated for our own reasons, not somebody else’s reasons. By understanding your motivations, you can create (or find) an environment where you are most likely to be self-motivated and successful.

***DIRECTIONS:** Check off what you believe to be your two most important environmental factors and transfer them to your Action Plan, page 21.*

### You Will Be Most Effective In Environments That Provide:

- Sufficient time to adjust to changes in workplace procedures.
- Activities that can be monitored from beginning to end.
- Few sudden shocks, unexpected problems, or crises.
- Highly specialized assignments and technical areas of responsibility.
- A work culture that demonstrates sincere care for the people involved.
- A secure work situation.
- Identification with the team or greater organization.



Adapted Natural

## Your Motivational Wants and Needs

What motivates you? People are motivated by what they want? But, what do you really want? Our behaviors are also driven by both wants and needs. Each style has different needs. If one person is stressed out, they may need quiet time alone; another may need social time around a lot of people. Each of us try to meet our wants and needs differently. The more fully our needs are met, the easier it is to perform at an optimal level.

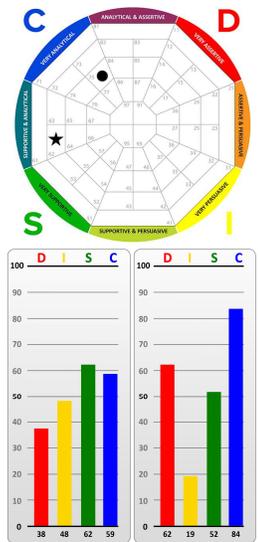
*Directions* - Check the two most important motivators (wants) and the two most important needs and transfer them to your Action Plan, page 21.

### You Are Motivated By:

- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- High quality control standards that are respected by all members of the organization, not just by a few people.
- A home life that is supportive of work demands.
- Complete explanations of systems and processes that impact the work environment.
- A link to some of the traditions that have built success in the past.
- Inclusion as a part of the group in social functions.
- The knowledge that the products and services offered are of the highest quality.

### You Need:

- To be able to trust the competence and high standards of others on the team.
- To verbalize more of your reasons for decisions, and to include others in the decision-making process.
- A minimum of oversight, interference, and organizational politics getting in the way of the creative processes.
- To focus on reaching closure on projects, as you tend to resist finalizing because there is always something that could be improved.
- Fewer daily critical decisions, as you may hesitate when under too much pressure due to the desire for a high-quality result.
- To seek more input from others for a more effective team cooperation.
- Opportunities to use your professional expertise to solve problems by finding creative solutions.



Adapted Natural

## C's Behavior and Needs Under Stress

We do not usually SEE our own stress behaviors – how we are acting – though we certainly FEEL the stress in our body. Seeing how we behave when stressed can be unpleasant, because our stress behaviors are typically unappealing. Oftentimes, we are simply moving to the extreme of our primary DISC style. Once we recognize our stress behaviors, we can learn to moderate them, making work easier for ourselves and our team.

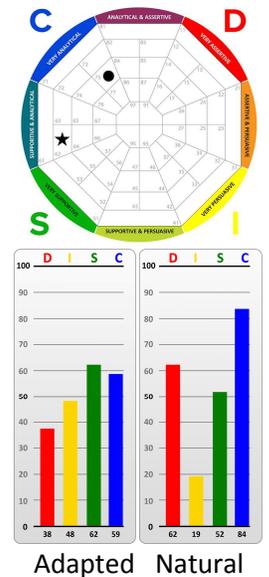
**DIRECTIONS:** Check off your two most counterproductive stress behaviors and your two most important needs when stressed and transfer them to your Action Plan, page 21.

### When You are Under STRESS, Others See

- Resentful
- Withdrawn
- Resistant to change
- Slow to begin work
- Slow to act

### Your Needs When Stressed

- A slow pace for "processing" information
- Guarantees that they are right
- Accuracy



## When You Are In Conflict

**Conflict** is always unpleasant for all parties. It is essential you recognize **how you are perceived** in a conflict situation because it can undo all progress you have made in the eyes of others. First, see yourself realistically, then teach yourself to respond differently by **modulating your body language, your voice and your choice of words.**

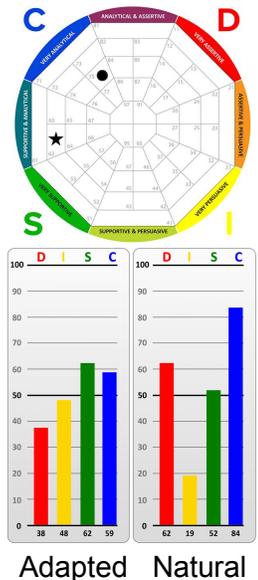
**DIRECTIONS:** Check off just one of your conflict behaviors you want to change and one strategy for diffusing a conflict situation you want to work on -- transfer them to your Action Plan, page 21.

### Your Typical Behaviors in Conflict:

- C's tend to hold conflicts or conflicting views in their mind, looking for proof that they are right or a new valid way of looking at things that accommodates both points of view.
- C's appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, C's are often just withdrawing to enable them to prepare for a future, probably covert, attempt to reestablish their position.
- Since C's tend to focus on quality and their own high standards, they may become demanding in order to ensure compliance.

### Reduce Conflict and Increase Harmony with Others:

- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.



## When People Communicate with You

The following suggestions can help others who interact with you understand you and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences. **It is up to you to teach people to treat you the way you want to be treated.**

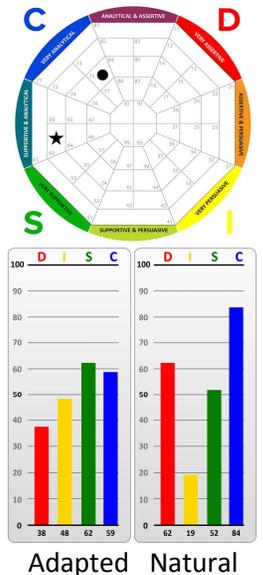
**DIRECTIONS:** Check off the two most important ideas for others to know when communicating with you and then check off the two most important ideas you want others to AVOID when communicating with you; transfer them to your Action Plan, page 21.

### When Communicating with Michele, DO:

- Be efficient: Hit the major points first.
- Give Michele the opportunity to express opinions and make some of the decisions.
- Beware of indecision, and be sure to keep the "data gate" open for more information.
- Give Michele time to verify the issues and potential outcomes.
- Motivate and persuade Michele by pointing out objectives and expected results.
- Remember these three rules: Be brief, be bright, and be gone.
- Be specific about what's needed, and who is going to do it.

### When Communicating with Michele, DO NOT:

- Fail to follow through. If you say you're going to do something, do it.
- Confuse or distract Michele from the issues at hand.
- Use unreliable evidence or testimonials.
- Leave things up in the air, or decide by chance.
- Engage in rambling discussion, and waste Michele's time.
- Whine about all of the work you have to do.
- Forget or lose things necessary for the meeting or project.



## 12 Behavioral Tendencies

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.

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

**Note:**

- The behavioral tendencies are presented in the order from **Most Frequently Observed to Least Frequently Observed**.
- **Frequency 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
- As the graph **moves to one side**, it shows which style has the greatest influence and how the other style has less influence. If the graphs are near the center, the result is a balancing behavioral effect with both styles affecting your behavior in that tendency.
- The **blue box** represents the general population in this behavioral tendency. 68% of people score in this range.

<b>Balanced</b>	
<p><b>Reasoning</b></p> <p><b>Natural (HI):</b> You frequently rely on data and evidence to ensure decisions reflect the right thing to do, and will seek comprehensive verification to determine precise and accurate judgments.</p> <p><b>Adapted (MOD):</b> You may rely somewhat on your feelings and interactions with others to make decisions, and choose what is likely to be considered acceptable but will seek to back up judgments with evidence and verification.</p>	<p>Intuition-based (I)                      Evidence-based (C)</p>
<p><b>Efficiency</b></p> <p><b>Natural (HM):</b> You are quite results driven, focused on accomplishing things quickly and efficiently and are likely to do so mostly independently.</p> <p><b>Adapted (MOD):</b> You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible.</p>	<p>Interactive (I)                      Independent (D)</p>

<b>Balanced</b>	
<p><b>Vigilance</b></p> <p><b>Natural (HM):</b> You often carefully and cautiously consider the risks and benefits, while weighing the pros and cons to prepare for the outcome.</p> <p><b>Adapted (MOD):</b> You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition.</p>	<p>Impulsive (I) <span style="float: right;">Cautious (S)</span></p>
<p><b>Planning</b></p> <p><b>Natural (HM):</b> You frequently focus on carefully and deliberately making plans to ensure high-quality outcomes with great importance on accuracy, structure, order and precision in all you do.</p> <p><b>Adapted (MOD):</b> Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a predictable, steady environment.</p>	<p>Predictability (S) <span style="float: right;">Precision (C)</span></p>
<p><b>Prioritizing</b></p> <p><b>Natural (HM):</b> You often focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision.</p> <p><b>Adapted (HM):</b> You often focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision.</p>	<p>Results (D) <span style="float: right;">Rules (C)</span></p>
<p><b>Determination</b></p> <p><b>Natural (MOD):</b> Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions.</p> <p><b>Adapted (LM):</b> Your determination is somewhat steady, supportive and less urgent, considering relationship consequences before acting.</p>	<p>Others-driven (S) <span style="float: right;">Self-Driven (D)</span></p>
<p><b>Change-oriented</b></p> <p><b>Natural (MOD):</b> You can be accommodating and flexible or more committed to your thoughts and ideas during times of change, depending on the level of risk and expected outcome.</p> <p><b>Adapted (HM):</b> You are willing to accommodate others through change and can be flexible in accepting change, though you prefer an opportunity to prepare for it and to understand the expectations.</p>	<p>Driving (D) <span style="float: right;">Understanding (S)</span></p>

<b>Balanced</b>	
<p style="text-align: center;"><b>Providing &amp; Following Directions</b></p> <p><b>Natural (LM):</b> You are more likely to precisely follow established structural and procedural guidelines, and are aware of the need for accuracy and compliance to certain guidelines and protocol.</p> <p><b>Adapted (LM):</b> You are more likely to precisely follow established structural and procedural guidelines, and are aware of the need for accuracy and compliance to certain guidelines and protocol.</p>	<p>Reserved &amp; Detailed (C)      Directive &amp; Concise (D)</p>
<p style="text-align: center;"><b>Process &amp; Follow-through</b></p> <p><b>Natural (LM):</b> Your process and follow through is often driven by upholding quality standards to be sure what you are doing is accurate and precise.</p> <p><b>Adapted (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.</p>	<p>Accuracy (C)      Consistency (S)</p>
<p style="text-align: center;"><b>Customer Orientation</b></p> <p><b>Natural (LM):</b> You are likely to focus on providing support and a calming presence to internal and external customers, often caring for their needs in a way that builds trust and confidence in your service.</p> <p><b>Adapted (MOD):</b> You can be engaging and persuasive while providing support and stability in your interactions with both internal and external customers.</p>	<p>Supporting (S)      Engaging (I)</p>
<p style="text-align: center;"><b>Interaction</b></p> <p><b>Natural (LM):</b> You are somewhat results driven in your interactions, preferring not to connect socially unless there is a specific outcome or purpose.</p> <p><b>Adapted (MOD):</b> Your interactions are driven by both a desire to connect with others socially, and to fulfill a desire for results.</p>	<p>Results-Focused (D)      Relationships-Focused (I)</p>
<p style="text-align: center;"><b>Confidence</b></p> <p><b>Natural (LOW):</b> You are very confident when focused on the structure, detail and accuracy requiring adequate time for planning and consideration of consequences before acting.</p> <p><b>Adapted (MOD):</b> Your confidence is balanced between your ability to comfortably interact with others and build personal connections, while still maintaining a focus on structure, detail and accuracy, and you may struggle with maintaining a consistent pace or focus.</p>	<p>Structure (C)      Social (I)</p>

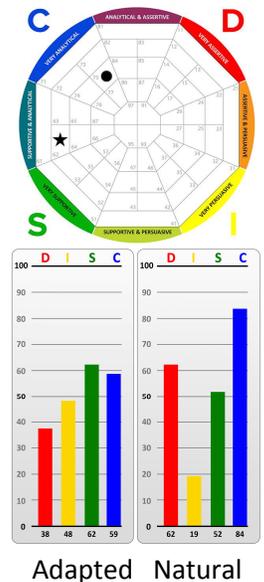
## Areas for Personal Improvement

Everyone has some struggles, limitations or weaknesses. Oftentimes, it's simply an overextension of your strengths -- which then become weaknesses. For example, a High D's directness can be a strength in certain environments, but when overextended, too much directness may become bossiness.

**DIRECTIONS:** Check the two most important areas you are committed to improve and transfer them to your Action Plan, page 21.

### Areas for Improvement:

- You may sulk or withdraw if not given attention and/or credit for ideas submitted.
- You may need some improvement on your communication skills. It is important to share ideas with others on the team, allowing them to be a "sounding board" for your thoughts.
- You could use some assistance in prioritizing issues.
- You may tend to work in rapid bursts, followed by periods of quiet reflection. This style may be confusing to others who might prefer a more consistent approach.
- You tend to be unconcerned about social poise and may appear somewhat abrupt or aloof toward others without being aware of this. You could build more bridges by showing more sensitivity to their feelings.
- You may appear indecisive to some because of the need to re-examine evidence, or even wait for new evidence prior to making decisions.
- You may like to work under pressure, and thus you put others under unwelcome pressure sometimes.



## My DISCcompass™ Action Plan

My strengths – what I bring to the organization

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

My important work style tendencies – what I bring to the job

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

I am most effective in an environment that provides these things – are they provided?

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

I am motivated by

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

Your needs in this environment – are they being met?

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

What I'd like to change when I am under stress

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

When I am under stress I need

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

Under conflict, I'd like to change this behavior

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

My strategy to reduce conflict and increase harmony

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

Communication “do’s” for others to know about me

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

Communication “don’ts” for others to know about me

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

I am committed to changing these two weaknesses/limitations

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



## PART II -- UNDERSTANDING AND READING PEOPLE

*It takes effort to understand another's point of view. We can train ourselves to listen and to observe the clues people are constantly giving about who they are. Clues that can tell us what they need – what motivates them – and what they fear.*

"If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained, you will also suffer a defeat. If you know neither the enemy nor your-self, you will succumb in every battle."

...Sun Tzu "The Art of War"

Consider for a moment a modern business situation, perhaps in Sales. If we are entering into negotiations and I know more about me than you know about me, do I have a certain advantage? Yes, I do. Self understanding is the beginning of wisdom.

If, in the same situation, I know more about you than you know about you, do I have an advantage? Yes, I do. When I know what you want and need, I can appeal to those wants and satisfy your needs.

Now, imagine I enter negotiations knowing more about both me and you – Will I win every time, considering that I possess the ability to meet both your needs and my own? Win-Win?

### THIS UNDERSTANDING AND READING PEOPLE SECTION INCLUDES:

1. Identifying another person's behavioral Style
2. Moving to the Compass and combination styles
3. Charting another's behavior
4. Communicating with each style

***"Knowing others is intelligence; knowing yourself is true wisdom. Mastering others is strength; mastering yourself is true power."***

***-- Lao-Tzu***

## How Do You Identify a Person's Primary Behavioral Style?

You must learn to quickly identify each of the four primary behavioral styles in order to practice adaptability. We do this by focusing on two areas of behavior — **PACE** and **PRIORITY**. So be a detective and watch closely.

**PACE – the easiest characteristic to spot – are they FASTER or SLOWER?**

1. Does this person move quickly? Talk fast? Speed from subject to subject? Multi-task? Drive, chew, answer, think, finish FAST? OR,
2. Does this person move more slowly and deliberately? Take their time with everything? Drive deliberately? Answer after some consideration? Eat, think, respond and maneuver more slowly?

**PRIORITY – Notice their primary FOCUS – TASK or PEOPLE**

1. Does the person jump into tasks readily? Fix broken things immediately? Focus on things to be done? Get quickly to work without socializing first? Answer their phone and talk immediately about task? OR,
2. Does the person focus on people first? Ask personal questions to catch up with you? Do they inquire about family and friends, consider everybody's feelings first, precede business with personal comments?

When you combine your observations about PACE and PRIORITY, you create the DISC matrix of the four primary behavioral styles. **Memorize this matrix now – it is the basis of all that follows.**

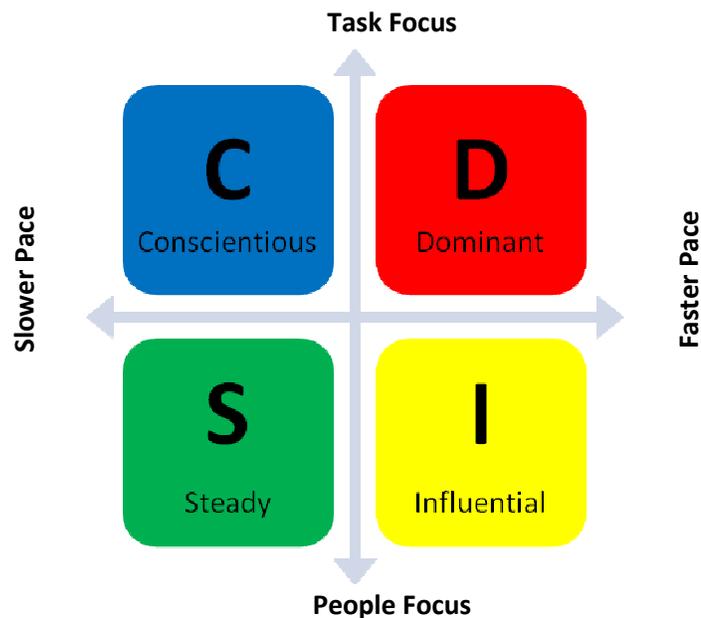
**The MATRIX holds the basic key to DISC**

**D = Fast pace and task focus**

**I = Fast pace and people focus**

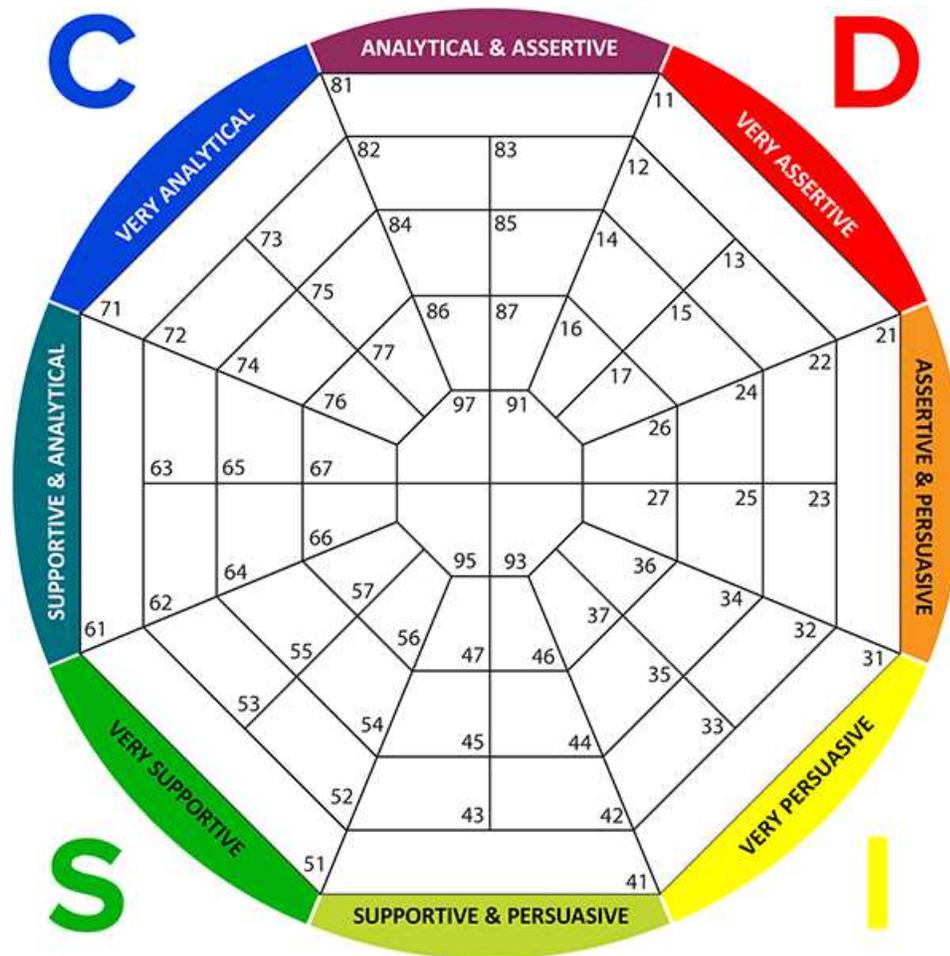
**S = Slower/deliberate pace and people focus**

**C = Slower/deliberate pace and task focus**



**When we combine a Person's PACE and PRIORITY, we know their basic style. Each time we meet a person, friend or stranger, we can practice noticing if they are Faster or Slower, focusing on Tasks or People. We combine these two pieces of information and then begin to read more complex styles, using the Compass.**

## Next we shift from the Matrix to the more complex *Compass* Now we study *Combination Styles*



- People who plot on the outer two rings have more forthright personalities, easier to identify, simply because they have only 1 or 2 factors (D,I,S,C) above the 50% energy line.
- However, as one moves towards the center of the Compass, three strong factors appear above the Line. In the center, segment 91 – 95, We have 2 conflicting styles above the 50% energy line, I/C, C/I, D/S, and S/D; directly conflicting in pace and focus.
- All of the 7 style segments in each of the 8 Sectors, D, DI, I, IS, S, SC, C, CD. have the primary style in the Sector's outer ring as the top graph point – DI has segments numbered 21 – 27 for example.
- An example of a very complex personality might be segment 27.

## Charting the Four Basic DISC*compass* Styles

Once you have determined a person's PACE and PRIORITY, you have identified their DISC*compass* primary style. With this chart you can now understand some of their characteristics and you can anticipate their behavior. For example, think of people in your life now, identify their style and study them: in particular study their "Needs" below. Choose someone close to you and determine their style -- how can you satisfy their basic needs? Do it!

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

## Communication Plan with the **DOMINANT** Style

CHARACTERISTICS:	SO YOU...
Concerned with being #1	Show them how to vision and win – they want new opportunities
Think logically	Display your logical reasoning – but be brief
Want facts and highlights	Provide concise data – don't ramble
Strive for results	Agree on goals -- then support them or get out of their way
Like personal choices	Allow them to "do their thing" – give them an exclusive task
Like changes	Vary routine – they like several balls in the air at once
Prefer to delegate	They frequently change focus – watch that they don't "abandon" work to others with little clarity
Want others to notice accomplishments	Compliment them on what they've done – recognition motivates
Need to be in charge	Let them take the lead -- give them parameters and let them go
Tendency towards conflict	When necessary, state your differences clearly -- backed up with facts; never argue on a "personality" basis

### List two "D" People in your Professional life

***(Fast Paced and Task Oriented)***

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 _____ List 2 new communication ideas you will try: (above list) 1. _____ 2. _____
PERSON 2 _____ List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 _____ List 2 new communication ideas you will try: 1. _____ 2. _____

### List two "D" People in your Family or Personal life

***(Fast Paced and Task Oriented)***

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 _____ List 2 new communication ideas you will try: 1. _____ 2. _____
PERSON 2 _____ List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 _____ List 2 new communication ideas you will try: 1. _____ 2. _____

## Communication Plan with the **INFLUENTIAL** Style

### CHARACTERISTICS

### SO YOU...

Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid 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

### List two “I” People in your Professional life

(Fast Paced and People Oriented)

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 _____ List 2 new communication ideas you will try: (above list) 1. _____ 2. _____
PERSON 2 _____ List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 _____ List 2 new communication ideas you will try: 1. _____ 2. _____

### List two “I” People in your Family or Personal life

(Fast Paced and People Oriented)

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 _____ List 2 new communication ideas you will try: 1. _____ 2. _____
PERSON 2 _____ List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 _____ List 2 new communication ideas you will try: 1. _____ 2. _____

## Communication Plan with the **STEADY** Style

CHARACTERISTICS	SO YOU...
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

### List two "S" People in your Professional life (Slower, Deliberate Pace and People Oriented)

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 _____ List 2 new communication ideas you will try: (above list) 1. _____ 2. _____
PERSON 2 _____ List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 _____ List 2 new communication ideas you will try: 1. _____ 2. _____

### List two "S" People in your Family or Personal life (Slower, Deliberate Pace and People Oriented)

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 _____ List 2 new communication ideas you will try: 1. _____ 2. _____
PERSON 2 _____ List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 _____ List 2 new communication ideas you will try: 1. _____ 2. _____

## Communication Plan with the CONSCIENTIOUS Style

CHARACTERISTICS	SO YOU...
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

### List two “C” People in your Professional life

**(Slower, Deliberate Pace and Task Oriented)**

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 List 2 new communication ideas you will try: (above list) 1. _____ 2. _____
PERSON 2 List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 List 2 new communication ideas you will try: 1. _____ 2. _____

### List two “C” People in your Family or Personal life

**(Slower, Deliberate Pace and Task Oriented)**

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 List 2 new communication ideas you will try: 1. _____ 2. _____
PERSON 2 List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 List 2 new communication ideas you will try: 1. _____ 2. _____

## PART III ADAPTATION TO OTHERS – REACHING CHARISMA

*Understanding your own and other's behavioral styles are just the first two steps to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That's what the rest of the **COMPASS** report is all about.*

Now we must apply what we've learned about behavior. We "read" people and situations and then adapt ourselves into a position of acceptance and trust. People want to be treated according to **their** behavioral style, not yours!

### ADAPTATION LEARNING INCLUDES:

- What is Behavioral Adaptability
- Practice Modifying Your Style
- Tension Among the Styles
- How to Adapt to the Different Behavioral Styles

Can you really be more effective in relationships and situations with your family, friends and work colleagues? Definitely! You have the power to make your "challenging" relationships **good** and your good relationships **better**. Make a **SERIOUS commitment** to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship. You can be a truly outstanding, charismatic human being!

- 1** Practice identifying the behavioral style of every person you meet, from the bank teller and the checkout person to your family and colleagues: (Contact **Viatch Global - DEMO Report** to learn how to obtain a DISC*compass*™ for spouse or family member.)
  - **Identify Another Person's Pace and Priority**
  - **Study the Eight Basic DISC*compass*™ styles**
  - **Understand how Behavioral Adaptability gives you an advantage in all your interpersonal relationships.**
- 2** Once you know their style and preferences for Pace and Priority, briefly modify Your Own Style, Your Words, Mannerisms and Actions to Adapt. You will be amazed at the **reception**.
- 3** To further understand the tension that may exist in the relationship, you can refer to the **Tension Among the Styles** section and complete the Tension Among the Styles Worksheet. Being aware of the differences in preference in pace and priority, and modifying accordingly, can make a big difference in those tension-filled relationships.
- 4** And finally, the last section, **How to Adapt to the Different Behavioral Styles**, will give you suggestions when dealing with each of the styles.

## What is Behavioral Adaptability?

*Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's something applied more to yourself (to your patterns, attitudes and habits) than to others.*

No one style is naturally more adaptable than another, although it comes more naturally for the “People Oriented” styles on the bottom half of the **Compass**. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person, and not so much with others. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow. Adaptability concerns the way you maturely manage your own behaviors.

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

Adaptability does not mean “imitation” or mirroring 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.

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

Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a “foreign” style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority. And, remember a slower paced, task oriented person in the High C sector will have an unpleasant reaction to an effervescent, talkative person in the High I sector. And vice versa.

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

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

## Practice Modifying Your Pace and Priority

Let's look at one behavior dimension at a time (because in some interpersonal situations, you will only be able to identify another person's Pace or Priority, but not both.) So, first, try adapting one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Pace or Priority before looking at specific guidelines for being more adaptable with each of the four styles.

### FASTER vs. SLOWER PACE

#### IF YOU ARE SLOW PACED, PRACTICE INCREASING YOUR PACE: (Have fun—it's a game!)

- Speak, move and make decisions at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice – speak louder
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't clash with the person – agree with some part of their argument
- Look everyone in the eye

#### IF YOU ARE FAST PACED, PRACTICE DECREASING YOUR PACE: (Have fun—it's a game!)

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

### TASK vs. PEOPLE PRIORITY

#### IF YOU ARE TASK ORIENTED, PRACTICE INCREASING YOUR PEOPLE PRIORITY: (Have fun—it's a game!)

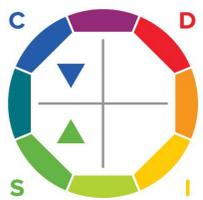
- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal complements
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

#### IF YOU ARE PEOPLE ORIENTED, PRACTICE INCREASING YOUR TASK PRIORITY: (Have fun—it's a game!)

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

## Tension Between the Styles

### Managing Tensions

Potential Tensions/Disconnects	Plot Points Example
<p><b>S-I = Patience vs. Urgency Tensions:</b></p> <p><i>The High S's innate patience can conflict with the High I's Sense of Urgency. (Slower vs. Faster)</i>  <i>Also S prefers to complete one task before moving on to another while I begins several tasks</i></p>	 <p><b>High S + High I</b>                      (Lower Left vs. Lower Right Quadrant).</p>
<p><b>C-D = Patience vs. Urgency Tensions:</b></p> <p><i>The High C's focus on exercising patience to achieve accuracy and avoid errors can conflict with the High D's focus on quick results, do it NOW solutions, and immediate action. (Slower vs. Faster)</i></p>	 <p><b>High C + High D</b>                      (Upper Left vs. Upper Right Quadrant)</p>
Potential Tensions/Disconnects	Plot Points Example
<p><b>D-I = Task vs. People Tensions</b></p> <p><i>The High D's focus on results, tasks and action can conflict with the High I's focus on other people, feelings and inclusive decisions.(Task vs. People)</i></p>	 <p><b>High D + High I</b>                      (Upper Right vs. Lower Right Quadrant)</p>
<p><b>S-C = People vs. Tasks Tensions</b></p> <p><i>The High C's focus on data, analysis, accuracy and precision can conflict with the High S's focus on other people, teamwork, personal connection and a feeling of 'family'. (People vs. Task)</i></p>	 <p><b>High C + High S</b>                      (Upper Left vs. Lower Left Quadrant)</p>

## Tension Between the Styles

Potential Tensions/Disconnects	Plot Points Example
<p><b><u>Double Tensions of Patience vs. Urgency AND People versus Task</u></b></p> <p><i>Pattern 1: The High S's preferred Patient &amp; Slower Pace with a Primary Focus on People rather than on results and task can conflict with the High D's Sense of Urgency and a focus on Tasks and Results and Now.</i></p>	 <p><b>High S + High D</b> (Lower Left vs. Upper Right Quadrant)</p>
<p><b><u>Double Tensions of Patience vs. Urgency AND People versus Task</u></b></p> <p><i>Pattern 2: The High C's lack of Urgency with a Primary Focus on Tasks/Results can conflict with the High I's higher Urgency with a Primary Focus on People vs. Results and Tasks.</i></p>	 <p><b>High C + High I</b> (Upper Left vs. Lower Right Quadrant)</p>

## Tension Among the Styles WORKSHEET

### Personality TENSIONS Natural

Everybody has a few tension-filled relationships. You can have the highest regard and/or loving feelings toward a particular person, yet your interactions are usually stressful. If this is behavior related, complete this worksheet to gain insights on how to improve the relationship. If you feel comfortable, you may discuss with the other person things you can do to ease the tension. (NOTE: Oftentimes, when personality adjustments don't help, the issue is underlying Values.)

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

#### JANE DOE'S INFORMATION

**STYLE:** C

**PACE:** Slower-paced

**PRIORITY:** Goal/Task-oriented

#### RELATIONSHIP

**Name:** *John Doe*

**Style:** *High I*

**Pace:** *Faster-paced*

**Priority:** *People-oriented*

**Difference:** *Pace and Priority*

**Strategy:** *I must be more personable, social, upbeat, and faster-paced with John*

**SAMPLE**

#### RELATIONSHIP 1

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

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

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

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

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

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

#### RELATIONSHIP 2

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

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

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

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

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

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Adapt Easily to the **DOMINANT** Style

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

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

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

### AT WORK, HELP THEM TO...

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

### SALES AND SERVICE STRATEGIES

- 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

### IN SOCIAL SETTINGS...

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

## Adapt Easily to the **INFLUENCING** Style

*The Influencing Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them. The I Styles are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.*

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

### AT WORK, 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

### SALES AND SERVICE STRATEGIES

- Show that you're interested in them, let them talk, and allow your animation and enthusiasm to emerge
- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these toward mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions

### IN SOCIAL SETTINGS...

- Give them testimonials
- 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

## Adapt Easily to the **STEADY** Style

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

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

### AT WORK, HELP THEM TO...

- 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
- Modify their tendency to automatically do what others tell them
- Get and accept credit and praise, when appropriate

### SALES AND SERVICE STRATEGIES

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

### IN SOCIAL SETTINGS...

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, 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

## Adapt Easily to the CONSCIENTIOUS Style

*They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented; so don't expect to become their friend before working with them. Friendship may develop later, but, unlike the Influencing Styles, it is not a prerequisite. Support the Conscientious Styles in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the C Styles to be leaders or outspoken contributors, but do rely on them to conduct research, crunch numbers, and perform detailed footwork for the group. If appropriate, set guidelines and exact deadlines. The C Styles like to be complimented on their brainpower, so recognize their contributions accordingly.*

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

### AT WORK, HELP THEM TO...

- Share their knowledge and expertise with others
- Stand up for themselves with the people they 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

### SALES AND SERVICE STRATEGIES

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

### IN SOCIAL SETTINGS...

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

## Building and Maintaining Rapport And Productivity Throughout The Management/Leadership Process

The "Platinum Rule" (*Do Unto Others as They Would Have You Do Unto Them*) can have a positive effect on almost every aspect of managing/leading others. With each of the four DISC behavioral types, for example, there's a different way to communicate and delegate tasks to them; compliment and correct them; and motivate and counsel them.

Learning these methods can quickly make you a more sensitive, effective leader of people. Sensitivity and tact are constantly demanded of leaders. If, as someone once said, tact is the radar of the mind, The Platinum Rule can be a valuable tune-up of your antenna.

By now, you know your primary DISC behavioral style along with growth opportunities to help you deal better with tasks and people. Keep those thoughts in mind.

Meanwhile, recognize that your power to influence employees springs from two sources. First, there's "position power." That's just what it sounds like, you're the CEO, the department head, the regional manager, and a certain amount of power comes with that title.

But ask any CEO what happens when he tries to get a brand of ketchup changed in the employee cafeteria. Ask the department head what happens when she decides to cut back on overtime. Ask the regional manager what happens when he asks all the store managers to upgrade the signs in their windows. Sometimes the bosses get their way and sometimes they don't.

So even if you have a title, you can't rely on position power alone to get you what you want. You also need "personal power." In fact, it's now generally believed that a leader can't really lead until he or she is genuinely accepted by those who are to be led.

If the CEO, department head, or regional manager gets the cooperation he or she asks for, it's not just because that person has a title. It's because he or she has also gained the confidence and trust of the average employee. It's because he or she has attained personal power.

So position power comes from being anointed by the hierarchy. But personal power comes from earning it, from developing it. Position power is a starting point for influencing people. But it's personal power that turns mere compliance into real cooperation.

The Platinum Rule provides that extra ingredient that leaders and managers can use in endless ways for their firm and for themselves. Being adaptable can help supervisors, managers and leaders build bridges to their employees and make them feel valued. By learning how best to respond to their interests and concerns, their strengths and weaknesses, you can get the most from your people as well as leave them more personally satisfied.

## Developing Your People

### Developing C's

- Point out the most important things to remember first
- Demonstrate in an efficient, logical manner, stressing the purpose of each step
- Proceed slowly, stopping at key places to check for their understanding
- Ask for possible input, especially regarding potential refinements
- Build up to the big picture

### Developing D's

- Focus on the big picture
- Cover basic steps/ high points quickly
- Show them the simplest, fastest route to get them to their stated destination
- Tell them what is to be done by when
- Help them find shortcuts
- Connect concept with their highest value

### Developing S's

- Use one-on-one, hands-on instruction
- Start at the beginning & end at the end
- Let them observe others before trying
- Provide a step-by-step list of procedures or a working timetable/ schedule.
- Allow plenty of repetition for their actions to become second nature and more routine
- Use a pleasant and patient approach in small group settings

### Developing I's

- Release information in chunks
- Skip details and boring material
- Get them involved kinesthetically
- Let them show you what they are learning
- Be slow to criticize and quick to praise
- Let them teach concept to others

## Adapt Your Communication Style

### Communicating with C's

- Be well organized and clear in your communications
- They search for logical conclusions
- Ask your questions in a more discreet, non-judgmental manner to elicit the points, objectives, or assurances C's want: "Lenny, I'm not trying to pressure you, but are you not interested in the auditor's position, or in any position?"

### Communicating with D's

- Listen to their suggestions, their course of action and the results they are considering.
- Find areas where you already agree.
- Work backwards toward gaining agreement on the results you both want—and are willing to either mutually or independently allow the other to achieve: "Sarah, this format will give you the freedom to develop your branch your way and still allow Vern and Ellen to structure theirs another way... without sacrificing time or morale."

### Communicating with S's

- Be ready to do more talking than listening; they don't feel comfortable when the limelight is focused on them.
- Clarify any key agenda items with them.
- Stay organized and move forward steadily (but slowly) as you check to make sure they understand and accept what is being said: "Did you want me to stick around the office at a particular time each day in case you need to telephone me for emergency questions on this account, or do you want me to call you?"

### Communicating with I's

- Listen to their personal feelings and experiences
- Their style requires open and responsive interaction with others, preferably in a manner of congenial and unhurried conversation (like that between long-time friends): "Just between you and me, Chris, I feel very uneasy about Jill and Howard handling this account by themselves."

## Helping People Reach Decisions

### Helping C's Decide

- Confirm they are open to discussing the problem or decision
- If they aren't ready, either set a definite time that's better for both of you or explore their concern in even pursuing this subject
- Give them time and space to think clearly
- When the situation is being explored, review your impression of the process: "My understanding is you'd like to think it over and figure out what time commitment you'd be able to make to the group. When may I call you about your decision?"

### Helping D's Decide

- D's tend to make autonomous, no-nonsense decisions.
- If the decision will help them meet their goals, they go for it; if not, they say no.
- One of the few times they put off reaching a conclusion is when it takes too much time/ effort doing the homework to determine the best alternative.
- Prevent this procrastination by simply providing a brief analysis for each option.

### Helping S's Decide

- Deal with only one subject or situation at a time, one step at a time
- Before moving on to other items, make sure they are ready, willing, and able to do so
- Remain calm and relaxed
- Encourage them to share their suggestions as to how the decision might be made in a way that is likely to add even more stability to the current conditions: "Would you mind writing down a schedule of your office's activities so I can write my proposal without missing anything?"

### Helping I's Decide

- They want to avoid discussions of complex, negative-sounding, messy problems
- Frame suggestions in a positive light
- They are open to your suggestions—as long as they allow them to look and feel good—and not require a lot of difficult, follow-up, detail work or long-term commitments. "You know just about everybody, George. Since we need to get \$350 in pledges by the end of February, why not go ahead and wrap up all your calls by Friday? Then you can relax a lot more next week."

## Motivating Your People

### Motivating C's

- Appeal to their need for accuracy and logic.
- Keep your approach clear, clean and procedural.
- Better yet, provide illustration and documentation.
- Avoid exaggeration and vagueness.
- Show them how this is the best available current option.

### Motivating D's

- Lead with the big picture.
- Provide them with options and clearly describe the probabilities of success in achieving goals.
- Allow them the opportunity to make choices.
- Set boundaries, but let them take charge.

### Motivating S's

- Show how their work benefits others.
- Show how the outcome will provide security for their family.
- Connect their individual work to the benefit of the whole team.
- Get them to see how their follow-through links to a greater good.
- Show how it can strengthen their relationships with others.

### Motivating I's

- Provide "special" incentives to inspire them to go the whole nine yards.
- Show them how they can look good in the eyes of others.
- Create short-term contests that don't require long-term commitment.
- Reward them in front of others.
- Let them speak about their achievements.

## Complimenting Your People

### Complimenting C's

- Mention their efficiency, thought processes, organization, persistence and accuracy
- Don't mix personal and professional comments unless you know them very well
- One C told us: "Compliments don't mean much to me. But I do like genuine, heartfelt appreciation once in awhile."
- Keep praise simple and concise

### Complimenting D's

- Mention their achievements, upward mobility and leadership potential.
- Omit personal comments and focus on their track record: "Jones, you've exceeded our company goals every month for the past year and have put in more hours than anybody but the top officials here. The CEO has his eye on you for an upcoming VP slot."

### Complimenting S's

- Mention their teamwork and dependability
- Remark about how others regard them, how well they get along with co-workers, and how important their relationship-building efforts have been to the company
- Effusiveness can arouse their suspicions, so stick to praising what they've done rather than personal attributes

### Complimenting I's

- Pay direct personal compliments to them when legitimately deserved
- Mention their charm, friendliness, creative ideas, persuasiveness, and/or appearance (or better yet, all of the above)
- They willingly accept "general praise":  
"We are so lucky to have you with us, Dee. You're a real gem."

## Counseling Your People

### Counseling C's

- Draw them out by asking, "How would you...?" questions about problems
- They express thoughts indirectly, so persist in your attempts to get them to talk.
- They need to plan for change so they can identify and bring under control any key considerations that have to be addressed.
- When possible, allow them to investigate possible repercussions, especially at the beginning stages. That way they'll become more comfortable with possible changes.

### Counseling D's

- Stick to the facts.
- Draw them out by talking about the desired results; then discuss their concerns.
- Focus on tasks more than feelings.
- Ask them how they would solve problems:  
"Anne, we've heard comments that need to be addressed. It seems some of your employees don't feel appreciated for the extra hours they've been putting in for you. They've worked 14-hour days to beat your deadline. How do you think we can bolster their morale?"

### Counseling S's

- Understand the emotional side of their situation by drawing them out through questioning and listening
- They are disrupted by change the unknown.
- Reduce their fears by showing how specific changes will benefit them and others:  
"Barbara, moving to Dallas will be an adjustment for all of us at first, but 80% of our staff has agreed to go. The company will move you and your family, sell your house, and give you a 10% bonus for loyal service."

### Counseling I's

- Give them ample opportunity to talk about whatever may be bothering them
- Pay attention to both facts and feelings, but put your primary emphasis on their feelings
- Involve them by asking how they could solve a challenge or problem
- Sometimes, just airing their feelings and thoughts relieves tension for I's
- Talking allows them to get something off their chests and can even become an end in itself, since their energy is largely influenced by the quality of their relationships

## Correcting Your People

### Correcting C's

- Show them how to get a job done and they'll master and modify it to suit their needs
- Specify the exact behavior that is indicated and how you would like to see it changed
- Mutually agree on checkpoints and timeframes.
- Allow them to save face, as they fear being wrong. "Nelson, your work here is typically done neatly and on time. Now that we're switching to computers, you'll be able to turn out the same quality of work faster. I'd like you to take this computer class..."

### Correcting D's

- Describe what results are desired.
- Show the gap between actual and desired.
- Clearly suggest the needed improvement and establish a time to get back to you:  
"We need to streamline communication so that one hand knows what the other is doing. Last month, we had two separate divisions calling on the same CEO for corporate donations. I want you to work up a plan to keep everybody informed of who's working on what so we don't duplicate our efforts. Get back to me by the end of the week."

### Correcting S's

- Reassure them that you only want to correct a specific behavior, not them personally
- They tend to take things personally, so remove the something is wrong with you barrier as quickly as possible
- Point out in a non-threatening way what they're already doing right while also emphasizing what needs changing:  
"Norma, I admire your persistence, but we have to add more details to the proposal before we send it out. For example..."

### Correcting I's

- They avoid facing problems and if pressure persists, may walk away from the problem.
- Sometimes stress manifests itself in animated panic. "I can't talk now, Hal. It's really hit the fan this time!"
- Let them specifically know the challenge and define the behaviors to solve the problem
- Confirm the mutually agreeable action plan (in writing) to prevent future problems
- Use positive, optimistic questions and phrases: "How'd you like to increase your sales to your normal range and beyond?"

## Delegating to Your People

### Delegating to C's

- Take time to answer their most critical questions about structure and/or guidance they require in a specific situation. The more they understand the details, the more likely they will be to complete the task properly.
- Be sure to establish deadlines.
- “Angela, the court date on the Mortimer case has been moved up to Monday, so we have to respond by speeding things up a bit. It will proceed almost as efficiently as if you researched everything by yourself if we enlist two associates to help you work, under your direction, on tasks you delegate to them and then review. Before getting started, do you have any preferences on the who's or how to's of this process that you think are essential to check with me at this time?”

### Delegating to D's

- Give them the bottom line and then let them do their thing
- So that they can be more efficient, give them parameters, guidelines, and deadlines
- “We need to get that mall built a month sooner or we'll lose our shirts. Fourteen tenants are threatening to bail out of their contracts if we don't open in time for the holidays. Don't spend more than another \$30,000, keep everything legal and out of the newspapers, and get back to me by Monday morning.”?”

### Delegating to S's

- S's may be reluctant to ask others to do their own share of the work, so make a personal appeal to their loyalty and sense of sportsmanship.
- “Al, you're an example for this company of genuine cooperative spirit. Your staff wants to please you, so by giving everyone in your department just 10 of those names to call, you can all reach the goal together by noon tomorrow. Otherwise, you'll probably have a lot more difficulty reaching all those people by the target date.” Give them the task, state the deadlines that need to be met, and explain why it's important to do it that way. “I'll need 500 copies of these summaries typed and collated by 5 p.m. today. Mr. Jeffries is getting back from New York two days early and he wants them by tomorrow morning.”

### Delegating to I's

- Receive clear agreements; set up check points/times to avoid long stretches with no progress reports.
- I's are often concept people who come up with plenty of ideas, but not necessarily the means of carrying them out, so steer them toward ways of assuring the implementation of those ideas.
- “Olivia, this proposal for the King Company looks good so far, but how about including more direct benefits for each employee. Marian has surveys filled out by each employee. Get together with her, bounce some ideas around, and then include more essential information about the eight or so key people in your proposal. Add some extra plus points on the others...12 pages in all. In this manner, you should do the job very well. And, Olivia, thanks for making the extra effort on this project. It's really important to all of us.”

## Acknowledging Your People

### Acknowledging C's

- Focus on your realization of how difficult it can be for them to attempt to meet the high personal standards they set for themselves
- Cite specific and appropriate examples which prove this point

### Acknowledging D's

- When it's appropriate to reward or reinforce their behavior, focus on how pleased you are with their results
- Mention how glad you are to be a part of the process working with them to make things better for both of you through cooperation

### Acknowledging S's

- Focus on how you sincerely appreciate their willingness to make things good for everyone
- Approach matters in a systematic, low-keyed, and understanding manner, and reinforce the importance of them sharing their ideas

### Acknowledging I's

- Focus on how glad you are they have succeeded in finding a pleasant solution to their concern or objective
- Show you appreciate them for their openness and willingness to respond to you in a way that allows everyone to end up feeling good about the results

## Adapting Your Leadership Style

### When You are the C

- Modify criticism (whether spoken or unspoken) of others' work
- Check less often, or only check the critical things (as opposed to everything), allowing the flow of the process to continue
- Ease up on controlling emotions; engage in more water cooler interaction
- Accept the fact that you can have high standards without expecting perfection
- Occasionally confront a colleague (or boss) with whom you disagree, instead of avoiding or ignoring them (and doing what you want to do, anyway)
- Tone down the tendency to OVER-prepare

### When You are the D

- Allow others to do things without excessive or untimely interference
- Participate in the group without expecting always to be in command
- Modify your tendency to give orders
- Enlist others' input and support through participative, collaborative actions
- Praise and give credit for jobs well done
- Let colleagues and employees know that you realize it's only natural that you and others will make mistakes
- When delegating, give some authority along with the responsibility

### When You are the S

- Stretch by taking on a bit more (or different) duties beyond your comfort level
- Increase verbalization of your thoughts and feelings
- Speed up your actions by getting into some projects more quickly
- Desensitize yourselves somewhat, so that you aren't negatively affected by your colleagues' feelings to the point of affecting your own performance
- Learn to adapt more quickly to either changes or refinements of existing practices
- Bolster your assertiveness techniques

### When You are the I

- Attend to key details, when appropriate
- Improve your follow-through efforts
- Monitor socializing to keep it in balance with other aspects of business and life
- Write things down and work from a list, so you'll know what to do and when to do it
- Prioritize activities and focus on tasks in their order of importance
- Become more organized and orderly in the way you do things
- Get the less appealing tasks of the day over with early in the day
- Pay attention to your time management
- Check to make sure you're on course with known tasks

## Adapting Your Leadership Style to Meet Their Style

### When They are C's, Help Them...

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

### When They are D's, Help Them...

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions and coming to conclusions
- Follow pertinent rules, regulations and expectations
- Recognize and solicit others' contributions, both as individuals and within a group
- Tell others the reasons for decisions
- Cultivate more attention and responsiveness to emotions

### When They are S's, Help Them...

- Utilize shortcuts; discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Focus on the goal without attending to other thoughts or feelings
- Realize tasks have more than one approach
- Become more open to risks and changes
- Feel sincerely appreciated
- Speak up; voice their thoughts and feelings
- Modify the tendency to do what others tell them
- Get and accept credit and praise, when appropriate

### When They are I's, Help Them...

- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice (which can result in lack of focus on tasks)
- Write things down
- Do the unpleasant, as well as the fun things
- Focus on what's important now
- Avoid procrastination and/or hoping others will do things for them
- Practice and perfect, when appropriate

## TAKING OWNERSHIP OF YOUR DESTINY

Imagine what would have happened if you had successfully applied these principles and practices ten years ago... or even five years ago? Well, hundreds of thousands of people like you have already used these principles and experienced dramatic improvements in all their professional and personal relationships; more satisfaction in their dealings with customers and co-workers (family and friends, also!), and greater awareness of their own strengths and weaknesses. Many people report that they no longer feel like “just a boss”; they feel, behave and are treated like a *trusted advisor*. They have an increased ability to help people find solutions to their problems and are more adept at helping others grow and succeed.

For you to also share in the pleasure from experiencing these benefits, we encourage you to get started this very minute. First, think about the relationships you want to improve within the next year... the next month... the next week... even by the end of today! Develop a plan to meet those goals using **The Platinum Rule** and the other principles that make up the **DISC Leadership Strategies**.

### Accept the Challenge

This first step requires your *personal commitment* to this challenge and your *belief* in these principles and putting them to work for you. Of course, any adapting your communication style takes practice, and you cannot realistically expect to put all of these ideas into effect immediately. However, the minute you start to manage people the way *they* want and need to be managed, you'll start to see immediate improvements.

### Commit to Growth

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

Hopefully, you may decide to use this report as a jumping-off point for a new direction in your career. We offer programs, technology, books, CD's, DVD's, self-paced online courses, speeches, and on-site workshops that are all specifically designed to help you apply this amazing concept in key facets of your business and your life. Please contact **Viotech Global - DEMO Report**.

## COMPASS SUMMARY

Your DISC*compass*™ is filled with information about your style and each of the personalities represented by the eight segments of the **Compass**. (If you have taken a **Viatech Global - DEMO Report** DISC Training class, you are familiar with the 60 primary behavioral styles represented on the **Compass**.) So now you have an understanding and an awareness of yourself, as well as the behavioral styles of others. Always be aware that everyday “clashes” may simply be tension between your style and the other person’s – **so adapt!** You are the one with the advantage – because you have learned adaptation skills!

### HOW TO GET THE FULL BENEFIT FROM YOUR DISCCOMPASS™ ?

You must practice, practice reading people – everyone from your tiny niece to the people in line at the supermarket, your instructor and your supervisor – the people around you. Use it every day and practice with others in your DISCCOMPASS™ class and join discussions online.

**Follow** the many suggestions in PART III, the Adaptation section of this report. Remember, people automatically like people like themselves because they can “relate” to them. (Be on the lookout for styles that automatically **don’t** prefer YOUR style!) People who have the ability to relate to everybody are seen as “Charismatic” – not only are they well liked and in demand, they become successful in their personal and professional lives! They become Stars -- “Pied Pipers” with the ability to lead.

A few people will simply file this report away, rather than take some small risks and practice suggestions here. Unwillingness to learn, especially to learn to be more effective in life, is a clear sign of low Emotional Intelligence. If instead you open up meaningful dialogue with others to discuss and improve all your relationships, the payoff can be huge. Your **Compass** is a reference tool. It contains an enormous amount of information pointing to who you are and where you can go on your journey. It is not meant to be digested in just one reading. Use it as an ongoing reference document.

*Have fun with making a few changes in your behavior and experiencing AMAZING results. We wish you great success in all your relationships, your job, and in life!*



**RESOURCES: for more information and ideas about Human Behavior and DISC*compass*, contact Viatech Global - DEMO Report.**

## Disclaimer

There are no warranties, express or implied, regarding the online DISC*compass*™ assessment. You assume full responsibility, and TA, Inc. and Viatech, Inc. (THE GROUP) shall not be liable for, (i) your use and application of The DISC*compass*™ Assessment, (ii) the adequacy, accuracy, interpretation or usefulness of The DISC*compass*™ Assessment, and (iii) the results or information developed from your use or application of The DISC*compass*™ Assessment.

You waive any claim or rights of recourse on account of claims against THE GROUP either in your own right or on account of claims against THE GROUP by third parties. You shall indemnify and hold THE GROUP harmless against any claims, liabilities, demands or suits of third parties.

The foregoing waiver and indemnity shall apply to any claims, rights of recourse, liability, demand or suit for personal injury, property damage, or any other damage, loss or liability, directly or indirectly arising out of, resulting from or in any way connected with The DISC*compass*™ Assessment, or the use, application, adequacy, accuracy, interpretation, usefulness, or management of The DISC*compass*™ Assessment, or the results or information developed from any use or application of The DISC*compass*™ Assessment, and whether based on contract obligation, tort liability (including negligence) or otherwise.

In no event, will THE GROUP be liable for any lost profits or other consequential damages, or for any claim against you by a third party, even if one or more of THE GROUP has been advised of the possibility of such damages.