

DISC Self and Motivators

A Dual Evaluation of Behavioral & Motivational Styles

Report For: **Susana Costa Grácio**

Focus: **Work**

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ActionCOACH®
business coaching

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Introduction to the DISC & Motivators Combined Report

Research shows that the most successful people share the common trait of self-awareness. They're able to more quickly recognize situations that will make them more successful. With this personalized and comprehensive DISC and Motivators combined report, you have tools to help you become a better you.

Please Note: Any behavioral descriptions mentioned in this report are only **tendencies** for your style group and may or may not specifically apply to you personally.

Remember:

- **DISC** measures **observable behavior** and **emotion**.
- **Motivators** shows the **values** that **drive** our behavior and emotion.

When our DISC and MOTIVATORS are **in alignment**, we have personal **synergy**. When our DISC and MOTIVATORS are **not in alignment**, we experience personal **conflict or tension**.

How to Use This Report

With this personalized and comprehensive DISC and Motivators combined report, you have tools to help you become a better you. The report is divided into 3 parts:

- **Part I** focuses on understanding each of the DISC styles through identifying characteristics, including the tendencies of each behavioral style. It also introduces the 7 Motivators that drive our behaviors and the definitions of each
- **Part II** reveals what makes you unique, through greater understanding of your own behavioral tendencies and blend of motivators.
- **Part III** explores adaptability and offers actionable recommendations for you and others who interact with you, helping you use this information as effectively as possible for immediate results.

PART I - UNDERSTANDING DISC & MOTIVATORS

DISC STYLES

DISC is a simple, practical, easy to remember and universally applicable model. It focuses on individual patterns of external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four styles:

Dominance, **Influence**, **Steadiness**, and **Conscientious**.

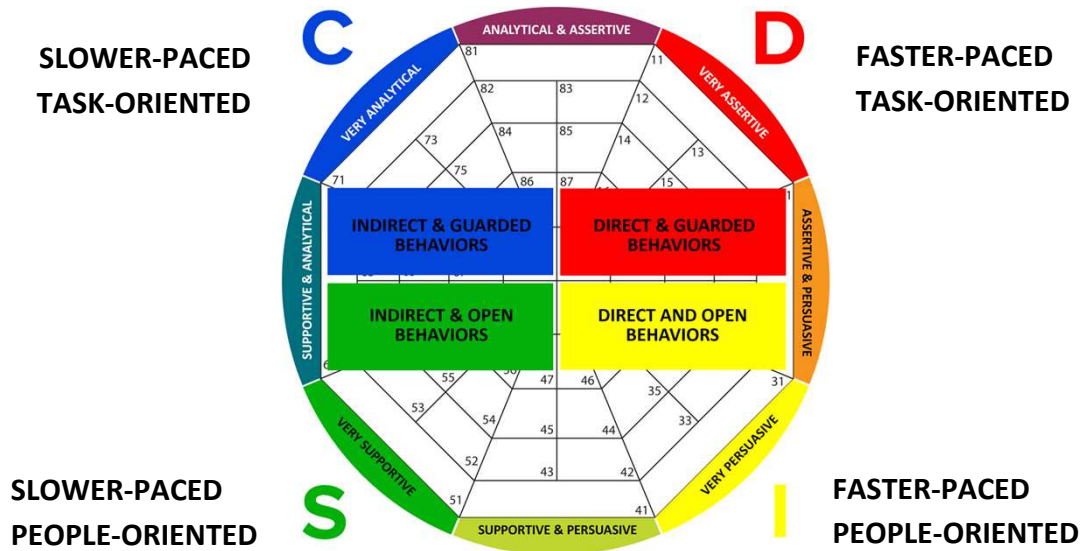
STYLE	TENDENCIES
Dominance	Tends to be direct and guarded
Influence	Tends to be direct and open
Steadiness	Tends to be indirect and open
Conscientious	Tends to be indirect and guarded

Using the DISC model, it is easy to identify and understand our own style, recognize and cognitively adapt to different styles, and develop a process to communicate more effectively with others. As you begin to explore the DISC styles and see them in your own life and in your relationships, keep in mind the following:

BEHAVIOR DESCRIPTORS OF EACH STYLE

DOMINANCE	INFLUENCE	STEADINESS	CONSCIENTIOUS
Decisive Competitive Daring Direct Innovative Persistent Adventurous Problem Solver Results Oriented	Charming Confident Convincing Enthusiastic Inspiring Optimistic Persuasive Sociable Trusting	Understanding Friendly Good Listener Patient Relaxed Sincere Stable Steady Team Player	Accurate Precise Analytical Compliant Courteous Diplomatic Detailed Fact Finder Objective

PACE AND PRIORITY: Two main sources of tension between the styles








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

MOTIVATORS

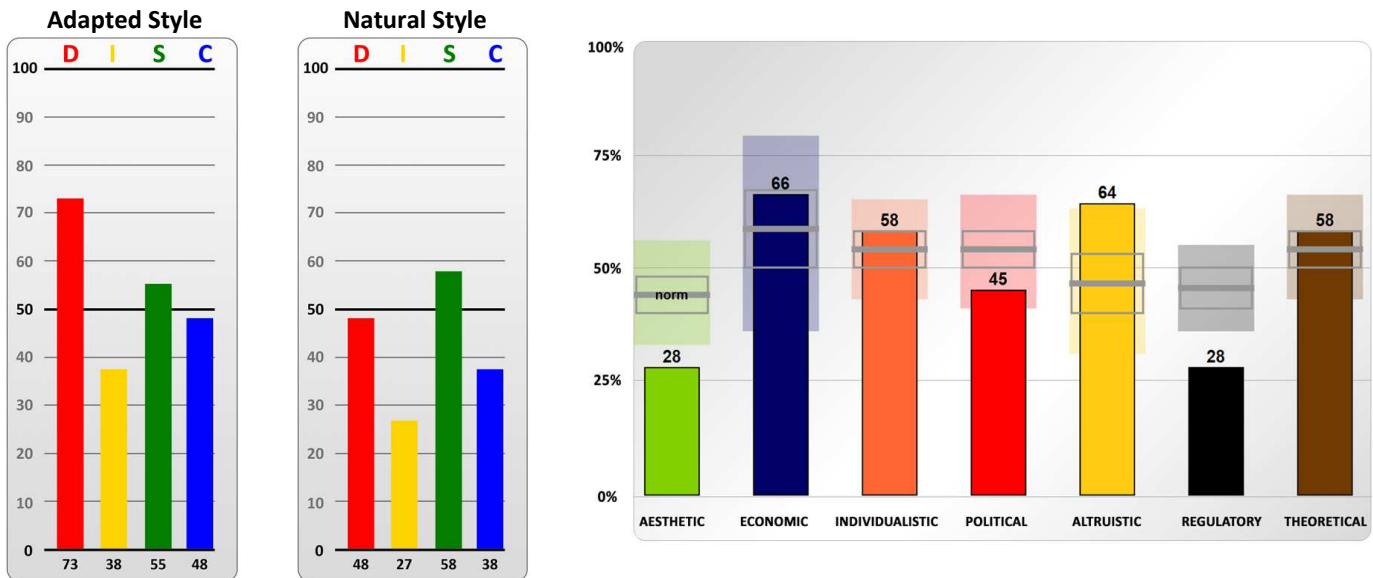
The Motivators assessment is the result of Dr. Edward Spranger's and Gordon Allport's combined research into what drives and motivates an individual. The seven dimensions of value discovered between these two researchers identify the reasons that drive an individual to utilize their talents in the unique way they do. Motivators will help you understand your own drivers, providing a clear course on how to maximize your performance by achieving better alignment with what you do.

The 7 Dimensions of Motivation

Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire. This report measures seven dimensions of motivation that filter and guide our behaviors and decisions:

-  **Aesthetic** - a drive for balance, harmony and form.
-  **Economic** - a drive for economic or practical returns.
-  **Individualistic** - a drive to stand out as independent and unique.
-  **Political** - a drive to be in control or have influence.
-  **Altruistic** - a drive for humanitarian efforts or to help others altruistically.
-  **Regulatory** - a drive to establish order, routine and structure.
-  **Theoretical** - a drive for knowledge, learning and understanding.

PART II - UNDERSTANDING YOURSELF



DISC describes you based on your observable behavior which can provide insights for others regarding your communication preferences and how you will likely interact with and respond to them.

MOTIVATORS describe you based on your values and beliefs. Understanding motivation helps reveal your preferences and why you do what you do. It is vital for aligned, superior performance that our motivators are satisfied by what we do.

Through this report you have an opportunity to discover (observe and evaluate) your behavioral responses in various environments and examine your unique values and what drives you to behave in the ways you do. You can explore your actions and reactions (and the actions and reactions of others) in a variety of situations and contexts to determine the most effective communication strategy or course of action to be sure you are living in alignment and able to express your best self.

DISC General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It provides a framework for understanding and reflecting on your DISC results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.

Susana, you score like those who have a high degree of self-discipline. This comes from three primary traits: your somewhat strong tendency toward risk avoidance, your high degree of patience, and your overall detail orientation. These three traits in combination are somewhat rare, but they converge in ways that provide a versatile strength for you. This strength can be used in both personal and business ventures.

You tend to be less talkative in work or social situations. This is not a reflection on ability or interest, just that you allow others be the more vocal participants. Even though they share your risk-taking attitude, those who score like you will frequently admit to feeling a bit introverted. They analyze situations internally rather than "thinking out loud," as others may do. When they arrive at a solution, they have a sound plan, a carefully thought-out design, and a pathway to achievement.

You possess a sense of urgency that is sometimes not readily visible to others. Your sense of urgency is masked a bit by your high level of patience and detail orientation. This subjects others to the illusion that they can be more laid back on a project you're working on or are in charge of. It may come as a surprise to them that, in reality, you expect them to proceed full-speed ahead.

You display a high degree of tenacity and follow-through in addressing complex and detailed activities. This trait emerges from your perseverance, attention to quality, and strong desire to win and achieve. This can be a great strength in a variety of technical climates, or anywhere there is a complexity of interconnected issues and activities.

You are persistent and tenacious when it comes to solving complex problems. Along with your competitive spirit comes a high degree of patience when dealing with detailed problems and situations. Your high attention to quality control also motivates you to solve problems accurately.

You tend to make decisions through logic, rather than emotion. This can be very important in negotiation situations. When others may get emotionally involved, you tend to remain factual, deliberate, and objective.

You may be somewhat suspicious of new ideas or innovations, until you have an opportunity to do your own investigation and research. This may be a bit of a two-edged sword: you are a bit of a risk-taker, but you prefer those risks to be calculated. That is, once you're convinced that the risk is worth taking, you'll jump in and give it a try. Until that time, the suspicion flag flies high.

You tend to provide an objective and vocal opinion when you feel strongly about an issue or procedure. The interesting point here, Susana, is that while you may remain somewhat quiet through much of the team's deliberation, you have the ability to present your case with vigor when you have an idea. This may sometimes take team members by surprise.

Your Behavioral Style: Examiner

Examiners are steady, objective and analytical. They are successful due to their strong persistence in pursuing their objectives. They can excel in complex and/or technical projects. They rely upon logic rather than emotion. They like working alone and do not feel the need to engage or be involved with others. They can sometimes be viewed as lacking tact and/or warmth.

Below are some key behavioral insights to keep in mind and share with others to strengthen your relationships.

- **Emotional characteristic:** May appear disinterested and behaviorally restrained.
- **Goals:** To gain the authority from identified organization structures and positions.
- **How others are valued:** Other's ability to effectively use logic and data.
- **Influences group:** Through persistence, tenacity and steady focus.
- **Value to the organization:** Brings a fact-based grounding to a team combined with the ability to work individually or with others effectively.
- **Cautions:** Can become undiplomatic and question other motives.
- **Under Pressure:** Can internalize stress, be slow to let go of mistakes and become non-communicative.
- **Fears:** Loss of ability to focus individually on the facts and supporting theoretical rather than practical concepts

WORD SKETCH - Adapted Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs

This chart shows your ADAPTED DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

WORD SKETCH - Natural Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs

This chart shows your NATURAL DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
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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

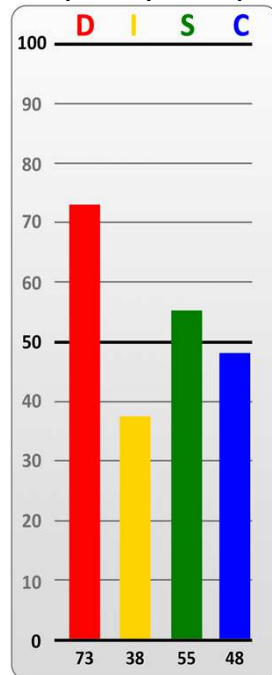
DISCstyles Graphs for Susana Costa Grácio

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

Your Adapted Style is your graph displayed on the left. It is **your perception of the behavioral tendencies you think you need to display to be successful in your focus situation**. This graph may change when you change roles or situations.

The graph on the right is your Natural Style **and indicates the intensity of your instinctive behaviors**. It is often a better indicator of the “real you” and your “knee jerk”, inherent behaviors. This is how you would choose to behave when you are most comfortable and there are no additional considerations or influences on your behavior. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.

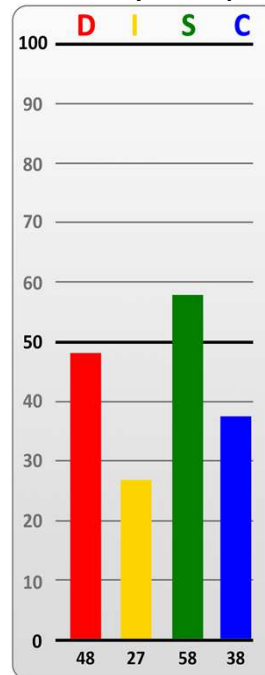
Adapted Style - Graph I



Pattern: Ds (5343)

Focus: Work

Natural Style - Graph II



Pattern: S (3243)

If the bars are similar, it means that you tend to use your same natural behaviors in either environment. If your Adapted Style is different from your Natural Style, this may cause stress over a long period of time because you are using behaviors that are not as comfortable or natural for you.

The higher or lower each D, I, S, C point is on your graph, the greater or lesser that behavior impacts your results at work and with others around you. Once aware, you can adapt your style to be more effective. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioral change comes only with awareness and practice.

Behavioral Pattern View

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

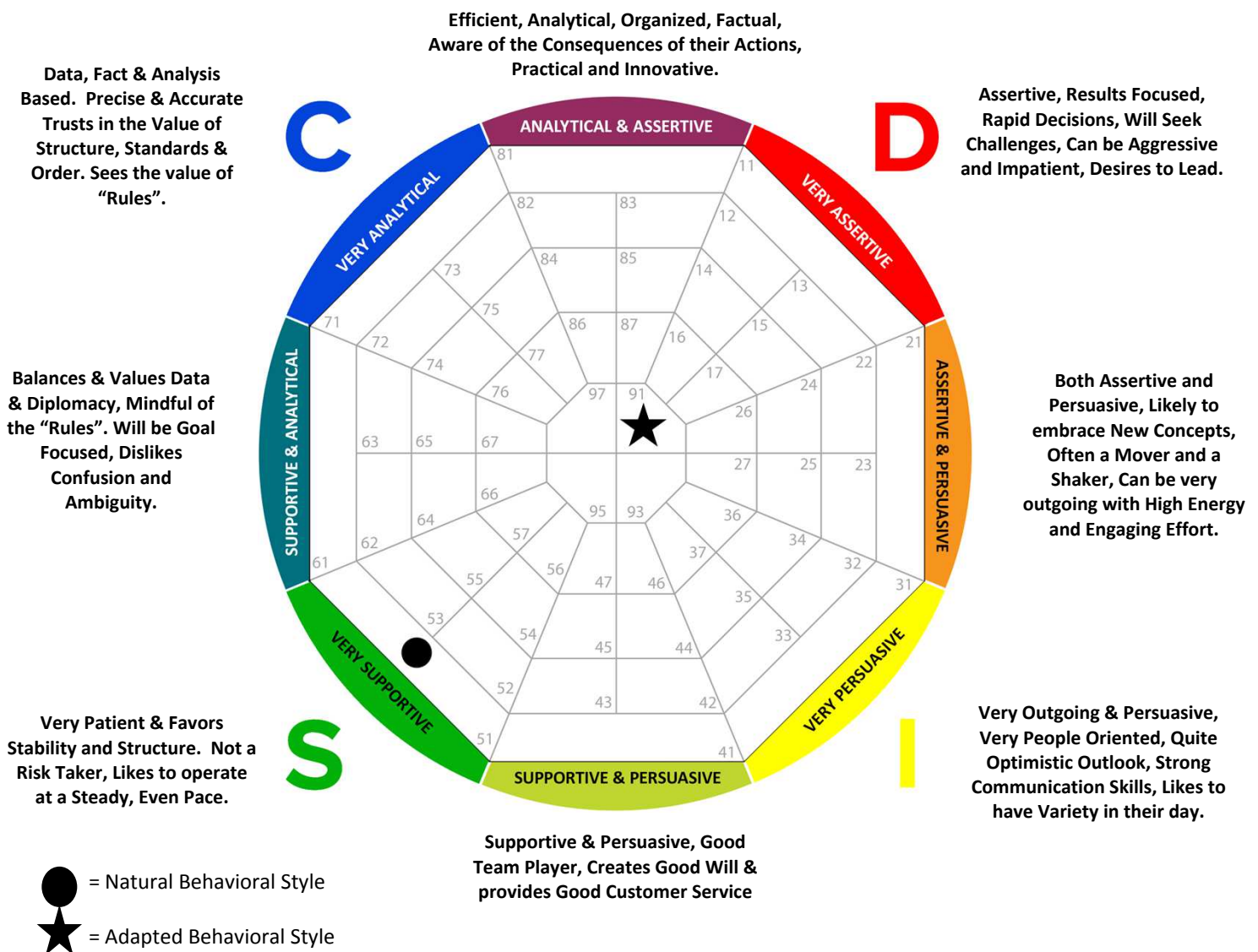
THE SCORING LEGEND

D = Dominance: How you deal with Problems and Challenges

I = Influence: How you deal with People and Contacts

S = Steadiness: How you deal with Pace and Consistency

C = Conscientious/Compliance/Structure: How you deal with Procedure and Constraints



MORE ABOUT YOUR DISC STYLE

In this portion of the report, you'll learn more about your DISC style behavioral tendencies and emotions. This information can be useful in helping you understanding your own behavior, and also support you in learning about and understanding others more effectively.

Communication Tips for Others

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

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

When Communicating with Susana, *DO*:

- Motivate and persuade Susana by pointing out objectives and expected results.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- Approach issues in a straightforward, direct and factual way.
- Do your homework, because Susana's homework will already be done.
- Ask 'how' oriented questions to draw out Susana's opinions.
- Give Susana time to verify the issues and assess potential outcomes.
- Give Susana the opportunity to express opinions and make some of the decisions.

When Communicating with Susana, *DON'T*:

- Engage in rambling discussion, and waste Susana's time.
- Try to develop "too close" a relationship, especially too quickly.
- Be rude, abrupt, or too fast-paced in your delivery.
- Manipulate or bully Susana into agreement.
- Be sloppy or disorganized.
- Be domineering or demanding.
- Threaten with position or power.

Wants and Needs

Motivation is the enthusiasm or willingness to do something. Everybody is motivated; however, all people are motivated for their own reasons, not somebody else's. Simply, people are motivated by what they want.

Our behaviors are also driven by our needs. Each style has different needs. If one person is stressed, they may need quiet time alone; another may need social time around a lot of people. Each has different ways to meet their needs. The more fully our needs are met, the easier it is to perform at an optimal level.

Choose the two most important wants and the two most important needs and transfer them to the Summary of Your Style page.

You Tend to Be Motivated By:

- Having the ability to take calculated risks in developing new solutions, processes, or utilities.
- Opportunities to work independently, or as a member of a small team.
- Recognition of your analytical ability and leadership capability. This doesn't have to come in the form of awards, but perhaps as an occasional verbal reminder that your contributions are valued.
- Colleagues with whom you can identify and share information of a complex and important nature.
- Clear lines of communication and responsibility.
- Up-to-date facts and figures for use in analysis and critical thinking.
- Established and efficient procedures for completing projects of a detailed and complex nature.

People With Patterns Like You Tend to Need:

- Sufficient opportunity for beta-testing of a project or idea, before it is actually deployed.
- Minimal hostility or conflict within the team or organization.
- A support system to eliminate some of the repetitive or routine parts of the job or project.
- Freedom from responsibility for the quality control of other stakeholders.
- An occasional revalidation of your contribution to the team or organization at large.
- A supervisor who delegates by using specifics, not ambiguities.
- Appreciation for your skills, and freedom to do the job with few interruptions.

What You Bring to the Organization

This page provides useful insights for a job or as you work together on a team or family project. These are the talents and tendencies you bring. When used in environments that you are most effective in, you are likely to be self-motivated to accomplish great things. It is possible that you may not always be in an environment that allows you to be your best. We recommend you speak with your leader to see what can be incorporated into your current environment to help maintain your motivation. Check the two most important strengths, the two most important work style tendencies and the two most important environmental factors and transfer them to the Summary of Your Style page.

Your Strengths:

- You utilize a very deliberate and systematic approach in analyzing answers and creating solutions.
- You are able to provide factual, authoritative, and objective communication on topics to which you have given proper intellectual consideration.
- You always follow through, with a strong emphasis on completeness.
- You are able to assimilate complex information and develop conclusions based on data, rather than emotions.
- You excel at solving technical or abstract problems and are at your best when dealing with multi-faceted processes.
- You bring a high degree of objectivity to the organization's systems and projects.
- You provide excellent support and expertise to challenging problems and assignments.

Your Work Style Tendencies:

- You may tend to be most productive when working alone and undisturbed.
- You persuade others on the team through perseverance and determination to get the project completed.
- You tend to be more quiet, letting others be the more vocal participants in meetings or groups.
- You have a need to see projects reach completion and closure and will work hard to ensure success along the way.
- You show a high degree of tenacity and follow-through in complex and detailed activities.
- You demonstrate patience in working with people, but also maintain a bit of an emotional distance from others on the team.
- You demonstrate a tireless work ethic in solving complex problems.

You Tend to Be Most Effective In Environments That Provide:

- A culture that encourages open expression and dialogue of ideas and creativity.
- A minimum of conflict, hostility, pressure, or sudden change.
- A job culture in which your critical thinking skills can be maximized.
- A direct, detailed approach to what needs to be done on a project.
- A close association with a small group or team, rather than a shallow association with a large number of people.
- A work culture that provides opportunity for challenges and complex problem solving.
- Freedom from constraints, direct supervision, and process bottlenecks.

The S Style

Under Stress - Perceptions, Behavior and Needs for the S

Stress is unavoidable. The perceptions of our behavior may have a significant impact on our effectiveness - both in how we perceive ourselves and how others perceive us. The way we behave under stress can create a perception that is not what we intend. The descriptions below of perceptions by others may seem somewhat extreme at times (especially if our behavior is an over-extended strength that becomes a weakness or limitation). As you understand these perceptions more clearly, you are able to modify your behavior to maximize your own effectiveness and ensure that others see you as you intend.

Potential Self Perception:

- High degree of focus
- High self-discipline
- Attends to details
- Tenacious on follow-through

Under Stress, May be Perceived by Others:

- Unassertive
- Resists ideas of others
- Overly blunt toward others
- Possessive with own domain

Under Stress You Need:

- A slower pace for comfort and security
- Reassurances that you are liked
- Personal assurance

Your Typical Behaviors in Conflict:

- You are quite uncomfortable with conflict, aggression and anger. You will do whatever you can to avoid such situations. If you are not able to physically avoid a situation involving conflict or anger, you will probably attempt to ignore it, functioning as best you can without interacting -- or interacting very superficially -- with others.
- You seldom express your own feelings of anger or dissatisfaction, fearing that doing so would damage relationships and destabilize the situation. You tend to go along with what others want in order to avoid any controversy.
- You may also feel that your feelings, needs and desires are not as important as those of others, which can encourage others to take advantage of you which, in turn, results in more repressed anger.

Strategies to Reduce Conflict and Increase Harmony:

- Be open to considering new ways of doing things and undertaking new tasks. Ask your supervisor, friends and coworkers to support you in approaching any significant change
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Share your needs, feelings and expectations with your friends and coworkers.

Potential Areas for Improvement

Everyone has struggles, limitations, or weaknesses. Oftentimes, it's simply an overextension of our strengths which may become a weakness. For example, a High D's directness may be a strength in certain environments, but when overextended they may tend to become bossy.

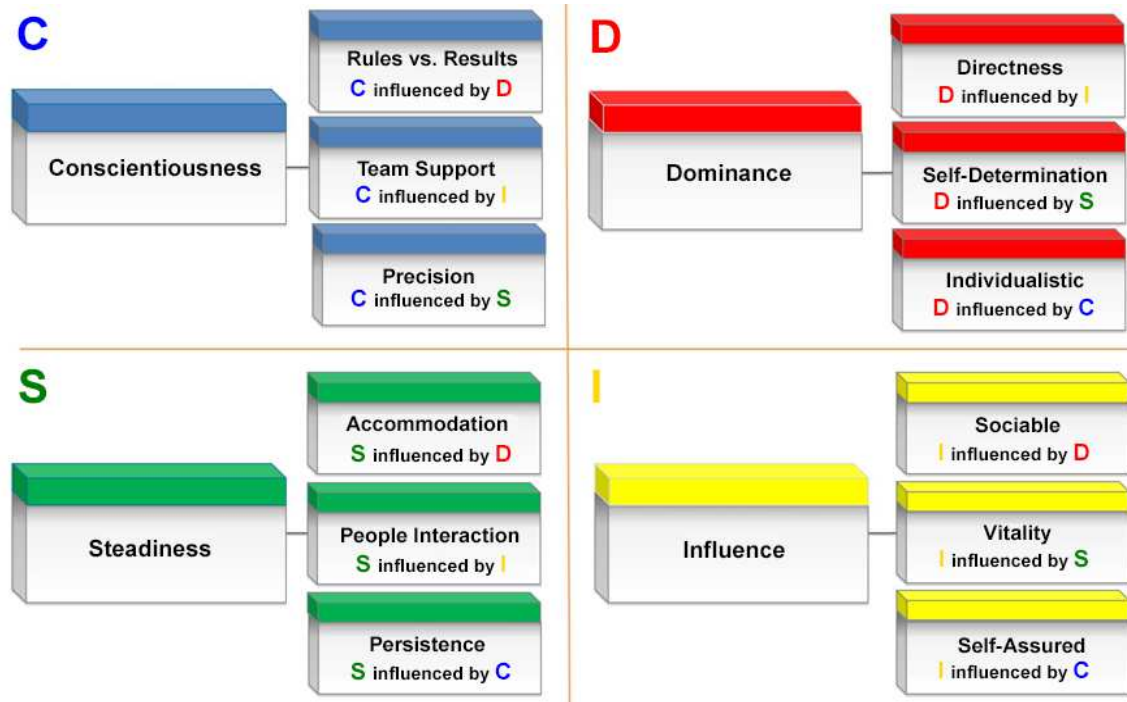
As you consider ways to continue to improve to be a better communicator, we recommend you focus on no more than two at a time, practice and strengthen them, and then choose another area to focus on and improve.

Check the two most important areas you are committed to improve upon and transfer them to the Summary of Your Style page.

Potential Areas for Improvement:

- You could use better "people skills" when it comes to motivating and managing others.
- You could project a bit more enthusiasm at times. This is necessary for building team spirit and morale.
- You can sometimes be blunt, opinionated and inflexible when asked to make sudden changes without prior warning or consideration.
- You may become rather stubborn once your mind is made up on a decision.
- You may affect morale with your tendency to focus on results over attention to team members. You may need to take a softer approach at times.
- You may provide a false sense of buy-in to others on the team, then sometimes resist passive-aggressively.
- You may take some criticism personally, even if it was directed at a work process and not you.

The 12 Integrated DISC Style Relationships



For a more complete understanding of a person's overall behavior style, you can view how each of the primary (4) four DISC factors interact to produce (12) twelve integrated behaviors, or how your individual D style is influenced by your I, S and C styles. The ability to identify and measure the interaction of the (12) twelve factors represents a dramatic improvement in the use and application of DISC to better understand human behavior. These behaviors define how we deliver our thinking into the world.

Each of the (12) twelve factors has been assigned specific descriptors to help you naturally associate the factor to a specific behavior.

Each person will display some of these factors more strongly than the others. The (5) five intensity levels range from Low (absent in most situations) through High (clearly displayed in most situations). Intensity is a measurement of the relative contribution of a specific factor to a person's observable natural behaviors that are most often displayed in most situations. We can measure the strength of a factor in a person's overall behavioral style by viewing the intensity score.

- The **length of the black bar** shows the relative influence of the DISC factors in someone's overall observable behavioral style. These are presented in order from highest to lowest influence and are specific to you.
- The **blue box** identifies 68% of all scores in the general population for each integrated behavior. One standard deviation (34%) below the median score (vertical link) and one standard deviation (34%) above the median score (vertical link). Unlike an AVERAGE, the median score will not always be shown with equal space on both sides.

The 12 Integrated DISC Style Relationships Graphs

This list of (12) twelve Integrated DISC relationships reveals how the (4) four Primary DISC behaviors combine and work together to create the socialized behaviors others see and experience. These are presented in order from highest to lowest influence and are specific to you.

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

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

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



"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."

2. The Directness Behavior (D/I) [High Moderate Intensity]



"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.

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



"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.

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



"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.

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



"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.

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



"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.

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

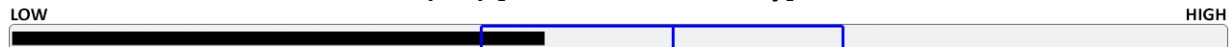


"How this individual's degree of assertive "results now" focus is impacted by their level of patience." The Self-Determination behavior measures HOW the strength of this individual's direct, assertive and "results now" oriented behaviors are influenced by their degree of patience and preferred pace. 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.

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



"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.

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

"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.

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

"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.

11. The Sociable Behavior (I/D) [Low Moderate Intensity]

"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.

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

"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.

Summary of Susana Costa Grácio's DISC Style

Communication is a two-way process. Encourage others to complete their own DISCstyles Online Assessment and then share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the DISCstyles information. Complete the worksheet below from the previous pages of this report.

COMMUNICATION DOS & DON'TS

1. _____
2. _____

YOUR MOTIVATIONS: WANTS

1. _____
2. _____

YOUR MOTIVATIONS: NEEDS

1. _____
2. _____

YOUR STRENGTHS

1. _____
2. _____

YOUR WORK STYLE TENDENCIES

1. _____
2. _____

EFFECTIVE ENVIRONMENTAL FACTORS

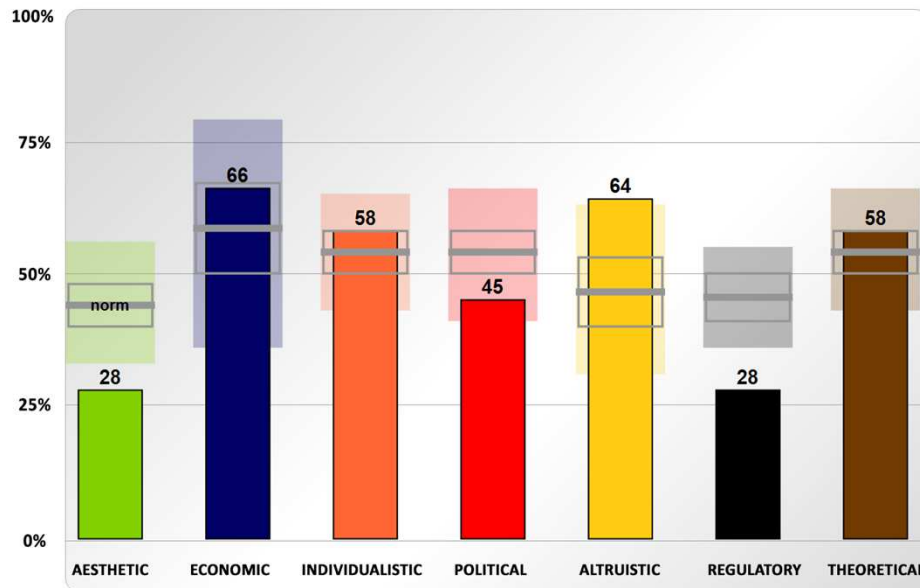
1. _____
2. _____

POTENTIAL AREAS FOR IMPROVEMENT

1. _____
2. _____

YOUR MOTIVATORS

Whether scores are high or low, the motivators with the furthest distance above or below the mean (or norm in the center of the box plot) will be the **highest influencers** leading to the **greatest impact** on your decisions.



Aesthetic - Very Low

You appreciate real-world approaches and “feet on the ground” thinking and may view those with their “head in the clouds” as impractical.



Economic - Average

You will balance yourself between being satisfied with what you have and a need for more.



Individualistic - High

You won't mind the spotlight, will desire to bring independent ideas to bear, and may excel in front of others.



Political - Low

You are a better collaborator and won't likely seek position power or authoritative roles.



Altruistic - High

You connect personally before connecting professionally and are always willing to lend a hand.



Regulatory - Very Low

You may subvert or break the rules you feel don't apply and will attempt multithreaded approaches to solving problems.



Theoretical - High

You will learn whatever you need to know to get the job done and then some.

Susana's Motivator Word Matrix

Eccentric	Self-Mastered	Unrestricted	Domineering	Pushover	Black & White	Scholarly
Impractical	Maximized	Independent	Forceful	Sacrificial	Fixed	Fact-Finder
Unconventional	Competitive	Self-Reliant	Authoritative	Accommodating	Systemic	Studious
Divergent	Incentivized	Creative	Controlling	Obliging	Orderly	Investigative
Imaginative	Practical	Balanced	Directive	Supportive	Disciplined	Inquisitive
Sensible	Judicious	Cooperative	Influential	Helpful	Open-Minded	Reflective
Realistic	Relaxed	Accommodating	Supportive	Self-Protective	Flexible	Street Smart
Practical	Aloof	Supportive	Yielding	Suspicious	Independent	Intuitive
Real World	Apathetic	Apprehensive	Passive	Distrusting	Spontaneous	Surface Analyzer
Grounded	Satisfied	Secure	Submissive	Self-Focused	Defiant	Dis-interested
AES	ECO	IND	POL	ALT	REG	THE

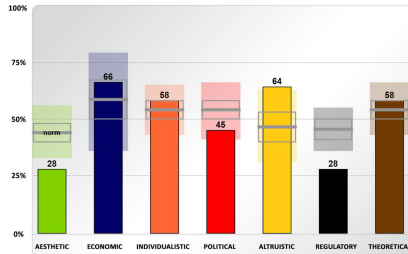
Chart your descriptors for a better sense of what drives your motivation.

The motivator word matrix translates your numeric score into a one-word description and places each word in a relative position to other descriptors.

By labeling your numeric score with one word you can better understand, describe and locate both your motivator orientation and its direction.

MORE ABOUT YOUR MOTIVATORS

Your Aesthetic Motivator



The Aesthetic Motivator: Strong desire and need to achieve equilibrium between the world around us and ourselves (within) while creating a sustainable work/life balance between the two. Creative, imaginative, arty, mystical and expressive, this style may redefine or resist real world approaches to current challenges.



General Traits:

- You are a strong advocate of productivity and functional processes, and don't want to waste resources on things that don't effect the bottom line.
- You may view "feeling good" as a secondary and not a primary driver at work.
- You believe something's usefulness is more important than its appearance.
- You are not likely to connect with impractical ideas emotionally or professionally.



Key Strengths:

- You won't likely share emotions or your true feelings with others. It's just business and not personal.
- You are able to stay grounded and remain sensible.
- You tend to take a strong stance on your bottom-line approach to business and functionality; this may put people off.
- Your down-to-earth style aids in your rational approach to life and work.



Motivational Insights:

- You associate improvements in function with success.
- To maintain your highest level of motivation, avoid getting involved with emotional issues and drama.
- To you, rational goals with productive outcomes are what matter the most.
- Aesthetic workplace changes or remodeling may not be welcomed or appreciated, unless it supports success.



Training/Learning Insight:

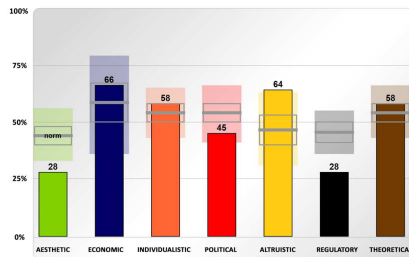
- You teach/learn in a very practical way; you may not appreciate programs that take time without giving you much of a return.
- You are not emotionally driven; you stick to practical motivations.
- You will do well with practical applications.
- You will connect hands-on learning to training benefits.



Continual Improvement Insights:

- Some might consider your attitude towards select people to be too critical and cold-hearted.
- You may need to adjust and not be so practical when in group settings.
- You should remember to respect the creative ways of others.
- Try to appreciate the value others have for the environment, nature, and creative ideas.

Your Economic Motivator



The Economic Motivator: The motivation for security from self-interest, economic gains, and achieving real-world returns on personal ventures, personal resources, and focused energy. The preferred approach of this motivator is both a personal and a professional one with a focus on ultimate outcomes.



General Traits:

- You would be considered more or less realistic and down-to-earth in regards to getting what you believe you deserve.
- You may have already achieved substantial economic goals of your own.
- Your score indicates a balance between being satisfied with what you have and the need for more.
- When compared to others, your score indicates that there would be no excessive need to win when engaging with others.



Key Strengths:

- You are not an extremist and, therefore, a stabilizing force when winning is required.
- You tend to play well with others because you do not try to compete to the extent of creating dissension within the group.
- You are able to balance both needs and perspectives of those with substantially different attitudes towards financial gain.
- You are likely motivated by more than just personal gain.



Motivational Insights:

- You're an asset when it comes to getting along with both practical and imaginative types.
- You are likely not bent on having to win in everything.
- You are not an extremist when it comes to incentives.
- You can leverage your ability to cooperate with all types of people.



Training/Learning Insight:

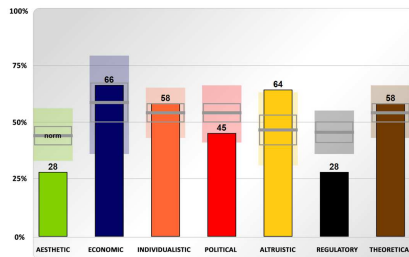
- There are times when you need to put your foot down when team members lack incentive.
- Your score is like those who engage in training and development activities in a balanced and supportive method.
- You should work with those who are not so concerned about leveraging their best interests.
- You can focus both on the ambitious and those who are content where they are.



Continual Improvement Insights:

- Individuals like yourself who are moderately satisfied may need to get into a different gear in order to get what they want.
- At times you may need to be more aware of time constraints.
- You may need to think about your financial future with stronger urgency, as it is sure to come upon you.
- You may want to think about where you'll be in five years and whether or not your current path will get you there.

Your Individualistic Motivator



The Individualistic Motivator: Need to be seen as autonomous, 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 apart from being told what to do.



General Traits:

- You bring interesting and independent ideas.
- You'll appreciate freedom and autonomy and not being nailed down.
- You won't mind the spotlight and may excel when in front of others.
- You'll enjoy unique work assignments that promote your out-of-the-box style.



Key Strengths:

- You have a projected self-confidence that might enable you to speak up when disagreeing with how something should be done.
- You prefer celebrating differences as opposed to settling for sameness.
- You understand that we're all very different and will want to explore those differences.
- You prefer being independent of others as opposed to depending on others.



Motivational Insights:

- People like you tend to enjoy making unique and creative presentations to groups of people eager to learn.
- You'd rather work independently, making your own map.
- Realize you will likely take a different approach to standard procedures.
- You'll likely have a unique way of saying unpretentious things.



Training/Learning Insight:

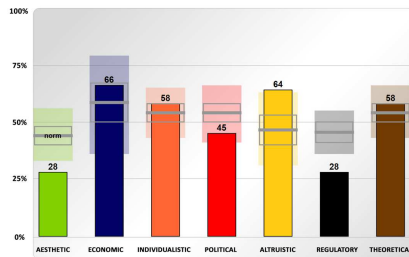
- You prefer exciting approaches to boring and predictable lessons.
- When learning new things you'll prefer fun and challenging concepts.
- You'll appreciate the opportunity to test and experiment with new concepts.
- It's important that you're allowed to think outside the box and apply some of what you learn.



Continual Improvement Insights:

- You need to remember that your ideas aren't the only ideas and make room for others.
- Remember that you may inadvertently draw attention to yourself for extended periods of time.
- Your uniqueness doesn't always contribute to every problem; it might create one.
- You don't always have to be the star of the idea club.

Your Political Motivator



The Political Motivator: Being seen as a leader, while having influence and control over one's environment and success. Competitiveness and control is often associated with those scoring higher in this motivational dimension.



General Traits:

- You may prefer slow and steady moves to faster or hectic moves you must control.
- At times you'll likely want to watch others lead more than you'll want to lead things yourself.
- You may at times feel out of place on a team where people jockey for position.
- At times you'd rather not handle all the responsibility that accompanies being in charge.



Key Strengths:

- You will likely wait your turn and not jump in front.
- Personal accomplishments far outweigh the need for recognition and power.
- You don't have to be the one always behind the wheel; you may be just as happy to chat with a friend in the back seat.
- You'll likely be more of a helper as opposed to being controlling and authoritative.



Motivational Insights:

- Use your stabilizing ability when working with others and don't allow others to run you over.
- Just because people don't voice it, you can't always believe you haven't made a difference.
- You are well suited for collaborative efforts.
- Remember not to say yes to things you don't really want to do.



Training/Learning Insight:

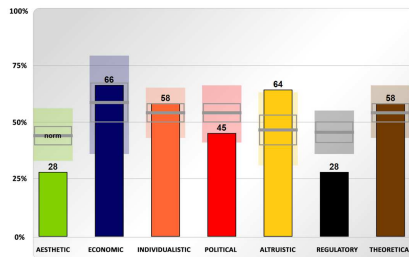
- You may enjoy more cooperative learning activities as opposed to activities that require directing and controlling.
- Being forceful isn't always bad.
- You may not want to compete, but will feel at home when working as a team.
- You will likely enjoy group activities with some leadership opportunities.



Continual Improvement Insights:

- You may not think you are worth other people's time or investment.
- You may seek to sidestep unnecessary problems and challenges and may only deal with what is unavoidable.
- You may not want to be the one in charge of something if it's too daunting.
- Standing up for yourself might feel wrong if you are less dominant.

Your Altruistic Motivator



The Altruistic Motivator: An expression of the need or energy to benefit others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always. Oftentimes an intense level within this dimension is more associated with low self-worth.



General Traits:

- You will feel emotionally compelled to assist the unfortunate more often than not.
- You connect personally before you connect professionally with most people.
- You probably believe you are here for a reason.
- You find value in what you do for others as opposed to what they can do for you.



Key Strengths:

- You put the needs of others before your own most of the time.
- You are often willing to volunteer your time and efforts for things you believe in.
- You are often compulsory when caregiving and may not know when to quit.
- You likely say, "yes" more often than you say, "no."



Motivational Insights:

- Be careful you don't become a doormat.
- You provide ample time for servicing the needs of others on the team.
- Make sure you don't allow others to take advantage of your good nature.
- You will be sincere and compassionate when communicating as a rule.



Training/Learning Insight:

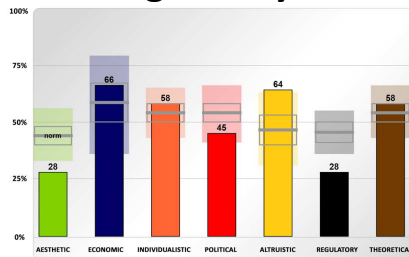
- You should be exposed to others and allow them the benefit of being around you.
- Your learning and development should connect knowledge to be shared with others.
- Your learning development should be connected to benevolence.
- Your training and development should involve community efforts.



Continual Improvement Insights:

- Your need to please could also be rooted in low self-worth as opposed to a high regard for others.
- Seeing others as more important than yourself is unsustainable over the long haul.
- Make sure you are not paying more attention to those outside than you are paying to those within your own family.
- Remember that wisdom and balance are found in moderation.

Your Regulatory Motivator



The Regulatory Motivator: A need to establish order, routine and structure. This motivation is to promote a black and white mindset and a traditional approach to problems and challenges through standards, rules, and protocols to color within the lines.



General Traits:

- You will not like being constrained or restricted to certain protocols.
- You will feel bogged down when forced to do things a "certain" way.
- You're looking for the freedom and autonomy to think your own thoughts.
- You will likely hate it when people refuse to believe things they don't understand.



Key Strengths:

- There's always another way when the current situation changes.
- You are highly adaptable in a variety of situations.
- Some may see you as defiant and unrestrained.
- You will pick and choose your rules by deciding which one's are worthy of your investment.



Motivational Insights:

- Your spontaneity works for you, but it won't work for everyone.
- You like to cut to the chase and not waste energy on non-essentials.
- You want open and honest feedback so you can do what needs to be done.
- Because the end justify the means, you'll figure it out.



Training/Learning Insight:

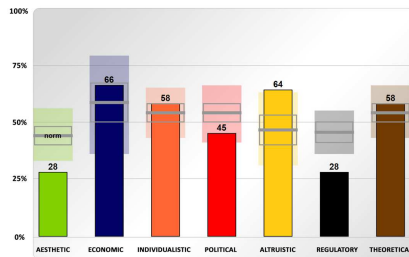
- You can be a part of something without being controlled by it.
- You're likely thinking, "That's not how I'd do it."
- You prefer multiple learning modalities that enable your creative side.
- You listen to instruction while at the same time tweaking it.



Continual Improvement Insights:

- Don't get cocky and get caught.
- Carefulness leads to reliable outcomes.
- Your lack of systemic sequence can get you in trouble sometimes.
- Remember, patience is a virtue not a vice.

Your Theoretical Motivator



The Theoretical Motivator: The desire to uncover, discover, and recover the "truth." This need to gain knowledge for knowledge sake is the result of an "itchy" brain. Rational thinking (frontal lobe), reasoning and problem solving are important to this dimension. This is all about the "need" to know why.



General Traits:

- You have a need to uncover, discover, and recover the truth about a thing.
- You likely think, "It's tight, but it's right."
- You will steer clear of subjective matters and stick to what can be measured.
- Your need to know everything about certain things may seem excessive to others.



Key Strengths:

- You have what is known as a large "catchment" area within your neural network.
- You have the capacity for learning a lot of material and remembering it.
- You will continually educate yourself without prodding.
- You will likely make decisions based upon the information and not your personal feelings.



Motivational Insights:

- You prefer knowledge-based incentives.
- You will prefer opportunities that draw upon your expertise.
- People will see you as technically credible and a resource for information.
- You should be open to teach others.



Training/Learning Insight:

- Your learning development should be connected to new ideas and concepts.
- Your learning activities need to be structured and outlined.
- You should be exposed to others who take more risks and allow yourself the benefit of being around them.
- Your learning and development should be connected to an ongoing stratagem for personal development.



Continual Improvement Insights:

- Your sense of urgency may vacillate depending on how much information you have gathered.
- Try being more yielding and less closed to beliefs that cannot be proven empirically.
- You should take more cognitive risks.
- You may need help with time management.

Summary of Susana Costa Grácio's Motivators

Encourage others to complete their own Motivators Assessment and then share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying this information. Complete the worksheet below from the previous pages of this report.

MOST INFLUENTIAL ORDER OF MOTIVATORS

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

MOTIVATOR NEEDS (Scores over 85)

1. _____
2. _____

MOTIVATOR RISKS (Scores below low teens)

1. _____
2. _____

MOST IMPORTANT TO KNOW ABOUT MY MOTIVATORS COMBINATION

1. _____
2. _____
3. _____

PART III UNDERSTANDING OTHERS AND ADAPTABILITY

People generally make the mistake of assuming that others interact and think the same way they do, and many of us grew up believing in The Golden Rule: treating others the way you would like to be treated. Instead, we encourage another practical rule to live by - what Dr. Tony Alessandra calls **The Platinum Rule®: to treat others the way THEY want to be treated.**

DISC ADAPTABILITY

People want to be treated according to *their style, not yours.*

Adapting to another's behavioral preference is not always easy! Adaptability is based on two elements: **Flexibility and Aptitude** to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. **Flexibility** is your **Willingness** and **Aptitude** is your **Capability**. Adaptability is something you must **cognitively choose to apply** to yourself (to your patterns, attitudes and habits), not expect from others.

Adaptability does not mean an "imitation" 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.

*We practice adaptability each time we slow down for a **C** or **S** style; or when we move a bit faster for the **D** or **I** style. It also 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** style focuses on facts or gets right to the point with **D** or **C** styles.*

Important:

- Adaptability is important to **all** successful relationships.
- No one style is naturally more adaptable than another.
- Adaptability is a choice:
 - You can choose to be adaptable with one person, and not so with others.
 - You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow.

Adaptability is dependent on recognizing another's person's behavioral style.

To quickly determine someone's style, ask these 2 questions & based on the answers, adapt accordingly:

1. Are they DIRECT or INDIRECT in their communication?

2. Are they GUARDED or OPEN in their communication?

<p><u>Direct Style: D or I</u> <i>Enthusiastic, competitive and results focus, fast paced</i></p>	<p><u>Guarded Style: D or C</u> <i>More private, specific, logical and analytical, task focus</i></p>
<p><u>Indirect Style: C or S</u> <i>Reserved, cooperative & patient, slower/deliberate</i></p>	<p><u>Open Style: I or S</u> <i>Desire to build a connection with others, relationship focus</i></p>

MOTIVATORS ADAPTABILITY

Adapting to another's Motivational preference can be quite difficult! Sometimes Motivations are not readily observable, or may be disguised in behavior that doesn't align to them. A key way to understand another's Motivations is to pay attention to the things they value, the way they speak, and where they spend their time and attention (or other resources). What do you see that drives them? You can use some of these questions to guide your discovery; you may ask them or just observe. Once you know someone's Motivators, you can interact with them in a more effective way.

Aesthetic 	<ul style="list-style-type: none"> • What is beautiful to you? • How important is it for you that you can express yourself creatively? • Are form and aesthetics more important, or is functionality more important? • How important is work/life balance? • Do you find that you are more "head in the clouds" or more practical?
Economic 	<ul style="list-style-type: none"> • How important is winning for you? • What is a reasonable return on investment? • Do you generally think people have an agenda or want/need something from you? • Would you consider starting your own business or being an entrepreneur? • When you are faced with a situation do you first consider how it will affect you, or how it will affect others?
Individualistic 	<ul style="list-style-type: none"> • How important is it for you to be independent and autonomous? • If you could do anything you wanted today, what would it be? • Do you think people generally see the world the same way you do? • How do you feel about teamwork and collaboration? • What does "freedom" mean to you?
Political 	<ul style="list-style-type: none"> • What role do you typically take in a group? • How important is it for you to be in charge? • How would you motivate others to take action? • What kinds of things do you like to have control over? • Do you take initiative, or do you prefer direction before acting?
Altruistic 	<ul style="list-style-type: none"> • Do you have a hard time saying no, or feel overwhelmed and spread too thin? • What is considered a reasonable amount of assistance or help for others? • Would you more likely give to anyone who needs it, or only to those who deserve it? • Do you tend to sacrifice your needs for the needs of others? • Do you feel like you need to do things for others to be valuable or loved?
Regulatory 	<ul style="list-style-type: none"> • Is there a right way and a wrong way, or many ways to accomplish something? • How important is it for you to be right? • Are rules and regulations important to you? • How important is structure and process to you? • When you solve problems, do you prefer the tried and true approach or are you more flexible and open to options?
Theoretical 	<ul style="list-style-type: none"> • How important is it to understand all perspectives and details of a project/problem? • Do you consider yourself to be an expert in any field? • Would you rather spend time studying and reading, or just learn as you go? • What do you love about learning new things? • What do you think is most important – action or knowledge?

COMMUNICATING WITH THE DISCStyles™

Communicating with the **DOMINANT** Style

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

Communicating with the **INFLUENCING** Style

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

Communicating with the **STEADY** Style

S CHARACTERISTICS:	SO YOU SHOULD...
Concerned with stability	Show how your idea minimizes risk
Think logically	Show reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and/or one-two-three instructions as you personally “walk them through”
Want others to notice their patient perseverance	Compliment them for their steady follow-through
Avoid risks and changes	Give them personal assurances
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

Communicating with the **CONSCIENTIOUS** Style

C CHARACTERISTICS:	SO YOU SHOULD...
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”

The first step to building stronger communication is awareness. By identifying how we are similar and different, we can make cognitive choices when interacting to create stronger, more engaged relationships.

To Modify Directness and Openness

DIRECT/INDIRECT

With D's DIRECT	With I's DIRECT	With S's INDIRECT	With C's INDIRECT
Increase Directness	Increase Directness	Maintain Directness	Maintain Directness
<ul style="list-style-type: none"> • Use a strong, confident voice • Use direct statements rather than roundabout questions • Face conflict openly, challenge and disagree when appropriate • Give undivided attention 	<ul style="list-style-type: none"> • Make decisions at a faster pace • Be upbeat, positive, warm • Initiate Conversations • Give Recommendations • Don't clash with the person, but face conflict openly 	<ul style="list-style-type: none"> • Make decisions more slowly • Avoid arguments and conflict • Share decision-making • Be pleasant and steady • Respond sensitively and sensibly 	<ul style="list-style-type: none"> • Do not interrupt • Seek and acknowledge their opinions • Refrain from criticizing, challenging or acting pushy – especially personally

GUARDED/OPEN

With D's GUARDED	With I's OPEN	With S's OPEN	With C's GUARDED
Decrease Openness	Maintain Openness	Maintain Openness	Decrease Openness
<ul style="list-style-type: none"> • Get Right to the Task, address bottom line • Keep to the Agenda • Don't waste time • Use businesslike language • Convey Acceptance • Listen to their suggestions 	<ul style="list-style-type: none"> • Share feelings, show more emotion • Respond to expression of their feelings • Pay Personal compliments • Be willing to digress from the agenda 	<ul style="list-style-type: none"> • Take time to develop the relationship • Communicate more, loose up and stand closer • Use friendly language • Show interest in them • Offer private acknowledgements 	<ul style="list-style-type: none"> • Maintain logical, factual orientation • Acknowledge their thinking • Down play enthusiasm and body movement • Respond formally and politely

To Modify Pace and Priority

PACE

With D's FASTER	With I's FASTER	With S's SLOWER	With C's SLOWER
Increase Pace	Increase Pace	Maintain Pace	Maintain Pace
<ul style="list-style-type: none"> • Be prepared, organized • Get to the point quickly • Speak, move at a faster pace • Don't waste time • Give undivided time and attention • Watch for shifts in attention and vary presentation 	<ul style="list-style-type: none"> • Don't rush into tasks • Get excited with them • Speak, move at a faster pace • Change up conversation frequently • Summarize details clearly • Be upbeat, positive • Give them attention 	<ul style="list-style-type: none"> • Develop trust and credibility over time, don't force • Speak, move at a slower pace • Focus on a steady approach • Allow time for follow through on tasks • Give them step-by-step procedures/instructions • Be patient, avoid rushing them 	<ul style="list-style-type: none"> • Be prepared to answer questions • Speak, move at a slower pace • Greet cordially, and proceed immediately to the task (no social talk) • Give them time to think, don't push for hasty decisions

PRIORITY

With D's TASK	With I's PEOPLE	With S's PEOPLE	With C's TASK
Adapt Focus	Maintain Focus	Maintain Focus	Adapt Focus
<ul style="list-style-type: none"> • Get right to the task • Provide options and let them decide • Allow them to define goals and objectives • Provide high-level follow up 	<ul style="list-style-type: none"> • Make time to socialize • Take initiative to introduce yourself or start conversation • Be open and friendly, and allow enthusiasm and animation • Let them talk • Make suggestions that allow them to look good • Don't require much follow-up, details, or long-term commitments 	<ul style="list-style-type: none"> • Get to know them personally • Approach them in a friendly, but professional way • Involve them by focusing on how their work affects them and their relationships • Help them prioritize tasks • Be careful not to criticize personally, keep it specific and focused 	<ul style="list-style-type: none"> • Be prepared with logic and practicality • Follow rules, regulation and procedures • Help them set realistic deadlines and parameters • Provides pros and cons and the complete story • Allow time for sharing of details and data, • Be open to thorough analysis

Adapting in Different Situations: AT WORK

DOMINANT STYLE

HELP THEM TO:

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

INFLUENCING STYLE

HELP THEM TO:

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

STEADY STYLE

HELP THEM TO:

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

CONSCIENTIOUS STYLE

HELP THEM TO:

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

Adapting in Different Situations: IN SALES AND SERVICE

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

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

Adapting in Different Situations: IN SOCIAL SETTINGS

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

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

Adapting in Different Situations: IN LEARNING ENVIRONMENTS

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

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

A DEEPER LOOK AT THE FOUR DISCStyles™

Below is a chart to help you understand some of the characteristics of each of the Four Basic DISC Styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived, in personal, social and work situations.

	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
Tends to Act	Assertive	Persuasive	Patient	Contemplative
When in Conflict, this Style	Demands Action	Attacks	Complies	Avoids
Needs	Control	Approval	Routine	Standards
Primary Drive	Independence	Interaction	Stability	Correctness
Preferred Tasks	Challenging	People related	Scheduled	Structured
Comfortable with	Being decisive	Social friendliness	Being part of a team	Order and planning
Personal Strength	Problem solver	Encourager	Supporter	Organizer
Strength Overextended	Preoccupation on goals over people	Speaking without thinking	Procrastination in addressing change	Over analyzing everything
Personal Limitation	Too direct and intense	Too disorganized and nontraditional	Too indecisive and indirect	Too detailed and impersonal
Personal Wants	Control, Variety	Approval, Less Structure	Routine, Harmony	Standards, Logic
Personal Fear	Losing	Rejection	Sudden Change	Being Wrong
Blind Spots	Being held accountable	Follow through on commitments	Embracing need for change	Struggle to make decisions without overanalyzing
Needs to Work on	Empathy, Patience	Controlling emotions Follow through	Being assertive when pressured	Worrying less about everything
Measuring Maturity	Giving up control	Objectively handling rejection	Standing up for self when confronted	Not being defensive when criticized
Under Stress May Become	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
Measures Worth by	Impact or results Track record	Acknowledgments Compliments	Compatibility Contributions	Precision, Accuracy Quality of results

DISC Application Activities

Adaptability Practice

Spend some time with people at home and at work that you know and trust who are different styles than you. Explore ways to communicate more effectively with them. Ask for support and feedback as you try new ways to communicate. Remember- tell them this is a skill you are building so they aren't surprised when you are behaving differently and can provide helpful feedback!

- **Practice Identifying their style based** on observable behavior
- **Practice Modifying your Directness and Openness** in conversation with them
- **Practice Modifying your Pace and Priority**
- **Ask for feedback** on your effectiveness in communicating with them
- **Take some time to reflect on your experience** and what worked or didn't work for you and for them
- **Consider** what you should repeat, and what you need to modify further to communicate as effectively as possible.

As you begin feeling more comfortable with adaptability and the needs of each style, try it with others!

Adaptability Activity

Select a relationship in which things have not gone as smoothly as you would like. Make a commitment to take the time to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship.

- 1 Identify the behavioral style of the other person using the 2 Power Questions:
 - Are they DIRECT or INDIRECT in their communication?
 - Are they GUARDED or OPEN in their communication?
- 2 Brush up on their style and look at ways to adapt your Directness and Openness when working with them.
- 3 To further understand the tension that may exist in the relationship, notice the difference in preference in pace and priority and modify accordingly.
- 4 Practice approaching them in the way you think **THEY want to be treated**. Remember, it may feel uncomfortable at first, but with practice and dedication to adapting, you will be amazed at the difference.

Tension Among the Styles Exercise

Even if you have the highest regard toward a person, tension can exist in a relationship where styles are different. If this is behavior related, applying The Platinum Rule® - Treat others the way THEY want to be treated – may be helpful. Complete this exercise to gain insights on how to improve tense relationships. If you feel comfortable, you may discuss with the other person things you can do to ease the tension.

<p>My Style: _____</p> <p>My Pace: _____</p> <p>My Priority: _____</p>	<div style="border: 1px dashed black; padding: 10px;"> <p>RELATIONSHIP</p> <p>Name: <i>John Doe</i></p> <p>Style: <i>High I</i></p> <p>Pace: <i>Faster-paced</i></p> <p>Priority: <i>People-oriented</i></p> <p>Difference: <i>Pace and Priority</i></p> <p>Strategy: <i>Be more personable, social, upbeat, and faster-paced with John</i></p> </div>
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RELATIONSHIP 1	RELATIONSHIP 2
<p>Name: _____</p> <p>Style: _____</p> <p>Pace: _____</p> <p>Priority: _____</p> <p>Difference: _____</p> <p>Strategy: _____</p> <p>_____</p> <p>_____</p>	<p>Name: _____</p> <p>Style: _____</p> <p>Pace: _____</p> <p>Priority: _____</p> <p>Difference: _____</p> <p>Strategy: _____</p> <p>_____</p> <p>_____</p>

Create a DISC POWER TEAM

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

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

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

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

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

Guidelines to help you explore and apply what is in this report.

1. The scores in this report are a snapshot in time. These scores represent your preference-pathways (desires, such as being in control or not) at the time you completed the survey. These are not lifelong motivators from which you have no choice or power to influence. Your scores are not the end of your learning they are the beginning of what you have learned.
2. There are no good or bad scores to have, but there are consequences. If you do not like the level of effort you feel toward your goals, how you are behaving toward others or how others are behaving toward you, you can influence them through intended behavior and emotions (See your DISC).
3. The key is to understand your motivational preferences so you can flex with the situation to encourage progress.

What works

- Decide what level of effort and intensity (energy) you want to use moving forward.
- Pick one simple behavior such as how long you take to think through a problem or how you endeavor to get what you need from someone.
- Make it easier to do using your motivational orientation you have right now, rather than finding a greater or a more difficult motivational element.
- It is important for you to develop a practical understanding of your own motivational orientation so you do not trick yourself into feeling you lack motivation. We are all motivated but we may lack the “emotional energy” (your natural/concealed DISC graph) for the process of getting what we want.

What is proven not to work?

- Not starting or giving up.
- Getting more information. Information may help to change your attitude and intention but information alone does not work well to change your behaviors. Advice is hard to give and receive. When you hear advice, you may not be sure it will work for you. The way to get unstuck is not becoming extreme by exaggerating your efforts or stopping them altogether. Try doing something small and then look at the evidence.
- Wanting to get better at something is easy. Sticking with small changes is a different story.
- Avoid pursuing “ideal motivational activities or work.” Instead, improve your pursuit of vital work/activities using your natural motivational orientation within this report.

Tiny step big results plan

You are only a few behaviors away from making progress.

Where do I currently excel at work and what motivators are in play already?

Which motivators don't need any additional attention?

With which motivators am I currently struggling and need an extra boost?

Using my understanding of my motivational orientation, which types of additional motivations would work best for me?

Using my understanding of my motivational orientation, which types of additional motivations would not work for me right now?

Now the next step is to reduce the harmful elements on our motivational pathways. Choose one harmful influence on your motivational orientation (take in small steps) I will act on today. (Wash, rinse, and repeat).

Choose one positive influences on your motivational orientation (take in small steps) I will act on today. (Wash, rinse and repeat).

My report uncovered the following orientations that I need to build defenses for to better reduce harmful effects on my motivation. List up to three (3).

I have learned that we all are motivated to get better but we get stuck with the process we must go through to move toward what we want. How can I make the process of making progress smaller and simpler? List up to three (3).

When I take the above steps, I will remind myself the difference between moving ahead and stopping is very small. (Write this previous sentence on a post it notes and place it by the door of your office, bedroom or bathroom so you can physically “tap” it to solidify it in your mind).

So Now What?

This report is filled with information about your behavioral and motivational style and the styles that you will encounter in others. There are many suggestions in the application section of this report for you to apply this information. Take the next step and DO the exercises. Don't put this report on a shelf or in a file. Knowing your own style is just the beginning— you must be able to apply this information to improve all of your relationships.

Continually use this report as a reference tool. It contains a lot of information and was never meant to be digested in a single reading. Experiment with making a few changes in your behavior and examine the results. You might be surprised!

Remember The Platinum Rule® - “Treat others the way THEY want to be treated.”