



# **DISC** Career Management

## A DISCstyles™ Online Report

Report For: **Bob Sample**

Style: **SI/CI**

Date: **8/12/2015**

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

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## Introduction: DISCstyles™ Career Management Report

**Congratulations on your participation in the DISCstyles Assessment used to analyze your Communication Preferences and Behavioral Style for your Career Management.**

This report is the result of your assessment.

**Bob**, the first part of the report focuses on your communication preferences and behavioral style. While this information is extremely valuable, the second section with the title of “Application” increases the value of your report exponentially.

Finding your career direction begins in defining a critical element – Your Occupational Behavioral Style. Research suggests that specific behavioral styles are attracted to specific occupations. Understanding your career choices, mastering the process of career or job selection, and applying this knowledge for job satisfaction consists of three basic steps:

1. **Knowing your natural behavioral tendencies,**
2. **Determining the behavioral demands of the job,**
3. **Understanding the results of adapting your natural style to “fit” the job’s needs OR select the career or jobs that require your natural style, or both.**

**The DISCstyles™ Career Management Report** helps you make and plan your **career decisions**. This report **clarifies the job expectations, discovers the reasons for any inner conflict, and helps in the understanding of the stressors experienced in your past job(s) or present workplace**. In addition, it provides a **list of occupations** and the **O\*NET (Job) Codes** that utilize the behavior that is the closest match to your natural behavioral style.

This report is as much prescriptive (tips and tools for interpersonal communications and career management) as it is descriptive (getting you to understand and appreciate your own DISC style).

Today’s workplace is in constant change and careers are evolving to keep pace. It will not be unusual for **people to change career 4-5 times during their working lives**. Furthermore, research indicates that more than 50% of working people hold jobs that do not utilize their natural talents, so they are neither fully motivated nor satisfied with their work. Research suggests that **50-80% of all employed adults are in the wrong job or career**.

Given these realities, it becomes more important than ever for you to be prepared to make informed career decisions based on a solid understanding of your behavioral style and your natural traits. With increased understanding of the talents you bring to the workplace, you can maximize your ability to succeed and achieve career satisfaction in an ever-changing environment.

## Introduction: DISCstyles™ Career Management Report, continued

Career satisfaction, happiness, and success are possible—if you know how to make it happen! With your personalized and comprehensive DISC report, you have tools to help you understand how behavioral styles gravitate to certain jobs and how you can become more effective in making informed decisions for your career management.

This report does not assign personal values, interests, aptitude, IQ or work history. Instead, it concentrates on your tendencies that influence your behavior and helps you to recognize the preferences and strengths you bring to the job. Establishing the best career path is a result of learning what jobs require the “real you” for that natural “job fit.”

Our DISC model focuses on patterns of external, observable behaviors using the scales of directness and openness each style exhibits. Because we can see and hear these behaviors, understanding people and even job behavioral needs becomes easier. This DISC model is simple, practical and easy to remember. The Four Basic DISCstyles Overview section of this report provides a summary of the styles.

### BEHAVIORAL STYLES

Historical and contemporary research reveals dozens of models for understanding behavioral differences in people. Many share one common thread – the grouping of behavior into four basic categories. Your report will be referring to those four categories as the DISC styles. The DISC concept measures the four dimensions of normal behavior and determines:

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

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

**Bob**, there is no “best” style nor is there a “worst” style. Each style has its unique strengths and opportunities for continuing improvement and growth. Any behavioral descriptions mentioned in this report are tendencies for your style group. Depending upon the blending of DISC styles and the intensity level of the DISC traits, some descriptions of a pure DISC Style may not specifically apply to you.

It has been said that people spend more time planning their vacations than they invest in planning or managing their own careers. Your participation in this career management process demonstrates your active interest in your own success.

## Part I Understanding Yourself

### General Characteristics

*Bob, the narration below serves as a general overview of your behavioral tendencies. Your report provides a framework for understanding and reflecting on your results. It also includes ideas to help you leverage your strengths to maximize your personal success and career satisfaction.*

Bob, you score like some who may tend to overuse position or power to get their way. This is not always effective in getting necessary results. Try to minimize the reliance on your title or authority, and instead approach problems with an eye toward benefitting the group. Your knowledge of specifics and details is a strength, as long as it is used in the spirit of making progress toward the goal.

Bob, you show the ability to be both people-oriented and detail-oriented, with equal skill and confidence. This is a rare and valuable skill, as it allows you to enlist the help of a wide variety of people who may not ordinarily work well together, and focus their efforts in the same direction.

Your response pattern, Bob, indicates that you tend to be considerate of others, and that you are able to persuade them in an assertive manner, without being demanding. This can be an asset to the team, especially on complex projects in which different types of people may be involved.

Your score pattern matches those whose decisions are made primarily by gathering facts and considering the needs of all people involved. This highlights the theme of balancing both the people side and the detail side of projects. This balance translates to win-win situations for both the organization and the people involved. This is a rare skill, and one that is valued in the workplace.

## Part I Understanding Yourself

### General Characteristics (continued)

Some people don't always "get it" right away. To that point, you show a special skill in helping others visualize the activities necessary for success. You do this by creating mental pictures for your audience in communicating what the vision is all about. Using those mental pictures, you are able to illuminate a variety of pathways to success. Be certain to use this skill when working with team members who are having trouble articulating the vision.

Your results indicate that you are able to help initiate complex processes and activity. This comes from two specific traits: people orientation, and detail orientation. Your "people skills" can be used to engage others in an idea or process, while your attention to detail can help maintain a level of quality control. The latter is a skill that few people share and is something that you should attempt to leverage and maximize.

You have the ability to take the seed of an idea and make it develop into a successful solution. This is a strength that you should utilize whenever possible, due to its high potential benefit to the team. You have an innate optimism and creativity and are able to think both quickly and analytically about ideas. Your positive spirit has the potential to be a catalyst for positive change within an organization or team.

You score like those who may become somewhat impatient or aggressive when under pressure. As long as you realize this, you can potentially harness this urgency to achieve optimal success on a task. Use your natural optimism to maintain a positive climate, even when under pressure. You'll get better results and keep more people on board with the project. Your potential to be aggressive may sometimes lead to conflict. Attempt to minimize this conflict by taking a more positive, team-oriented approach.

## Your Strengths

### What You Bring to the Organization

**Bob**, you are likely to display your strength characteristics rather consistently. These qualities tend to enhance your effectiveness within the workplace. Your work style tendencies provide useful insight as you perform the duties required by your position's job description. These tendencies are the talents and preferences you bring to your job.

Check your two most important strengths and your two most important work style tendencies and transfer them to the **Summary of Your Style** on page 15.

#### ***Your Strengths:***

- You are deadline-savvy and able to juggle many issues simultaneously.
- You tend to demonstrate technical competence, as well as skill in dealing with people.
- An optimistic team player, you are able to motivate others toward their goals.
- In meetings, you will communicate your opinions in a positive and solution-oriented way.
- You are able to negotiate conflicts between people and teams in a win-win manner.
- You bring a strong sense of quality control to the team's efforts.
- You bring a sense of genuine enthusiasm to the team and organization.

#### ***Your Work Style Tendencies That You Bring to the Job:***

- You want to be seen as one who shows sincere interest in both internal and external stakeholders on a project.
- You are motivated to be a team player who is supportive of team efforts.
- You maintain a stable and predictable pace in completing complex or specialized projects, and demonstrate a tireless work ethic to get the project finished.
- You encourage others and contribute to a positive work atmosphere, making efforts to avoid a climate of hostility or aggression.
- You have an excellent listening style and others know you to be an active and interested listener.
- You are ready, willing, and able to help others become more effective and successful.
- You have the ability to get along with a wide variety of people.

## Your Motivations (Wants) and Needs

What motivates you? People are motivated by what they want or need. People are motivated to avoid their fears. **Behaviors are driven by these motivators.** Each style has different fears, wants, and needs. The more fully our motivators are met, the easier it is to perform naturally with minimal effort. Your assessment has analyzed your behavioral wants and needs. Knowing these motivators helps you understand the “why” behind how you behave (react and respond). **Bob**, this section indicates what wants and needs must be met for optimal performance.

Check your two most important motivators and your two most important needs. Transfer your selections to the **Summary of Your Style** on page 15.

### ***You Tend to Be Motivated By:***

- Assignments that provide a variety of activities involving people.
- Sufficient time to adjust to change so as not to disrupt systems and processes.
- Appreciation for competence and work ethic demonstrated over the long haul.
- A supportive and encouraging environment with minimal interpersonal conflict and hostility.
- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.
- Working with a team whom you can show your high level of trust.
- A strong, visible group or organization to identify with.

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

- A democratic environment with participatory management.
- A wider scope of perspective and operations.
- To have confidence in the project, product, goals, and leadership.
- Complete explanations of the nature of a process, and systems used.
- To feel valued as a team member, and have detailed responsibilities in order to work at top effectiveness.
- An environment where there is frequent communication and contact with people.
- Clear and specific job descriptions and role responsibilities.

## Your Motivations - Ideal Work Environment

Everybody is motivated – however, they are motivated for their own reasons, not someone else’s reasons. By understanding your motivations, you can create an environment where you are most likely self-motivated. You will invest your natural energy in just being “you” instead of using up your energy by trying to behave in a way that is not naturally comfortable.

Select your two most important environment factors and transfer your selections to the **Summary of Your Style** on page 15.

### ***You Tend to be Most Effective in Environments that Provide:***

- Minimal interpersonal conflict and hostility.
- Opportunities to work with people with whom you have developed trust, rapport, and credibility.
- Identification with the team or greater organization.
- A secure work situation.
- The ability to interact with people in a comfortable, non-hectic manner.
- Variety in work tasks and projects.
- Public recognition for your accomplishments.

## The C Style Behavior and Needs Under Stress

### ***Under Stress You May Appear:***

- Unable to meet deadlines
- Resentful
- Over-reliant on data and documentation
- Withdrawn
- Slow to act

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

- Understanding of principles and details
- Accuracy
- Guarantees that they are right

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

- C's tend to hold conflicts or conflicting views in their mind, looking for proof that they are right or a new valid way of looking at things that accommodates both points of view.
- C's often resort to various indirect techniques to manipulate the environment to make it more favorable to their position. They may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.
- Their tendency to be something of a loner may make it more difficult for other people to trust C's, although their demonstrated reliability tends to offset this.

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

- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.

## Communication Tips and Plans for Others

*The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.*

*Check the two most important ideas when others communicate with you (do's & don'ts) and transfer them to the **Summary of Your Style** page.*

### **When Communicating with Bob, DO:**

- Be certain to conclude the communication with modes of action and specific instructions for the next step.
- If you disagree with the direction, show your position in an organized presentation.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Give Bob time to verify the issues and potential outcomes.
- Be certain that your ideas and information are credible and realistic.
- Join in and talk positively about people and their goals.
- Plan to talk about things that support Bob's dreams and goals.

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

- Whine about all of the work you have to do.
- Use someone else's opinions as evidence.
- Rush the issues or the decision-making process until you have buy-in.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Be impersonal or judgmental.
- Get in the habit of manipulating ideas quickly.
- Be unrealistic with deadlines.

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

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

## Communication Plan with the **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
Want feedback that they “look good”	Mention their accomplishments, progress and your other genuine appreciation

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

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

## Communication Plan with the **CONSCIENTIOUS** Style

CHARACTERISTICS	SO YOU...
Concerned with aggressive approaches	Approach them in an indirect, nonthreatening way
Think logically	Show your reasoning
Seek data	Give data to them in writing
Need to know the process	Provide explanations and rationale
Utilize caution	Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	When delegating, let them check procedures, and other progress and performance before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or “correct” answer, within available limits
Like to contemplate	Tell them “why” and “how

## Potential Areas for Improvement

Everyone has some possible struggles, limitations, weaknesses, or areas for improvement. Often it is simply an overextension of strengths, and thus, viewed as **weaknesses** or even **blind spots**.

*For example, a High D's directness may be a strength in certain environments, but when overextended or used to the extreme, the High D may tend to be bossy.*

Select the two most important you are committed to improve upon and transfer them to the **Summary of Your Style** on page 15.

### **Potential Weaknesses and Possible Blind Spots for Your CI Style, Bob, and Perceptions Others May Have for Your CI Style.**

- Your high level of enthusiasm may be seen by some as shallow or self-absorbed.
- You may trust people a bit too much and may get burned in the process.
- When forming teams, you may tend to select people who are similar to you.
- You may be overly defensive about your position, especially when faced with change or threats.
- You may tend to oversell your ideas.
- You may withdraw ideas in order to keep from making waves or creating controversy.
- You may get bogged down in details, like a security blanket in a high-pressure climate.

## Summary of Bob Sample's Style

*Communication is a two-way process. Encourage others with whom you interact to complete their own DISCstyles Assessment (not necessarily the Career Management Report; select the version most appropriate for each person) and then share the Summary Sheets with one another. By discussing preferences, needs, and wants with your coworkers, those with whom you socialize, or even family members, you will be able to enhance these relationships and turn what might be a stressful relationship into a more effective one just by understanding and applying the DISCstyles information.*

### YOUR STRENGTHS: WHAT YOU BRING TO THE ORGANIZATION

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

### YOUR WORK STYLE TENDENCIES

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

### YOUR MOTIVATIONS (WANTS)

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

### YOUR NEEDS

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

### YOUR MOTIVATIONS: IDEAL WORK ENVIRONMENT

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

### COMMUNICATION DO'S & DON'TS

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

### POTENTIAL AREAS FOR IMPROVEMENT

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

Consider investing in the **DISCstyles Mini Report** as a gift for the person or people you want to understand better through quality relationship strategies

## WORD SKETCH Adapted Style

*DISC is an observable “needs-motivated language” based on the concept that emotions and behaviors are neither good nor bad. Behaviors reveal the needs that motivate our actions. We all have perceptions of how we need to react and respond in a specific environment to foster more productive relationships.*

*Bob, the chart below is your personal “ADAPTED STYLE” DISC Graph displayed as a Word Sketch. The highlighted descriptors below indicate the behavioral traits you exhibit based on how you perceive the demands of your environment. Use it with examples to describe “why” you do what you do and “what” is important to you in your situation.*

	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

## WORD SKETCH Natural Style

*DISC is an observable “needs-motivated language” based on the concept that emotions and behaviors are neither good nor bad. Behaviors reveal the needs that motivate our actions. We all have specific reactions and responses that come naturally to us.*

*Bob, the chart below is your personal “NATURAL STYLE” DISC Graph displayed as a Word Sketch. The highlighted descriptors in your chart indicate the behavioral traits you naturally exhibit. Use it with examples to describe “why” you do “what” you do.*

	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

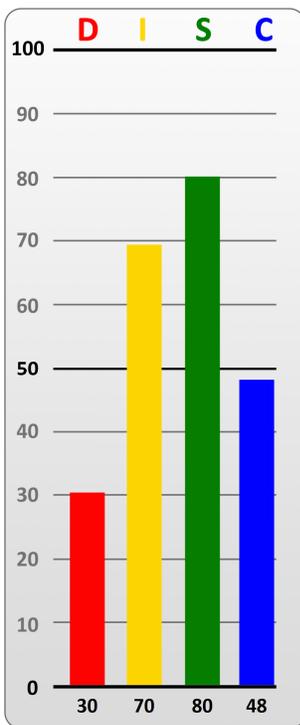
50% Energy  
Line

## DISCstyles eGraphs for Bob Sample

Your **Adapted Style** indicates you tend to use the behavioral traits of the **SI Style** in your work environment based upon the demands of that environment. Your **Natural Style** indicates that you **naturally** use the behavioral traits of the **CI Style**.

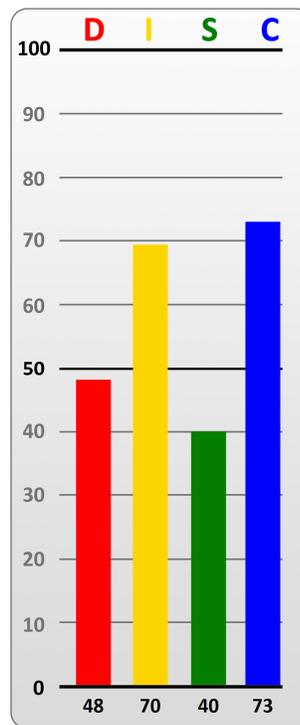
**Bob**, your **Adapted Style**, the graph on the left, is **your perception of the behavioral tendencies** you use in your work environment. This graph may change when you change roles or situations. The graph on the right is your **Natural Style** and indicates the intensity of your instinctive behaviors and motivators. It is often a better indicator of the **real you and your automatic or instinctive behaviors**. Your **Natural Style** is how you act when you feel comfortable in your environment and are not attempting to adjust or mask your style. Your **Natural Style** traits are those you exhibit in **stressful situations** and tend to be fairly consistent over time

**Adapted Style - Graph I**

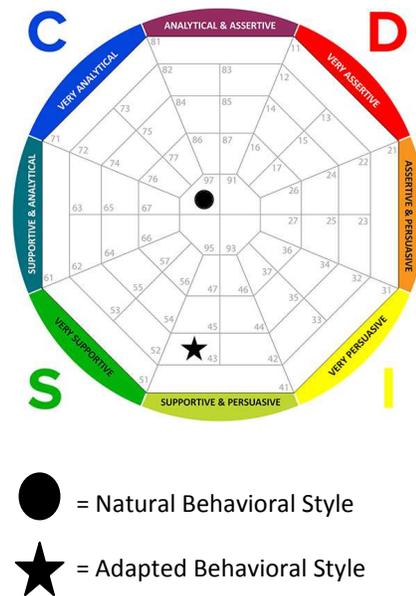


Pattern: SI (2563)

**Natural Style - Graph II**



Pattern: CI (3535)



● = Natural Behavioral Style  
 ★ = Adapted Behavioral Style

If the two graphs are **similar**, it means you also tend to use your **natural behaviors in your environment**. If your **Adapted Style differs from your Natural Style**, your environment may cause **stress** the longer you remain in that environment because you are using traits that are not as comfortable or natural.

The higher or lower each D, I, S, and C point is on your graphs, the greater or lesser your needs-motivated behavior impacts your results at work and with others around you. Once aware, you can adapt your style.

**Adapting behavioral traits is most effective with awareness and practice.**

## 12 Behavioral Tendencies

The primary styles - **D, I, S, and C** - are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other.

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

**Note:**

- The behavioral tendencies are presented in the order from **Most Frequently Observed to Least Frequently Observed**.
- **Frequency Observed:**
  - **HI** – Clearly observed in most situations, seen more often
  - **HM** – Frequently observed in many situations
  - **MOD** – May or may not be observed depending on the situation
  - **LM** – Sometimes observed in some situations
  - **LOW** - Absence of the behavior in most situations
- As the graph **moves to one side**, it shows which style has the greatest influence and how the other style has less influence. If the graphs are near the center, the result is a balancing behavioral effect with both styles affecting your behavior in that tendency.
- The **blue box** represents the general population in this behavioral tendency. 68% of people score in this range.

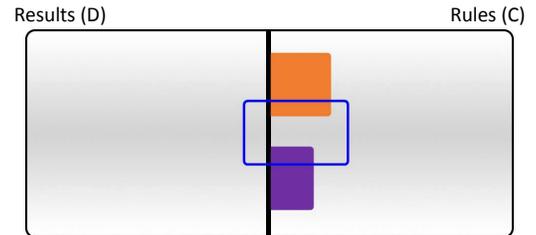
<b>Balanced</b>	
<p><b>Planning</b></p> <p><b>Natural (HM):</b> You frequently focus on carefully and deliberately making plans to ensure high-quality outcomes with great importance on accuracy, structure, order and precision in all you do.</p> <p><b>Adapted (LM):</b> Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome.</p>	<p>Predictability (S) <span style="float: right;">Precision (C)</span></p>
<p><b>Customer Orientation</b></p> <p><b>Natural (HM):</b> You are somewhat engaging, charming, persuasive, and influential, often connecting with both internal and external customers in a way that builds trust and confidence.</p> <p><b>Adapted (MOD):</b> You can be engaging and persuasive while providing support and stability in your interactions with both internal and external customers.</p>	<p>Supporting (S) <span style="float: right;">Engaging (I)</span></p>

**Balanced**

**Prioritizing**

**Natural (HM):** You often focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision.

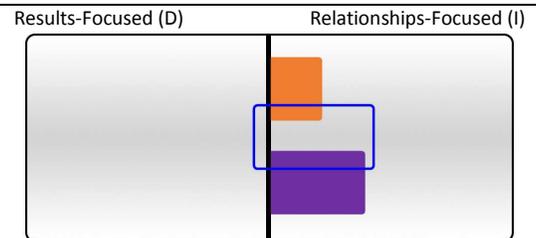
**Adapted (MOD):** You are attentive to established guidelines to ensure high-quality results now and are focused on actions that target immediate accomplishment



**Interaction**

**Natural (HM):** You are somewhat social, and focus on interacting to build relationships and make connections with others.

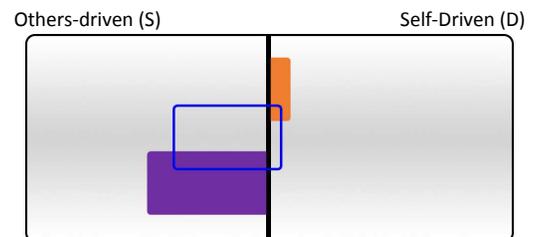
**Adapted (HM):** You are somewhat social, and focus on interacting to build relationships and make connections with others.



**Determination**

**Natural (MOD):** Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions.

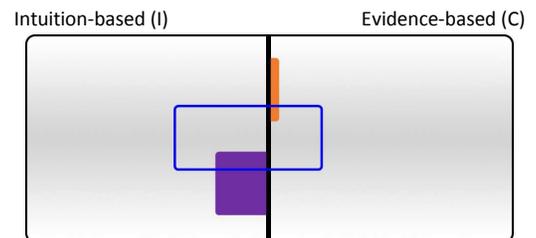
**Adapted (LM):** Your determination is somewhat steady, supportive and less urgent, considering relationship consequences before acting.



**Reasoning**

**Natural (MOD):** You may rely somewhat on your feelings and interactions with others to make decisions, and choose what is likely to be considered acceptable but will seek to back up judgments with evidence and verification.

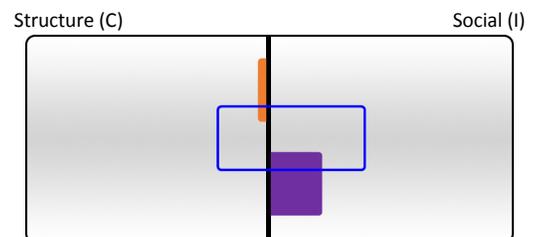
**Adapted (LM):** You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable.



**Confidence**

**Natural (MOD):** Your confidence is balanced between your ability to comfortably interact with others and build personal connections, while still maintaining a focus on structure, detail and accuracy, and you may struggle with maintaining a consistent pace or focus.

**Adapted (HM):** You are somewhat confident when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others.



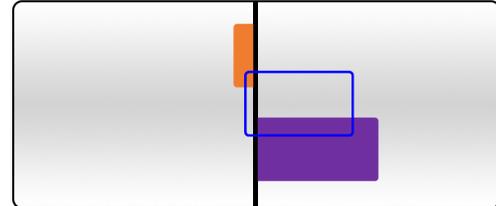
**Balanced**

**Change-oriented**

**Natural (MOD):** You can be accommodating and flexible or more committed to your thoughts and ideas during times of change, depending on the level of risk and expected outcome.

**Adapted (HM):** You are willing to accommodate others through change and can be flexible in accepting change, though you prefer an opportunity to prepare for it and to understand the expectations.

Driving (D) Understanding (S)

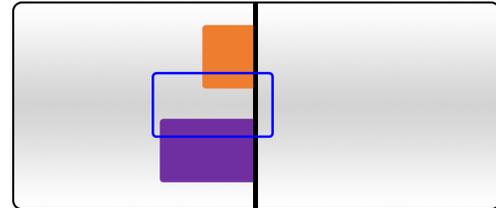


**Efficiency**

**Natural (LM):** You are quite attentive to involving others, preferring to reach results together, which may impact efficiency.

**Adapted (LM):** You are quite attentive to involving others, preferring to reach results together, which may impact efficiency.

Interactive (I) Independent (D)

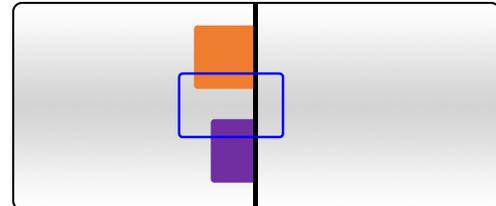


**Providing & Following Directions**

**Natural (LM):** You are more likely to precisely follow established structural and procedural guidelines, and are aware of the need for accuracy and compliance to certain guidelines and protocol.

**Adapted (MOD):** You are able to balance the desire to set the expectations or uphold the protocol based on the situation and what is most relevant. You may follow the established structural and procedural guideline if they support the objectives.

Reserved & Detailed (C) Directive & Concise (D)

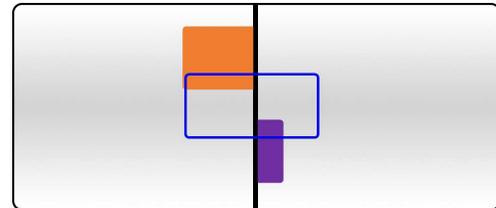


**Vigilance**

**Natural (LM):** You act more impulsively based on intuition and feelings rather than taking the time to carefully consider the risks and consequences.

**Adapted (MOD):** You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition.

Impulsive (I) Cautious (S)

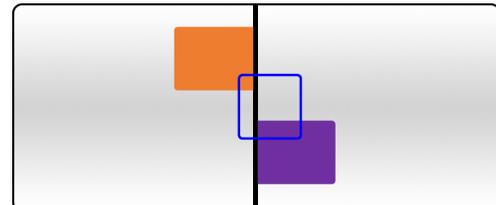


**Process & Follow-through**

**Natural (LM):** Your process and follow through is often driven by upholding quality standards to be sure what you are doing is accurate and precise.

**Adapted (HM):** Your process and follow through is often driven by a desire to keep things consistent and moving forward at a methodical, steady pace.

Accuracy (C) Consistency (S)



## 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.

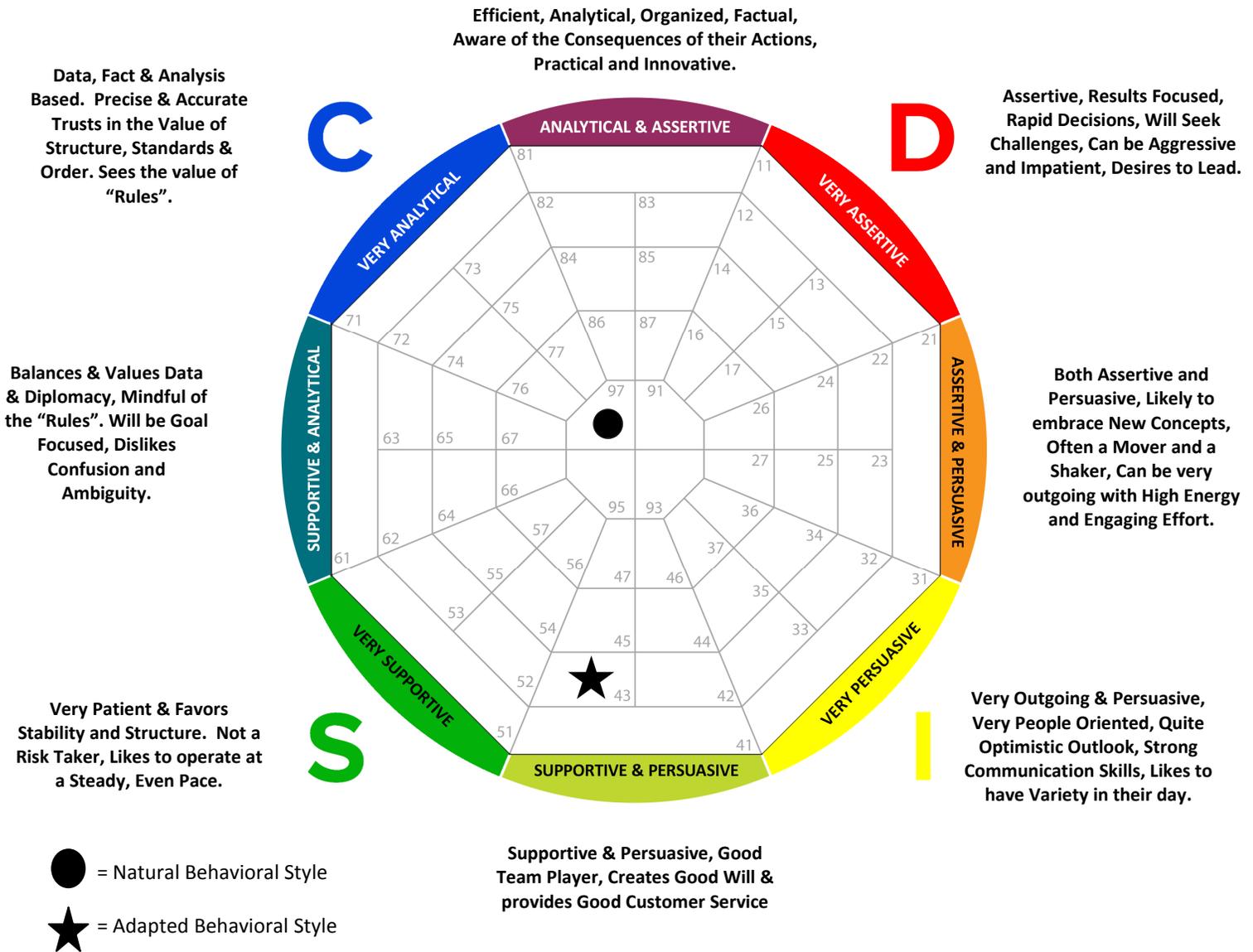
### THE SCORING LEGEND

**D = Dominance:** How you deal with **Problems and Challenges**

**I = Influence/Extroversion:** How you interact with **Others**

**S = Steadiness/Patience:** How you establish your **Activity Level (Pace)**

**C = Conscientious/Compliance/Structure:** How you respond to **Rules** set by others and your level of focus on details, accuracy and precision



## PART II Application of DISC Styles

Understanding your own behavioral style is the first step to being more effective in managing your career. All the knowledge in the world doesn't mean much if you don't know how to apply it in real-life situations. This section of your report explains these practical applications.

To begin to use the power of behavioral styles, invest time and practice in knowing how to apply the DISC concept and knowledge to people, environments, and jobs.

### THIS APPLICATION SECTION INCLUDES:

- Overview of the Four Basic DISCstyles
- What is Behavioral Adaptability
- Tension Among the Styles
- Making Career Decisions and Planning Your Career Path
- Job Indicator Section
- Job Selection Process

The purpose of this process is to help you minimize your regrets and maximize your success. An important element of the process is to help you acknowledge talents you know you have and discover talents you may not have known you have. In addition, this process will help you find new ways or words to use when talking about yourself to others. This process will also help you to relate more effectively with others.

**The better you understand yourself, the better you will be at getting what you want. In fact, what you don't know about yourself could keep you from getting what you want.**

This process will give you priceless insight. This insight will help you to know when and where to use your talents. Knowing this will become one of your most valuable assets.

To understand the tension that may exist with the expectations placed on you by your job's needs, you can refer to the **Tension Among The Styles** section upcoming in the following pages. (Pgs. 27-28)

The final section of your report explains the process of **defining a career path** using the suggested resources in combination with the **specific job titles** generated as most appropriate for your communication style and behavioral strengths.

## Overview of the Four Basic DISCstyles

Below is a chart to help you understand some of the characteristics of each of the Four Basic DISC Styles so you can interact with each style more effectively. These behavioral tendencies are indicative of those with the High or Pure **D**, **I**, **S**, or **C** Styles. Tendencies are tempered by the blending of other styles, which changes the behavioral. Knowing the high tendencies is useful in describing how a person is likely to behave, and how the person is likely to be perceived in a given environment.

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

## What Is Behavioral Adaptability?

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

No one style is naturally more adaptable than another. 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 with others. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow. Likewise, **you can be adaptable to a job's requirements, if necessary.**

**Adaptability is how you 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 appropriate responses and reactions with an **S** or **I** style; or when the **I** or **S** style focus on facts or get right to the point with **D** or **C** styles.

Adaptability is adjusting your own behavior to make other people feel more at ease with you and adjusting your own natural preferences to meet the demands of a job and work environment.

Adaptability does **not** mean “imitation” of the other person’s style, **Bob**. 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 does **not** mean that you must change who you are in order to be successful in a job, **although it does mean that you will be using energy to perform in a way that it is not naturally comfortable.**

A person who maintains **high adaptability for extended periods may not be able to avoid stress and inefficiency.** There is the danger of developing tension from the stress of behaving in a “foreign” style. Usually, this is temporary and is worth it to gain rapport with others, but it may be undesirable for job satisfaction.

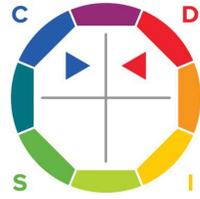
**Realize that it takes energy to adapt; to act in a way that is not natural. Adapting for a specific job description for 8 hours a day and for 40 hours a week can be exhausting.**

Effective adaptable people meet other peoples’ needs. 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 and affects your job performance. Raise your adaptability level with others 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. Adaptability is valuable information to remember for job interviews! With adaptability you can treat other people the way THEY want to be treated.

**Remain mindful of the difference between  
adapting for interacting effectively with people  
and adapting to a job day-in and day-out.**

## Tension Among the Styles

Potential Tensions/Disconnects	Plot Points Example
<p><b>Double Tensions of Patience vs. Urgency AND People versus Task</b></p> <p><b>Pattern 1:</b> The High S's preferred Patient &amp; Slower Pace with a Primary Focus on People rather than on results and task can conflict with the High D's Sense of Urgency and a focus on Tasks and Results and Now.</p>	 <p><b>High S + High D</b>  <i>(Lower Left vs. Upper Right Quadrant)</i></p>
<p><b>Double Tensions of Patience vs. Urgency AND People versus Task</b></p> <p><b>Pattern 2:</b> 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.</p>	 <p><b>High C + High I</b>  <i>(Upper Left vs. Lower Right Quadrant)</i></p>
<p><b>Patience vs. Urgency Tensions:</b></p> <p>The High S's innate patience can conflict with the High I's Sense of Urgency.</p>	 <p><b>High S + High I</b>  <i>(Lower Left vs. Lower Right Quadrant).</i></p>
<p><b>Patience vs. Urgency Tensions:</b></p> <p>The High C's focus on exercising patience to assure accuracy and avoid errors can conflict with the High D's focus on results, do it NOW solutions, and immediate action.</p>	 <p><b>High C + High D</b>  <i>(Upper Left vs. Upper Right Quadrant)</i></p>

## Tension Among the Styles, continued

Potential Tensions/Disconnects	Plot Points Example
<p><b>People versus Tasks Tensions:</b></p> <p>The High D's focus on Results, Tasks, and Action can conflict with the High I's Focus on People, Feelings and Sociable Correctness.</p>	 <p><b>High D + High I</b>  <i>(Upper Right vs. Lower Right Quadrant)</i></p>
<p><b>People versus Tasks Tensions:</b></p> <p>The High C's focus on Data, Analysis, Accuracy, and Precision can conflict with the High S's Focus on People, Teamwork, Personal Connection and a Feeling of Family.</p>	 <p><b>High C + High S</b>  <i>(Upper Left vs. Lower Left Quadrant)</i></p>

## Making Career Decisions and Planning Your Career Path

The DISCstyles™ Career Management Report helps you make career decisions. Your report clarifies the job expectations, discovers the reasons for any possible inner conflict, and also helps in the understanding of the stressors experienced in past jobs or in your present workplace.

In addition, you will have a list of occupations (job titles) and **O\*NET (Job) Codes** for jobs that are the **closest match to YOU**. (Your Communication Preferences and Behavioral Strengths; in other words, your DISC Style.)

The **Job Indicator Section** (which follows) has been designed to stretch your imagination and give you ideas to research and learn more about.

**Bob, knowing that this section presents a listing of jobs that are a suitable match to your natural style of CI you will want to review these potential jobs and decide which of them also appeals to your individual skills, values, job zone (education level), personal criteria and lifestyle.**

Remember, the list of possible careers is designed to promote thoughts about jobs that perhaps you had not considered before, give you realistic ideas, and help you make informed decisions after gathering the additional information available to you within the O\*NET site, which you will be directed to on the next page. It is worth noting that you will find additional job titles related to the specific jobs on your list during your information-gathering process through the “Crosswalk” options.

Within the O\*NET site, you will notice that some jobs have the following symbol:   
The symbol indicates jobs with a **Bright Outlook**.

Each “Bright Outlook” occupation matches at least one of the following criteria:

- Projected to grow much faster than average through 2022
- Projected to have 100,000 or more job openings through 2022
- Designated as a new and emerging occupation in a high growth industry

Your career listing on the following pages will have “Job Zone” indicators, defined below:

### **O\*NET Job Zone Definition**

*Each occupations has a Job Zone Number (1, 2, 3, 4, or 5)*

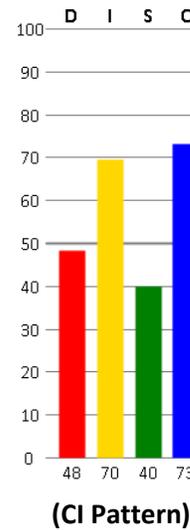
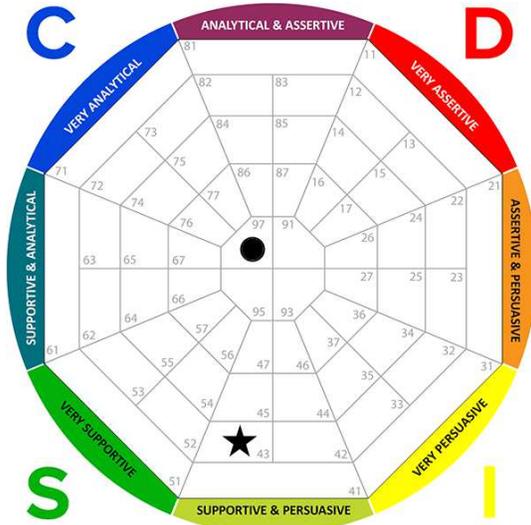
The table below lists the five zones and its assigned experience, education, and on-the-job training.

<b>JOB ZONE</b>	<b>EDUCATION, EXPERIENCE, ON-THE-JOB TRAINING ASSIGNED TO ZONES</b>
1	May require high school diploma or GED
2	High school diploma; may require some vocational training or job-related course work
3	Training in vocational schools, related on-the-job experience, or associate’s degree
4	Four-year bachelor’s degree, 2-4 years of work experience, or both
5	Bachelor’s degree, graduate school, or both, plus experience

*Research has identified 322 jobs that employ more than 95% of the workforce. Out of these 322 jobs, 71 jobs require a high school education only; and 251 require two or more years of higher education.*

## Job Indicator Section

The career listing presented in this section are among the best-matched jobs to **YOUR Natural Communication Preferences and Behavioral Strengths (DISC Style)** and are derived from the latest issue of the *Occupational Information Network*.  
 (O\*NET database developed for the US Department of Labor by the National O\*NET Consortium.)



**BPV Natural Segment # 97 ●**

Broadly speaking, the basic DISC styles gravitate toward specific career categories. Realizing that you are a **blend of styles, actual job titles** begin on the next page.

### Task

Values privacy, Factual, Works with projects, things and plans, Non-expressive of feelings, Efficient

<b>Slower-Paced</b> Diplomatic Patient Co-operative Reserved Likes to sit and stay	<b>C</b> <b>Accounting/Auditing</b> <b>Engineering</b> <b>Research and Development</b> <b>Quality Assurance/Safety</b> <b>Architecture</b> <b>Computer Programming</b>	<b>D</b> <b>Entrepreneurs</b> <b>Sales – Full Commission</b> <b>Sales Management</b> <b>Legal/Litigation</b> <b>Operations Management</b> <b>Executive Administration</b>	<b>Faster-Paced</b> Outgoing Candid Voices opinions Shows confidence Likes to go and do
	<b>S</b> <b>Teaching/Education</b> <b>Finance/Economics</b> <b>Human Resources</b> <b>Administration/Support Services</b> <b>Retail – Customer Service</b> <b>Manufacturing</b>	<b>I</b> <b>Advertising/Marketing</b> <b>Public Relations</b> <b>Training/Public Speaking</b> <b>Sales/Promotions</b> <b>Hospitality/Tourism</b> <b>Retail – Sales</b>	

### People

Emotionally open, Animated, Huggers, Hand-shakers, Non-structured, Apt to use facial expressions

## Next Step To Your Job Selection Process

Find a wealth of related career information as you investigate your results at the following website:

<http://online.onetcenter.org>

Notice the O\*NET Codes from your job title listing (on the follow pages) and enter the O\*NET Codes for each job into the "Occupation Quick Search" window at <http://online.onetcenter.org>.



### Important Note:

After the search displays the page with your job title information, pay particular attention to the **Alternate Job Titles** for more possibilities. In addition to learning the job description and additional details for the job titles, increase your options by scrolling to the bottom of that section and use the **Related Occupations Section**.

### Career Information for Bob Sample

Job Zone	ONET CODE	Job Title
3	29-2032.00	Diagnostic Medical Sonographers
5	29-1069.01	Allergists and Immunologists
5	29-1181.00	Audiologists
5	19-3031.02	Clinical Psychologists
5	29-1069.02	Dermatologists
5	29-1031.00	Dietitians and Nutritionists
5	19-1041.00	Epidemiologists
5	29-1062.00	Family and General Practitioners
5	29-1063.00	Internists, General
5	29-1199.04	Naturopathic Physicians
5	29-1069.04	Neurologists
5	19-3039.01	Neuropsychologists and Clinical Neuropsychologists
5	29-1069.05	Nuclear Medicine Physicians
5	29-1064.00	Obstetricians and Gynecologists
5	29-1069.06	Ophthalmologists
5	29-1041.00	Optometrists
5	29-1199.05	Orthoptists
5	29-1065.00	Pediatricians, General
5	29-1069.08	Physical Medicine and Rehabilitation Physicians
5	29-1081.00	Podiatrists
5	29-1066.00	Psychiatrists
5	19-3031.01	School Psychologists
5	29-1069.11	Sports Medicine Physicians
5	29-1069.12	Urologists

## Taking Ownership of Your Destiny

Many people try to imagine what would have happened had they successfully applied these principles and practices ten years ago... or even five years ago? How many people could have eliminated the process of a “trial and error” education? How many people could have eliminated the process of “trial and error” jobs? How many people could have reduced having stress in the workplace? How many people could have achieved career satisfaction sooner?

Well, hundreds of thousands of people over the years have used these principles and experienced dramatic improvements in their career management process and in their professional and personal relationships. People have had more satisfaction in their interactions with everyone (even with family and friends) and in their educational planning and job satisfaction. These principles help people in gaining a greater awareness of their strengths with an understanding of their needs for personal development and recognizing potential weaknesses.

**People report they no longer feel like a “square peg in a round hole.”  
They feel, behave and are treated like a person with confidence  
and on a mission toward success.**

Remember that people with similar preferences gravitate to similar jobs and it is just as important to realize that people having different communication preferences and behavioral styles can be appreciated for the strengths they bring to the environment.

**“Different” doesn’t necessarily mean “wrong!”**

For you to also share in the pleasure from experiencing these benefits, you can get started this very minute. First, think about your professional development plans and what you wish to improve within the next year... the next month... the next week... even by the end of today!

**Develop a plan to meet those goals using the principles for your  
DISC Career Management Strategies.**

### Accept the Challenge

This first step requires your personal commitment to this challenge and putting it to work for you. Of course, any adaptations to your communication style takes practice and you cannot realistically expect to put all of these ideas into effect immediately. However, the minute you start to better understand yourself and your environmental demands, you will start to see improvement.

### Commit to Growth

“Change is inevitable... growth is optional.” You have the option to make a life-changing decision. Decide to keep learning about yourself, your strengths and potential weaknesses, how you make decisions, how you come across to other people, and how your style is important to your career satisfaction. Decide to learn more about the DISC styles and how to apply your knowledge in other areas beyond your career management, such as with leadership, relationships with your peers, colleagues, children, spouse and family.

***Wishing you continued success!***

## So Now What?

This report is filled with information about your style and each of the four primary DISC behavioral styles. You now have an understanding and an awareness of the four different styles and how the styles have different intensity levels to create the unique you.

**Bob**, there are many suggestions in your report for you to apply your communication preference and behavior style information. Take the next step and do the exercises if you have not yet done them.

Don't put this report on a shelf or in a file. Understanding the concept of styles and knowing your own style is one of the most valuable ways to open up a meaningful dialogue with others and to improve all your relationships. **Use your report as a reference tool.** This information is not meant to be digested in just one reading.

Have fun with making a few minor changes in your behavior and experience the results. You might be surprised! **Remember: Treat others the way *they* want to be treated.** You will have much more success in all your relationships!

***Bob, the information about your style preferences can be used for your total career management and continued personal and professional development:***

- ✓ Showcase Interpersonal Strengths in Résumés and Cover Letters
- ✓ Interview Preparation and Skills
- ✓ Interview Portfolio Content
- ✓ Interview "Leave-Behinds"
- ✓ Personal Branding
- ✓ Professional Bio (Social Networking)
- ✓ Job Search Strategy and Campaigns
- ✓ Time Management
- ✓ Career Transition
- ✓ Educational Planning
- ✓ Sales and Leadership Training
- ✓ Organizational Development
- ✓ Harmony in the Work Place
- ✓ Team Building
- ✓ Relationship Strategies
- ✓ Hiring / Selection / Placement  
Strategic Positioning and More!

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