

JUDGMENT

PASSION



BEHAVIOR

INSIGHT

DISCcompass™ Team

DISCcompass™ Team Report

Personalized Report For:

Joseph Sample

6/3/2011

Viatech  **Global**
ACCELERATING HUMAN PERFORMANCE

Introduction to DISCcompass™

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 DISCcompass™ 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.

DISCcompass™ 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.

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*

D – Dominant	Fast paced & task oriented
I – Influential	Fast paced & people oriented
S – Steady	Slower paced & people oriented
C – Conscientious	Slower paced & task oriented

of all four styles. DISCcompass™ identifies patterns of external, observable behaviors using scales of pace and priority – we each 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.

Understanding Self. First, your DISCcompass™ Team report 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.

Adapting to Others. In the workshop you will learn how to identify behavioral styles of others. You will also share with your team members your style. You’ll even see the team makeup on the Team DISCcompass™. In the last portion of this report we have included ways for you to adapt to others with different styles by temporarily modifying your style to meet the needs of a particular colleague, supervisor, friend or customer. We call this learned ability *adaptability*. But, 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 and others and the ability to adapt to others in fact raises your EQ!

Understanding Yourself

IMPORTANT: Always read the blue box at the top of each page for explanations and directions.

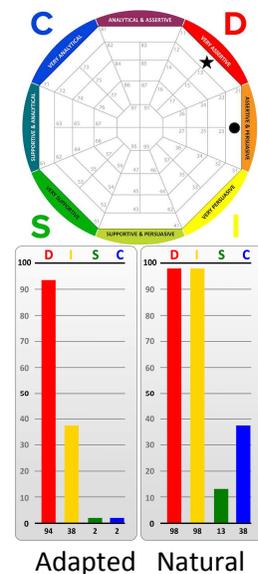
General Characteristics The narration below serves as a general overview or summary of your behavioral tendencies. It is derived mathematically, as is your entire **Compass** report, from your two graphs shown on page 5. It provides a preview of your journey toward understanding your unique behavior style.

You are poised, confident, and very articulate in front of groups, either large or small. While this is something you are certainly aware of, our coaching would encourage you to leverage this trait to maximize its benefit. The ability to present an idea to a large group is valuable to any organization.

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

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

Joseph, the responses you gave on the instrument indicate that you project an image of openness and friendliness toward others, even while maintaining self-control. You also have an ability to distance yourself from others when necessary. This assists in helping you to be objective in situations when others may be feeling more emotional, either enthused or reticent. You have the rare ability to step back from a situation and view it unemotionally.



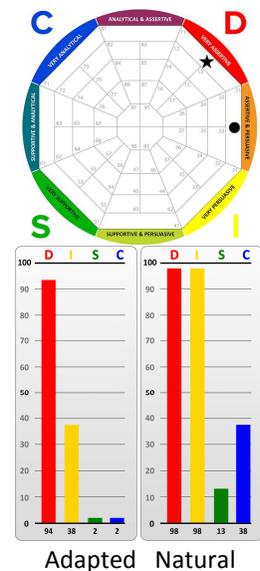
General Characteristics - Continued

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

People who score like you tend to make quick and firm decisions. They process information rapidly and often act decisively. Once a decision is made, they usually stick to it and will build a case to support it.

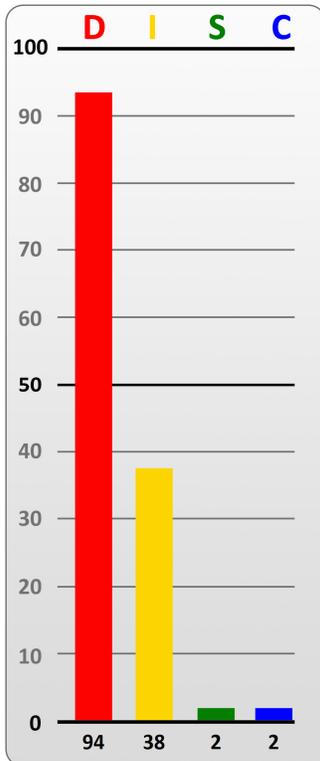
Joseph, you have a high sense of urgency, and a desire to get things done quickly. This urgency may extend to a wide variety of venues, including meetings, events, and even relationships. While this is a strength, sometimes it can be perceived as overly abrupt, or even rude, especially by those who don't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

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



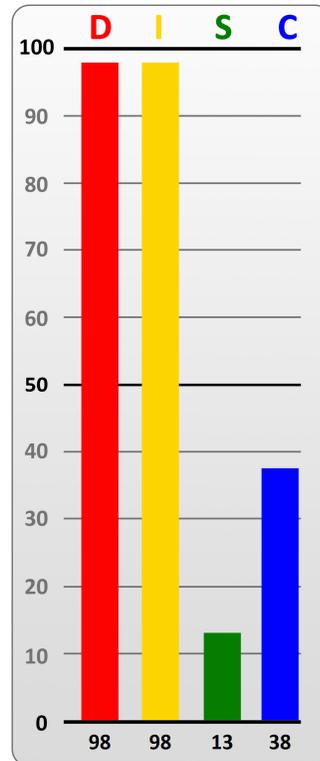
DISCcompass™ Graphs for Joseph Sample Your Adapted Style indicates you tend to use the behavioral traits of the D style(s) in your selected Work focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the ID style(s).

**Adapted Style
Graph I**



Pattern: D (6311)

**Natural Style
Graph II**



Pattern: ID (6613)

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
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50% Energy Line

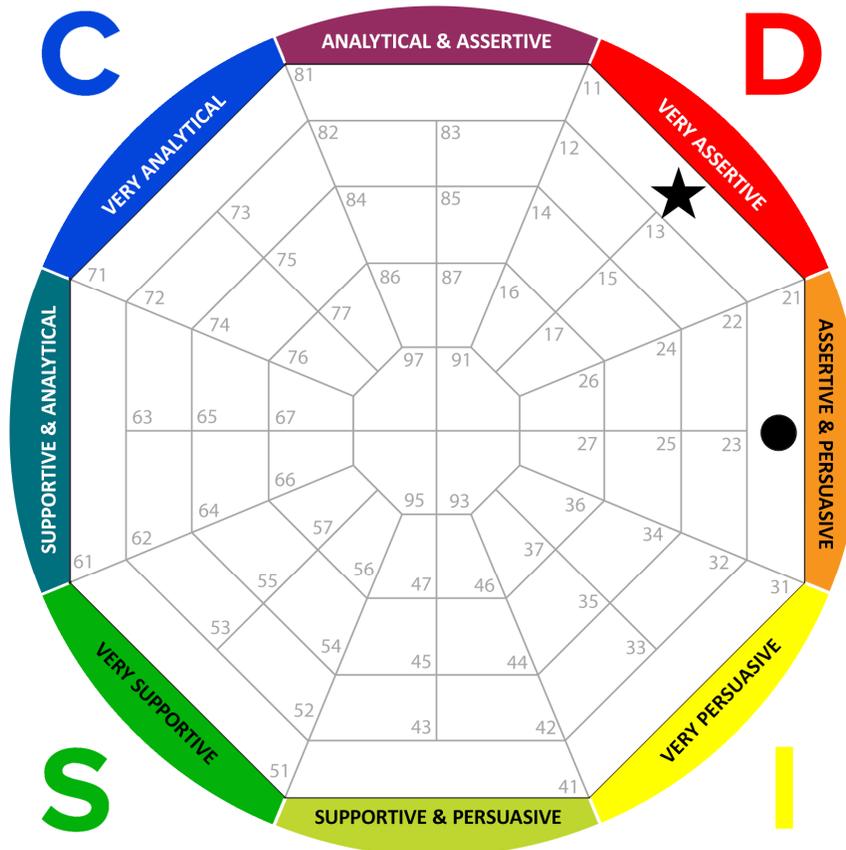
DISCcompass™ This is your personal Compass! You consistently display your NATURAL strength characteristics, shown on the Compass by the DOT. Compass lists your NATURAL strengths that make you effective. Your ADAPTED Style is shown on the Compass by a STAR. Its position provides useful insights as you work in a job.

Efficient, Analytical, Organized, Factual,
Practical, Innovative.

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

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

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



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

Very Outgoing & Persuasive, Very People Oriented, a True Optimistic Outlook, Strong Communication Skills, Likes Variety in life.

Very Patient, Favors Stability and Structure. Not a Risk Taker, Operates at a Steady, Even Pace.

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

Key to Your Compass

- = (21) Natural Behavioral Style
- ★ = (11) Adapted Behavioral Style

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!

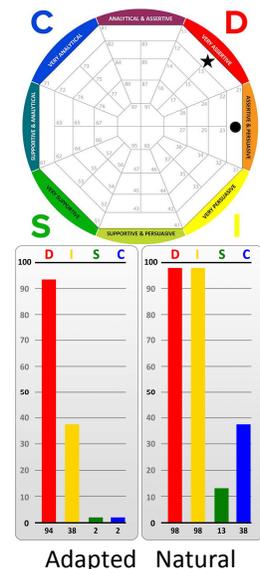
DIRECTIONS: Check off what you believe to be your two most important strengths and your two most important work style tendencies and transfer them to your Action Plan, page 15.

Your Strengths:

- You are a very active agent in all that you do.
- You have a strong tendency to work toward making things happen, rather than waiting for things to happen.
- You are excellent at initiating activity and providing direction for the team or organization.
- You are able to make decisions quickly and to take the credit or blame for the outcome of decisions.
- You tend to set high goals, then work hard with people to achieve those goals.
- You have excellent presentation skills when dealing with groups. You bring a poised, confident, and engaging message to any audience.
- You have the ability to use discipline in an appropriate manner, often effecting win-win situations.

Your Work Style Tendencies – What you bring to the team:

- You are not easily influenced by the group, or by the constraints of organizational protocol.
- You want to be perceived as one who loves challenges, competition, and difficult assignments.
- You may be critical of established procedures and methods.
- You are motivated by change and new challenges, and may become bored when the pace slows or the challenge has been conquered.
- You like to generate new ideas, allowing others work on the details of a project.
- You tend to rely more heavily on your own evaluations and decisions, than on the input of others.
- You set high goals for yourself and others.



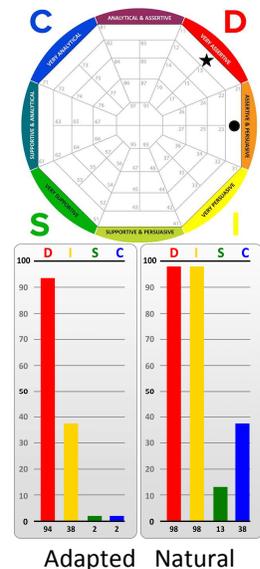
Your Ideal Work Environment

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 15.

You Will Be Most Effective In Environments That Provide:

- Many varying experiences, including some occasional unexpected surprises or problems.
- Performance appraisals based on the results achieved, not the means or process used.
- Opportunities for multi-tasking, and multi-threaded projects.
- An audience to hear your ideas and solutions.
- Few, if any controls or limitations on your authority.
- A wide sphere of influence and responsibility.
- Minimum direct supervision.



I'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.

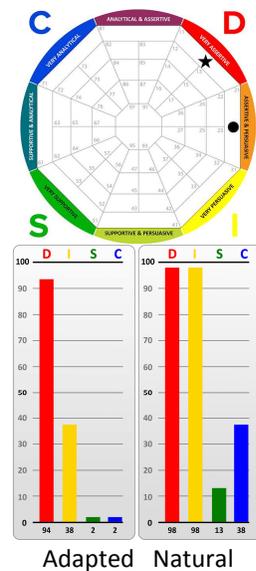
DIRECTIONS: Check off your two most counterproductive stress behaviors and your two most important needs when stressed and transfer them to your Action Plan, page 15.

When You are Under STRESS, Others See

- Manipulative
- Superficial
- Unrealistic
- Overeager
- Inconsistent

Your Needs When Stressed

- Prestige
- A quick pace for stimulation and excitement
- Action and interaction



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.**

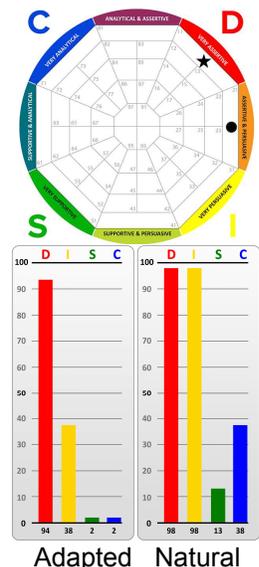
DIRECTIONS: Check off just one of your conflict behaviors you want to change and one strategy for diffusing a conflict situation you want to work on -- transfer them to your Action Plan, page 15.

Your Typical Behaviors in Conflict:

- If a conflict persists or their anger increases, they are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike their normal behavior.
- I's may experience a desire to get even if someone thwarts a major component of their personal agenda; however, they are not very likely to follow through. I's may choose to overlook the matter in order to preserve the relationship or they may simply lash out in anger.
- Their anger is generally a response to a personal attack on them or, possibly, the failure of someone to support them when they were really counting on that person's support. Of course I's may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns their contribution to the problem.

Strategies to Reduce Conflict and Increase Harmony with Others:

- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.
- I's have a tendency to "think out loud." Others may take these "brainstorming" ideas as actual commitments and become upset when those "commitments" are not completed. So, let others know in advance when you are only exploring ideas and options and not committing to actions.
- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.



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.**

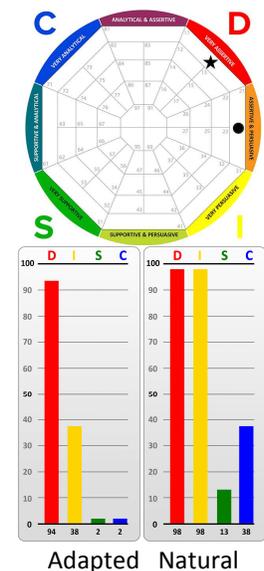
DIRECTIONS: Check off the two most important ideas for others to know when communicating with you and then check off the two most important ideas you want others to AVOID when communicating with you; transfer them to your Action Plan, page 15.

When Communicating with Joseph, DO:

- Stay on track. Hit the major points first, and get to the main point quickly.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Be certain to conclude the communication with modes of action and specific instructions for the next step.
- Motivate and persuade Joseph by pointing out objectives and expected results.
- When you disagree, take issue with the methods or procedures, not with the person.
- Plan to talk about things that support his dreams and goals.
- Provide immediate incentives for his willingness to help on the project.

When Communicating with Joseph, DO NOT:

- Leave loopholes or vague issues hanging in the air.
- Let the discussion with him get caught in dreams too much, otherwise you'll lose time.
- Don't stick too rigidly to the agenda.
- Speculate wildly without factual support.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and action plans are the result.
- Confuse or distract him from the issues at hand.
- Get bogged down in facts, figures, or abstractions.

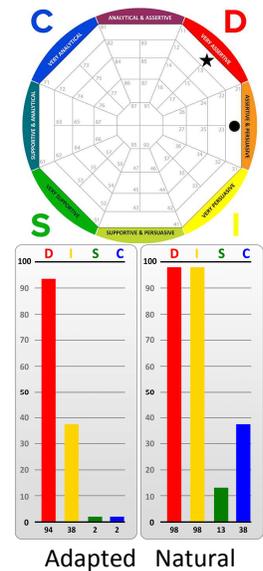


Areas for Personal Improvement Everyone has some struggles, limitations or weaknesses. Oftentimes, it's simply an overextension of your strengths -- which then become weaknesses. For example, a High D's directness can be a strength in certain environments, but when overextended, too much directness may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

DIRECTIONS: Check the two most important areas you are committed to improve and transfer them to your Action Plan, page 15.

Areas for Improvement:

- You may lose interest in a project or initiative once the challenge is gone.
- You may lack follow-through, expecting others to pick up the loose ends.
- You may not always verbalize the complete story and tend to consciously withhold some information.
- You may become somewhat angry or belligerent when under pressure, or when threatened.
- You could increase your sensitivity toward others.
- You may sometimes intimidate others with power, position, or politics.
- You may need to lower project expectations a bit in light of real-world constraints.



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. _____

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. _____

My Personal Development Plan

When reviewing my DISC*compass*[™] Action Plan on the previous page, I learned that changing several key behaviors will definitely contribute to reaching my personal goals and the life I desire. These are the several most important behaviors now standing in my way:

1. I am planning on immediately beginning to change the following specific behaviors to improve my chances for success:

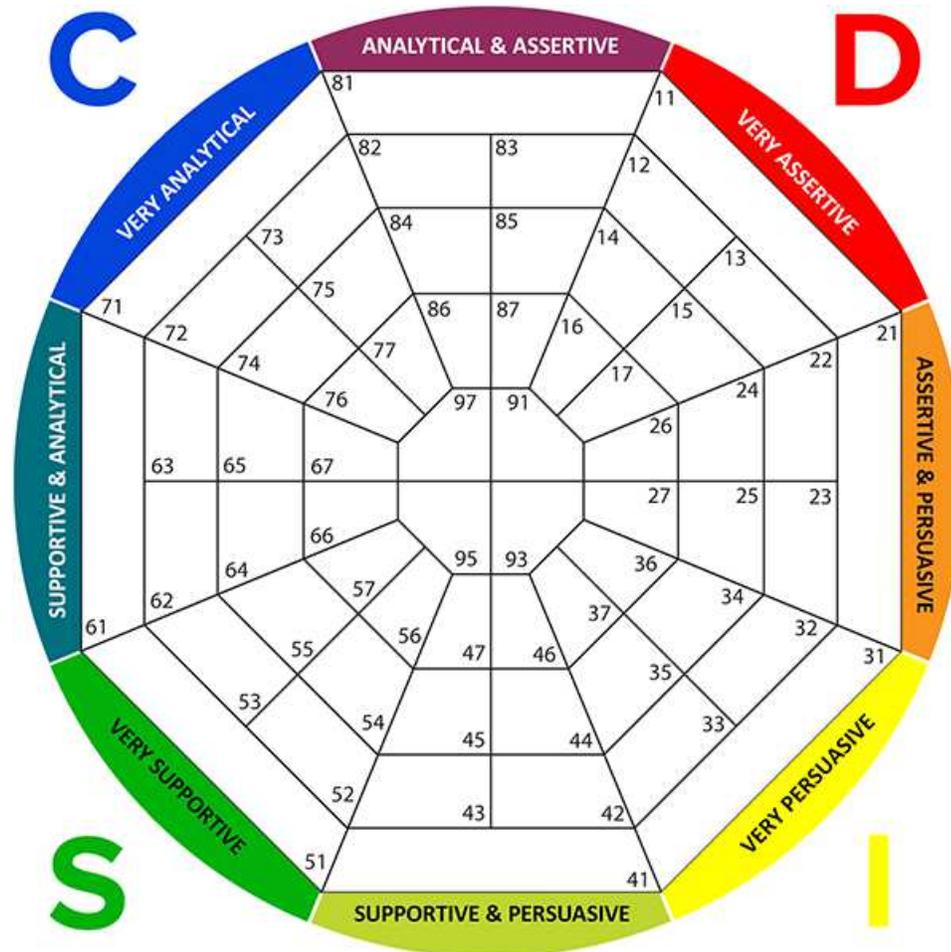
2. As I make these changes in my behavior, I expect to see the following specific benefits in my life:

3. As I implement my plan above for improving my behavior, I expect to see my specific benefits within _____ months. Others will notice I've changed by this date: _____

5. The most important "Take Away" I have gained from the DISC*compass*[™] has been:

Understanding and Adapting

Combination Styles on the Compass



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

Communication Plans with All Four Styles

CONSCIENTIOUS STYLE	
Characteristics:	So You...
Concerned with aggressive approaches	Approach them in an indirect, non-threatening 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
Like to contemplate	Tell them "why" and "how"
Need to be right	Allow them time to find the best or "correct" answer, within available limits
STEADY STYLE	
Characteristics:	So You...
Concerned with stability	Show how your idea minimizes risk
Want documentation and facts	Provide data and proof
Think logically	Show reasoning
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"
Dislike conflict	Act non-aggressively, focus on common interest or needed support
Enjoy teamwork	Provide them with a cooperative group
Look for calmness and peace	Provide a relaxing, friendly atmosphere
Accommodate others	Allow them to provide service or support for others
Want others to notice their patient perseverance	Compliment them for their steady follow-through
Avoid risks and changes	Give them personal assurances
Want sincere feedback that they're Appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate

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

INFLUENCING STYLE	
Characteristics:	So You...
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and Situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid 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

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?
3. Along with pace comes directness, faster pace - direct, slower pace - indirect

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?
3. You'll also notice openness, Task focus leans towards guarded, people focus tends to be more open.

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.**

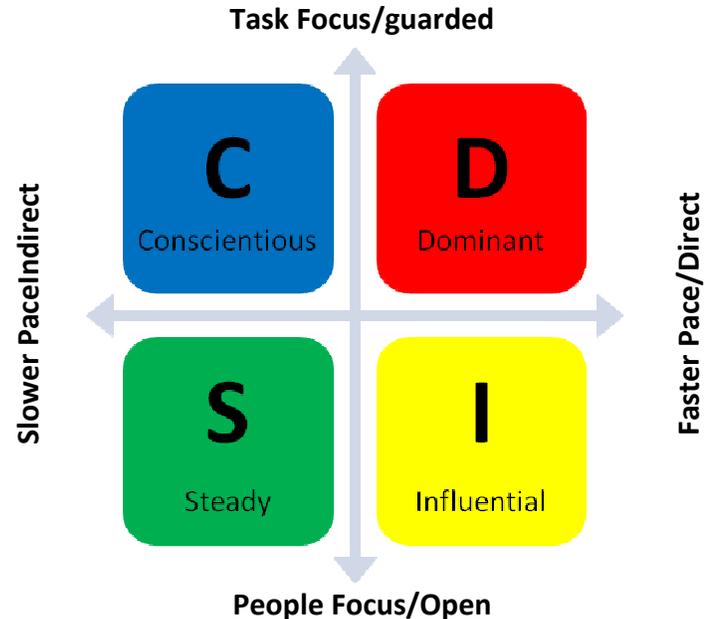
The MATRIX holds the basic key to DISC

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.

How to Identify Another Person's Behavioral Style How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas of behavior – directness and openness.

So, to quickly identify the styles of other people ask these two questions:

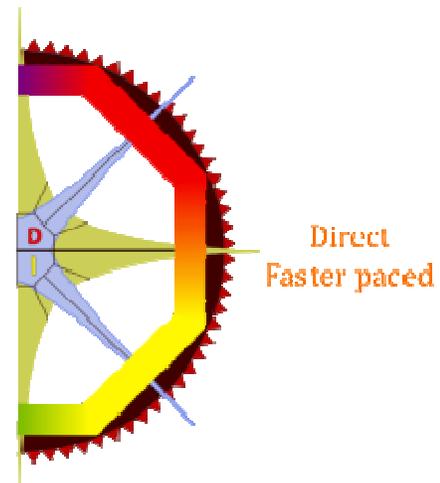
1. Are they more direct and fast-paced or indirect and slower-paced?
2. Are they more guarded and task-oriented or open and people-oriented?

Directness

Direct/Faster-Paced People (D and I Styles right of the vertical line)

Direct Behaviors

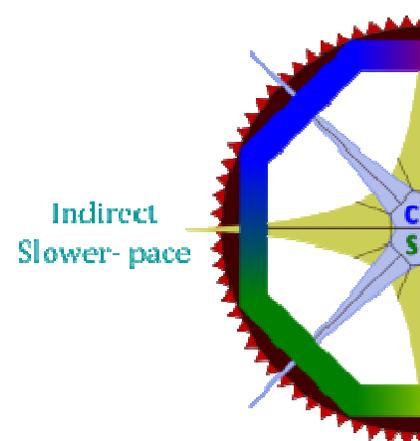
- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic statements
- Sustained eye contact
- Frequent contributor in groups
- Firm handshake
- Expresses opinions readily
- More likely to introduce self to others



Indirect/Slower-Paced People (S and C Styles left of the vertical line)

Indirect Behaviors

- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expression of opinions



Openness

Open/People-Oriented People (I and S Styles below the horizontal line)

Open Behaviors

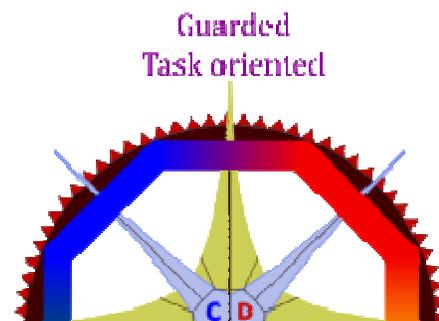
- Shows feelings and enthusiasm freely
- More relaxed and warm
- Emphasizes main ideas
- Goes with the flow
- Conversation includes digressions
- Opinion-oriented
- Animated facial expressions
- Easy to get to know in business
- Friendly handshake
- Initiates/accepts physical contact



Guarded/Task-Oriented People (D and C Styles above the horizontal line)

Guarded Behaviors

- Keeps feelings private
- Limited range of facial expressions
- More formal and proper
- Avoids/minimizes physical contact
- Goes with the agenda
- Speaks in specifics; cites facts and examples
- Formal handshake
- Conversation stays on subject



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: (Go to www.ViatechGlobal.com to learn how to obtain a DISCcompass™ for spouse or family member.)
 - **Identify Another Person’s Pace and Priority**
 - **Study the Eight Basic DISCcompass™ 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 Amount 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.

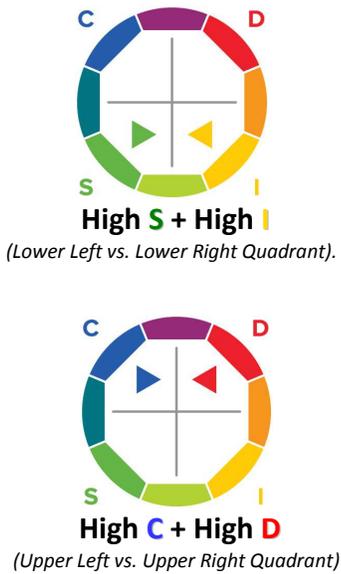
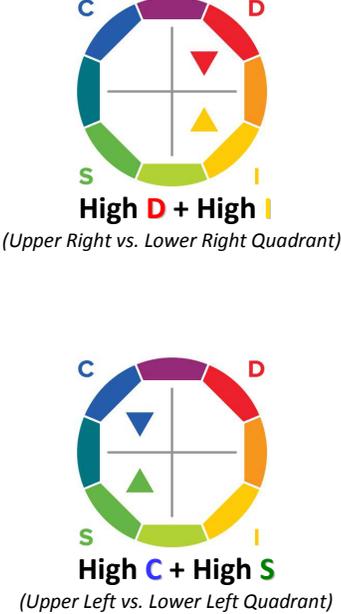
Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary 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.

Tension Between the Styles

Managing Tensions

Potential Tensions/Disconnects	Plot Points Example
<p>S-I = Patience vs. Urgency Tensions:</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>C-D = Patience vs. Urgency Tensions:</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>High S + High I (Lower Left vs. Lower Right Quadrant).</p> <p>High C + High D (Upper Left vs. Upper Right Quadrant)</p>
Potential Tensions/Disconnects	Plot Points Example
<p>D-I = Task vs. People Tensions</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>S-C = People vs. Tasks Tensions</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>High D + High I (Upper Right vs. Lower Right Quadrant)</p> <p>High C + High S (Upper Left vs. Lower Left Quadrant)</p>

Tension Between the Styles

Potential Tensions/Disconnects	Plot Points Example
<p><u>Double Tensions</u> of Patience vs. Urgency AND People versus Task</p> <p><i>Pattern 1: The High S's preferred Patient & 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>High S + High D (Lower Left vs. Upper Right Quadrant)</p>
<p><u>Double Tensions</u> of Patience vs. Urgency AND People versus Task</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>High C + High I (Upper Left vs. Lower Right Quadrant)</p>

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
- Give them testimonials

IN SOCIAL SETTINGS...

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

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
- Maintain high expectations for high priority items, not everything

SALES AND SERVICE STRATEGIES

- 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 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

Compass Summary

Your **DISCcompass™** 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 Viatch 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*, go to www.ViatechGlobal.com There you will find many suggestions for further study.

Also, if you have not already done so, you are invited to go to www.ViatechGlobal.com/Debrief for an exercise that takes you through an explanation of each page of your DISC*compass*™ .

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