

JUDGMENT

PASSION



BEHAVIOR

INSIGHT

Passion & Presence **INSIGHTcompass** Coaching Report

Personalized Report For:

Sample Report

7/25/2014

Viatech  **Global**
ACCELERATING HUMAN PERFORMANCE

Welcome to Passion & Presence Combined Report

This coaching report consists of two very different assessments; one encompasses your Passions and the other encompasses your Presence based on your DISC behavioral and emotional style.



The first section contains your **PASSIONcompass** report. By reviewing this section you will learn your level of passion in the seven dimensions of value. Your degree of passion in any of these dimensions provides insight into what you like to do and how your highest levels of passion translate into your strengths. Your highest passion areas also provide insight into what you are motivated by. (Your lowest levels of passion may translate into an avoidance of, or disengagement, with people with higher levels of . The insights from this section will help you understand why you relate to people with similar passions and why you may be put off by others who do not share your passion.

Use this information to understand how your passions can translate into benefit for not only you but any organization you are associated with. Also be aware of how your extremely high values in any of the passion dimensions can turn into a potential Achilles heel. For assistance in understanding the ramifications of your passions, please connect with the consultant that introduced you to this report.

The second section contains your **DISCcompass** report. By reviewing this section you will discover your behavioral style and your emotional response to your environment and others. Your responses to the questionnaire have resulted in values in the four behavioral style elements, D for Dominance, I for Influence, S for Steadiness of pace, and C for Conscientious. The higher the value, the more observable the style element. Each of us is unique and no behavioral style has more value than any other. We all bring value to the party. The better we understand are behavioral style and how it affects others, and the more we can choose to adapt out style to meet the situation we find ourselves in, the more we will improve communication, effectiveness and emotional control.

In addition to giving you an accurate insight into your style, this report also gives you insight into identifying the styles of others and information on how you can turn potential adversarial confrontations (based on style differences) into productive conversations by applying adaptation techniques. As mentioned above, for assistance in understanding your behavioral style, your strengths, limitations and so forth please connect with the consultant that introduced you to this report.



Introduction to PASSIONcompass

-About this report	pg 3
-Seven Dimensions of Passion	pg 4
-Executive Summary	pg 5
-Your Aesthetic Drive	pg 6
-Your Economic Drive	pg 8
-Your Individualistic Drive	pg 10
-Your Political Drive	pg 12
-Your Altruistic Drive	pg 14
-Your Regulatory Drive	pg 16
-Your Theoretical Drive	pg 18
-Relevance Section	pg 20
-Success Connection	pg 21

*"Find something you're
passionate about and
keep tremendously
interested in it."
-- Julia Child*

About this report

This report is a combination of the research of Dr. Eduard Spranger and Gordon Allport into passions that motivates an individual to utilize their talents in the unique way they do.

Research shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, which in turn makes it easier for them to find ways of achieving objectives that resonate with their passions. They also understand their limitations and where they are not as effective which helps them understand what does not inspire them, or what will not motivate them, to succeed. Those who understand their natural passions better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

Seven Dimensions of Passion

The Elements of the Passion Index

This Passion Index is unique in the marketplace in that it examines seven independent and unique aspects of passion. Most similar instruments only examine six dimensions of passion by combining the Individualistic and Political into one dimension. This Passion Index remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique passions and drivers.

Also, the Passion Index is the first to use a click & drag approach to ranking the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen. Finally, the Passion Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.

A closer look at the seven dimensions

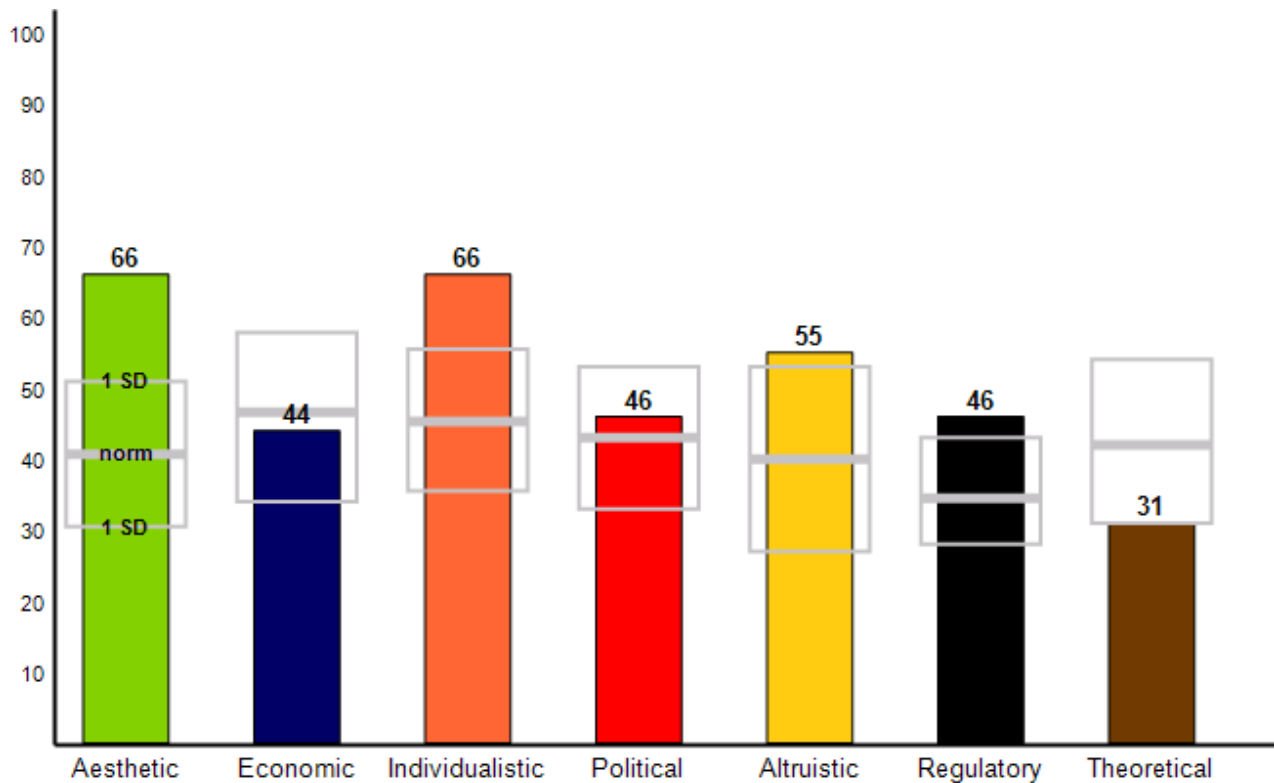
Passion helps influence behavior and action and can be considered somewhat hidden because they are not readily observable. Understanding your Passion helps to tell you why you prefer to do what you do.

It is vital for superior performance to ensure that your passions are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

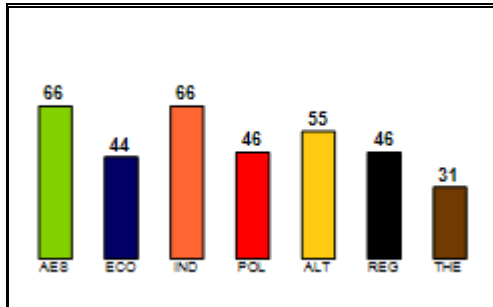
Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

Executive Summary of Sample's Passion

High Aesthetic	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
Average Economic	You are able to perceive and create a balance between the need for economic return and other needs as well.
High Individualistic	You have no problem standing up for your own rights and may impart this energy into others as well.
Average Political	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
High Altruistic	You have a high desire to help others learn, grow, and develop.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
Average Theoretical	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.



Your Aesthetic Drive



The Aesthetic Dimension: The main passion in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

General Traits:

- You have a strong desire for harmony, balance and beauty in life.
- You may like rewards that are not always attached to economic rewards, and may include other types of appreciation.
- You are more sensitive to issues of balance and harmony than others.
- You enjoy helping, teaching, and coaching others, especially in areas of creative expression.
- You find rewards not just from pay for work, but in results that help protect the environment or achieve better balance in life or the world.

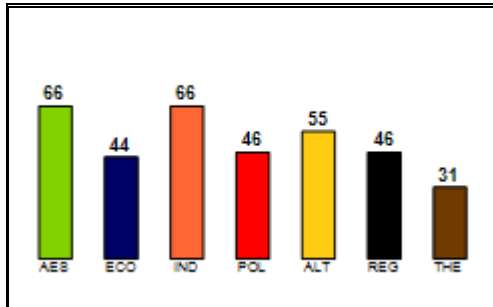
Key Strengths:

- You demonstrate high personal and professional regard for others on the team.
- For you, form may hold more interest than function.
- You take strong interest in how an objective or work can help support the environment or balance in life.
- You will bring a creative outside view to discussions.
- You are often seen as one who shows interpersonal empathy in dealing with others.

Motivational Insights:

- You make sure the environment allows for creative expression.
- You don't allow others to over-use or abuse your creative nature.
- You will be highly motivated by aesthetically pleasing activities (e.g., creativity, beautification, more balanced, green initiatives, etc.)
- You support willingness to bring form or harmony to haphazard systems or workspace areas.
- You show a genuine interest in the expressed thoughts or emotions of others.

Your Aesthetic Drive (continued)



The Aesthetic Dimension: The main passion in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

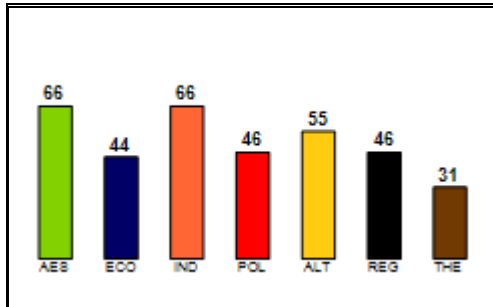
Training/Learning Insight:

- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development, attempt to link those to your ability to see new or creative solutions in the future.

Continual Improvement Insights:

- You could get lost in creativity and imagination if not kept somewhat reined in and on target.
- You could benefit from being a little more pragmatic.
- You need to remember that sometimes function is all there is time for, or all that is needed (don't deliver a Cadillac when a Chevy will suffice).
- You could use the creative mode as a safety blanket to avoid having to be overly practical.
- You might tend to get a little too creative or inventive sometimes, which can create unnecessary risks.

Your Economic Drive



The Economic Dimension: This dimension examines the passion for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- Regarding the Economic score, you would be considered rather practical and realistic about money.
- The drive and motivational factors which tend to lead people who score like you should be measured against other peaks on the Values graph.
- This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to.
- Since the majority of people score near the mean, this indicates an economic motivation much like that of the average American businessperson.
- The pattern of responses when compared to others in the business community indicates that there would be no visible "greed factor" in the interaction you have with others.

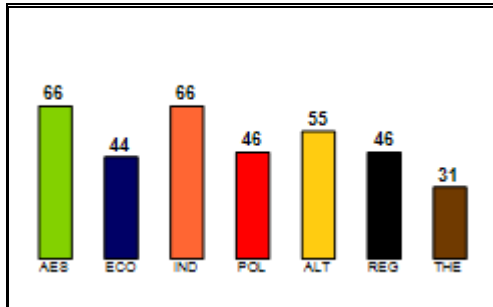
Key Strengths:

- What motivates people who score like you? It's more than money alone; it's some of the other peaks that occur on the Values graph.
- You are a good team player in helping others with projects and initiatives without requiring an economic return of your own.
- You are not an extremist and therefore a stabilizing force when economic issues emerge.
- You are able to balance both needs and perspectives of those with substantially different economic drives.
- You tend to be a good team player especially because you do not try to compete to the extent of creating dissension within the group, team or office.

Motivational Insights:

- Remember that your score range is near the national mean for Economic drive and that you don't score as an extremist on this scale.

Your Economic Drive (continued)



The Economic Dimension: This dimension examines the passion for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

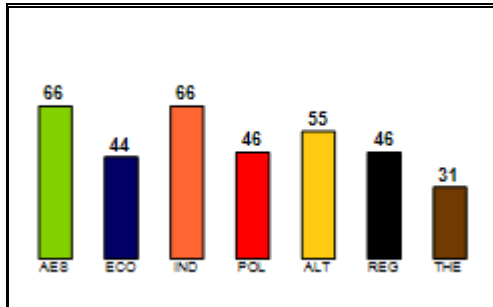
Training/Learning Insight:

- You typically don't come to the training session asking, 'How much more am I going to earn as a result of this course?'
- You may be somewhat flexible in preferences both cooperative and competitive learning activities.
- Because your score is near the national mean, please check other Values graph peaks and troughs to obtain additional professional development insights.
- Your score is like those who engage in training and development activities in a supportive manner.

Continual Improvement Insights:

- You should assist in those areas or projects where there may be greater financial reward.
- You should allow space for those with higher economic drive factors to demonstrate their strengths or voice their ideas.
- If there is already a level of economic comfort, you may need to allow greater voice to those who haven't yet achieved their own economic comfort zone.
- There may be times when you may need to take a stronger stand on some issues related to economic drives or incentives.

Your Individualistic Drive



The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- Your pattern of responses indicates that you have a strong desire to be your own person.
- Many who score in this range like to invent new things, design new products, and develop new ideas and procedures.
- You prefer to make your own decisions about how an assignment or project is to be accomplished.
- You bring a lot of energy that needs to be put to good use.
- You thrive in a team environment.

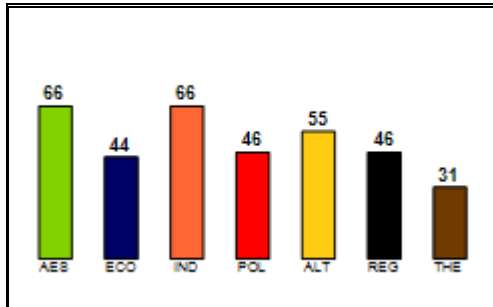
Key Strengths:

- You have the ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.
- You are not afraid to take calculated risks.
- You bring a variety of different and energetic ideas to the workplace.
- You realize that we are all individuals and have ideas to offer.
- You desire to be an individual and to celebrate differences.

Motivational Insights:

- You should be allowed freedom to make your own decisions about how an assignment should be completed.
- You should work with an idea, develop it, and run with it for a while before making a judgment.
- You may bring a variety of strengths to the team that may not have been utilized; explore the possibilities of expanding these opportunities.
- Many people who score like you enjoy making presentations to small or large groups. Explore this possibility.
- You should remember to build-in a continuous opportunity to learn and progress.

Your Individualistic Drive (continued)



The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

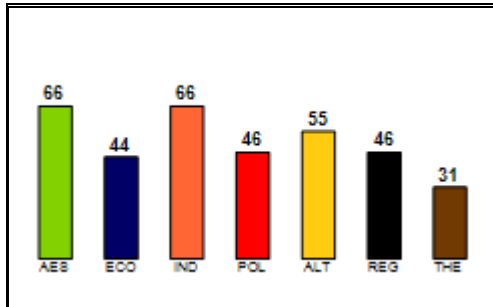
Training/Learning Insight:

- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

Continual Improvement Insights:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Sometimes individuals with this high Individualistic score, if in a presentation situation, may spend excess time telling (or selling) the audience on their own, rather than discussing the topic of the presentation.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.

Your Political Drive



The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this passion.

General Traits:

- You show an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.
- You are able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.
- You demonstrate flexibility in being able to lead a team when necessary, and to support the team when necessary.
- You have the ability to take or leave the control-factors of group leadership roles.
- You bring a sense of balance to some power-issues that may emerge occasionally.

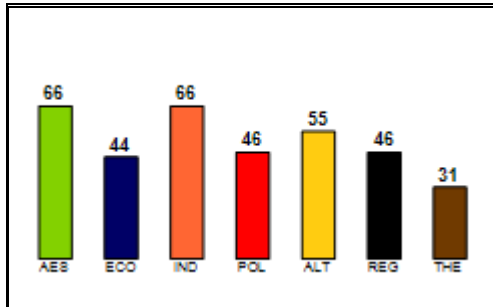
Key Strengths:

- You bring flexibility to the team. Able to lead when asked, but able to support when asked as well.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the higher and lower Political individuals on the team.
- You are perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.
- You show appropriate respect to leaders of a project, as well as ability to offer suggestions for change.

Motivational Insights:

- Don't forget that you have the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- You bring a power seeking drive typical of many business professionals, since your score is very near the national mean on this scale.
- Give your input to the team in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and motivating.

Your Political Drive (continued)



The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this passion.

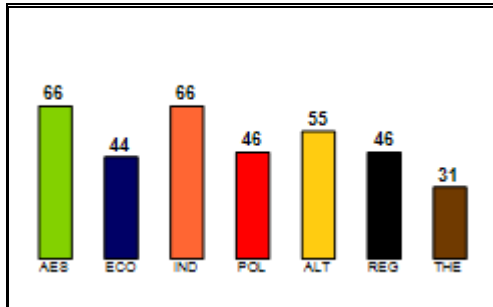
Training/Learning Insight:

- You score like those who are supportive in a variety of work activities and development.
- You will respond with flexibility to either cooperative or competitive team activities.
- You score like those who participate openly in training activities without trying to dominate the event.
- You show ability to lead a training event as well as support and participate.

Continual Improvement Insights:

- You may need to shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, you may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continual improvement.

Your Altruistic Drive



The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You have a high need to help and support others on their own pathway to success.
- Your high sincerity-factor may be exhibited in your tone of voice in communicating with others.
- You have a high service-ethic.
- You openly share Altruistic love or appreciation for others.
- You find value in work, beyond just a paycheck, especially when it aids others.

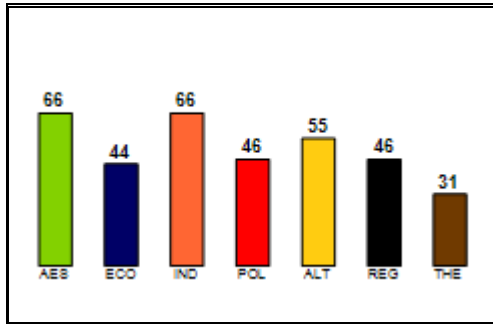
Key Strengths:

- You treat others with high personal regard and respect.
- You have an empathetic attitude towards others.
- You are good at helping others communicate and respect each other and are a calming influence.
- You are likely to go beyond the call to support or service others.
- You are often very aware of what others need, even when not stated by them.

Motivational Insights:

- You should provide an environment in which there is opportunity to help others achieve and grow professionally.
- You could be more easily taken advantage of by others because of your sincerity and desire to be helpful.
- You should seek a professional outlet that allows you to help others.
- You support the innate willingness to share time and talent with others in the organization.
- You should treat yourself with the same level of sincere concern and interest that you give others.

Your Altruistic Drive (continued)



The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

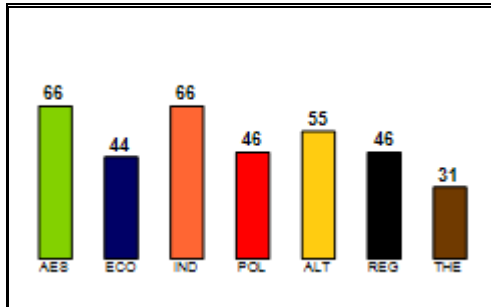
Training/Learning Insight:

- Your learning and development should be linked to the potential to help others.
- You should link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Your training and professional development will assist in personal growth and development and in being better at any job role.

Continual Improvement Insights:

- You can give away too much time, talent and energy.
- You can lose focus on personal work in favor of helping others with theirs.
- You could benefit from resisting the urge to go into teaching mode unless clearly desired by others.
- You need to watch to ensure that your giving nature is not abused or taken advantage of.
- You may need to say "no" more often.

Your Regulatory Drive



The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This passion is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You prefer routine and order.
- You take personal responsibilities very seriously.
- You think promises are extremely important to keep.
- You see rules as a key to results.
- You think everything has a "right way" and a "wrong way".

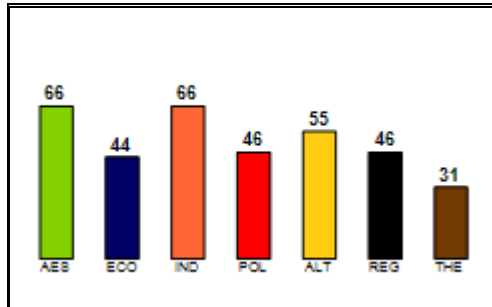
Key Strengths:

- You have high attention to details.
- You maintain focus throughout projects.
- You maintain timelines and meet deadlines.
- You achieve a sense of accomplishment based on the quality of the work.
- You are efficient and effective in organizing tasks and most work.

Motivational Insights:

- You prefer detailed, written and specific guidelines to follow.
- You should avoid disrupting your schedules and flow unnecessarily.
- Work quickly to correct missing needs or inaccuracies to maintain productivity.
- You prefer to receive personal criticism in a constructive manner and in private.
- You prefer a structured and routine environment to work in.

Your Regulatory Drive (continued)



The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This passion is to promote rules and policies, a traditional approach and security through standards and protocols.

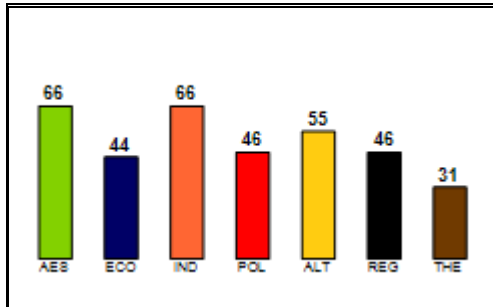
Training/Learning Insight:

- You will prefer learning activities that are structured and detailed.
- You are a well disciplined learner.
- You like to understand the why behind the what when learning new things.

Continual Improvement Insights:

- You should put things in writing.
- You shouldn't get too hung up on the rules.
- It might not hurt to let go sometimes and have no prescribed path to follow.
- Explore a little. Discovering new ways to do things can be rewarding.
- You should realize that change can be good, productive and needed.

Your Theoretical Drive



The Theoretical Dimension: The drive to understand, gain knowledge, or discover the "truth". This passion can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- Your score near the mean indicates the Theoretical need is not unimportant, yet not a primary driving factor in your motivational behavior.
- You are able to understand the needs of the big picture issues, and appreciate the needs of the minutia issues without being an extremist.
- You typically won't get bogged down in minutia, nor will you ignore the details when decision-making.
- Your score in this range is near the typical businessperson's score.
- You may provide a balance between the very high theoretical approaches and the very low approaches and be able to communicate with each side.

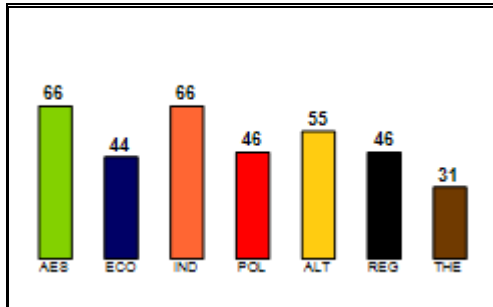
Key Strengths:

- You will demonstrate awareness of the necessary technical features and an appropriate on-the-job response as needed.
- You bring flexibility to the team, that is, being detail-oriented when necessary, and being practically-oriented other times.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the high and lower Theoreticals.
- You show curiosity about technical details without getting bogged down.

Motivational Insights:

- Remember that you have the ability to be a balancing and stabilizing agent on high knowledge-driven issues, without being an extremist toward either side.
- You bring a knowledge-drive typical of many business professionals, i.e., near the national mean.
- Your perspective provides a middle-ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more robust picture of specific keys to your motivation.

Your Theoretical Drive (continued)



The Theoretical Dimension: The drive to understand, gain knowledge, or discover the "truth". This passion can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Training/Learning Insight:

- You are rather flexible and accepting of most training programs offered in the organization.
- You are able to see the need for training and also realize the importance of practical information.
- You understand the needs of the high Theoreticals who want more information and the lower Theoreticals who want only the necessary information.
- Because your score range is near the national mean, please check other areas of higher or lower values drive for additional insight into professional development needs.

Continual Improvement Insights:

- You may need to be a bit more demonstrative on some complex theoretical issues.
- You may be asked to take a firmer stand or position on team initiatives.
- You may need to examine other values' drives to determine the importance of this Theoretical drive factor.

Relevance Section

Use this sheet to help you track which motivators are well aligned and which are not, and what you can do about it.

Action Step: Looking at your Passion Index report, find which passions are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these passions (i.e., how well what you do satisfies what you are passionate about).

		Alignment				
		Poorly		Highly		
		1	2	3	4	5
Passion #1:	_____	1	2	3	4	5
Passion #2:	_____	1	2	3	4	5

Legend:

2-4 = Poor	8-9 = Excellent
4-5 = Below Average	10 = Genius
6-7 = Average	

Tally Your Score Here

To reach your highest levels of passion that will lead to success, you must increase alignment of your environment with your passions.

Passion #1: what aspects of your company or role can you get involved in that would satisfy this passion?

Passion #2: what aspects of your company or role can you get involved in that would satisfy this passion?

Success Connection

Your final step to making sure you really benefit from the information in this report is to understand how your natural passions contribute to, and perhaps hinders, your overall success.

Supporting Success: Overall, how well do your passions and drivers help support your success? (cite specific examples):

Limiting Success: Overall, how do your natural drivers or passions not support your success? (cite specific examples):

Introduction to DISC*compass*™

Part I Understanding Yourself

-General Characteristics	pg 24
-Graphs	pg 26
-Natural Behavioral Style	pg 27
-Adapted Behavioral Style	pg 28
-DISC <i>compass</i> ™	pg 29
-Strengths & Work Style Tendencies	pg 30
-Ideal Work Environment	pg 31
-Motivational Wants & Needs	pg 32
-Behavior & Needs Under Stress	pg 33
-When You Are in Conflict	pg 34
-When People Communicate	pg 35
-12 Integrated Compass Behaviors	pg 36
-Personal Improvement	pg 40
-Action Plan	pg 41
-Development Plan	pg 42

Part II Understanding and Reading People pg 43

Part III Adapting to Others – Reaching Charisma pg 49

"While we may not be able to control
all that happens to us, we can
control what happens inside us."

-- Benjamin Franklin

Congratulations on your completion of the DISC Behavioral **Compass** assessment – the **Compass** is a navigational instrument for finding direction in life-- it will show you the way to personal success and fulfillment -- it points toward all your unique talents. Now you begin your journey into your unique behavioral style.

Harvard Business School confirmed many years ago there are **three primary reasons** people achieve **extreme** success in all walks of life whether in the arts, military, professional or any other: 1) they know themselves, 2) they understand and “read” other people, and 3) they know how to adapt to others. The DISC*compass*™ teaches individuals, whether employer or employee, how to promote deeper communication that aids productivity and camaraderie. The **Compass** report takes your communication skills to a higher level because it teaches how to **adapt** to others.

DISC*compass*™ does not make value judgments because there is no “right” or “wrong” way to be. Instead, it concentrates on natural tendencies that influence your behavior. It is not about changing yourself or trying to be someone different. It is about growing and being the best you possible.

Behavioral Styles

Historical research reveals more than a dozen various models of human behavioral differences, but many share one common thread -- they all group behavior into four categories. Each one of us is a *specific blend* of all four styles.

D - Dominate	Fast paced & Task Oriented
I - Influential	Fast paced & People Oriented
S - Steady	Slow paced & People Oriented
C - Conscientious	Slow paced & Task Oriented

DISC*compass*™ identifies patterns of external, observable behaviors using scales of pace and priority – we display some level of each. Because we can see and hear these behaviors, it is possible to “read” people, almost on contact. This DISC*compass*™ is deceptively simple, quickly learned, and easy to continuously practice throughout your day.

PART I – Understanding Self. First, your DISC*compass*™ focuses on understanding your own behavior style. It organizes what you already know about yourself at both a conscious and unconscious level, and it directs you in plain language toward what you do best and most naturally. Your report shows what makes you the individual you are and it shows you how other people see you.

PART II – Understanding Others. Next you will learn how to “read” others’ behavior styles and begin predicting and interpreting how others feel and how they will behave. This is powerful information and must be used with kindness and in good taste.

PART III – Adapting to Others. Finally, DISC*compass*™ identifies ways for you to apply your style strengths and temporarily modify your style to meet the needs of a particular colleague, supervisor, friend or customer. We call this learned ability *adaptability*. Social scientists call it “Social or Emotional Intelligence.” In many cases our Emotional Intelligence (EQ) is more important than our Intelligence Quotient (IQ) in achieving success in today’s world. The concept of *adaptability* is presented in detail because knowing how to make people receptive and at ease is a remarkable talent, often called charisma. Understanding yourself, others, and the ability to adapt to others, in fact, raises your EQ!

Part I Understanding Yourself

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

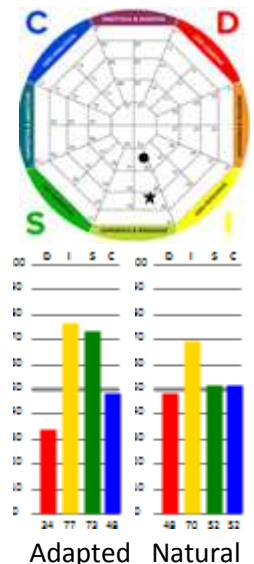
General Characteristics The narration below serves as a general overview or summary of your behavioral tendencies. It is derived mathematically, as is your entire **Compass** report, from your two graphs shown following this section. It provides a preview of your journey toward understanding your unique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

Sample, the responses you gave indicate that you tend to be unselfish and sensitive to the needs of others. This is a rare type of generosity that comes with no strings attached, hidden agendas, or ulterior motives. People who score like you get a genuine "rush" when they are helping others. That's the up-side. The flipside is that you may need to monitor yourself closely to make sure you are not spreading yourself too thin in your efforts to please everybody.

Others may tend to seek you out for assistance or advice. This is because they perceive you as being sensitive to their needs, and because you provide a stable and consistent point of view for them. You may be seen as a coach or counselor that they can count on to listen to ideas and input. That's good, as long as it doesn't hamper your ability to complete your own tasks.

With regard to decision making, you tend to listen carefully to alternatives before making a judgment. The decisions you tend to make are not knee-jerk or crisis reactions, but rather thoughtful deliberations taken in a manner that considers the full scope of outcomes. This doesn't mean that all of your decisions are necessarily correct, just that they are informed.

Your response pattern to the instrument indicates that you have an empathetic listening style. As you know, this is a rare gift. Some listening skills can be taught, but the inherent, sincere listening that you demonstrate is something innate.



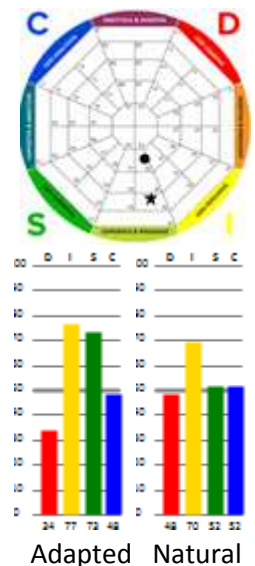
General Characteristics - Continued

You tend to have a long fuse and seldom become visibly angry or agitated. You may harbor internal anger, but you tend not to vocalize it to those involved, instead perhaps "venting" to others not involved in the project. Overall, you tend not to seek direct confrontation about what is making you upset, which is a good thing as long as you don't let such conflicts boil to the surface.

You have the ability to persuade others, not with hype, but rather with warmth, sincerity, and understanding. These are perhaps considered "soft sell" tools, but they can make a big impact. This skill comes from the merging of your "people skills," along with the fact that you tend to be more modest when dealing with people.

You score like those who prefer to establish long-term relationships, rather than brief, superficial ones. This perhaps comes from your preference toward stability in your lifespace, and longer-term relationships may bring that stability. Friendships and acquaintanceships you have made in the past are important to you, even now.

You score like those who are socially poised without being overly controlling. You have the ability to project confidence and poise that is perceived as sincere and genuine. Others are likely to notice this, allowing you to develop trust and credibility with them easily.

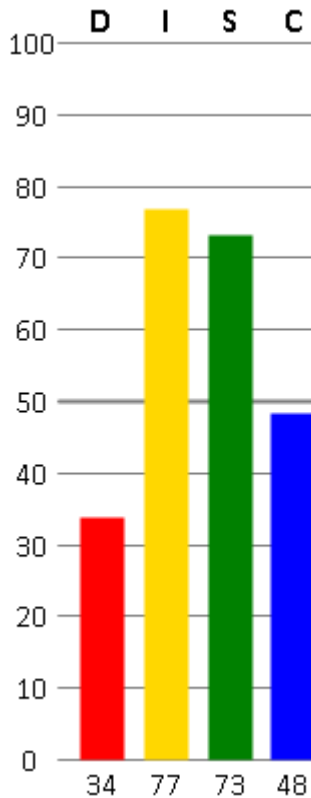


DISCcompass™ Graphs for SampleReport

Your Adapted Style indicates you tend to use the behavioral traits of the IS style(s) in your selected focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the ISC style(s).

Adapted Style

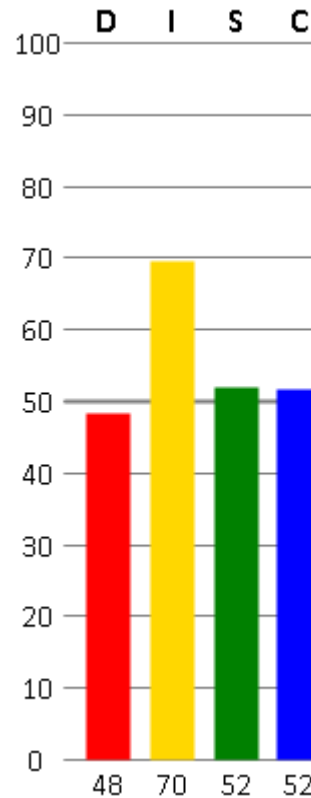
Graph I



Pattern: IS (2553)

Natural Style

Graph II



Pattern: Isc (3544)

Graph I (Adapted)

Your “most changeable” graph; alters to meet needs of new environment such as job change, new supervisor, family change, health problems, etc.

This is your “Conscious Mind” or “Mask”— the way you wish to be perceived

It is the way colleagues and acquaintances would describe you

Graph II (Natural)

Usually very consistent throughout your life – doesn’t normally change

This is your “Unconscious Mind” – where you know who you are and always have

People close to you see these traits, with your highest traits being most visible

NOTE: If your two Graphs are similar, it means you tend to use your Natural behaviors in your work (social, relationship) environment. If your Adapted Style is very different from your Natural Style, you are using behaviors that are not as comfortable or natural for you. The more disparity between the two graphs, the more likelihood you are stressed in the environment in which you chose to focus for this report, usually work.

Your Natural Behavior Style

The shaded adjectives in each column below describe the range of behavioral intensity you exhibit in your Natural style (Your Graph II). This is a verbal explanation of your Graph II. Adjectives at the highest and lowest levels indicate the most intensity – the further away from the 50% Energy Line, the more obvious behaviors are.

DIRECTIONS: If you feel a particular descriptor does not describe you, you may cross it out--but check with a friend first so you know you are not ignoring a potential blind-spot in your behavioral traits.

	D	I	S	C
HIGH	DOMINANT	INFLUENTIAL	STEADY	CONSCIENTIOUS
FOCUS	PROBLEMS	PEOPLE	PACE	PROCEDURES
EMOTION	ANGER	TRUST	WITHHOLDING	FEAR
FEAR	LACK OF CONTROL	BEING LEFT OUT	LOSS OF STABILITY	CRITICISM

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

LOW	DOMINANT	INFLUENTIAL	STEADY	CONSCIENTIOUS
EMOTION	MODESTY	RELUCTANCE	SPONTANEITY	REBELLIOUS

Note: Higher is not better than Lower. High and Low adjectives factor equally into your behavior and thus into your report language; your Highest and Lowest adjectives will dominate your behavior style.

Your Adapted Behavior Style

The shaded adjectives in each column below describe the range of behavioral intensity you exhibit in your Adapted style (Your Graph I). This is a verbal explanation of your Graph I. Adjectives at the highest and lowest level indicate the most intensity – the further away from the 50% Energy Line, the more intense and obvious.

DIRECTIONS: If you feel a particular descriptor does not describe you, you may cross it out—but check with a friend first so you know you are not ignoring a potential blind-spot in your behavioral traits.

	D	I	S	C
HIGH	DOMINANT	INFLUENTIAL	STEADY	CONSCIENTIOUS
FOCUS	PROBLEMS	PEOPLE	PACE	PROCEDURES
EMOTION	ANGER	TRUST	WITHHOLDING	FEAR
FEAR	LACK OF CONTROL	BEING LEFT OUT	LOSS OF STABILITY	CRITICISM

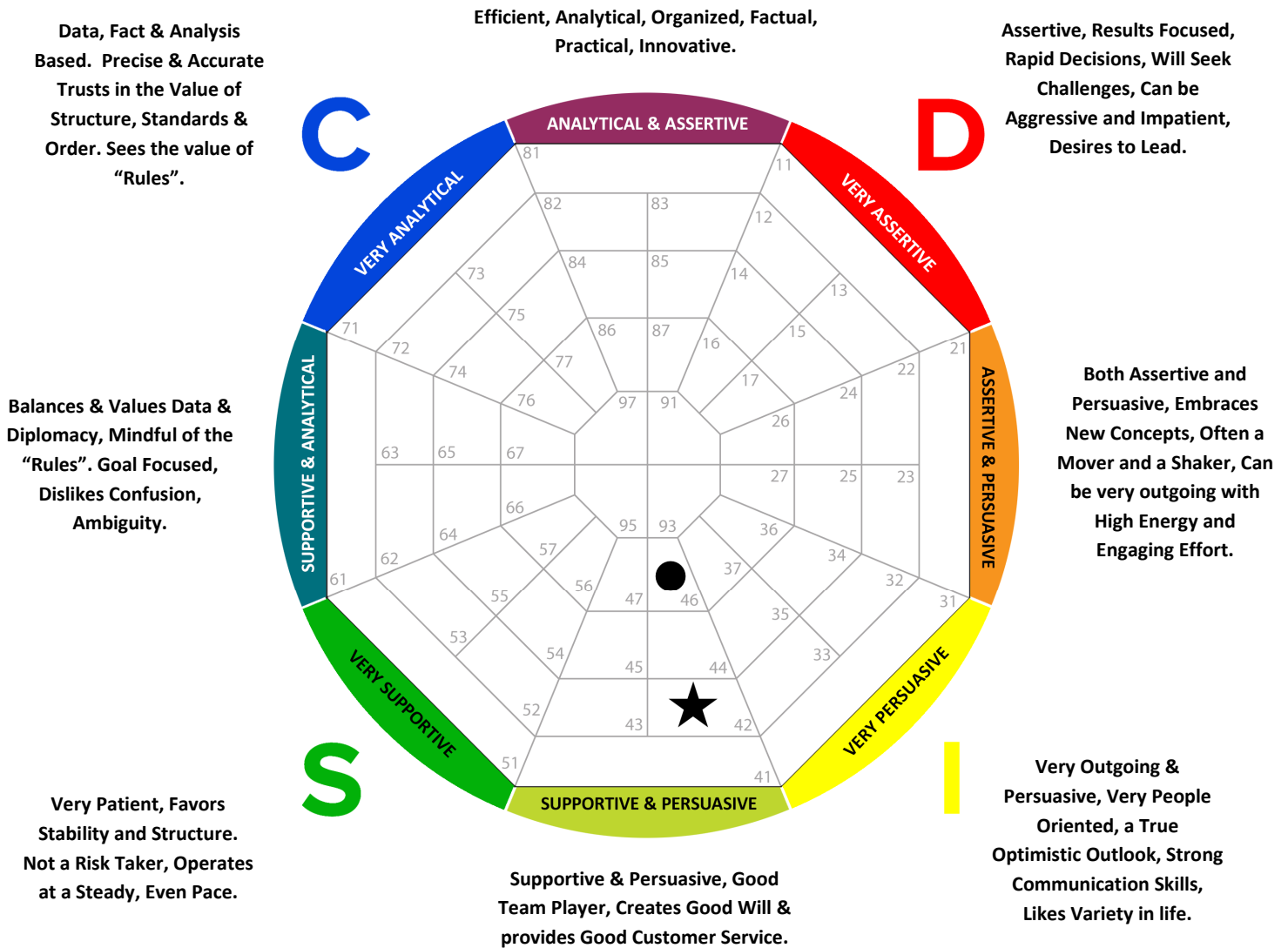
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential 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**

LOWER	DOMINANT	INFLUENTIAL	STEADY	CONSCIENTIOUS
EMOTION	MODESTY	RELUCTANCE	SPONTANEITY	REBELLIOUS

DISCcompass™

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



Your Strengths: What You Bring to the Organization

You consistently display your strength characteristics. For the most part, these qualities enhance your effectiveness within your organization. Work Style Preferences provide useful insights as you work in a job or as you work together on a team or family project. They are the talents and tendencies you bring to your job and they are what have made you successful thus far in your career and in life!

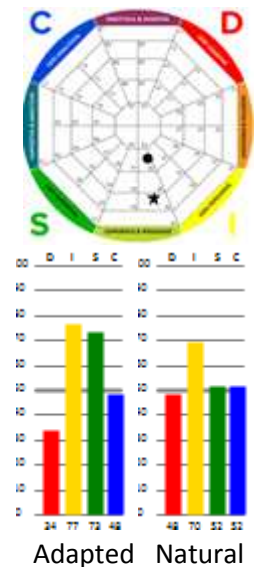
DIRECTIONS: Check off what you believe to be your two most important strengths and your two most important work style tendencies and transfer them to your Action Plan – Page 40.

Your Strengths:

- You possess a positive sense of humor and never make jokes at the expense of others.
- Your excellent listening style stands as a model for others to observe and follow.
- You demonstrate a high degree of patience in working with others.
- You bring a high "sincerity factor" to the team climate.
- You are able to negotiate conflicts into win-win situations.
- You are able to build positive relationships with internal and external stakeholders.
- You work hard to achieve the team's goals and objectives.

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

- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- You are perceived by others on the team as a good listener.
- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- Your empathetic nature and sensitivity toward people may lead others to seek you out as a coach or counselor, or ask to assist them with a personal or team problem.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- You meet new people easily and prefer networking with others rather than working in solitary conditions.



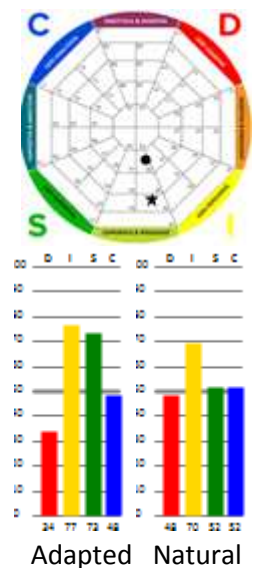
Your Ideal Work Environment

Everybody is motivated internally. And, each of us is motivated for our own reasons, not somebody else's reasons. By understanding your motivations, you can create (or find) an environment where you are most likely to be self-motivated and successful.

DIRECTIONS: Check off what you believe to be your two most important environmental factors and transfer them to your Action Plan, page 40.

You Will Be Most Effective In Environments That Provide:

- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- A job culture where there is little hostility, confrontation, anger, or pressure.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- A participatory manager or board with whom a democratic relationship has been established.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A favorable working climate containing positive attitudes and optimistic spirit.



Your Motivational Wants and Needs

What motivates you? People are motivated by what they want? But, what do you really want? Our behaviors are also driven by both wants and needs. Each style has different needs. If one person is stressed out, they may need quiet time alone; another may need social time around a lot of people. Each of us try to meet our wants and needs differently. The more fully our needs are met, the easier it is to perform at an optimal level.

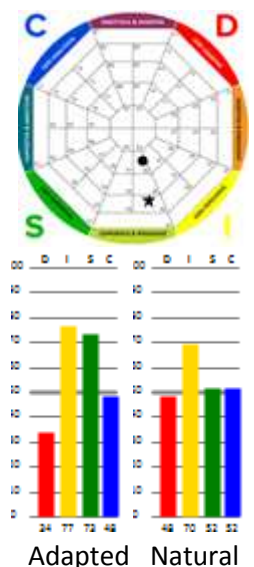
Directions - Check the two most important motivators (wants) and the two most important needs and transfer them to your Action Plan, page 40.

You Are Motivated By:

- Projects and assignments that provide interpersonal contact, and an opportunity to help both internal and external stakeholders.
- A work culture that is supportive of family activities and commitments.
- Evidence that a new process has been successful in similar applications.
- Acceptance as a positive and supportive member of the organization and team.
- Identification with the organization, team, and others with whom a spirit of work responsibility has been established.
- Flexibility to circulate and talk with a variety of people.
- A supervisor, manager, or board who practices a democratic leadership process.

You Need:

- To be kept in the information loop regarding projects and initiatives within the organization.
- Increased urgency in decision making.
- Encouragement to keep the positive spirit and optimism when the pressure is on.
- A sense of belonging to the team or organization as a whole.
- To be more realistic and ambitious in setting deadlines for team projects.
- To get better control of files and record keeping.
- To learn to say "no" more often in order to avoid spreading yourself too thin.



I's Behavior and Needs Under Stress

We do not usually SEE our own stress behaviors – how we are acting – though we certainly FEEL the stress in our body. Seeing how we behave when stressed can be unpleasant, because our stress behaviors are typically unappealing. Oftentimes, we are moving to the extreme of our primary DISC style. Once we recognize our stress behaviors, we can learn to moderate them, making work easier for ourselves and our team.

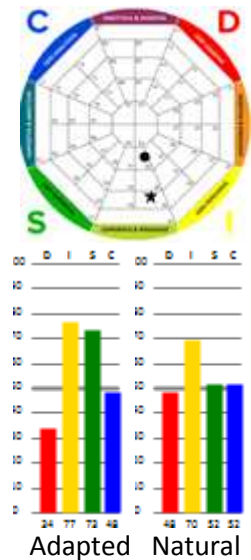
DIRECTIONS: Check off your two most counterproductive stress behaviors and your two most important needs when stressed and transfer them to your Action Plan, page 40.

When You are Under STRESS, Others See

- Overeager
- Superficial
- Wasteful of time
- Inconsistent
- Impulsive

Your Needs When Stressed

- To get credit
- Action and interaction
- Prestige



When You Are In Conflict

Conflict is always unpleasant for all parties. It is essential you recognize **how you are perceived** in a conflict situation because it can undo all progress you have made in the eyes of others. First, see yourself realistically, then teach yourself to respond differently by **modulating your body language, your voice and your choice of words**.

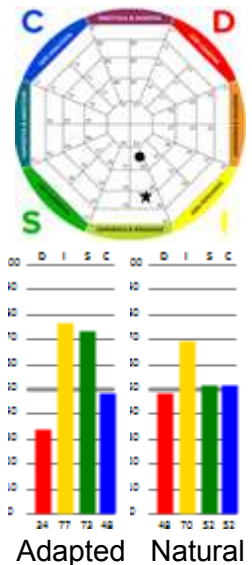
DIRECTIONS: Check off just one of your conflict behaviors you want to change and one strategy for diffusing a conflict situation you want to work on -- transfer them to your Action Plan, page 40.

Your Typical Behaviors in Conflict:

- Their anger is generally a response to a personal attack on them or, possibly, the failure of someone to support them when they were really counting on that person's support. Of course I's may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns their contribution to the problem.
- When I's experience a moment of misery, they may appear overeager, impulsive, sarcastic and demanding and disregard the facts or anything you say.
- If a conflict persists or their anger increases, they are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike their normal behavior.

Reduce Conflict and Increase Harmony with Others:

- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.
- Recognize that I's can never resolve a conflict by avoiding it. Risk damaging a relationship or losing someone's approval by stating their feelings and clarifying their expectations. Be sure, of course, to listen attentively to the responses of others.
- I's have a tendency to "think out loud." Others may take these "brainstorming" ideas as actual commitments and become upset when those "commitments" are not completed. So, let others know in advance when you are only exploring ideas and options and not committing to actions.



When People Communicate with You

The following suggestions can help others who interact with you understand you and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences. **It is up to you to teach people to treat you the way you want to be treated.**

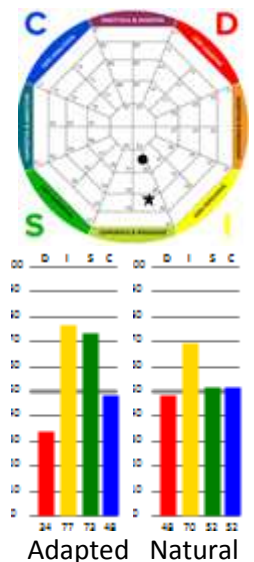
DIRECTIONS: Check off the two most important ideas for others to know when communicating with you and then check off the two most important ideas you want others to AVOID when communicating with you; transfer them to your Action Plan, page 40.

When Communicating with Sample, DO:

- Plan some extra time in your schedule for talking, relating, and socializing.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Break the ice with a brief personal comment.
- Put the details in writing, but don't plan on discussing them too much.
- Plan to talk about things that support his dreams and goals.
- Present your ideas and opinions in a non-threatening way.
- Ask for his input regarding people and specific assignments.

When Communicating with Sample, DO NOT:

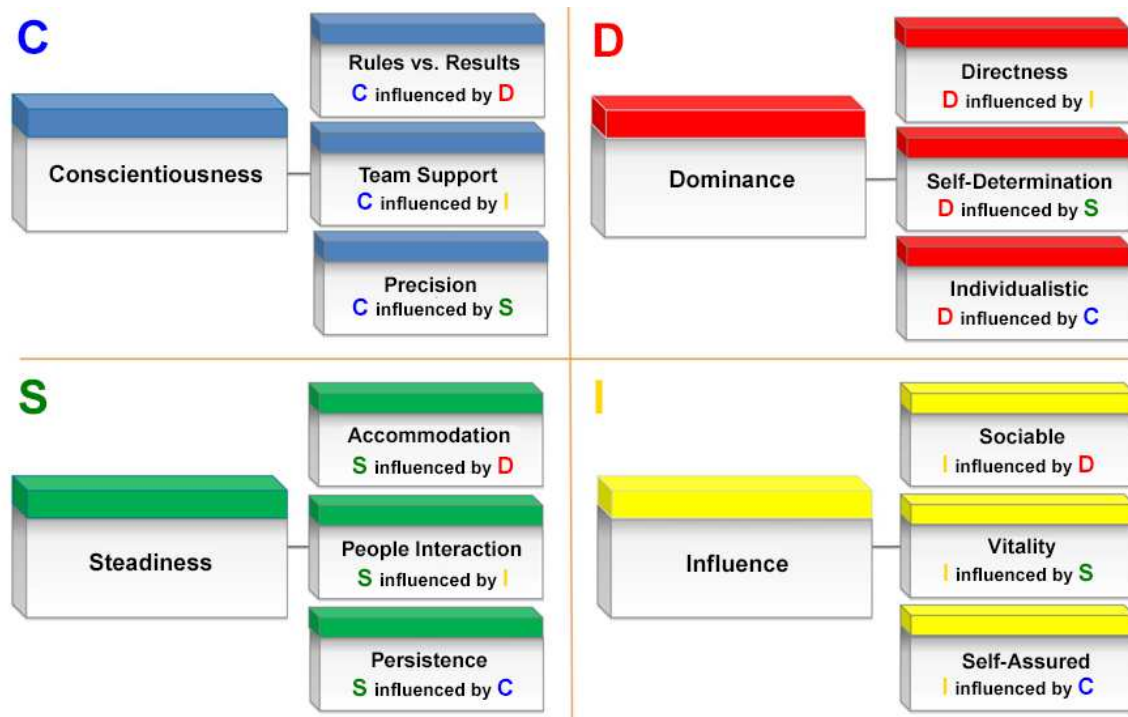
- Manipulate or bully him into agreeing.
- Be overly task-oriented.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Leave the idea or plan without backup support.
- Talk down to him.
- Be vague or ambiguous.
- Let the discussion with him get caught in dreams too much, otherwise you'll lose time.



Understanding Integrated Behaviors

The 12 Integrated Behaviors describe how each of the 4 Primary DISC factors is Impacted, Influenced and Modified by the other 3!

If you've ever been puzzled why two individuals who have the SAME or SIMILAR Primary DISC scores behave so differently, you'll find that answer and a whole lot more as you quickly learn to incorporate these advanced Integrated Compass Behavior Measurements that clarify human interaction, cooperation, management and teamwork.




Our validated and reliable 12 Factor Integrated and Interactive view of Human Behaviors goes far beyond the standard 4 Factor DISC model. If you've suspected that EACH of the 4 DISC factors must be INFLUENCED by the other 3...You were RIGHT. Now we can MEASURE the degree or intensity of that influence and provide you with an advanced 12 factor integrated DISC behavioral section in Your DISC reports. You will quickly experience the advantage that the Advanced Integrated Behaviors provide and how they can improve your behavioral analysis.

If you found DISC valuable before...get ready for a quantum leap forward!

12 Integrated Compass Behaviors (Natural Graph)

1. The Sociable Behavior (I/D) [High Moderate Intensity]


0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



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

2. The Self-Assured Behavior (I/C) [Moderate Intensity]


0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



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

3. The Vitality Behavior (I/S) [Moderate Intensity]


0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



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

4. The Accommodation Behavior (S/D) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100




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

12 Integrated Compass Behaviors (Natural Graph) (Continued)

5. The Rules vs. Results Behavior (C/D) [Moderate Intensity]


0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



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

6. The Persistence Behavior (S/C) [Moderate Intensity]


0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



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

7. The Precision Behavior (C/S) [Moderate Intensity]


0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



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

8. The Individualistic Behavior (D/C) [Moderate Intensity]


0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



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

9. The Self-Determination Behavior (D/S) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100




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

12 Integrated Compass Behaviors (Natural Graph) (Continued)

10. The People Interaction Behavior (S/I) [Moderate Intensity]


0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



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

11. The Team Support Behavior (C/I) [Moderate Intensity]


0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



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

12. The Directness Behavior (D/I) [Low Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



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

Intensity Scoring Legend – 12 Integrated Compass Behaviors intensity is a measure of how you will likely display the specific behavior when interacting and communicating with others.

- **Low Intensity** – Indicates the absence of this behavior in most situations.
- **Low Moderate** – Behaviors are only sometimes observable in some situations.
- **Moderate Intensity** – Does not mean "mild." Means the behavior is flexible and may or may not become observable based upon the requirements of the specific situation.
- **High Moderate** – Scores are frequently observable in many situations.
- **High Intensity** – Scores will be clearly observable, displayed more often and seen in most situations.

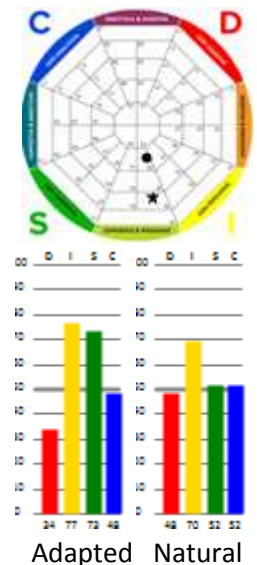
Areas for Personal Improvement

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

DIRECTIONS: Check the two most important areas you are committed to improve and transfer them to your Action Plan, page 20.

Areas for Improvement:

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



My DISCcompass™ Action Plan

My strengths – what I bring to the organization

1. _____
2. _____

My important work style tendencies – what I bring to the job

1. _____
2. _____

I am most effective in an environment that provides these things – are they provided?

1. _____
2. _____

I am motivated by

1. _____
2. _____

Your needs in this environment – are they being met?

1. _____
2. _____

What I'd like to change when I am under stress

1. _____
2. _____

When I am under stress I need

1. _____
2. _____

Under conflict, I'd like to change this behavior

1. _____

My strategy to reduce conflict and increase harmony

1. _____

Communication "do's" for others to know about me

1. _____
2. _____

Communication "don'ts" for others to know about me

1. _____
2. _____

I am committed to changing these two weaknesses/limitations

1. _____
2. _____

My Personal Development Plan

When reviewing my DISC*compass*™ Action Plan on page 20, I learned that changing several key behaviors will definitely contribute to reaching my personal goals and the life I desire. These are the several most important behaviors now standing in my way:

1. I am planning on immediately beginning to change the following specific behaviors to improve my chances for success:
2. As I make these changes in my behavior, I expect to see the following specific benefits in my life:
3. As I implement my plan above for improving my behavior, I expect to see my specific benefits within _____ months. Others will notice I've changed by this date: _____
4. The most important "Take Away" I have gained from the DISC*compass*[™] has been:

PART II -- UNDERSTANDING AND READING PEOPLE

It takes effort to understand another's point of view. We can train ourselves to listen and to observe the clues people are constantly giving about who they are. Clues that can tell us what they need – what motivates them – and what they fear.

Consider for a moment a modern business situation, perhaps in Sales. If we are entering into

"If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained, you will also suffer a defeat. If you know neither the enemy nor your-self, you will succumb in every battle."

...Sun Tzu "The Art of War"

negotiations and I know more about me than you know about me, do I have a certain advantage? Yes, I do. Self understanding is the beginning of wisdom.

If, in the same situation, I know more about you than you know about you, do I have an advantage? Yes, I do. When I know what you want and need, I can appeal to those wants and satisfy your needs.

Now, imagine I enter negotiations knowing more about both me and you – Will I win every time, considering that I possess the ability to meet both your needs and my own? Win-Win?

THIS UNDERSTANDING AND READING PEOPLE SECTION INCLUDES:

Identifying another person's behavioral Style

Moving to the Compass and combination styles

Charting another's behavior

Communicating with each style

"Knowing others is intelligence; knowing yourself is true wisdom. Mastering others is strength; mastering yourself is true power."

-- Lao-Tzu

How Do You Identify a Person's Primary Behavioral Style?

You must learn to quickly identify each of the four primary behavioral styles in order to practice adaptability. We do this by focusing on two areas of behavior — **PACE** and **PRIORITY**. So be a detective and watch closely.

PACE – the easiest characteristic to spot – are they FASTER or SLOWER?

1. Does this person move quickly? Talk fast? Speed from subject to subject? Multi-task? Drive, chew, answer, think, finish FAST? OR,
2. Does this person move more slowly and deliberately? Take their time with everything? Drive deliberately? Answer after some consideration? Eat, think, respond and maneuver more slowly?

PRIORITY – Notice their primary FOCUS – TASK or PEOPLE

1. Does the person jump into tasks readily? Fix broken things immediately? Focus on things to be done? Get quickly to work without socializing first? Answer their phone and talk immediately about task? OR,
2. Does the person focus on people first? Ask personal questions to catch up with you? Do they inquire about family and friends, consider everybody's feelings first, precede business with personal comments?

When you combine your observations about PACE and PRIORITY, you create the DISC matrix of the four primary behavioral styles. **Memorize this matrix now – it is the basis of all that follows.**

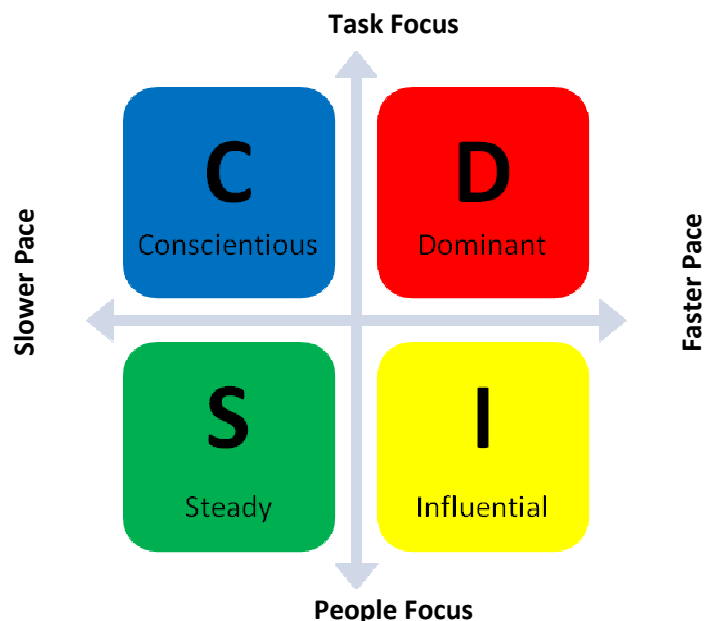
The MATRIX holds the basic key to DISC

D = Fast pace and task focus

I = Fast pace and people focus

S = Slower/deliberate pace and people focus

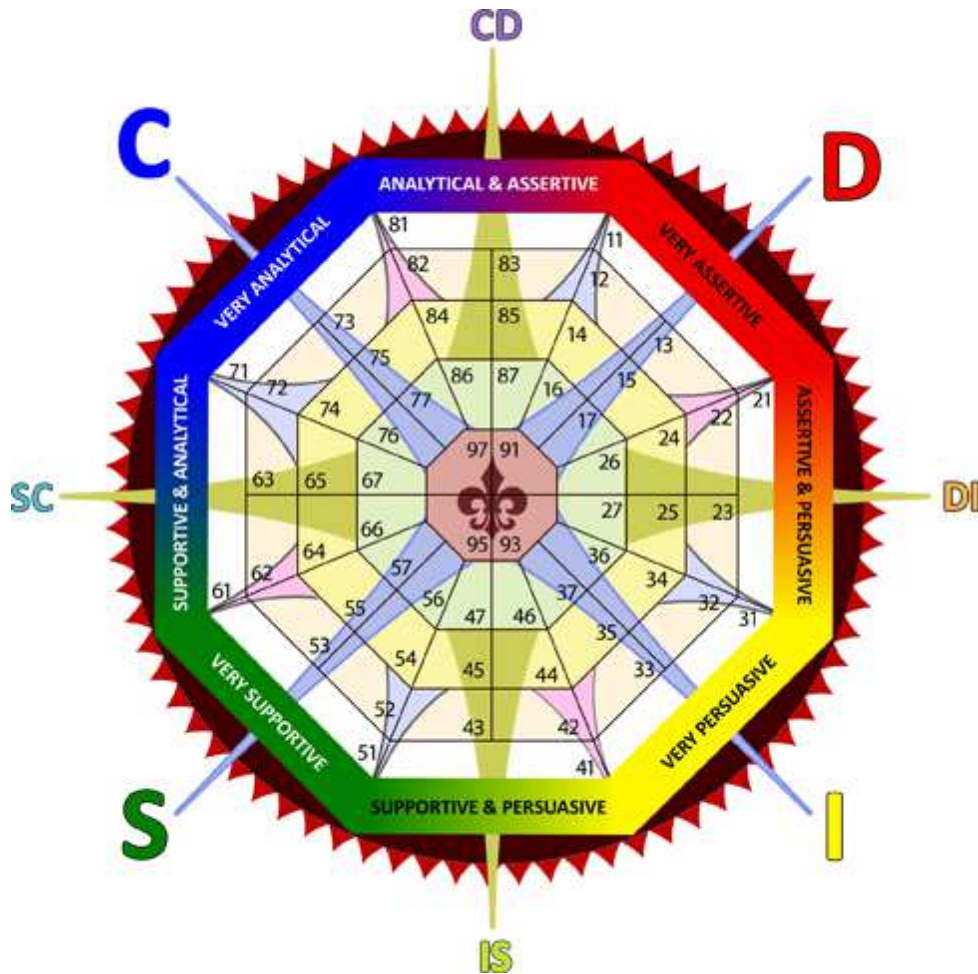
C = Slower/deliberate pace and



When we combine a Person's PACE and PRIORITY, we know their basic style. Each time we meet a person, friend or stranger, we can practice noticing if they are Faster or Slower, focusing on Tasks or People. We combine these two pieces of information and then begin to read more complex styles, using the Compass.

Next we shift from the Matrix to the more complex Compass

Now we study Combination Styles



- People who plot on the outer two rings have more forthright personalities, easier to identify, simply because they have only 1 or 2 factors (D,I,S,C) above the 50% energy line.
- However, as one moves towards center of the Compass, three strong factors appear above the Line. In the center, segment 91 – 95, We have 2 conflicting styles above the 50% energy line, I/C, C/I, D/S, and S/D; directly conflicting in pace and focus.
- All of the 7 style segments in each of the 8 Sectors, D, DI, I, IS, S, SC, C, CD. have the primary style in the Sector's outer ring as the top graph point – DI has segments numbered 21 – 27 for example.
- An example of a very complex personality might be segment 27.

Charting the Four Basic DISCcompass Styles

Once you have determined a person's PACE and PRIORITY, you have identified their DISCcompass primary style. With this chart you can now understand some of their characteristics and you can anticipate their behavior. For example, think of people in your life now, identify their style and study them: in particular study their "Needs" below. Choose someone close to you and determine their style -- how can you satisfy their basic needs? Do it!

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

Communication Plan with the **DOMINANT** Style

CHARACTERISTICS:

SO YOU...

<i>Concerned with being #1</i>	<i>Show them how to vision and win – they want new opportunities</i>
<i>Think logically</i>	<i>Display your logical reasoning – but be brief</i>
<i>Want facts and highlights</i>	<i>Provide concise data – don't ramble</i>
<i>Strive for results</i>	<i>Agree on goals -- then support them or get out of their way</i>
<i>Like personal choices</i>	<i>Allow them to “do their thing” – give them an exclusive task</i>
<i>Like changes</i>	<i>Vary routine – they like several balls in the air at once</i>
<i>Prefer to delegate</i>	<i>They frequently change focus – watch that they don't “abandon” work to others with little clarity</i>
<i>Want others to notice accomplishments</i>	<i>Compliment them on what they've done – recognition motivates</i>
<i>Need to be in charge</i>	<i>Let them take the lead -- give them parameters and let them go</i>
<i>Tendency towards conflict</i>	<i>When necessary, state your differences clearly -- backed up with facts; never argue on a “personality” basis</i>

Communication Plan with the **INFLUENTIAL** Style

CHARACTERISTICS

SO YOU...

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

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”

PART III ADAPTATION TO OTHERS – REACHING CHARISMA

*Understanding your own and other's behavioral styles are just the first two steps to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That's what the rest of the **COMPASS** report is all about.*

Now we must apply what we've learned about behavior. We “read” people and situations and then adapt ourselves into a position of acceptance and trust. People want to be treated according to **their** behavioral style, not yours!

ADAPTATION LEARNING INCLUDES:

What is Behavioral Adaptability

Practice Modifying Your Style

Tension Among the Styles

Can you really be more effective in relationships and situations with your family, friends and work colleagues? Definitely! You have the power to make your “challenging” relationships **good** and your good relationships **better**. Make a **SERIOUS commitment** to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship. You can be a truly outstanding, charismatic human being!

- 1** Practice identifying the behavioral style of every person you meet, from the bank teller and the checkout person to your family and colleagues: (Contact **Viatech Global - DEMO Report** to learn how to obtain a DISC*compass*™ for spouse or family member.)
 - **Identify Another Person's Pace and Priority**
 - **Study the Eight Basic DISC*compass*™ styles**
 - **Understand how Behavioral Adaptability gives you an advantage in all your interpersonal relationships.**
- 2** Once you know their style and preferences for Pace and Priority, briefly modify Your Own Style, Your Words, Mannerisms and Actions to Adapt. You will be amazed at the **reception**.
- 3** To further understand the tension that may exist in the relationship, you can refer to the **Tension Among the Styles** section and complete the Tension Among the Styles Worksheet. Being aware of the differences in preference in pace and priority, and modifying accordingly, can make a big difference in those tension-filled relationships.
- 4** And finally, the last section, **How to Adapt to the Different Behavioral Styles**, will give you suggestions when dealing with each of the styles.

What is Behavioral Adaptability?

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

No one style is naturally more adaptable than another, although it comes more naturally for the “People Oriented” styles on the bottom half of the **Compass**. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person, and not so much with others. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow. Adaptability concerns the way you maturely manage your own behaviors.

You practice adaptability each time you slow down for a **C** or **S** style; or when you move a bit faster for the **D** or **I** styles. It occurs when the **D** or **C** styles take the time to build the relationship with an **S** or **I** style; or when the **I** or **S** styles focus on facts or get right to the point with **D** or **C** styles. It means adjusting your own behavior to make other people feel more at ease with you and the situation

Adaptability does not mean “imitation” or mirroring of the other person’s style. It does mean adjusting your openness, directness, pace, and priority in the direction of the other person’s preference, while maintaining your own identity.

Adaptability is important to all successful relationships. People often adopt a different style in their professional lives than they do in their social and personal lives. We tend to consciously adapt more at work with people we know less. We tend to be less adaptable at home and with people we know better.

Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a “foreign” style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority. And, remember a slower paced, task oriented person in the High C sector will have an unpleasant reaction to an effervescent, talkative person in the High I sector. And vice versa.

Effectively adaptable people meet other people’s needs and their own. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or when the nature of the situation calls for them to totally adapt to the other person’s behavioral style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding, and non-judgmental.

Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. With adaptability you can treat other people the way THEY want to be treated and so can be seen as an act of kindness.

Practice Modifying Your Pace and Priority

Let's look at one behavior dimension at a time (because in some interpersonal situations, you will only be able to identify another person's Pace or Priority, but not both.) So, first, try adapting one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Pace or Priority before looking at specific guidelines for being more adaptable with each of the four styles.

FASTER vs. SLOWER PACE

IF YOU ARE SLOW PACED, PRACTICE INCREASING YOUR PACE: (Have fun—it's a game!)

Speak, move and make decisions at a faster pace

Initiate conversation and decisions

Give recommendations

Use direct statements rather than roundabout questions

Use a strong, confident voice – speak louder

Challenge and tactfully disagree, when appropriate

Face conflict openly, but don't clash with the person – agree with some part of their argument

Look everyone in the eye

IF YOU ARE FAST PACED, PRACTICE DECREASING YOUR PACE: (Have fun—it's a game!)

Talk, walk and make decisions more slowly and deliberately

Seek and acknowledge others' opinions

Share decision-making

Be more mellow

Do not interrupt

When talking, provide pauses to give others a chance to speak

Refrain from criticizing, challenging or acting pushy

When disagreeing, choose words carefully

TASK vs. PEOPLE PRIORITY

IF YOU ARE TASK ORIENTED, PRACTICE INCREASING YOUR PEOPLE PRIORITY: (Have fun—it's a game!)

Share feelings; show more emotion

Respond to the expression of others' feelings

Pay personal complements

Take time to develop the relationship

Use friendly language

Communicate more; loosen up and stand closer

Be willing to digress from the agenda

IF YOU ARE PEOPLE ORIENTED, PRACTICE INCREASING YOUR TASK PRIORITY: (Have fun—it's a game!)

Get right to the task – the bottom line

Maintain more of a logical, factual orientation

Keep to the agenda

Do not waste the other person's time



Do not initiate physical contact



Downplay your enthusiasm and body movement

Use businesslike language

Tension Between the Styles


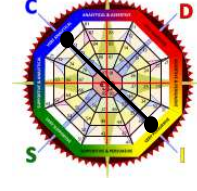
Managing Tensions

Potential Tensions/Disconnects	Plot Points Example
<p>S-I = Patience vs. Urgency Tensions:</p> <p><i>The High S's innate patience can conflict with the High I's Sense of Urgency. (Slower vs. Faster)</i></p> <p><i>Also S prefers to complete one task before moving on to another while I begins several tasks</i></p>	 <p>High S + High I (Lower Left vs. Lower Right Quadrant).</p>
<p>C-D = Patience vs. Urgency Tensions:</p> <p><i>The High C's focus on exercising patience to achieve accuracy and avoid errors can conflict with the High D's focus on quick results, do it NOW solutions, and immediate action. (Slower vs. Faster)</i></p>	 <p>High C + High D (Upper Left vs. Upper Right Quadrant)</p>

Potential Tensions/Disconnects	Plot Points Example
<p>D-I = Task vs. People Tensions</p> <p><i>The High D's focus on results, tasks and action can conflict with the High I's focus on other people, feelings and inclusive decisions.(Task vs. People)</i></p>	 <p>High D + High I (Upper Right vs. Lower Right Quadrant)</p>
<p>S-C = People vs. Tasks Tensions</p> <p><i>The High C's focus on data, analysis, accuracy and precision can conflict with the High S's focus on other people, teamwork, personal connection and a feeling of 'family'. (People vs. Task)</i></p>	 <p>High C + High S (Upper Left vs. Lower Left Quadrant).</p>

Tension Between the Styles

Managing Tensions

Potential Tensions/Disconnects	Plot Points Example
<p><u>Double Tensions</u> of Patience vs. Urgency AND People versus Task</p> <p><i>Pattern 1: The High S's preferred Patient & Slower Pace with a Primary Focus on People rather than on results and task can conflict with the High D's Sense of Urgency and a focus on Tasks and Results and Now.</i></p>	 <p>High S + High D (Lower Left vs. Upper Right Quadrant)</p>
<p><u>Double Tensions</u> of Patience vs. Urgency AND People versus Task</p> <p><i>Pattern 2: The High C's lack of Urgency with a Primary Focus on Tasks/Results can conflict with the High I's higher Urgency with a Primary Focus on People vs. Results and Tasks.</i></p>	 <p>High C + High I (Upper Left vs. Lower Right Quadrant)</p>

Tension Among the Styles WORKSHEET

Personality TENSIONS Natural

Everybody has a few tension-filled relationships. You can have the highest regard and/or loving feelings toward a particular person, yet your interactions are usually stressful. If this is behavior related, complete this worksheet to gain insights on how to improve the relationship. If you feel comfortable, you may discuss with the other person things you can do to ease the tension. (NOTE: Oftentimes, when personality adjustments don't help, the issue is underlying Values).

*First, refer to the section on **How to Identify Another Person's Style** and determine their primary behavioral style. Then refer to the **Tension Model** to identify their pace and priority preferences. Next, see which preferences are different than yours and note the strategy you will take to modify your behavior. If both preferences are the same as yours, then determine where you will allow their needs to be placed above yours. For example, if you are a High I with fast-pace and people-oriented preferences and the other person is as well, you might let them have the center stage in times when it is not as important for you. A little give and take will go a long way.*

JANE DOE'S INFORMATION

STYLE: C

PACE: Slower-paced

PRIORITY: Goal/Task-oriented

RELATIONSHIP

Name: John Doe

Style: High I

Pace: Faster-paced

Priority: People-oriented

Difference: Pace and Priority

Strategy: I must be more personable, social, upbeat, and faster-paced with John

SAMPLE

RELATIONSHIP 1

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

RELATIONSHIP 2

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

Adapt Easily to the **DOMINANT** Style

They're time-sensitive; so don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure — all on a single page.

The Dominant Styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the D Style call the shots. If you disagree, argue with facts, not feelings. In groups, allow them to have their say because they are not the type who will take a back seat to others.

With the Dominant Style, in general, be efficient and competent.

AT WORK, HELP THEM TO...

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

SALES AND SERVICE STRATEGIES

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

IN SOCIAL SETTINGS...

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

Adapt Easily to the **INFLUENCING** Style

The Influencing Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them. The I Styles are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.

With the Influencing Styles, in general, be interested in them.

AT WORK, HELP THEM TO...

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

SALES AND SERVICE STRATEGIES

- Show that you're interested in them, let them talk, and allow your animation and enthusiasm to emerge
- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these toward mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions

IN SOCIAL SETTINGS...

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

Adapt Easily to the **STEADY** Style

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. The S Styles don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a Steady Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With the Steady Style, in general, be non-threatening and sincere.

AT WORK, HELP THEM TO...

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings
- Modify their tendency to automatically do what others tell them
- Get and accept credit and praise, when appropriate

SALES AND SERVICE STRATEGIES

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

IN SOCIAL SETTINGS...

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

Adapt Easily to the CONSCIENTIOUS Style

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented; so don't expect to become their friend before working with them. Friendship may develop later, but, unlike the Influencing Styles, it is not a prerequisite. Support the Conscientious Styles in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the C Styles to be leaders or outspoken contributors, but do rely on them to conduct research, crunch numbers, and perform detailed footwork for the group. If appropriate, set guidelines and exact deadlines. The C Styles like to be complimented on their brainpower, so recognize their contributions accordingly.

With the C Styles, be thorough, well prepared, detail-oriented, business-like, and patient.

AT WORK, HELP THEM TO...

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, less checking

SALES AND SERVICE STRATEGIES

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

IN SOCIAL SETTINGS...

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

Compass Summary

Your DISC*compass*™ is filled with information about your style and each of the personalities represented by the eight segments of the **Compass**. (If you have taken a **Viatech Global - DEMO Report** DISC Training class, you are familiar with the 60 primary behavioral styles represented on the **Compass**.) So now you have an understanding and an awareness of yourself, as well as the behavioral styles of others. Always be aware that everyday “clashes” may only be tension between your style and the other person’s – **so adapt!** You are the one with the advantage – because you have learned adaptation skills!

HOW TO GET THE FULL BENEFIT FROM YOUR DISC*COMPASS*™ ?

You must practice, practice reading people – everyone from your tiny niece to the people in line at the supermarket, your instructor and your supervisor – the people around you. Use it every day and practice with others in your DISC*COMPASS*™ class and join discussions online.

Follow the many suggestions in PART III, the Adaptation section of this report. Remember, people automatically like people like themselves because they can “relate” to them. (Be on the lookout for styles that automatically **don’t** prefer YOUR style!) People who have the ability to relate to everybody are seen as “Charismatic” – not only are they well liked and in demand, they become successful in their personal and professional lives! They become Stars -- “Pied Pipers” with the ability to lead.

A few people will just file this report away, rather than take some small risks and practice suggestions here. Unwillingness to learn, especially to learn to be more effective in life, is a clear sign of low Emotional Intelligence. If instead you open up meaningful dialogue with others to discuss and improve all your relationships, the payoff can be huge. Your **Compass** is a reference tool. It contains an enormous amount of information pointing to who you are and where you can go on your journey. It is not meant to be digested in just one reading. Use it as an ongoing reference document.

Have fun with making a few changes in your behavior and experiencing AMAZING results. We wish you great success in all your relationships, your job, and in life!



RESOURCES: for more information and ideas about Human Behavior and DISC*compass*, contact Viatch Global - DEMO Report.

Disclaimer

There are no warranties, express or implied, regarding the online DISC*compass*™ assessment. You assume full responsibility, and TA, Inc. and Viatch, Inc. (THE GROUP) shall not be liable for, (i) your use and application of The DISC*compass*™ Assessment, (ii) the adequacy, accuracy, interpretation or usefulness of The DISC*compass*™ Assessment, and (iii) the results or information developed from your use or application of The DISC*compass*™ Assessment.

You waive any claim or rights of recourse on account of claims against THE GROUP either in your own right or on account of claims against THE GROUP by third parties. You shall indemnify and hold THE GROUP harmless against any claims, liabilities, demands or suits of third parties.

The foregoing waiver and indemnity shall apply to any claims, rights of recourse, liability, demand or suit for personal injury, property damage, or any other damage, loss or liability, directly or indirectly arising out of, resulting from or in any way connected with The DISC*compass*™ Assessment, or the use, application, adequacy, accuracy, interpretation, usefulness, or management of The DISC*compass*™ Assessment, or the results or information developed from any use or application of The DISC*compass*™ Assessment, and whether based on contract obligation, tort liability (including negligence) or otherwise.

In no event, will THE GROUP be liable for any lost profits or other consequential damages, or for any claim against you by a third party, even if one or more of THE GROUP has been advised of the possibility of such damages.