DISC Summary

An Evaluation of Behavioral Styles

Report For:

Date: **3/15/2022**

Introduction to DISC Summary Report

Team Members:

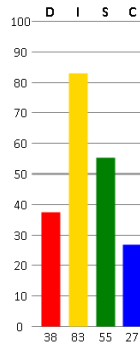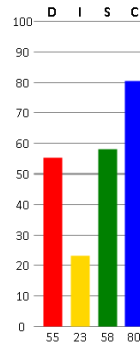|			
Sample Report	Sample2 Report2	Sample3 Report3	Sample4 Report4

Sample Report - Is/Csd Style
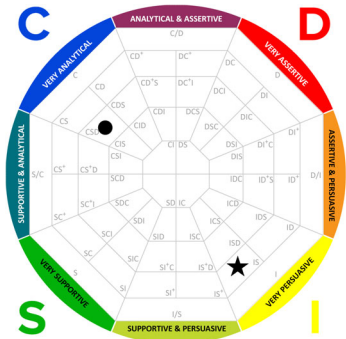
Adapted Style - Graph I

Pattern: Is (3642)

Natural Style - Graph II

Pattern: Csd (4246)

(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You have the ability to use your imagination and take calculated risks in developing new solutions to problems.
- You are a very creative thinker and innovator.
- You are able to make decisions having the bottom-line in mind.
- You maintain a strong, businesslike focus on problems, ideas, and solutions.
- You tend to be a strong agent of change.
- You are able to find solutions quickly, with a high degree of quality control.

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

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

You Will Be Most Effective In Environments That Provide:

- A favorable working climate containing positive attitudes and optimistic spirit.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- Support and appreciation of your individual efforts.
- A job culture where there is little hostility, confrontation, anger, or pressure.
- Specialized assignments that also involve working and communicating with a variety of people.
- A work culture that allows for your natural interest in helping others learn and grow professionally.

You Are Motivated By:

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

Sample Report - Is/Csd Style

You Need:

- To seek more input from others for a more effective team cooperation.
- Opportunities to use your professional expertise to solve problems by finding creative solutions.
- To verbalize more of your reasons for decisions, and to include others in the decision-making process.
- To focus on reaching closure on projects, as you tend to resist finalizing because there is always something that could be improved.
- To be able to trust the competence and high standards of others on the team.
- Fewer daily critical decisions, as you may hesitate when under too much pressure due to the desire for a high-quality result.
- A minimum of oversight, interference, and organizational politics getting in the way of the creative processes.

Under Stress, May be Perceived by Others

- Condescending
- Plays favorites
- Creates double-bind situations
- Aloof and blunt

Your Needs When Stressed

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

Your Typical Behaviors in Conflict:

- C's appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, C's are often just withdrawing to prepare for a future, probably covert, attempt to reestablish their position.
- Although C's generally avoid overt conflict, they may speak out on a matter of principle in order to protect their high standards.
- C's are quite uncomfortable with overt conflict, aggression and anger. C's will do whatever they can to avoid these situations and to avoid individuals with whom they have a disagreement.

Reduce Conflict and Increase Harmony with Others:

- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- 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.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.

When Communicating with Sample, DO:

- Beware of indecision, and be sure to keep the "data gate" open for more information.
- Be prepared to handle some objections.
- Motivate and persuade Sample by pointing out objectives and expected results.
- Give Sample the opportunity to express opinions and make some of the decisions.
- Stick to business matters only -- small talk or charm won't be appreciated.
- When you agree, support the ideas and potential results, rather than supporting the person responsible for the results.
- Give Sample time to verify the issues and potential outcomes.

When Communicating with Sample, DO NOT:

- Leave things up in the air, or decide by chance.
- Engage in rambling discussion, and waste Sample's time.
- Fail to follow through. If you say you're going to do something, do it.
- Provide incomplete or unclear directions or instructions.
- Use unreliable evidence or testimonials.
- Whine about all of the work you have to do.
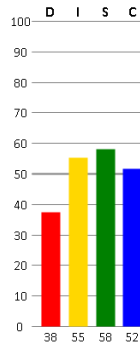- Forget or lose things necessary for the meeting or project.

Sample2 Report2 - Ic/SIC Style
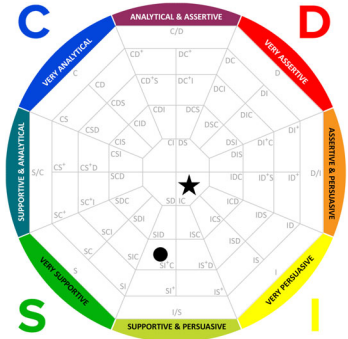
Adapted Style - Graph I

D I S C

100
90
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38 80 41 59
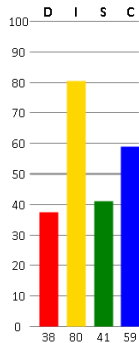
Pattern: Ic (3634)

Natural Style - Graph II

D I S C

100
90
80
70
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50
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30
20
10
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38 55 58 52

Pattern: SIC (3444)

(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:
- You are excellent at motivating others toward team goals with your enthusiasm and optimism, as well as your sensitivity to their needs and concerns.
- You are willing to work hard for a mission, cause, project, or purpose.
- Your remarkable consistency allows you to maintain a stable and predictable pace to complete complex projects. You demonstrate a tireless work ethic in getting the job done.
- You may be seen as the hub of the wheel, always at the center of many activities.
- You are a cooperative team player who respects organizational policies and protocol. You are able to get along with a variety of other behavioral styles.
- You show a strong ability to clarify complex issues, to define the essence of a problem or solution, and to predict the broad impact of important decisions.
- You are a reflective, critical thinker, able to comprehend complex or abstract systems, assist with solutions, and get others on board with the project.

Your Work Style Tendencies – What you bring to the Job:
- You tend to make decisions based on factual data.
- You tend to be rather friendly and easy-going in your interactions with others.
- You have a large base of knowledge, and a continuing appetite to learn more and seek expertise in specialized subjects.
- You persuade others in the organization by demonstrating personal competence, and encourage others with a sense of optimism.
- You tend to be optimistic -- you demonstrate high personal standards while setting high goals for yourself.
- You are able to express a sense of humor, while remaining very serious about work tasks and projects, especially when it is necessary to maintain a high degree of quality control.
- You place high expectations on yourself and others and are able to help coach others to higher standards of quality.

You Will Be Most Effective In Environments That Provide:
- A place relatively free of interpersonal conflict and hostility.
- Opportunities for building a network of people and contacts.
- Clear areas of responsibility with minimal ambiguities.
- Opportunities to work with people with whom you have developed trust, rapport, and credibility.
- Complete information, details, and examples with no gaps or surprises.
- A variety of highly specialized assignments and technical areas of responsibility.
- Close relationships with small groups of associates, rather than superficial relationships with a large group of people.

You Are Motivated By:
- A strong, visible group or organization to identify with and be proud of.
- A system of support to assist with details and follow-through.
- Sufficient time to adjust to change, so as not to disrupt systems and processes.
- Sincerity from peers and colleagues.
- A supportive and encouraging working environment in which you are free to express yourself.
- Assignments that allow for communication with a variety of contacts.

- Social recognition and/or awards to confirm ability, skill, or achievements.

Sample2 Report2 - Ic/SIC Style

You Need:
- Reassurance that the long hours spent on a project are worthwhile in building a successful outcome.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Peers with equal ability, competence, and work ethic.
- An increased sense of urgency to get things done expediently.
- Increased authority to delegate routine tasks and procedures.
- A reliable and competent support staff, especially when the work culture is under pressure.
- Participation in team efforts and activities.

Under Stress, May be Perceived by Others
- Overly critical of others' performance
- Unrealistic expectations of others
- Seeks praise and approval too often
- Overly sensitive to feedback

Your Needs When Stressed
- Reassurances that they are liked
- Relationships
- Personal assurance

Your Typical Behaviors in Conflict:
- The anger and dissatisfaction that S's have been repressing builds up inside of them and eventually some (often, trivial) event will trigger an explosion, releasing a torrent of angry words and a litany of past offenses -- often in considerable detail. Once S's have vented this built up emotion, they return to their normal behavior.
- S's may also feel that their feelings, needs and desires are not as important as those of others, which can encourage others to take advantage of them which, in turn, results in more repressed anger.
- S's seldom express their own feelings of anger or dissatisfaction, fearing that doing so would damage relationships and destabilize the situation. S's tend to go along with what others want in order to avoid any controversy.

Reduce Conflict and Increase Harmony with Others:
- 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
- Ask for what you need from your supervisor, friends and coworkers. Do not expect them to know what you want or what you are thinking. This will avoid many misunderstandings and increase your effectiveness and efficiency.
- Be sure to clarify any instructions or communications that you do not fully understand, no matter how busy the other person may appear to be. Pay particular attention to the desired results and timeframes.

**When Communicating with Sample2, DO:**
- Do your homework, because Sample2's homework will already be done.
- Be certain that individual responsibilities are clear, in writing, and that there are no ambiguities.
- Provide clear, specific solutions, and support your position with pros and cons.
- Join in with some name-dropping, and talk positively about people and their goals.
- Provide logical and practical evidence.
- Present your ideas and opinions in a non-threatening way.
- Be accurate and realistic, don't over-inflate ideas or outcomes.

When Communicating with Sample2, DO NOT:
- Be vague about what's expected of the group.
- Rush the issue or the decision-making process.
- Be disorganized or sloppy.
- Offer promises that you can't keep.
- Leave the idea or plan without backup support.
- Use someone else's opinion as evidence.
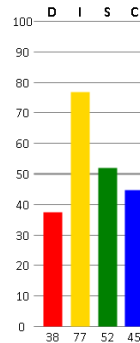- Get in the habit of manipulating ideas quickly.

Sample3 Report3 - ICs/Is Style
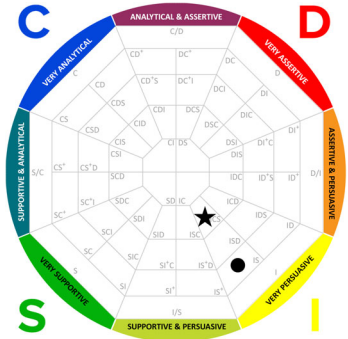
Adapted Style - Graph I
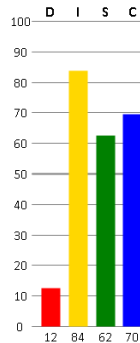
Pattern: ICs (1645)

Natural Style - Graph II

Pattern: Is (3543)

(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

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

Your Work Style Tendencies – What you bring to the Job:
- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- Your empathetic nature and sensitivity toward people may lead others to seek you out as a coach or counselor, or ask to assist them with a personal or team problem.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- On the job, you have a strong need to be patient, polite, and create an environment of good-will for internal and external stakeholders.
- You show a high degree of persistence in working on projects, especially over the long haul.
- You meet new people easily and prefer networking with others rather than working in solitary conditions.

You Will Be Most Effective In Environments That Provide:
- Support and appreciation of your individual efforts.
- A participatory manager or board with whom a democratic relationship has been established.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A job culture where there is little hostility, confrontation, anger, or pressure.
- A favorable working climate containing positive attitudes and optimistic spirit.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.

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

Sample3 Report3 - ICs/Is Style

You Need:
- A sense of belonging to the team or organization as a whole.
- More direction toward work tasks, and less focus on chatting and socializing.
- To learn to say "no" more often in order to avoid spreading yourself too thin.
- Encouragement to keep the positive spirit and optimism when the pressure is on.
- Increased urgency in decision making.
- Detailed delegation of responsibilities, to reduce ambiguity and confusion.
- To be more realistic and ambitious in setting deadlines for team projects.

Under Stress, May be Perceived by Others
- Low sense of urgency
- Uncertain
- Doesn't accept responsibility
- Doesn't meet deadlines

Your Needs When Stressed
- A quick pace for stimulation and excitement
- Action and interaction
- To get credit

Your Typical Behaviors in Conflict:
- I's are quite uncomfortable with conflict, aggression and anger. I's do whatever they can to avoid them. If possible, I's may physically avoid an environment filled with conflict or anger. If that is not possible, I's will probably seek to use their natural humor and story-telling ability to reduce the level of tension. If neither approach works, I's may attempt to ignore the conflict. Given their strong focus on relationships, however, this tactic is rarely successful.
- When I's experience a moment of misery, they may appear overeager, impulsive, sarcastic and demanding and disregard the facts or anything you say.
- Their anger is generally a response to a personal attack on them or, possibly, the failure of someone to support them when they were really counting on that person's support. Of course I's may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns their contribution to the problem.

Reduce Conflict and Increase Harmony with Others:
- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.
- I's have a tendency to "think out loud." Others may take these "brainstorming" ideas as actual commitments and become upset when those "commitments" are not completed. So, let others know in advance when you are only exploring ideas and options and not committing to actions.
- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.

**When Communicating with Sample3, DO:**
- Put the details in writing, but don't plan on discussing them too much.
- Show sincere interest in Sample3 as a person.
- Provide assurances about Sample3's input and decisions.
- Ask for Sample3's input regarding people and specific assignments.
- Present your ideas and opinions in a non-threatening way.
- Break the ice with a brief personal comment.
- Plan to talk about things that support Sample3's dreams and goals.

When Communicating with Sample3, DO NOT:
- Be overly task-oriented.
- Leave the idea or plan without backup support.
- Talk down to Sample3.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Manipulate or bully Sample3 into agreeing.
- Offer assurances and guarantees you can't fulfill.
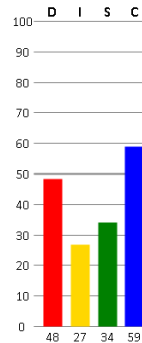- Be rude or abrupt in your delivery.

Sample4 Report4 - SI/C Style
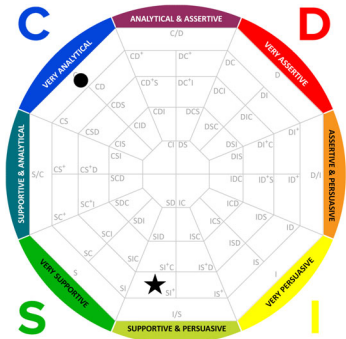
Adapted Style - Graph I

D I S C
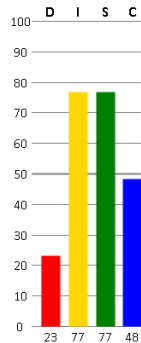
Pattern: SI (2553)

Natural Style - Graph II

D I S C

Pattern: C (3224)

(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:
- You remain objective, even in emotional situations.
- You have a keen awareness of the broad impact of important decisions.
- You are frequently seen by others as an expert in your area of responsibility.
- Others on the team may seek you out to answer detailed or process-oriented questions.
- You tend to be well-prepared for meetings or contributions to report documents. You do your homework and expect the others to do the same.
- You have a knack for logically negotiating cooperation from others, rather than demanding it.
- You have a strong ability to clarify complex issues, and to define the essence of a problem or solution.

Your Work Style Tendencies – What you bring to the Job:
- You prefer precise time management and enjoy meetings that begin and end on time.
- You are somewhat conventional and a bit cautious when it comes to making decisions that impact quality or policy.
- You possess a broad-based awareness of the political and economic implications of any decision that is made on behalf of the organization.
- You may hesitate to trust newer people in the organization, until they have established their credibility.
- You do your homework and tend to be very well prepared for meetings and appointments.
- You tend to be most effective in a work culture featuring minimal conflicts.
- You may tend to be a "worrier" (in a positive way), giving thought to work projects even when away from the job. You may come in after a weekend of thinking and offer an ideal solution.

You Will Be Most Effective In Environments That Provide:
- Freedom from intensely pressured decisions.
- Encouragement to make decisions by logic, rather than emotion.
- Standard, accepted operating procedures that sometimes support complex processes.
- Complete explanations of areas of responsibility and control.
- Support of your critical thinking skills.
- A work group which provides close relationships with a small group of associates, rather than superficial relationships with a larger group of people.
- Highly specialized assignments and technical areas of responsibility.

You Are Motivated By:
- Work tasks of a highly specialized nature to support your natural curiosity and detail orientation.
- Complete explanations of systems and processes that impact your work environment.
- Being included as a part of the group in social functions.
- Environments in which changes are controlled and made only when proven to be necessary.
- Standard operating procedures that can support a quality initiative without being changed dramatically.
- A work environment containing minimal hostility and pressure.
- Sufficient time to consider all options before making a final decision.

Sample4 Report4 - SI/C Style

You Need:
- Greater participation in team efforts and activities.
- Increased confidence in your own decision-making ability.
- Increased urgency in making decisions.
- A wider scope of perspective and operations.
- Increased authority to delegate routine tasks and procedures.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Sufficient time for effective planning.

Under Stress, May be Perceived by Others
- Worrier
- Perfectionistic
- Anxious
- Fussy

Your Needs When Stressed
- A slow pace for "processing" information
- Accuracy
- Understanding of principles and details

Your Typical Behaviors in Conflict:
- C's are quite uncomfortable with overt conflict, aggression and anger. C's will do whatever they can to avoid these situations and to avoid individuals with whom they have a disagreement.
- C's tend to hold conflicts or conflicting views in their mind, looking for proof that they are right or a new valid way of looking at things that accommodates both points of view.
- Their tendency to be something of a loner may make it more difficult for other people to trust C's, although their demonstrated reliability tends to offset this.

Reduce Conflict and Increase Harmony with Others:
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.

When Communicating with Sample4, DO:
- Provide logical and practical evidence.
- Be accurate and realistic; don't overinflate ideas or results.
- Assure Sample4 that there won't be surprises.
- Make an organized appeal for your support and contributions.
- Use a thoughtful and logical approach to discussing ideas and options.
- Give Sample4 time to verify the issues and assess potential outcomes.
- Prepare your case in advance. Don't try to "wing it," using charm alone.

When Communicating with Sample4, DO NOT:
- Be unrealistic with deadlines.
- Be casual, informal, or loud.
- Use someone else's opinion as evidence.
- Rush the issues or the decision-making process.
- Get in the habit of manipulating ideas quickly.
- Push too hard.
- Be disorganized or sloppy.