



DISC Team Dynamics

An Evaluation of Behavioral Styles

Demo Link - 3 Assessments

September 07, 2017

Viatech  **Global**
ACCELERATING HUMAN PERFORMANCE

Introduction to the Team Dynamics Report

This Team Dynamics Report assists you to better understand and develop how well your team functions and performs. It provides an overview of the combination of different behavioral styles within the team and has been created from the individual DISC Behavioral Profiles. These profiles measure tendencies of observable behavior and emotion, based on the DISC model of directness/indirectness and guarded/openness.

The four behavioral styles measured by the DISC model are:

D = Dominance

How people address **Problems** and **Challenges**.

I = Influence

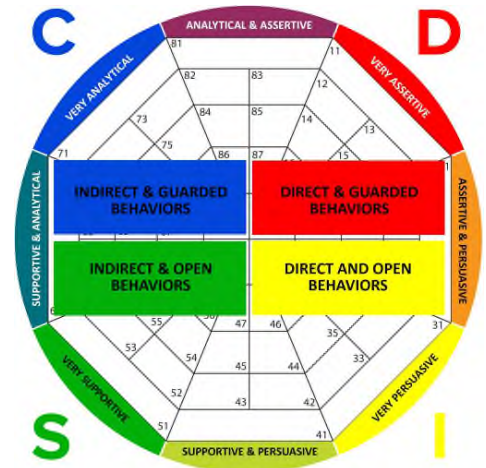
How people handle situations involving **People** and **Contacts**.

S = Steadiness

How people demonstrate **Pace** and **Consistency**.

C = Conscientiousness

How people react to **Procedure** and **Constraints**.



Furthermore, within this report are references to both the **Adapted Style** and **Natural Style** patterns:

- **Adapted Style:** This is the self-perception of the way people believe they need to behave in their current environment to be successful. This behavior may change in different environments, situations and roles.
- **Natural Style:** This is the self-perception of the “real you” and the instinctive behaviors. These are behaviors the person is most likely to exhibit when in situations they perceive as being stressful or in situations where they can simply do as they choose without having to consider anyone else. The Natural Style tends to be fairly consistent even in different environments.

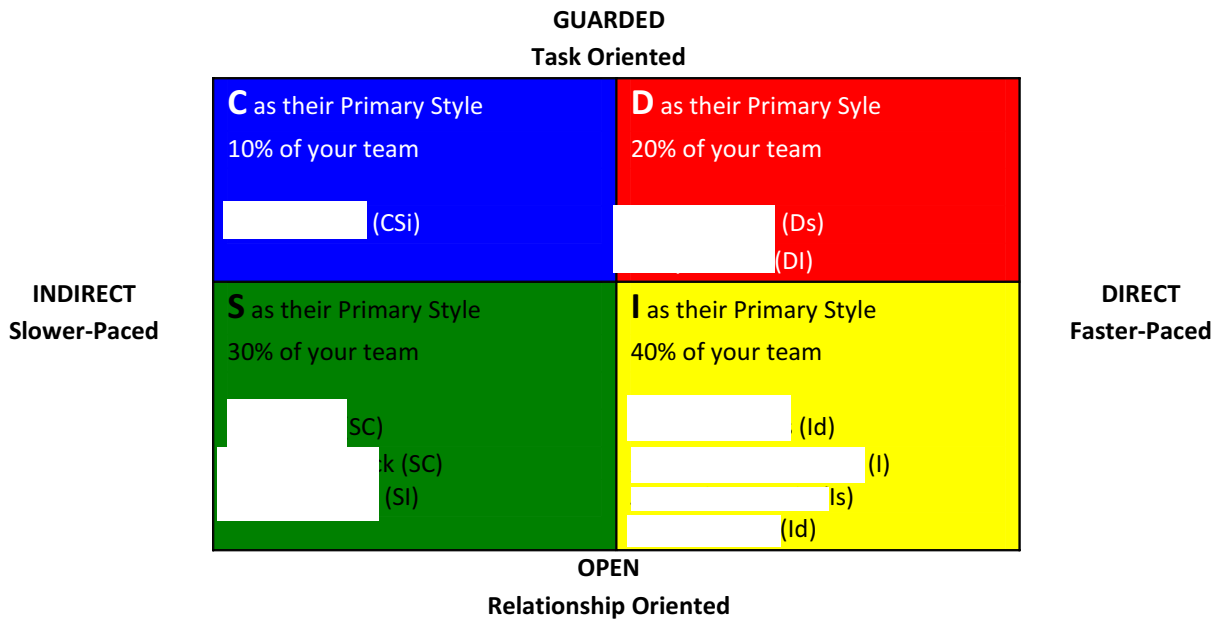
The Team Dynamics results contained within this report rely on interpretation; please discuss these results with your consultant for more information or request a report debrief for guidance.

At the end of this report, there is also a resources section that provides information regarding communication and adaptability for the 4 DISC styles for your reference and application.

'NATURAL' Team Dynamics Results

Natural Styles within the Four Quadrant DISC Model – Plot of Primary Results

The below graph shows each person's primary Natural style within the four quadrant DISC model. Next to each person's name is their primary and secondary DISC preferences.

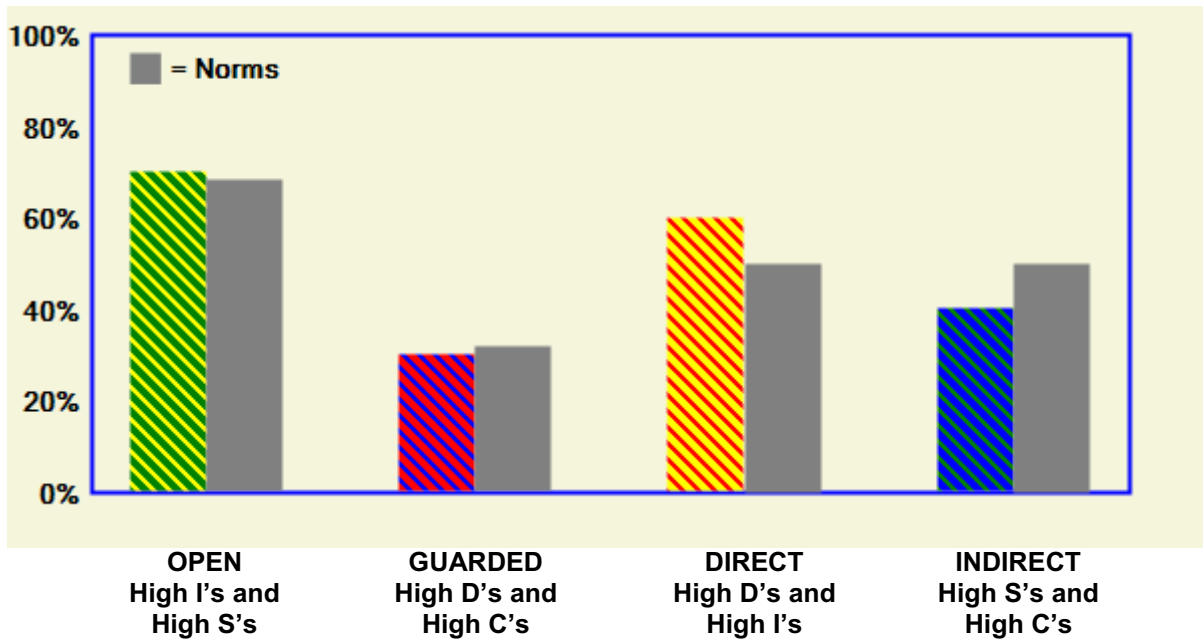
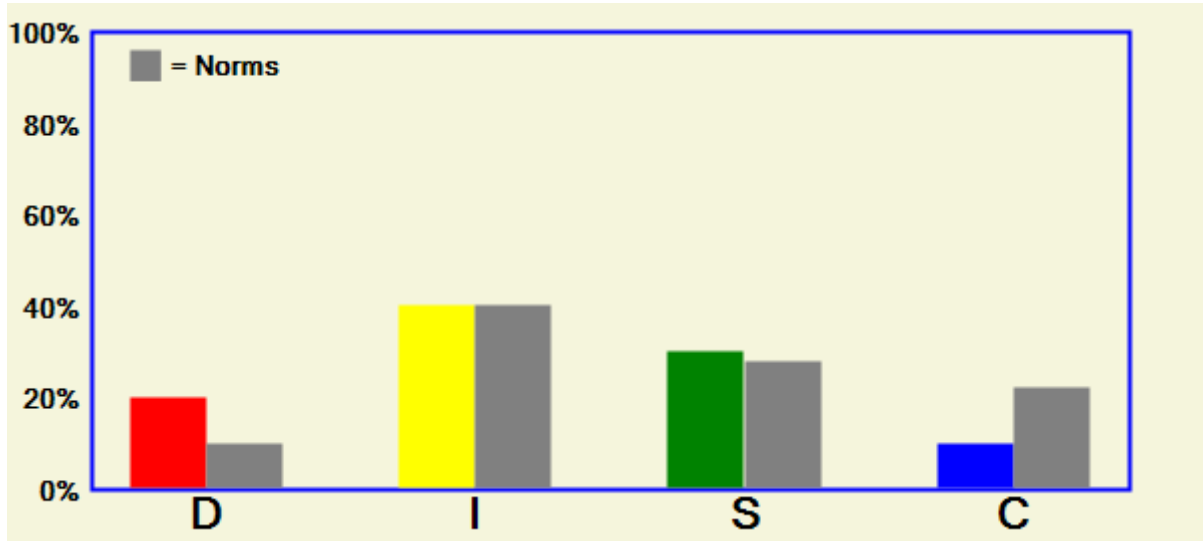


Note the various percentages of your team in each quadrant to:

- Identify potential collaboration benefits and challenges associated with this team's Natural style breakdown.
- Consider how different people within the team work together (positively and negatively). What about the individual Natural DISC styles may account for the increase in cooperation or greater team hindrance?

Natural Styles – Plot of Primary Results

The below bar graphs show the distribution of the team compared to the 'Norm Group' regarding their natural DISC style and the combined levels of being Open, Guarded, Direct and Indirect.



Adapted Style - Team Dynamics Results

The below graphs show each person’s primary Adapted style within the four quadrant DISC model. Next to each person’s name is their primary and secondary DISC preferences.

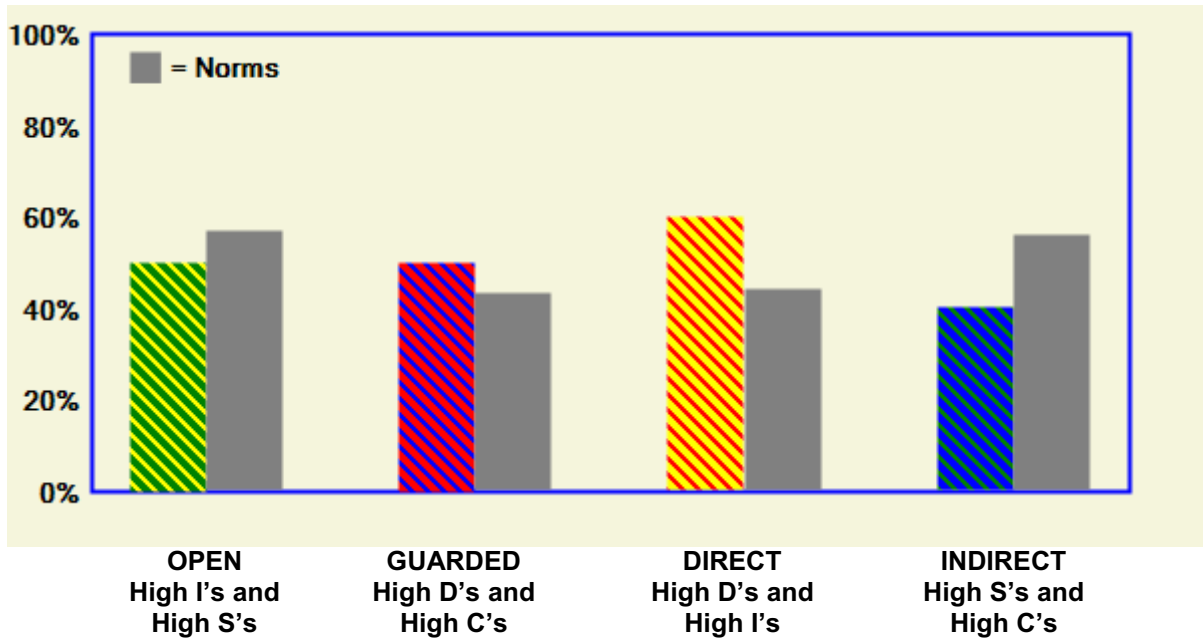
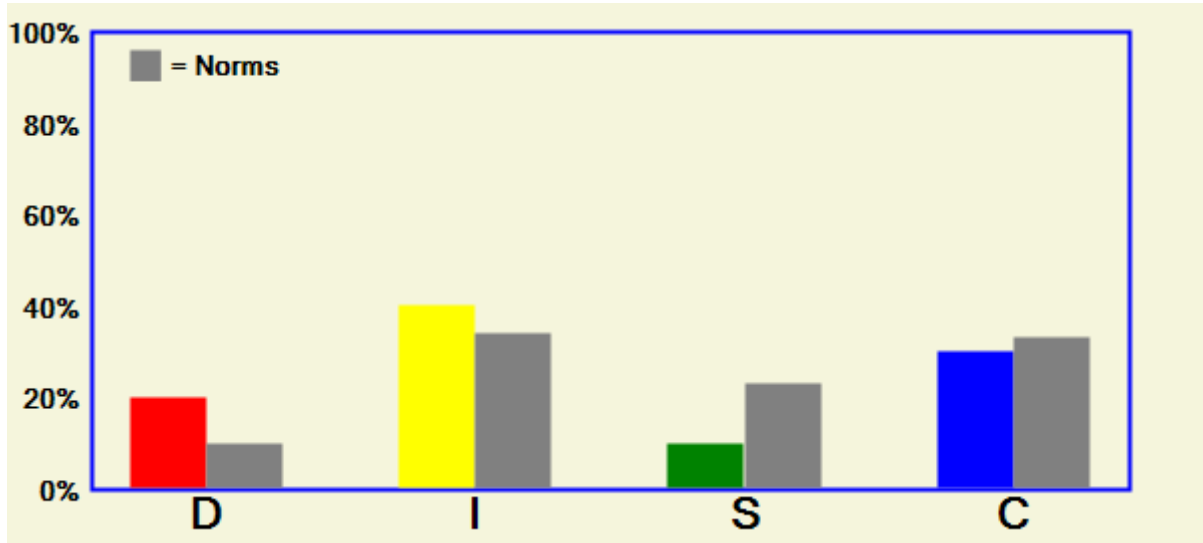


Examine how the above differs from the corresponding Natural graph. Consider:

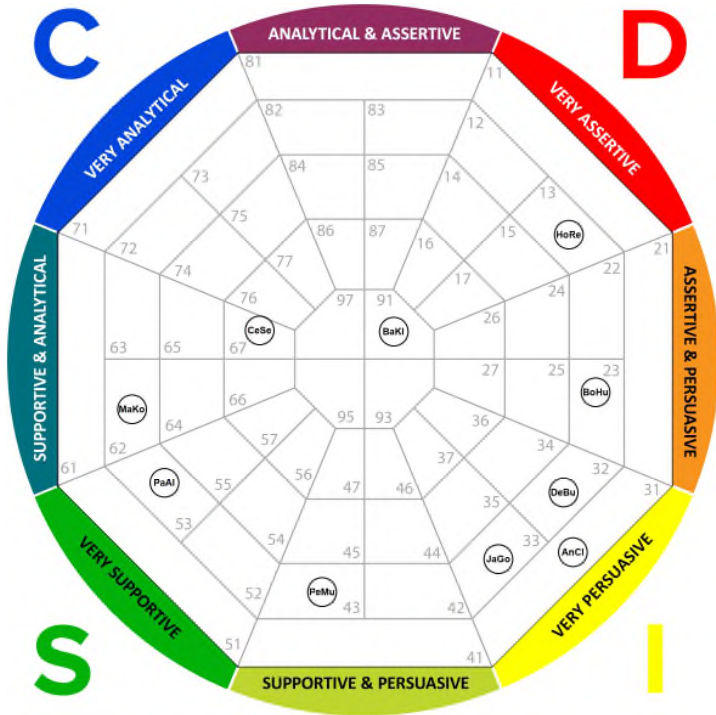
- Where do you see shifting of styles?
- Are a few people adapting or many?
- Is there a common theme with any adaptations?
- What is likely to be driving these adaptations?
- What are the likely impacts of these adaptations?

Adapted Styles – Plot of Primary Results

The below bar graph shows the distribution of the team compared to the 'Norm Group' regarding their adapted DISC style and the combined levels of being Open, Guarded, Direct and Indirect.



Natural



Compare this Team's Natural Style to the Adapted Style below:

Each quadrant has an overarching style comprised of either a **Direct** or **Indirect** style **AND** an **Open** or **Guarded** style.

Direct Style = enthusiastic, competitive and results focus

Indirect Style = reserved, cooperative & patient

Open Style = a desire to build a bridge and connect with others

Guarded Style = a more private, specific, logical and analytical style

Is the team adapting to meet group objective(s)?

Is adapting both necessary and effective?

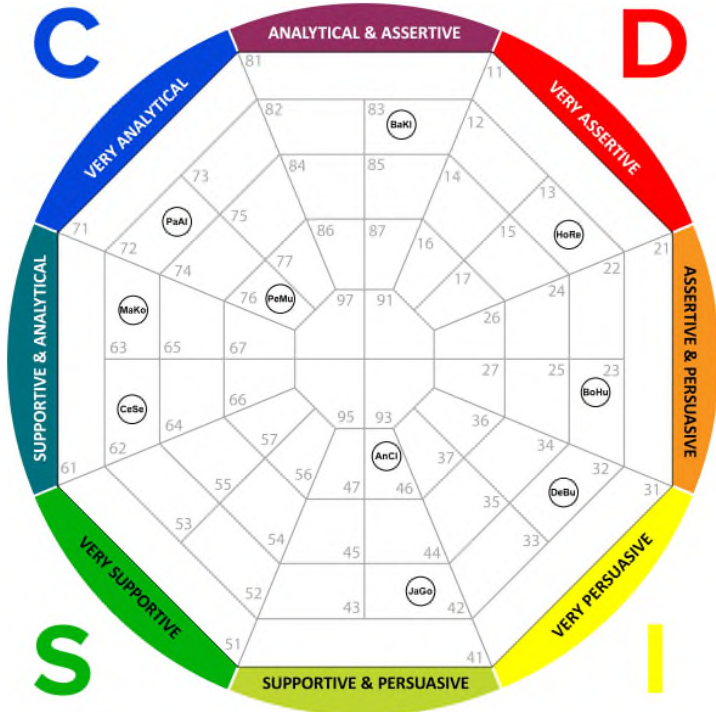
Is the team adapting toward or away from the Leader?

Is there a predominance or under-representation of any particular DISC style? If so, what are the likely consequences?

What are some areas to focus on to build more effective collaboration?

Init.	Name	Adapt	Style	Nat	Style
PaAl		72	CS	53	SC
DeBu		32	Id	32	Id
AnCl		46	ISC	31	I
JaGo		42	Is	33	Is
BoHu		23	ID	23	Id
BaKl		83	DC	91	Ds
MaKo		63	CS	62	SC
PeMu		76	Cis	43	SI
HoRe		13	Di	13	DI
CeSe		62	SC	67	CSI

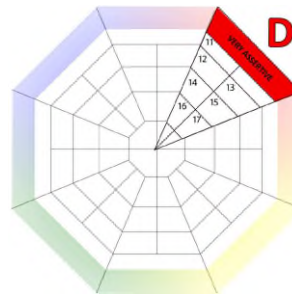
Adapted



D – Very Assertive

Strengths:

- Be forward-looking and competitive
- Look for problems to solve
- Be positive and like confrontation
- Like power and authority
- Be motivated by direct answers
- Like challenging assignments
- Have a strong drive for results
- Be positive and like confrontation



Natural: 2, 20%
Adapted: 1, 10%

Limitations:

- Overstep authority within the team
- Use fear as a motivator
- Overextend their ego
- Be poor or selective listeners
- Lack tact and diplomacy
- Dislike routine work
- Over delegate and under instruct
- Make decisions without all of the facts

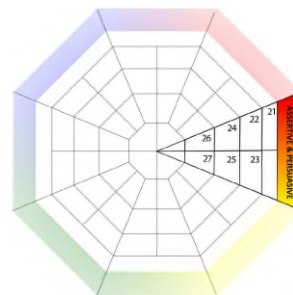
Use these words and phrases:

- Advancement
- Take advantage of opportunities
- Be in a high visibility position
- Challenging
- Keep getting results
- Your opinion counts
- Get people to start listening
- No interruptions
- Be involved in all big decisions

DI – Assertive & Persuasive

Strengths:

- Results obtained through other people
- Change is good – promotes to others
- Intuitive – consults their gut
- Challenges make them aggressive and decisive
- Does not initiate alone, convinces others to initiate
- Optimistic about team’s expectations and achievements
- Can be very independent



Natural: 1, 10%
Adapted: 1, 10%

Limitations:

- Emotions influence decisions
- Little tolerance for intra-team conflict
- Cannot manage own time or others
- Can be contagiously over enthusiastic
- Rarely finishes things they start
- Poor follow up and follow through
- May take advantage of their position within the team
- Deadlines poorly managed
- Will take on too many responsibilities, and tasks; then confuses priorities

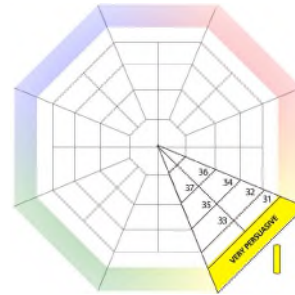
Use these words and phrases:

- Let’s take advantage of this opportunity
- Our company’s success depends on you
- We accept who you are and what you do
- Run the business your own way
- Call your own shots
- You are respected for what you bring to the team
- You produce important work
- We respect you for being your own person
- Change has worked well for you
- People need frequent rewards

I – Very Persuasive

Strengths:

- Utilize social and verbal skills
- Bring cohesiveness to the team
- Utilize both verbal and social skills to promote the team
- Gets behind new concepts, processes & products
- Diffuse tension with the team
- See the big picture and then good at promoting it



Natural: 3,30%
Adapted: 1, 10%

Limitations:

- Disorganized and messy
- Emotional and acts on impulse
- Unrealistically optimistic about the team
- Inefficient
- Overemphasizes fun
- Doesn't gather all the facts before acting
- Listens to only some of the team members

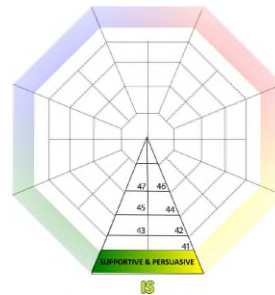
Use these words and phrases:

- New, unique, garner respect
- Recognition
- Creating the right image
- Don't get stuck in the middle
- Adapt it to your purpose
- Get your main point across
- Goals and tasks are reasonable
- We are all committed to a team approach

IS – Supportive & Persuasive

Strengths:

- Empathetic and understanding to help others
- Loyal to the team, team player
- Creates an environment where people feel significant
- Promoter and implementer of team ideas
- Helps others achieve goals
- Values people as well as things.
- Sensitive to feelings of others
- Is understanding and friendly
- Good listener and communicates well
- Sensitive to feelings



Natural: 1, 10%
Adapted: 2, 20%

Limitations:

- Will avoid confrontations within the team
- Lacks a sense of urgency
- Does not challenge the status quo
- Sometimes passive, indecisive
- Never draws the line with team players
- Holds grudges
- Withdraws under stress
- May be too kind, compassionate, and easy going

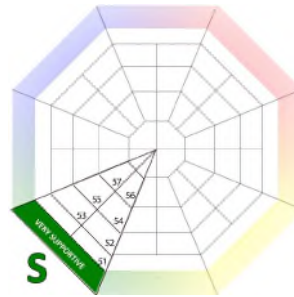
Use these words and phrases:

- Relationship
- Gaining consensus
- No disruption while integrating
- Solid foundation
- Security of knowing
- Things are on track
- Proven reliability
- No dependence on the "human factor"
- It is better to know than to guessing
- There'll be no radical change
- Quantify and test everything

S – Very Supportive

Strengths:

- Enjoys the team environment, its members, and is loyal
- Excellent listener
- Understanding
- Patient and comforting
- Focus is on team activities
- Loyal to a team they identify with
- Motivated to follow procedures



Natural: 1, 10%
Adapted: 0, 0%

Limitations:

- Can be passive and indecisive
- Resists changes
- May do the work themselves, instead of delegating
- May hesitate instead of moving forward
- Lacks urgency
- Wants to maintain status quo
- Withdraws and becomes possessive under stress
- Holds grudges

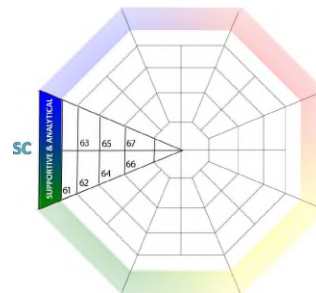
Use these words and phrases:

- No controversy
- Consistent with the industry standard
- Keep people off your back
- Predictability in operations
- Widely-accepted protocols
- Keeping with the industry standard
- You don't get credit for all you do
- Address every team member's concern
- Great team players

SC – Supportive & Analytical

Strengths:

- Works for a leader and a cause
- Accomplishes high standards in work and conduct
- Alert and sensitive to problems, rules, errors and procedures
- Can make the tough decisions without getting emotional
- Focus on need for quality systems
- Self-disciplined
- Can implement and fine-tune plans
- Stays focused on projects through to completion



Natural: 2, 20%
Adapted: 2, 20%

Limitations:

- Resists change
- Show lack of confidence in team
- Under stress may become difficult
- May not discuss concerns and feelings
- May even hide true feelings
- May not promote self or the team
- Organizational procedures can be overused

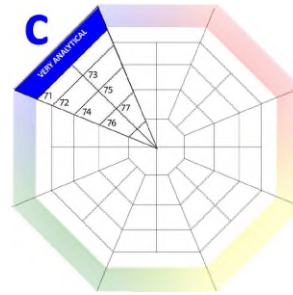
Use these words and phrases:

- Spread the risk
- Know how things are supposed to be done
- Keep everything on a safe course, no hurry
- No more chaos. No conflicts
- No-nonsense down to earth
- Nothing complex about it
- Proven, tested and easy to use
- No hassle relationship
- Fighting never resolved anything
- Staying in the mainstream

C – Very Analytical

Strengths:

- Critical thinker
- Very accurate and precise
- Disciplined
- Demands high standards of self and direct reports
- Right way to proceed is motivating
- Use facts and data for support of opinions
- Problem solving based primarily on facts and data



Natural: 0, 0%
Adapted: 2, 20%

Limitations:

- Lean hard on team leader
- Do not delegate, hoard the work
- Bound by procedures, never color outside the lines
- Analysis paralysis; sometimes overanalyze
- Avoids controversy by yielding
- Qualifies their own ideas
- Difficulty verbalizing feelings

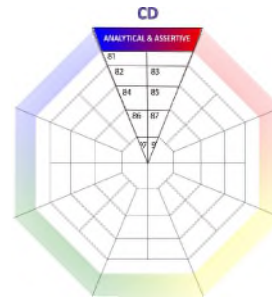
Use these words and phrases:

- Proved accuracy
- Proved by researchers
- Minimize risk
- Predictable
- Well thought out
- Followed standards throughout
- Avoid human error
- We respect your privacy

CD – Analytical & Assertive

Strengths:

- Bring creative ideas
- Slow start, but fast finish
- Will make the tough decisions with insight, relying on facts
- Will push hard to find correct and acceptable solution
- Will challenge the team to higher performance standards
- Aware of impact of errors on the bottom line
- Structures good use of team’s time



Natural: 0, 0%
Adapted: 1, 10%

Limitations:

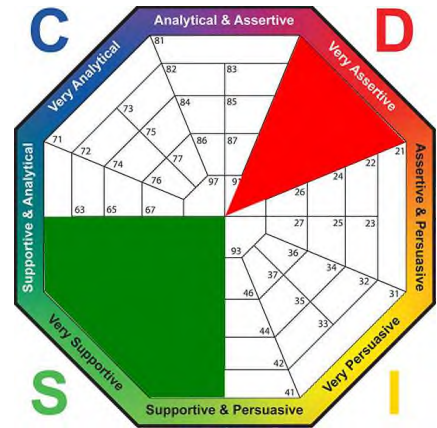
- Takes on too much
- Overuse facts and data
- May be overly blunt and critical
- Insensitive to feelings of others
- Seen as insincere
- Under stress, can be demanding
- Under appreciate contribution of other team members
- Inconsistent decisions

Use these words and phrases:

- Both finances and operations have been considered
- You will have control over the project
- You will have control over outcomes
- Keep control over what matters to you
- Use your assets to their fullest potential

Blending Team Styles

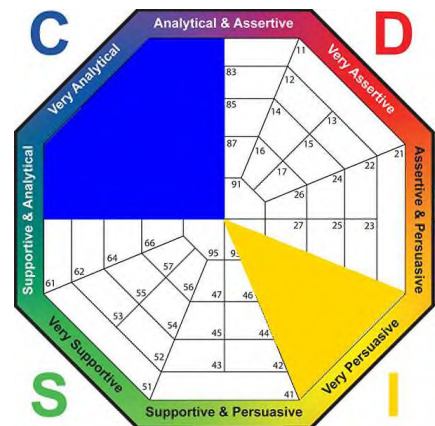
D <i>(Very Assertive)</i>	S, SI, SC <i>(Supportive, Supportive Persuasive/Analytical)</i>
<ul style="list-style-type: none"> Fast Paced Extroverted Impatient Engages in Conflict Responds with Anger High Urgency Takes Risks 	<ul style="list-style-type: none"> Slow Paced Introverted Patient Avoids Conflict Non-expressive Low Urgency Risk Averse



Tips for this blend

- D should work to build a trusting relationship with S
- D needs to be mindful of listening skills; invite the S to share
- S should not take all criticism or conflict personally, and recognize conflict may be productive
- S may need to increase the pace and urgency and try to remain focused on the result to support the D

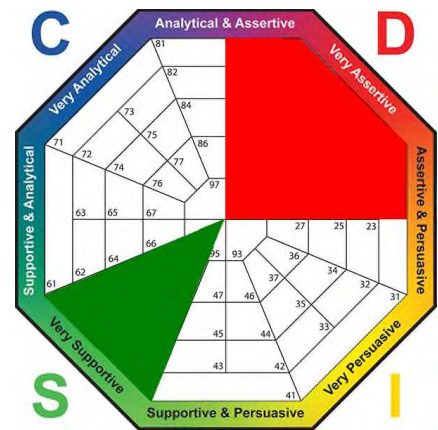
I <i>(Very Persuasive)</i>	C, CD, CS <i>(Analytical, Analytical Assertive/ Supportive)</i>
<ul style="list-style-type: none"> Optimistic Extroverted Feelings People Focus Needs relevant data Takes Risks 	<ul style="list-style-type: none"> Pessimistic (or Realistic) Introverted Facts Task Focus Needs lots of data Risk Averse



Tips for this blend

- I will need to slow down and monitor emotional expression
- I should reduce gesturing and be aware of personal space of C
- C will need to increase pace and be more engaging
- C and I have both pace and priority differences (slow/fast, task/people)

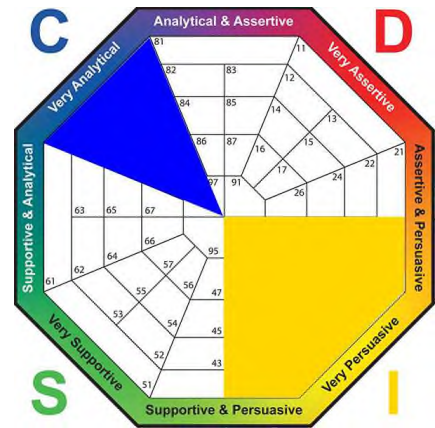
S <i>(Very Supportive)</i>	D, DC, DI <i>(Assertive, Assertive Analytical/Persuasive)</i>
<ul style="list-style-type: none"> Careful with Decisions Slow Paced Indirect People Focus Non-expressive Patient Low Urgency 	<ul style="list-style-type: none"> Rapid Decisions Fast Paced Direct Task Focus Responds in Anger Impatient High Urgency



Tips for this blend

- S will need to speak up when not in agreement; they will prefer to go along to keep peace
- S should ask questions to better understand the expectations and agenda of the D
- D will need to slow down and remember to build trust before proceeding
- D should allow time for engaging and interacting with S before focusing on the tasks too heavily

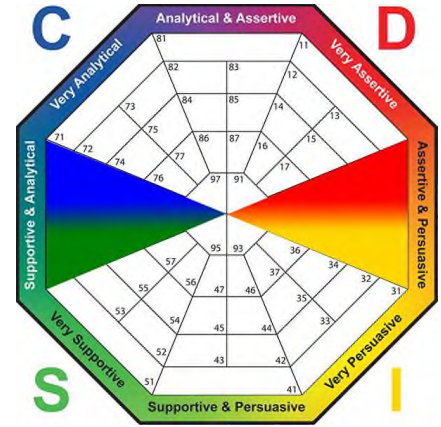
C <i>(Very Analytical)</i>	I, ID, IS <i>(Persuasive, Persuasive Assertive/Supportive)</i>
<ul style="list-style-type: none"> Pessimistic (Realistic) Careful with Decisions Introvert Slow Paced Risk Averse Task Focused 	<ul style="list-style-type: none"> Optimistic Rapid Decisions Extrovert Fast Paced Takes Risks People Focused



Tips for this blend

- C should use questions to guide the conversation to a desired conclusion
- C will need to engage more quickly and with increased energy
- I will need to control emotion and gestures, and limit physical contact
- I should allow more time for processing and response, trying not to lose interest or get distracted

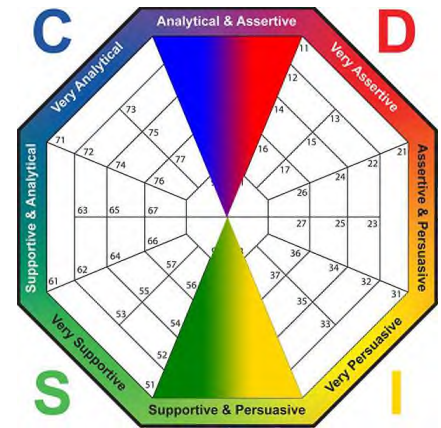
DI <i>(Assertive and Persuasive)</i>	SC <i>(Supportive and Analytical)</i>
<ul style="list-style-type: none"> Embraces Change Engages in Conflict Extrovert Animated Action oriented Takes Risks 	<ul style="list-style-type: none"> Avoids Hurried Change Avoids Conflict Introvert Reserved Thought oriented Risk Averse



Tips for this blend

- DI should clearly outline expectations and results/goals to SC, in writing if possible
- DI will need to try to provide clarity regarding steps and procedures, not just high level concepts
- SC may become frustrated with lack of completion and closure; may need to ask for needed support from DI
- SC will need to express concerns and/or disagreements directly and briefly (yet thoroughly)

CD <i>(Analytical and Assertive)</i>	SI <i>(Supportive and Persuasive)</i>
<ul style="list-style-type: none"> Direct Skeptical/Slow to Trust Task Focused Accomplishers Doing and Thinking 	<ul style="list-style-type: none"> Indirect Open and Trusting People Focused Relaters Feeling



Tips for this blend

- CD should try to be more considerate and respectful of others feelings and perspectives
- CD should be more open with acknowledgment of individuals and their efforts, less forceful and challenging
- SI should try to be less reserved/yielding and speak up with thought and concerns
- SI should remember that conflict and criticism is not personal; it can be productive and necessary

Coaching the Team

Coaching any team can be challenging, especially when you are dealing with a blend of styles and diverse backgrounds and values. For most groups, it is not “know-how” or “knows-why” that stops people from effectively working together and influences the ability to bounce-back from unplanned events and shortages of time and resources that stop them. It is the inability to identify, understand and leverage the group’s strengths and work effectively with individual vulnerabilities.

The aim then is to maximize individual potential to best support the group and reach the expected results.

Bringing everyone together to learn more about the members gives each person an intellectual understanding of why collaboration would be beneficial. If the group can see that collaboration is valuable and understand how to do work together as effectively as possible, the group can reach the best possible decisions and take action in a relevant time frame.

Suggestions to create, build, grow and improve teamwork:

- Review the team dynamics report for **similarities and differences** in behavioral styles.
- Consider the **natural and adapted strengths and challenges** for each team member, and the team as a **collective** group.
- Provide the opportunity for groups members to **engage with other group members** who are strong in the **areas they need to develop**. Rely on the **strengths and skills** of each team member to help the other members grow and develop.
- Evaluate **areas of opportunity** for the group to improve collaboration and interaction:
 - Are all team member’s **voices being heard** in meetings/planning sessions?
 - Are all **perspectives embraced** as valuable insight by the team as a whole?
 - Are there consistently team members who **don’t speak up** and **don’t weigh in**?
 - Are all members **clear on expectations** and **understand their role** in the team?
 - Are there any **standing conflicts, resentments** or **miscommunications** that need to be addressed and mediated?

Create a DISC POWER TEAM

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

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

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

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

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

Additional DISC Resources

The four behavioral styles measured by the DISC model are:

Dominance

Dominance (D style) measures and identifies how assertively an individual prefers to deal with the **PROBLEMS** they encounter. Someone with a “high D” will actively pursue and attack problems, while someone with a “low D” will be more reserved and conservative in tackling difficult, problematic and confrontational issues. **Individuals who plot in the upper right “D” Dominant quadrant of the behavioral diamond will typically exhibit a more assertive, direct, guarded and results oriented behavioral style.**

Influence

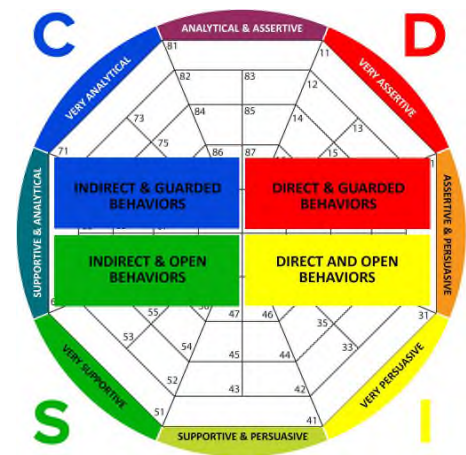
The Influence (I style) measures and identifies how an individual prefers to deal with the **PEOPLE** they encounter. Someone with a “high I” will be outgoing, seek personal connections and enjoy frequent interactions with others while someone with a “low I” will be more introverted, more reserved and less inclined to initiate new personal connections and interactions with others. **Individuals whose integrated plot is in the lower right “I” Influence/Extroversion quadrant of the behavioral diamond will typically exhibit a more people oriented, direct but open behavioral style.**

Steadiness

The Steadiness (S style) measures and identifies how an individual prefers to deal with the **ACTIVITY LEVEL or PACE of their daily agenda**. Someone with a “high S” will exhibit a great deal of patience and prefers a stable, focused and consistent workload preferring not to frequently shift gears and alter direction mid-stream. Someone with a “low S” exhibits strong urgency or low patience and prefers a fast-paced, rapid fire, multi-tasked agenda that offers active, change-oriented and spontaneous options. **Individuals whose integrated plot is in the lower left “S” Steadiness/Patient quadrant of the behavioral diamond will typically exhibit a more indirect but open, patient and team-focused behavioral style.**

Conscientious

The Conscientious (C style) measures and identifies how an individual prefers to deal with the **RULES, attention to detail, accuracy and data**. Someone with a “high C” will insist on accuracy, reliable facts, precision and high standards. Someone with a “low C” will tend to question the rules, can be quite independent, opinionated and may favor emotional persuasion over logical data. **Individuals plotting in the upper left “C” Conscientious quadrant will typically exhibit a more indirect and guarded, data focused detailed and analytical behavioral style.**



Behavioral Pattern View

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the diamond identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the diamond two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone.

THE SCORING LEGEND

D = Dominance: How you deal with Problems

I = Influence/Extroversion: How you deal with Other People

S = Steadiness/Patience: How you deal with your Activity Level

C = Conscientious/Compliance/Structure: How you deal with the "Organization's Rules" as well as the focus on details, accuracy and precision

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

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

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

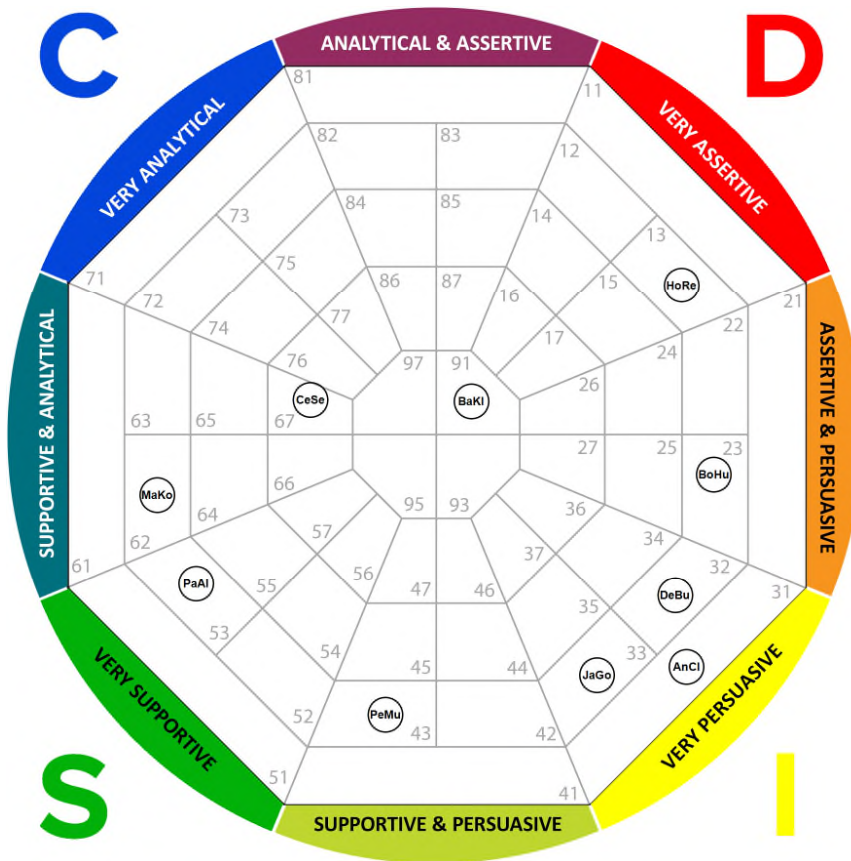
Very Patient & Favors Stability and Structure. Not a Risk Taker, Likes to operate at a Steady, Even Pace.

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

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

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







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



Tension Among the Styles

PACE AND PRIORITY represent two of the main sources of tension between the styles.

- D&C and I&S have different **PACES**: D and I are faster-paced, and S and C are slower-paced.
- D&I and S&C have different **PRIORITIES**: D and C are task-oriented, and I and S are people-oriented.
- D&S and I&C have **BOTH PACE AND PRIORITY DIFFERENCES**.

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

Communicating with the **DOMINANT** Style

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

Communicating with the **INFLUENCING** Style

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

Communicating with the **STEADY** Style

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

Communicating with the **CONSCIENTIOUS** Style

C CHARACTERISTICS:	SO YOU SHOULD...
Dislikes 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”, allow them time to think before responding

Adapting in Different Situations: AT WORK

DOMINANT STYLE

HELP THEM TO:

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

INFLUENCING STYLE

HELP THEM TO:

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

STEADY STYLE

HELP THEM TO:

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

CONSCIENTIOUS STYLE

HELP THEM TO:

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

Adapting in Different Situations: IN SALES AND SERVICE

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

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

Adapting in Different Situations: IN SOCIAL SETTINGS

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

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

Adapting in Different Situations: IN LEARNING ENVIRONMENTS

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

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

Team Application Exercise: Integrated Behaviors

Meet as a team to complete this exercise. Suggested time: 15-30 minutes.

Debrief: Discuss the following items as a group

1. What are the top three scores? These are the behaviors that this team exhibits MOST STRONGLY.
2. What are the bottom two to three scores? These are the behaviors that this team exhibits LEAST STRONGLY.
3. What implications do these facts have for the team? What are the strengths and weaknesses.
4. Do any individuals exhibit highs and/or lows that are opposite from the overall team highs and lows? Who? How might these individuals be regarded by the team? How might these individuals perceive the team's approach and/or effectiveness?
5. Are there any "ground rules" that the team should consider following as a group in the future, given what has been discussed?

Intensity Legend	HIGH INTENSITY
	HIGH MODERATE
	MODERATE INTENSITY
	LOW MODERATE
	LOW INTENSITY

Intensity Scoring Legend - DISC Style intensity is a measure of how you will likely display the specific behavior when interacting and communicating with others in most situations

- **Low Intensity** - Low Intensity scores indicate the ABSENCE of this behavior in MOST situations.
- **Low Moderate** - Low Moderate Intensity scores are only SOMETIMES observable in SOME situations.
- **Moderate Intensity** - Moderate Intensity scores do not mean "mild." Moderate means the behavior is flexible and may or may not become observable based upon the requirements of the specific situation.
- **High Moderate** - High Moderate Intensity scores are frequently observable in many situations.
- **High Intensity** - High Intensity scores will be clearly observable, displayed more often and seen in most situations.

Natural

TEAM MEMBER		PEOPLE INTERACTION (S/I)	TEAM SUPPORT (C/I)	ACCOMMODATION (S/D)	RULES VS. RESULTS (C/D)	DIRECTNESS (D/I)	PERSISTENCE (S/C)	PRECISION (C/S)	SOCIABLE (I/D)	SELF-DETERMINATION (D/S)	INDIVIDUALISTIC (D/C)	VITALITY (I/S)	SELF-ASSURED (I/C)
Paul		78	66	84	71	45	62	38	55	16	29	21	34
Deborah		18	16	30	29	37	52	48	62	70	71	82	84
Anne deLain W.		35	27	46	37	39	58	42	61	54	62	65	73
Jacqueline		41	30	55	45	36	61	39	64	44	55	59	70
Bob		35	34	42	41	43	51	49	57	58	59	65	66
Barbara		63	55	32	25	80	57	43	20	68	75	37	45
Matthias		74	70	78	73	46	54	46	54	22	27	26	30
Peter		51	37	55	41	46	64	36	54	45	59	49	62
Holly		23	18	12	7	61	55	45	39	88	93	77	82
Cecilia		57	59	75	77	32	48	52	68	25	23	43	41
Team Average		48	41	51	45	46	56	44	53	49	55	52	59
Team Median		46	36	50	41	44	56	44	56	50	59	54	64

Intensity Legend	HIGH INTENSITY
	HIGH MODERATE
	MODERATE INTENSITY
	LOW MODERATE
	LOW INTENSITY

Adaptive

TEAM MEMBER		PEOPLE INTERACTION (S/I)	TEAM SUPPORT (C/I)	ACCOMMODATION (S/D)	RULES VS. RESULTS (C/D)	DIRECTNESS (D/I)	PERSISTENCE (S/C)	PRECISION (C/S)	SOCIABLE (I/D)	SELF-DETERMINATION (D/S)	INDIVIDUALISTIC (D/C)	VITALITY (I/S)	SELF-ASSURED (I/C)
Paul		70	80	71	82	48	40	60	52	29	18	30	20
Deborah		23	21	39	37	33	52	48	66	61	62	77	79
Anne deLain W.		48	46	75	73	23	52	48	77	25	27	52	54
Jacqueline		43	32	59	48	34	61	39	66	41	52	57	68
Bob		32	32	37	37	45	50	50	55	62	62	68	68
Barbara		48	75	20	46	79	23	77	21	80	54	52	25
Matthias		80	83	71	75	59	47	53	41	29	25	20	16
Peter		48	61	61	73	37	37	62	62	39	27	52	39
Holly		21	34	7	19	65	37	62	35	93	81	79	66
Cecilia		73	70	80	77	43	53	47	57	20	23	27	30
Team Average		49	53	52	57	47	45	55	53	48	43	51	46
Team Median		48	54	60	60	44	48	52	56	40	40	52	46

Intensity Legend	HIGH INTENSITY
	HIGH MODERATE
	MODERATE INTENSITY
	LOW MODERATE
	LOW INTENSITY

The 12 Integrated Behaviors - Definitions

The People Interaction Behavior (S/I)

"How this individual's need for a steady pace and exercise of patience is impacted by their desire to connect and engage in social interaction."

The People Interaction behavior measures HOW the strength of this individual's degree of patience and preferred activity level are influenced by the strength of their extroversion and a desire to socially interact and accommodate others. **Higher intensity scores** will display a great deal of care and consideration when crafting the words and deeds that impact others while **Lower intensity scores** will reflect a freewheeling and confident belief that most if not all interactive social situations can be handled "on the fly."

The Team Support Behavior (C/I)

"How this individual's need for accuracy, precision and following procedure is impacted by their desire for social connection and interaction."

The Team Support behavior measures HOW the strength of this individual's desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people. **Higher intensity scores** display reliance upon structure, logic, facts and established data, procedures and protocols while **Lower intensity scores** display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.

The Accommodation Behavior (S/D)

"How this individual's need to operate at a steady pace and innate degree of patience is impacted by their need for immediate results."

The Accommodation behavior measures HOW the strength of this individual's level of patience and activity level are influenced by the strength of their desire to lead, command and direct activities focused on immediate results and solutions. **Higher intensity scores** reflect a willingness to consider, accommodate and support alternative solutions and ideas while **Lower intensity scores** reflect a propensity to make difficult decisions, remain firm in supporting and defending them sustained by a strong focus on achieving immediate results and accomplishing assigned goals.

The Rules vs. Results Behavior (C/D)

"How this individual's need for accuracy, precision and guidelines is impacted by their need for immediate results."

The Rules vs. Results behavior measures HOW the strength of this individual's need to precisely follow established structural and procedural guidelines, standards and codes is influenced by their need for direct "results now" actions that target immediate accomplishments. **Higher intensity scores** identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols and policies while **Lower intensity scores** suggest a more direct, immediate "result now" focus that will not likely be restrained by established protocols, procedures and policies.

The Directness Behavior (D/I)

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

The Directness behavior measures HOW the strength of this individual's direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others. **Higher intensity scores** identify a willingness to make and defend tough and even unpopular decisions while **Lower intensity scores** will identify an inclination to search for a more socially interactive, popular and accommodating solution.

The Persistence Behavior (S/C)

"How this individual's need for pace and patience is impacted by their need for accuracy, precision and planning."

The Persistence behavior measures HOW the strength of this individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure. **Higher intensity scores** reflect an emphasis on supporting planned group and team efforts while **Lower intensity scores** reflect a need to follow established policies and procedures even if it requires running counter to the team's direction that may be advocating alternative or even potentially risky actions.

The 12 Integrated Behaviors - Definitions Continued

The Precision Behavior (C/S)

"How this individual's need for accuracy, precision and planning is impacted by their desire for team support and accommodation."

The Precision behavior measures HOW the strength of this individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation. **Higher intensity scores** reflect a desire to operate in a "fail-safe" environment supported by accurate data and through preparation while **Lower intensity scores** suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.

The Sociable Behavior (I/D)

"How this individual's need for social interaction is impacted by their assertiveness and desire for immediate results."

The Sociable behavior measures HOW the strength of this individual's preference for cordial social interaction and people connection is influenced by their need for immediate results. **Higher intensity scores** reflect an emphasis on seeking, building and sustaining personal relationships while **Lower intensity scores** reflect a much stronger competitive "result now" focus with less effort on accommodation and building relationships.

The Self-Determination Behavior (D/S)

"How this individual's degree of assertive "results now" focus is impacted by their level of patience."

The Self-Determination behavior measures HOW the strength of this individual's direct, assertive and "results now" oriented behaviors are influenced by their degree of patience and preferred pace. **Higher intensity scores** identify a preference toward a more "now oriented pace" that is keyed toward taking actions that achieve immediate results and goals while **Lower intensity scores** identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.

The Individualistic Behavior (D/C)

"How this individual's "results now" assertiveness is impacted by their desire to be accurate, analytical and structured."

The Individualistic behavior measures HOW the strength of this individual's direct, assertive and "results now focus" is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives. **Higher intensity scores** will not likely be deterred by potential restraints or established policies especially if they are perceived to impede immediate results while **Lower intensity scores** will favor strong and precise compliance and adherence to established structure, rules, policy and procedures.

The Vitality Behavior (I/S)

"How this individual's people focused extroversion is impacted by their preferred pace and activity level."

The Vitality behavior measures HOW the strength of this individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level. **Higher intensity scores** reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts while **Lower intensity scores** reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.

The Self-Assured Behavior (I/C)

"How this individual's people oriented extroversion is impacted by their need for accuracy and structure."

The Self-Assured behavior measures HOW the strength of this individual's extroversion and desire for personal connection with others is influenced by their need for structure, detail, and accurate evidence prior to taking action. **Higher intensity scores** can sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning while **Lower intensity scores** reflect a cautious and conscientious approach that seeks to take actions that are supported by reliable tactics, trusted data and past successes.

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