



DISC Collaboration

An Evaluation of Behavioral Style Comparisons

Report Comparing: **Jane Sample and Bob Sample**

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Overview of the four basic DISC styles

Jane, 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 Bob 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UNDER STRESS MAY BECOME	Demanding Aggressive	Excitable Disorganized	Submissive Indecisive	Withdrawn Critical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 Jane and Bob

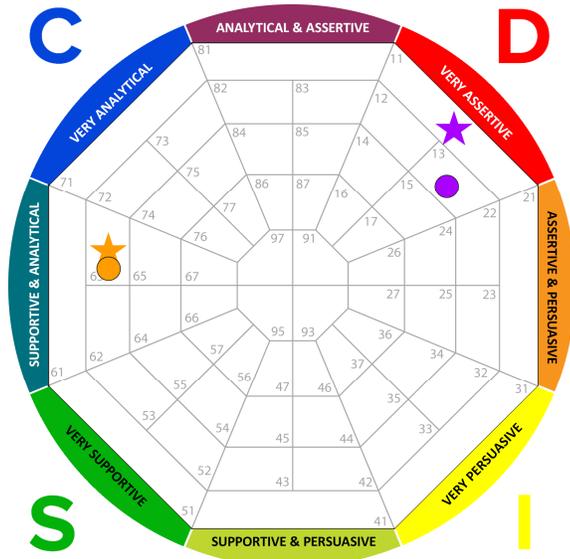
This DISC Collaboration Report shows how Jane and Bob interact with each other in order to help them develop a better working relationship. Their DISC behavioral style is only one aspect within a working relationship, but it is one of the most crucial elements, as it defines how they interact and communicate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

Jane Sample

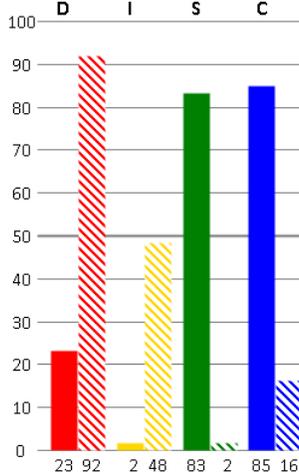
- = Natural Behavioral Style
- ★ = Adapted Behavioral Style
- ▨ = Bar Graph

Bob Sample

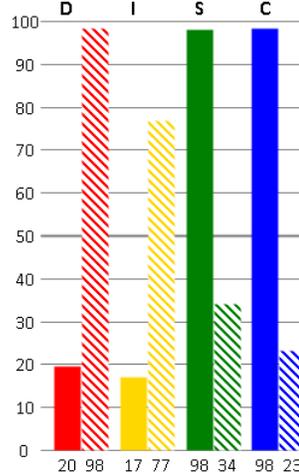
- = Natural Behavioral Style
- ★ = Adapted Behavioral Style
- ▨ = Bar Graph



Adapted Style - Graph I



Natural Style - Graph II



Classical DISC style overview

The behaviors of Jane and Bob 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 Jane and Bob typically functions in their day-to-day interpersonal dynamics. Their style is a baseline indicator that likely will be adapted by Jane and Bob based upon the interpersonal dynamic of their relationship.

Jane 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.

Bob Sample's DISC style: Results-Driven

Results-Driven Style Overview

The Results-Driven style displays strong self-confidence that may be viewed as arrogance. They will pursue options that challenge them to achieve goals. They like difficult tasks, unique opportunities and seek positions of authority. They avoid constraints. Rules can be viewed as loose guidelines. They act quickly and can become impatient and critical with more methodical and analytical people. In the extreme, they can appear cool and abrasive to others.

- **Emotional characteristic:** High ego strength and single-minded intensity.
- **Goals:** Winning, achieving dominance and lack of restraints.
- **How others are valued:** Through ability to accomplish tasks quickly and keep pace.
- **Influences group:** Power of assertion and persistence to win.
- **Value to the organization:** Get it done mind-set.
- **"Watch-out-for":** Can become too impatient and seek the "I win - You lose" scenario.
- **When under pressure:** Critical and fault-finding; can overstep bounds and not contribute fully to the team direction if different than their own.
- **Fears:** That others will take advantage, appearing too accommodating or too slow to act.

Strengths of Jane versus strengths of Bob

Jane and Bob 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 Jane & Bob best utilize their strengths when working together?

Jane's strengths:

- You may be sought after by other members of the team because of your complete knowledge of processes and procedures.
- You are tactful in explaining ideas that may impact others on the team.
- You are especially careful that there are no loose ends on a project that may have been overlooked by others.
- You provide an objective, reality-focused view of systems, procedures, and organizational operations.
- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.
- You are not an extremist and tend to be supportive of team efforts.
- You demonstrate a high degree of technical specialty and skill in your area of expertise.

Bob's strengths:

- You have the ability to be both firm and friendly, as the situation demands.
- You are highly driven toward solutions and success, and enjoy bringing others with you on the journey.
- You have the ability to develop bold and new solutions independently, without deferring to others.
- You are able to jump into the middle of a project in process, get people on board, and make decisions quickly.
- You are able to efficiently multi-task, maintaining control over many projects simultaneously.
- You tend to take on challenging assignments or difficult tasks, and succeed with them.
- You have a strong ability to motivate and manage others through your optimistic attitude and firm delegation of tasks.

Work style tendencies

Work Style Preferences provide useful insights as Jane and Bob 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?

Jane's work style tendencies:

- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.
- You give careful consideration to all variables and input on a project. This process may take a bit more time, but it will yield a quality outcome.
- You are highly conscientious and can be relied on to follow through on detailed projects and complex assignments.
- You appreciate an occasional word of reassurance from your supervisor or board, as long as it is sincere input.
- You will take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes.
- You set high performance standards for yourself and others, and expect everybody to meet those standards.
- You demonstrate a strong need for perfection and detail orientation.

Bob's work style tendencies:

- You show interest in many areas of the organization.
- You are very self-reliant, always looking to find your own solutions.
- A very resourceful individual, you can adapt to many different environments quickly.
- You set high goals for yourself and others.
- You may be critical of established procedures and methods.
- You tend to rely more heavily on your own evaluations and decisions, than on the input of others.
- You desire authority equal to your responsibility.

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, Jane and Bob can create an environment where they are most likely to be able to be self-motivated and motivate each other.

Jane tends to be most effective in environments that provide:

- Identification with the team or greater organization.
- Few sudden shocks, unexpected problems, or crises.
- A secure work situation.
- A workplace relatively free of interpersonal conflict and hostility.
- Established practices, procedures, and protocols.
- A close-knit group of people with whom you have developed mutual trust, rapport, and credibility.
- Sufficient time to adjust to changes in workplace procedures.

Bob tends to be most effective in environments that provide:

- Opportunities for multi-tasking, and multi-threaded projects.
- Freedom from details and minutiae.
- A cutting-edge, innovative, entrepreneurial atmosphere with lots of latitude to express your ideas.
- Many varying experiences, including some occasional unexpected surprises or problems.
- Few, if any controls or limitations on your authority.
- A wide sphere of influence and responsibility.
- Performance appraisals based on the results achieved, not the means or process used.

Communication plans

The following suggestions can help Jane and Bob 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 Jane, **DO**:

- Jane will follow through, so you should be certain to follow through on your part.
- Present your ideas and opinions in a non-threatening way.
- Be candid, open, and patient.
- Provide assurances about Jane's input and decisions.
- Approach issues in a logical, straightforward, and factual way.
- Give Jane time to verify the issues and potential outcomes.
- Do your homework, because Jane's homework will already be done.

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

- Leave things up in the air, or decide by chance.
- Leave an idea or plan without backup support.
- Make decisions for Jane.
- Be rude, abrupt, or too fast-paced in your delivery.
- Offer assurances and guarantees that you can't fulfill.
- Rush the issues or the decision-making process.
- Offer promises that you can't keep.

When communicating with Bob, **DO**:

- Be efficient: Hit the major points first.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Be prepared to handle some objections.
- Join in with some name-dropping, and talk positively about people and their goals.
- Put the details in writing, but don't plan on discussing them too much.
- Get to the point quickly, and don't ramble.
- Plan some extra time in your schedule for talking, relating, and socializing, but let Bob take the lead, and don't be surprised if the socializing ends abruptly.

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

- Leave loopholes or vague issues hanging in the air.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Forget or lose things necessary for the meeting or project.
- Be sloppy or disorganized.
- Get bogged down in facts, figures, or abstractions.
- Be overly task-oriented.
- Speculate wildly without factual support.

Struggles of Jane versus struggles of Bob

Everyone has possible struggles, limitations or weaknesses. Oftentimes, it is simply an overextension of their strengths that may become a weakness. Jane's and Bob'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?

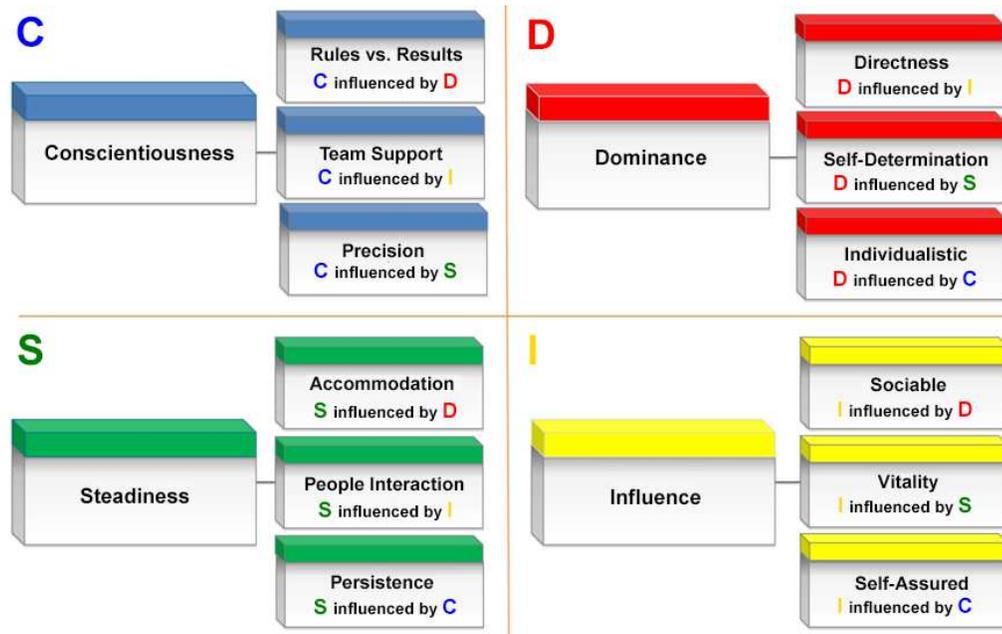
Jane's struggles:

- You could demonstrate a bit more spontaneity and take yourself a bit less seriously.
- You may be perceived by others as private, guarded, shy, and undemonstrative.
- You may be overly dependent on a few people who share a similar focus, leading to the exclusion of others on the team who could provide valuable input.
- You could benefit from a greater degree of self-confidence and an increased sense of urgency to accomplish activities on a tighter timeline.
- 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 could broaden your perspective by interacting with a wider variety of people.

Bob's struggles:

- Your sense of urgency may lead you to attempt too many simultaneous tasks. You may avoid delegation, reasoning that it's easier and faster to do the task yourself.
- Your sense of urgency, coupled with your strong ego and optimism, may cause you to overstep your authority or scope.
- Rather than emphasizing the positive, you may sometimes be too critical with team results.
- You may become impatient when others do not give you proper attention and recognition.
- Your strong ego may make you appear blunt and overly critical to those who may not share the same personality type. You may get more positive reactions by softening your approach and putting aside your ego.
- You could get better results from your team by exercising a greater degree of patience.
- You may oversell others on project goals, and the team's ability to achieve them.

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.

- = Jane Sample
- = Bob 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.

- = Jane Sample
- = Bob 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 Jane's and Bob'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 Jane and Bob 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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