



DISC Collaboration

An Evaluation of Behavioral Style Comparisons

Report Comparing: **Bob Sample and Anita Sample**

Date: **May 30, 2018**

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Overview of the four basic DISC styles

Bob, below is an overview chart to help you better understand some of the characteristics of each of the Four Basic DISC Styles, so you can interact with Anita and other DISC styles more effectively. DISC is quite useful in describing how a person behaves and is perceived in personal, social and work environments.

	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
PACE	Faster/Decisive	Faster/Spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Challenges	Attention	Relationships	Correctness
SEEKS	Productivity Control	Participation Applause	Acceptance Status Quo	Data And Proof Precision
STRENGTHS	Administration Leadership Problem Solver	Persuasive Motivator Optimistic	Good Listener Team Player Loyalty	Critical Thinker Accuracy Planning
STRUGGLES	Impatient Lacks Tact Poor Listener	Inattentive To Detail Short Attention Span Impulsive	Oversensitive Resists Change Slow To Act	Perfectionist Critical Unresponsive
FEARS	Being Taken Advantage Of	Loss Of Social Recognition	Little Time To Adjust To Change	Personal Criticism Of Their Work Efforts
CONVERSATIONS	Short, Fast, Abrupt	Spontaneous, Upbeat	Supportive, Friendly	Systematic, Nonverbal
UNDER STRESS MAY BECOME	Demanding Aggressive	Excitable Disorganized	Submissive Indecisive	Withdrawn Critical
PLANNING	Achieving The Plan	Promoting The Plan	Implementing The Plan	Structuring The Plan
VOICE	Strong, Clear Confident	Animated, Friendly, Much Inflection	Soft, Lower Volume, Warm	Monotone, Quiet, Precise
WORKPLACE	Efficient Stacks Of Papers Plaques & Awards	Messy Desk Photos & Sayings Many Post-Its	Comfortable Family Photos Team Awards	Stark & Structured Wall Charts/Calendar Latest Technology

DISC scores of Bob and Anita

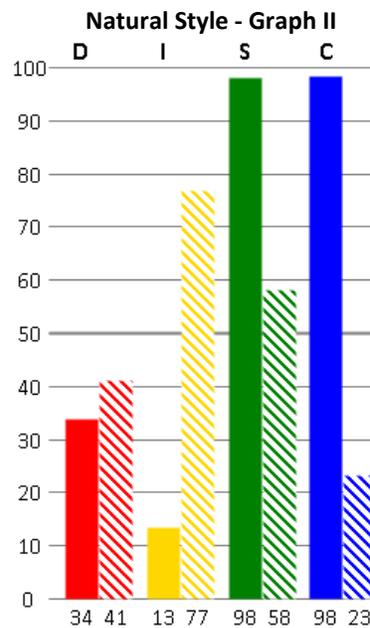
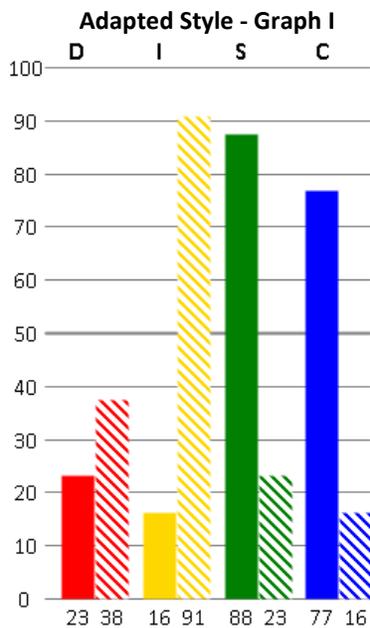
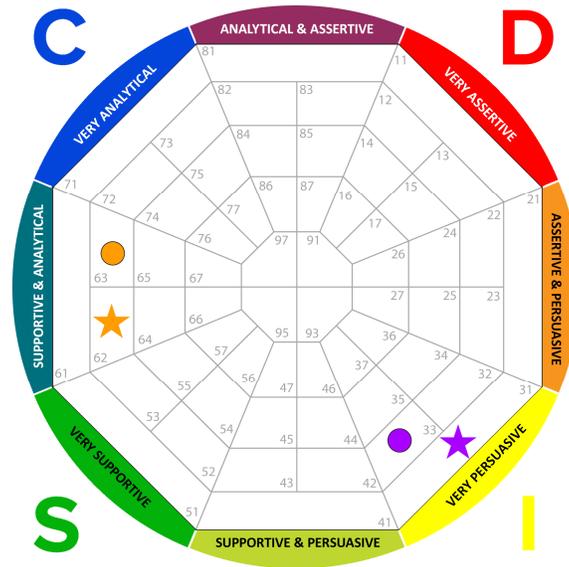
This DISC Collaboration Report shows how Bob and Anita interact with each other in order to help them develop a better working relationship. Their DISC behavioral style is only one aspect within a working relationship, but it is one of the most crucial elements, as it defines how they interact and communicate with each other.

Bob Sample

- = Natural Behavioral Style
- ★ = Adapted Behavioral Style
- = Bar Graph

Anita Sample

- = Natural Behavioral Style
- ★ = Adapted Behavioral Style
- = Bar Graph



Classical DISC style overview

The behaviors of Bob and Anita displayed on this page are a combination of the influence of each of the four major DISC factors. Typically, each person will have one or two (most often) of the DISC factors that are prominently displayed. What follows is a description of the classic workplace patterns along with some insights into how Bob and Anita typically functions in their day-to-day interpersonal dynamics. Their style is a baseline indicator that likely will be adapted by Bob and Anita based upon the interpersonal dynamic of their relationship.

Bob Sample's DISC style: Formalist

Formalist Style Overview

Formalists rely upon procedure and structure in all aspects of life. They are detail oriented and seek perfection. They need to know the expectations and the timetable for their work. They can get bogged down in detail and will not rush important decisions. They will take a risk if they have the facts to support it. They may be initially suspicious of personal compliments, praise or flattery.

- **Emotional characteristic:** Internally focuses energy on holding themselves to exacting standards and doing things right; may appear reserved and restrained.
- **Goals:** To achieve stable and reliable accomplishments.
- **How others are valued:** The consistent ability to be precise and accurate.
- **Influences group:** Through detailed and accurate input to team efforts.
- **Value to the organization:** Will embrace and support high quality and expected standards.
- **"Watch-out-for":** Rely too much on past procedures; can become rule bound.
- **When under pressure:** May revert to too much diplomacy and overly careful maneuvering.
- **Fears:** Aggressive, risky and confronting interactions; superficial personal relationships.

Anita Sample's DISC style: Coach

Coach Style Overview

Coaches are adept at solving "people problems." They are seen as warm, empathetic and insightful. They like to form extended personal relationships and often develop a reputation for unobtrusive, contributory efforts when working with others. They can become too lenient with marginal contributors and tend to be too mild when issuing corrections, directions and expectations.

- **Emotional characteristic:** Wants to be seen as warm and open by others.
- **Goals:** Building personal connections and positive feelings.
- **How others are valued:** Favorable recognition of others; finds the basic decency in them.
- **Influences group:** Through personal relationships and being open to others' ideas, problems and needs.
- **Value to the organization:** Will bring stability to group efforts with predictable actions and will possess good listening skills.
- **"Watch-out-for":** Can become too tolerant and may avoid needed direct confrontations.
- **When under pressure:** Can become too accommodating, trusting and sharing too much with others.
- **Fears:** Having to pressure others or being seen or blamed as the source of pain or problems by others.

Strengths of Bob versus strengths of Anita

Bob and Anita likely display the strengths below rather consistently. For the most part, these qualities tend to enhance their interpersonal effectiveness. The big question is – how can Bob & Anita best utilize their strengths when working together?

Bob's strengths:

- You provide valuable input on projects by considering possible pitfalls that others on the team may have overlooked.
- You provide an objective, reality-focused view of systems, procedures, and organizational operations.
- You are especially careful that there are no loose ends on a project that may have been overlooked by others.
- You maintain a high degree of accuracy while keeping an eye toward project deadlines.
- You demonstrate a high degree of technical specialty and skill in your area of expertise.
- You are a strong guardian of quality-control standards and procedures.
- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.

Anita's strengths:

- You are a good listener.
- You possess a positive sense of humor and never make jokes at the expense of others.
- You demonstrate a high degree of patience in working with others.
- You are able to negotiate conflicts into win-win situations.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- You bring a high "sincerity factor" to the team climate.
- Your strong optimism helps motivate the team toward their goals.

Work style tendencies

Work Style Preferences provide useful insights as Bob and Anita work together on a team or project. They are the talents and tendencies they each bring to the job. How do their work style tendencies mesh or clash?

Bob's work style tendencies:

- You appreciate an occasional word of reassurance from your supervisor or board, as long as it is sincere input.
- You set high performance standards for yourself and others, and expect everybody to meet those standards.
- You may get bogged down in details due to your tendency to keep the "data gate" open too long. You always worry that there may be more information forthcoming that can impact the direction of the decision.
- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.
- You tend to judge others on the job by objective standards and prefer to be evaluated yourself in the same way.
- You are highly conscientious and can be relied on to follow through on detailed projects and complex assignments.
- You persuade others on the team by careful attention to detail, and through facts, data, and logic.

Anita's work style tendencies:

- You meet new people easily and prefer networking with others rather than working in solitary conditions.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- You are optimistic and motivated to be an excellent team player, able to defer your ego when working with others who may prefer having more control of the situation.
- You show a high degree of persistence in working on projects, especially over the long haul.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- You are perceived by others on the team as a good listener.

Motivations – Ideal environments

Everybody is motivated; however, they are motivated for their own reasons, not somebody else's reasons. By understanding each other's motivations, Bob and Anita can create an environment where they are most likely to be able to be self-motivated and motivate each other.

Bob tends to be most effective in environments that provide:

- Established practices, procedures, and protocols.
- A close-knit group of people with whom you have developed mutual trust, rapport, and credibility.
- Support for your critical thinking skills, and encouragement to make decisions based on logic over emotion.
- Few sudden shocks, unexpected problems, or crises.
- A secure work situation.
- Sufficient time to adjust to changes in workplace procedures.
- A workplace relatively free of interpersonal conflict and hostility.

Anita tends to be most effective in environments that provide:

- A favorable working climate containing positive attitudes and optimistic spirit.
- Specialized assignments that also involve working and communicating with a variety of people.
- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- Support and appreciation of your individual efforts.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A work culture that allows for your natural interest in helping others learn and grow professionally.

Communication plans

The following suggestions can help Bob and Anita understand and be aware of each other's unique communication preferences. To use this information effectively, share it with each other, as well as with co-workers, and discuss your communication preferences to form a more productive, less stressful working relationship.

When communicating with Bob, **DO**:

- Be sensitive to possible areas of disagreement as Bob may not be verbal about them.
- Outline individual tasks and responsibilities in writing.
- Approach issues in a logical, straightforward, and factual way.
- Ask 'how' oriented questions to draw out Bob's opinions.
- Provide assurances about Bob's input and decisions.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- Assure Bob that there won't be any unexpected surprises.

When communicating with Bob, **DON'T**:

- Leave things up in the air, or decide by chance.
- Fail to follow through. If you say you're going to do something, do it.
- Offer assurances and guarantees that you can't fulfill.
- Rush the issues or the decision-making process.
- Be vague about what's expected of the group.
- Make decisions for Bob.
- Leave an idea or plan without backup support.

When communicating with Anita, **DO**:

- Present your ideas and opinions in a non-threatening way.
- Join in with some name-dropping and talk positively about people and their goals.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Show sincere interest in Anita as a person.
- Put the details in writing, but don't plan on discussing them too much.
- Provide assurances about Anita's input and decisions.
- Ask for Anita's input regarding people and specific assignments.

When communicating with Anita, **DON'T**:

- Offer assurances and guarantees you can't fulfill.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Let the discussion with Anita get caught in dreams too much, otherwise you'll lose time.
- Be rude or abrupt in your delivery.
- Be impersonal or judgmental.
- Manipulate or bully Anita into agreeing.
- Be overly task-oriented.

Struggles of Bob versus struggles of Anita

Everyone has possible struggles, limitations or weaknesses. Oftentimes, it is simply an overextension of their strengths that may become a weakness. Bob's and Anita's struggles are listed below. It's best if they read through their list and identify the one or two struggles with which they are having the most difficulty. Then, they can look back at their strengths page and see if they have a strength that might help a struggle?

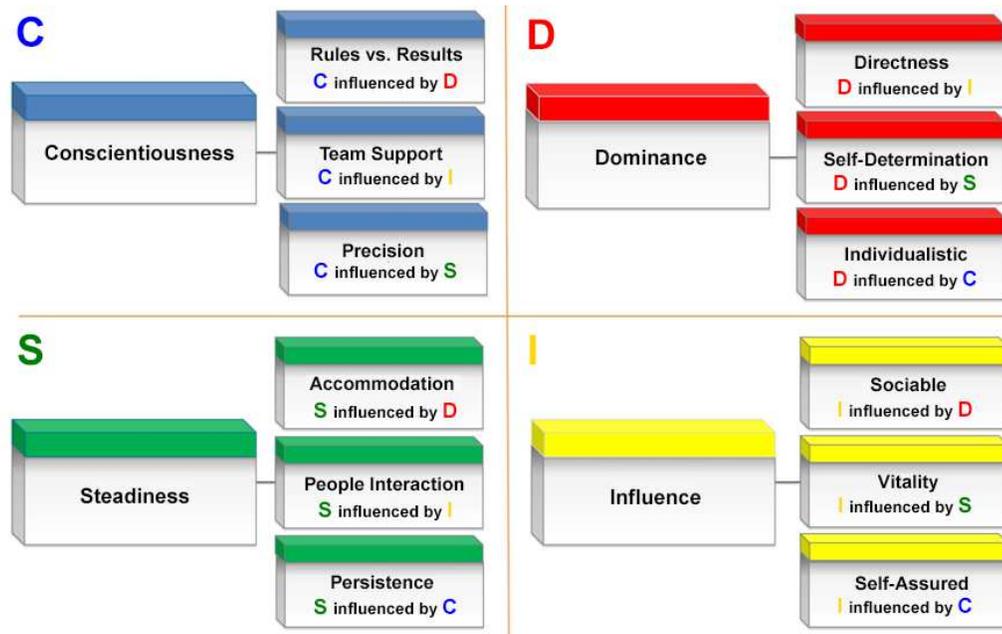
Bob's struggles:

- You could benefit from a greater degree of self-confidence and an increased sense of urgency to accomplish activities on a tighter timeline.
- You may be too tightly bound to established procedures and tradition, even as more efficient and effective methods become available.
- You could broaden your perspective by interacting with a wider variety of people.
- You could demonstrate more flexibility regarding new ideas and innovations.
- You may be perceived by some as rigid, inflexible, and overly strict regarding procedures and options.
- You may sometimes use facts, figures, and details as a "security blanket" to avoid confrontation or hostility.
- You may tend to spend more time than necessary on certain details, for fear of being seen as underprepared.

Anita's struggles:

- You may hesitate to correct or discipline those who report to you, for fear of offending someone.
- You may be rather indirect in providing instructions, because you don't want to impose your will on others.
- You may be a bit of a grudge-holder toward those who offer criticism.
- You may tend to take constructive criticism personally, possibly losing focus as to how it relates to the task.
- You may need some coaching in time management; for instance, in setting more ambitious deadlines.
- You may have difficulty with quick decision making because of your need to consider the "people side" of all issues.
- You may show less emphasis on productivity and more emphasis on the "people side" of a project.

The 12 integrated DISC style relationships



The **Directness Behavior** measures how the strength of an individual's direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others.

The **Self-Determination** behavior measures how the strength of an individual's direct, assertive and "results now" oriented behaviors are influenced by their degree of patience and preferred pace.

The **Individualistic Behavior** measures how the strength of an individual's direct, assertive and "results now focus" is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives.

The **Sociable Behavior** measures how the strength of an individual's preference for cordial social interaction and people connection is influenced by their need for immediate results.

The **Vitality Behavior** measures how the strength of an individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level.

The **Self-Assured Behavior** measures how the strength of an 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.

The **Accommodation Behavior** measures how the strength of an 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.

The **People Interaction Behavior** measures how the strength of an 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.

The **Persistence Behavior** measures how the strength of an individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure.

The **Rules vs. Results Behavior** measures how the strength of an 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.

The **Team Support Behavior** measures how the strength of an individual's desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people.

The **Precision Behavior** measures how the strength of an individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation.

■ = Bob Sample

■ = Anita Sample

1. The Directness Behavior (D/I)



Lower intensity scores identify an inclination to search for a more socially interactive, popular and accommodating solution.

Higher intensity scores identify a willingness to make and defend tough and even unpopular decisions.

2. The Self-Determination Behavior (D/S)



Lower intensity scores identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.

Higher intensity scores identify a preference toward a more “now oriented pace” that is keyed toward taking actions that achieve immediate results and goals.

3. The Individualistic Behavior (D/C)



Lower intensity scores favor strong and precise compliance and adherence to established structure, rules, policy and procedures.

Higher intensity scores are not deterred by potential restraints or established policies especially if they are perceived to impede immediate results.

4. The Sociable Behavior (I/D)



Lower intensity scores reflect a much stronger competitive “result now” focus with less effort on accommodation and building relationships.

Higher intensity scores reflect an emphasis on seeking, building and sustaining personal relationships.

5. The Vitality Behavior (I/S)



Lower intensity scores reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.

Higher intensity scores reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts.

6. The Self-Assured Behavior (I/C)



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.

Higher intensity scores sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning.

■ = Bob Sample

■ = Anita Sample

7. The Accommodation Behavior (S/D)



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.

Higher intensity scores reflect a willingness to consider, accommodate and support alternative solutions and ideas.

8. The People Interaction Behavior (S/I)



Lower intensity scores reflect a freewheeling and confident belief that most if not all interactive social situations can be handled “on the fly.”

Higher intensity scores display a great deal of care and consideration when crafting the words and deeds that impact others.

9. The Persistence Behavior (S/C)



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.

Higher intensity scores reflect an emphasis on supporting planned group and team efforts.

10. The Rules vs. Results Behavior (C/D)



Lower intensity scores suggest a more direct, immediate “result now” focus that will not likely be restrained by established protocols, procedures and policies.

Higher intensity scores identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols and policies.

11. The Team Support Behavior (C/I)



Lower intensity scores display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.

Higher intensity scores display reliance upon structure, logic, facts and established data, procedures and protocols.

12. The Precision Behavior (C/S)



Lower intensity scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.

Higher intensity scores reflect a desire to operate in a “fail-safe” environment supported by accurate data and through preparation.

So Now What?

This report is filled with information about Bob's and Anita's style and how each, with the in-depth knowledge of each other's behavioral preferences can work better together as a well-oiled team.

There are many suggestions in this report for Bob and Anita to apply these behavioral style tips to improve their working relationship, avoid stressful behaviors and practice conflict resolution, if and when needed.

Don't put this report on a shelf or in a file. It is important to use this information to open up a meaningful dialogue with each other to improve all your relationship. Use this report as a reference tool. There is a lot of information in it and it 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 The Platinum Rule®: "Treat others the way THEY want to be treated." You will have much more success in all your relationships, not just with each other!

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