

DISC Advantage

For Effective
Workplace Partnerships



Personality
INSIGHTS

*World Leader in
Communication and
Relationship Development*



The Ultimate
Discovery System™

DISC Advantage

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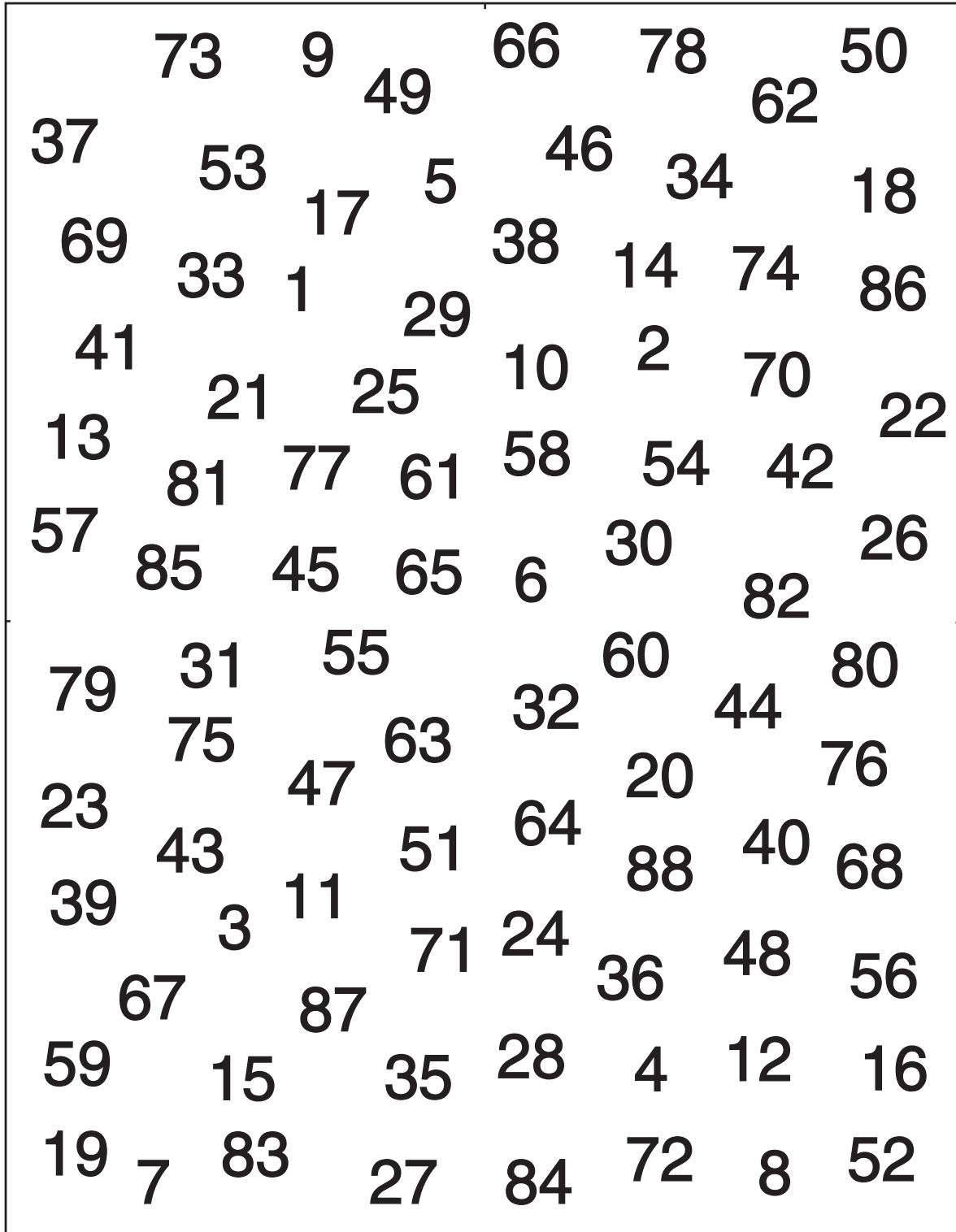
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The Numbers Game



Understanding Yourself

Everyone is “wired” differently. To understand yourself better, ask yourself these two questions:

First Question

1. Am I more Outgoing, or am I more Reserved?



The “Motor” of Activity

- **Outgoing people** tend to speak and move with high levels of energy. Even their gestures and facial expressions have more **“passion”** than a more Reserved individual has.
- **Reserved people** tend to speak more quietly, less forcefully. Their gestures and facial expressions seem more **“guarded”** than the expressions of Outgoing individuals.

...Traits to Look for

Outgoing / Active

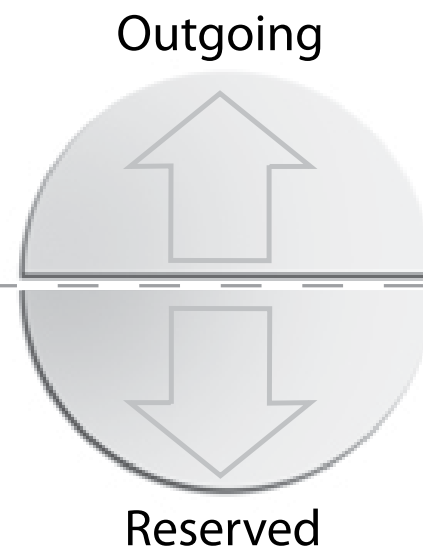
- Fast - paced
- Involved
- Energetic
- Optimistic
- Positive
- Enthusiastic

Their focus is on talking things out.

Reserved / Passive

- Slower - paced
- Cautious
- Concerned
- Patient
- Steady
- Discerning

Their focus is on thinking things through.



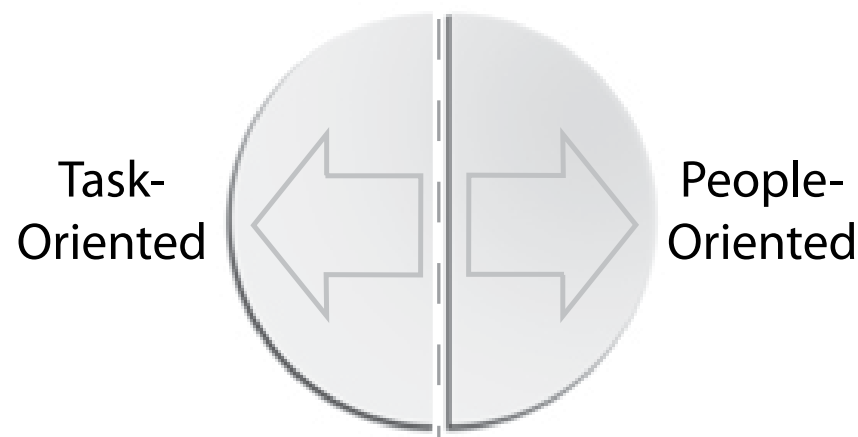
Understanding Yourself

Second Question

2. Am I more Task-Oriented or People-Oriented?



...Traits to Look for



The "Compass" of Activity

● **Task-Oriented people** tend to focus more on the job to be done or the goal to be accomplished. They seem to be less influenced by the opinions of others. They are more logic-based in their approach.

● **People-Oriented individuals** tend to enjoy the company of others and seem to focus on people as being the priority rather than the project-at-hand. They seem to be more influenced by the opinions of others and more sensitive or emotional and less "fact-based."

Task-Oriented

- Form
- Function
- Programs
- Plans
- Projects
- Process

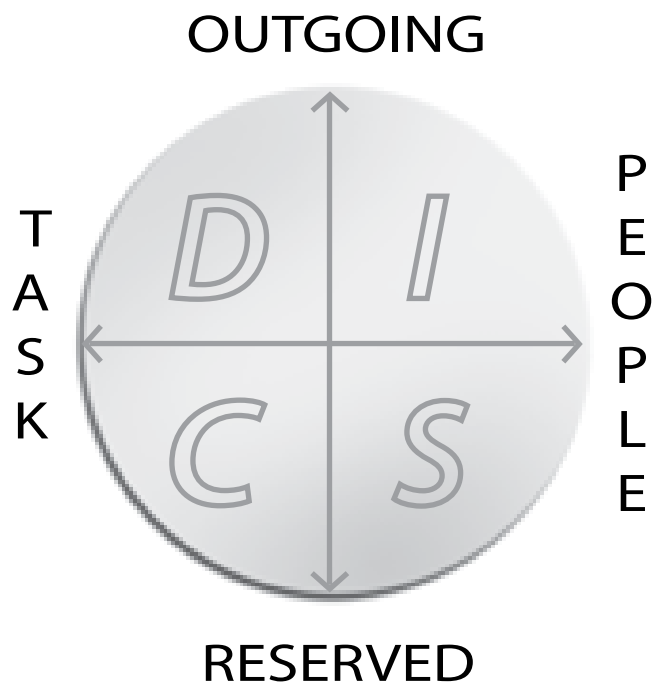
Their focus is on getting things done.

People-Oriented

- Relationships
- Caring
- Sharing
- Emotions
- Feelings
- Friendships

Their focus is on other people and how they feel.

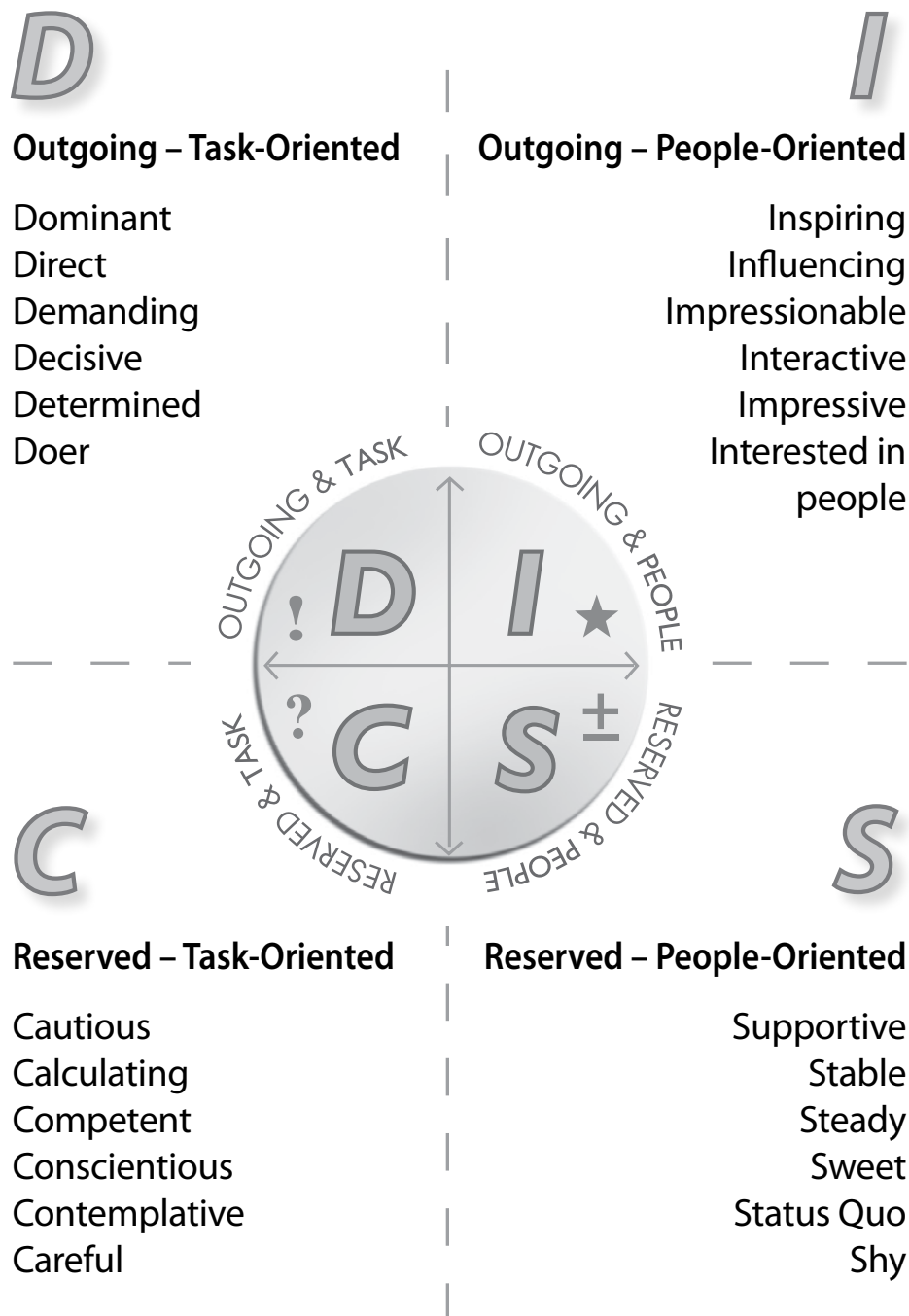
When you combine these two ways to divide the circle, you will see that they give the circle four parts, so you can visualize the four temperament types.



Remember: Everyone is a unique blend of these four parts.

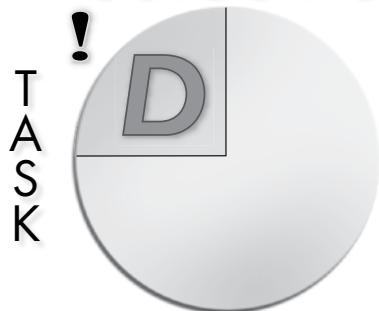
Most people have predictable patterns of behavior. They relate to specific personality styles. There are four basic personality styles: D, I, S and C. They are also known as temperaments. They blend together to determine your unique personality style. The graphic overview of the Four Temperament Model of Human Behavior will help you understand why you often feel, think and act the way you do.

The Model of Human Behavior



The D Type

OUTGOING



Dominant

Director

Demanding

Dogmatic

Direct

Dreamer

Determined

Diligent

Decisive

Dynamic

Doer

Defiant

D Percentage of population: **10** %
 Examples: **Donald Trump, Judge Judy, Dr. Phil, Hillary Clinton**
 Basic needs: **Challenge, Choices and Control**

D Types Make Good...

- | | | |
|-------------------|---------------------------|------------------------|
| Administrators | Executives | Producers |
| Athletes | Fighter Pilots | Race Car Drivers |
| Boxers | Foremen | Real Estate Developers |
| Builders | Government Agents | Sales Managers |
| Business Owners | Law Enforcement Officers | Supervisors |
| Coaches | Lawyers | Truck Drivers |
| Developers | Military / Special Forces | |
| Directors | Motivators | |
| Drill Instructors | News Anchors | |
| Entrepreneurs | Private Investigators | |

Key Concept...



Strengths pushed to an extreme become weaknesses.

D STRENGTHS

D WEAKNESSES

STRONG-WILLED

ANGRY

DETERMINED

CRUEL

INDEPENDENT

SARCASTIC

OPTIMISTIC

DOMINEERING

PRACTICAL

INCONSIDERATE

PRODUCTIVE

PROUD

DECISIVE

CRAFTY

LEADER

SELF-SUFFICIENT

CONFIDENT

UNEMOTIONAL

Consider This...



What We Really Need is Balance!

D UNDER CONTROL

D OUT OF CONTROL

COURAGEOUS

RECKLESS

QUICK TO RESPOND

RUDE

GOAL-ORIENTED

IMPATIENT

RESULTS-ORIENTED

PUSHY

DELIBERATE

DICTATORIAL

SELF-CONFIDENT

CONCEITED

DIRECT

OFFENSIVE

SELF-RELIANT

ARROGANT

STRAIGHTFORWARD

ABRASIVE

COMPETITIVE

RUTHLESS

D Types Like...

Activity	Competition
Bigness	Debate
Challenge	Doing Things

D Types...

Can be critical of poorly performed tasks
Complete amazing amounts of work
May believe that approval and encouragement lead to complacency
Tend to seek leadership roles
Could need to learn to delegate responsibility
Might unintentionally intimidate people

D Types Are...

Goal-oriented	Performance conscious
Intense	Self-confident
Industrious	Firm

D Types Don't Like...

Indecision	Slow activities
Talk without action	Unproductive people
Activities without a goal	Being told what to do

D Types Want You To Be...

Quick	To the point
Confident	Specific
Productive	Driven

D Types in your organization, school, business, team
who are Dominant enjoy making decisions
to solve problems, so they can reach their goals.

Guide to Effectively Reading the Outgoing and Task-Oriented "D" Personality Style

Verbal or Vocal Tones...

- Blunt and to the point
- Uses forceful tones
- Communicates readily...not afraid to speak out
- High volume, fast speech and challenging
- States more than asks

Conversation or Speech Patterns...

- Directive tones
- Dislikes "touchy-feely" terms
- Often engaged in doing another activity during a conversation
- Attempts to direct the conversation
- Abrupt

Outward Visual Body Language...

- Steady eye contact...if interested
- Displays impatience
- Gestures to emphasize points...finger pointing
- Leans forward and comes across as pushy
- Firm handshake

Workplace Clues...

- Full calendars
- Few family photos
- Large desk
- Workplace will have few personal distractions
- Will have awards displayed

The I Type



Inspiring

Influencing

Inducing

Impressive

Interesting

Impressionable

Important

Interchangeable

Interested in People

Imaginative

Impulsive

Illogical



Percentage of population: **25 - 30** %

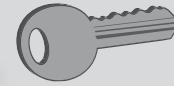
Examples: **Jim Carrey, Will Smith, Oprah Winfrey, Ellen DeGeneres**

Basic needs: **Recognition, Approval and Popularity**

I Types Make Good...

- | | | |
|--------------------|----------------------------|---------------------|
| Actors | Peace Corps Volunteers | Salespeople |
| Airline Attendants | Performers | Teachers |
| Auctioneers | Politicians | Telemarketers |
| Broadcasters | Preachers | Telephone Operators |
| Clowns | Public Relations Directors | Travel Agents |
| Coaches | Public Speakers | Wedding Consultants |
| Comedians | Masters of Ceremonies | |
| Entertainers | Radio Personalities | |
| Evangelists | Receptionists | |
| Meeting Planners | Reporters | |

Key Concept...



Strengths pushed to an extreme become weaknesses.

I STRENGTHS

FRIENDLY

COMPASSIONATE

CAREFREE

TALKATIVE

OUTGOING

ENTHUSIASTIC

WARM

PERSONABLE

FUN

I WEAKNESSES

WEAK-WILLED

UNSTABLE

UNDISCIPLINED

RESTLESS

LOUD

UNDEPENDABLE

EGOCENTRIC

EXAGGERATIVE

FRIVOLOUS

Consider This...



What We Really Need is Balance!

I UNDER CONTROL

OPTIMISTIC

PERSUASIVE

EXCITED

COMMUNICATIVE

SPONTANEOUS

OUTGOING

EXPRESSIVE

INVOLVED

IMAGINATIVE

WARM / FRIENDLY

I OUT OF CONTROL

UNREALISTIC

MANIPULATIVE

EMOTIONAL

GOSSIP

IMPULSIVE

UNFOCUSED

EXCITABLE

DIRECTIONLESS

DAYDREAMING

PURPOSELESS

Guide to Effectively Reading the Outgoing and People-Oriented “I” Personality Style

I Types Like...

Exposure to people	Short-term projects
Lots of activity	To be on the go
Making people laugh	Prestige

I Types...

Enjoy making people happy
Can be “higher than a kite” or “lower than a skunk”
Have a lot of friends
May believe that talking and doing are synonymous
Might need to focus more
Take pleasure in playing while they work

I Types Are...

Fun to watch	Likeable
Great starters	Prone to exaggerate
Quickly bored	Easily excitable

I Types Don't Like...

Being ignored	Being isolated
Being ridiculed	Doing repetitive tasks
Looking bad	Constraints

I Types Want You To Be...

Quick	To the point
Confident	Specific
Productive	Driven

I Types in your organization, school, business, team
who are Inspiring love to interact with people,
so everyone has a great time.

Verbal or Vocal Tones...

- Flexible time perspective when speaking
- Uses an abundance of inflection
- Expresses opinions readily
- High volume, fast speech and dramatic
- Tells stories or anecdotes

Conversation or Speech Patterns...

- Varied tones
- Talks and listens in “feeling” terms
- Often distracted with things happening around them
- Tends to tell everything they know
- Talkative

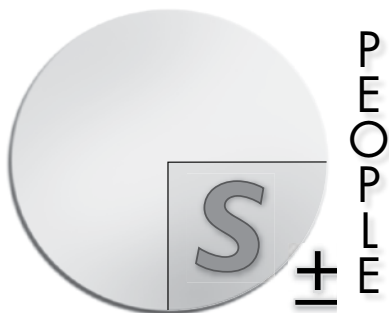
Outward Visual Body Language...

- Animated facial expressions
- Poised and charming, very personable
- Much hand or body movement
- Often look distracted
- People will gravitate towards their space

Workplace Clues...

- Décor reflects open, lively atmosphere
- Flashy and trendy with fun pictures
- Furniture indicates warmth and ease of contact
- May appear cluttered/disorganized
- Will have notes posted on walls with little apparent rhyme or reason

The S Type



RESERVED

Supportive

Steady

Stable

Secure

Serve

Sweet

Submissive

Shy

Status Quo

Sentimental

Sameness

Sucker

S

Percentage of population: **30 - 35** %

Examples: **Dr. Martin Luther King Jr., Paula Abdul, Mother Teresa, Gandhi**

Basic needs: **Appreciation, Security and Assurance**

S Types Make Good...

- | | | |
|----------------------------------|--------------------|--------------------|
| Artists | Directors | School Teachers |
| Child Care Workers | Librarians | Secretaries |
| Counselors | Managers | Social Workers |
| Customer Service Representatives | Nurses | Supervisors |
| Department Heads | Painters | Technicians |
| Diplomats | Pharmacists | Veterinarians |
| Flight Attendants | Pastors | Waiters/Waitresses |
| Funeral Directors | Planners | |
| Human Resource | Real Estate Agents | |
| | Researchers | |

Key Concept... 

Strengths pushed to an extreme become weaknesses.

S STRENGTHS

CALM

DEPENDABLE

EASYGOING

TRUSTWORTHY

EFFICIENT

PRACTICAL

CONSERVATIVE

DIPLOMATIC

HUMOROUS

S WEAKNESSES

STINGY

FEARFUL

INDECISIVE

SPECTATOR

SELF-PROTECTIVE

UNMOTIVATED

SELFISH

TIMID

SHY

Consider This...



What We Really Need is Balance!

S UNDER CONTROL

RELAXED

RELIABLE

COOPERATIVE

STABLE

GOOD LISTENER

SINGLE-MINDED

STEADFAST

SOFTHEARTED

SYSTEMATIC

AMIABLE

S OUT OF CONTROL

LACKING INITIATIVE

DEPENDENT

USED BY OTHERS

INDECISIVE

UNCOMMUNICATIVE

INFLEXIBLE

RESISTANT TO CHANGE

EASILY MANIPULATED

SLOW

RESENTFUL

Guide to Effectively Reading the Reserved and People-Oriented “S” Personality Style

S Types Like...

Peace	Friendly environments
Stabilizing things	To finish the job
Helping others	Teamwork

S Types...

Consider the feelings of others
Will support you
Like to take their time
Are sentimental
Stay with proven methods
Want to be appreciated

S Types Are...

Agreeable
Loyal friends
Great finishers
Compassionate decision makers
Concerned about how to start
The nicest people in the world

S Types Don't Like...

Insensitivity	Intense conversation
Misunderstandings	Sarcasm
Surprises	Being pushed

S Types Want You To Be...

Kind	Patient
Pleasant	Understanding
Caring	Gentle

S Types in your organization, school, business, team
who are Supportive seek to maintain accepted
routine, so they can make sure everyone is comfortable.

Verbal or Vocal Tones...

- Steady, even-tempered delivery
- Uses less forceful tone of expression
- Reserves their views or opinions
- Low volume, slower rate of speech
- Asks more than states

Conversation or Speech Patterns...

- Warm tones
- Natural listeners...prefers listening in friendly terms
- Talks a little softer and stops quickly if you interrupt
- Is usually the last one to speak and often has the solution to the problem
- Conversational

Outward Visual Body Language...

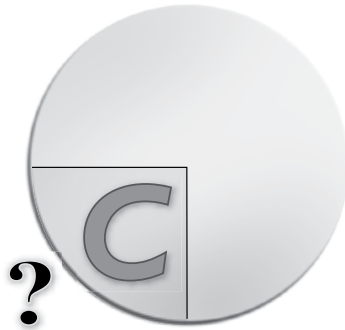
- Intermittent eye contact
- Exhibits patience
- Gentle gestures often experienced in a handshake
- Comes across as reassuring
- Slower-moving body language

Workplace Clues...

- Friendly and relaxed environment
- Family pictures and personal mementos displayed
- Systematically organized and traditional desk
- Personal items recognizing hands-on volunteer work
- Will have items that illustrate relationships

The C Type

T
A
S
K



RESERVED

Cautious

Compliance wanting

Competent

Conscientious

Cognitive

Correct

Careful

Conformist

Calculating

Consistent

Critical Thinking

Cold



Percentage of population: **20 - 25** %

Examples: **Diane Sawyer, Clint Eastwood, Tiger Woods, Martha Stewart**

Basic needs: **Quality Answers, Value and Excellence**

C Types Make Good...

- | | | |
|----------------------|-----------------------|------------|
| Accountants | Engineers | Physicians |
| Architects | Finishing Carpenters | Pilots |
| Artists | Inventors | Professors |
| Authors | Lawyers | Scientists |
| Bankers | Librarians | Surgeons |
| Bookkeepers | Mechanics | Teachers |
| Composers | Military Intelligence | |
| Computer Programmers | Musicians | |
| Consultants | Philosophers | |
| Dentists | Photographers | |

Key Concept...



Strengths pushed to an extreme become weaknesses.

C STRENGTHS

GIFTED

ANALYTICAL

SENSITIVE

PERFECTIONISTIC

AESTHETIC

IDEALISTIC

LOYAL

SELF-SACRIFICING

THOROUGH

C WEAKNESSES

SELF-CENTERED

MOODY

CRITICAL

NEGATIVE

RIGID

THEORETICAL

IMPRACTICAL

UNSOCIABLE

REVENGEFUL

Consider This...



What We Really Need is Balance!

C UNDER CONTROL

ORDERLY

LOGICAL

INTENSE

CURIOUS

TEACHABLE

CAUTIOUS

CORRECT

QUESTIONING

CONSCIENTIOUS

PRECISE

C OUT OF CONTROL

COMPULSIVE

CRITICAL

UNSOCIABLE

PRYING

EASILY OFFENDED

FEARFUL

INFLEXIBLE

DOUBTFUL

WORRISOME

PICKY

Guide to Effectively Reading the Reserved and Task-Oriented “C” Personality Style

C Types Like...

Consistency	Creativity
Detail	Perfection
Excellent work	Getting it right

C Types...

Think in concepts
Have lots of questions
Might seem uncaring
Want to understand
Want to exceed expectations
See the pitfalls

C Types Are...

Difficult to please	Self-sacrificing
Focused on excellence	Logical
Dedicated to the task	Attentive to details

C Types Don't Like...

Being criticized	Mistakes
Mediocrity	Unnecessary interruptions
Illogical changes	Ambition without a plan

C Types Want You To Be...

Fun	Positive
Responsive	Upbeat
Stimulating	Enthusiastic

C Types in your team, organization, school, business
who are Cautious seek the facts and follow
procedures, so they can uphold principles.

Verbal or Vocal Tones...

- Less verbal, more written communication
- Uses structured, careful speech patterns
- Formal and proper
- Less variety in vocal quality and little inflection
- Limited sharing

Conversation or Speech Patterns...

- Monotone
- Uses “thinking” words as opposed to “feeling” words
- Clarifying questions...they prefer more information
- Asks pertinent questions instead of making statements
- Speaks carefully with less expression

Outward Visual Body Language...

- Few facial expressions
- Exhibits non-emotional, assessing posture
- Few gestures...very controlled gestures
- Comes across as assessing
- Slower moving

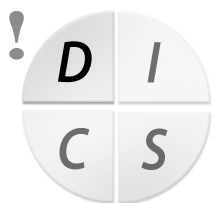
Workplace Clues...

- Formal and neat environment
- Pictures neatly on walls or shelves
- Highly organized and structured desk
- Favors a functional décor enabling more efficient work
- Will have charts/graphs, credentials and job-related photos

<i>Characterizing</i>	D!	I★
<i>Question</i>	<i>What?</i>	<i>Who?</i>
<i>Color</i>	<i>Green</i>	<i>Red</i>
<i>Animal</i>	<i>Doberman</i>	<i>Fluffy Puppy</i>
<i>Vehicle</i>	<i>Luxury / Power</i>	<i>Sporty / Fun</i>
<i>Motto</i>	<i>"Go for it!"</i>	<i>"Lighten up!"</i>
<i>Song</i>	<i>"I Did It My Way"</i>	<i>"Don't Worry, Be Happy"</i>
<i>Philosophy</i>	<i>"I want it yesterday!"</i>	<i>"Let the good times roll!"</i>
<i>Magazine</i>	<i>Money</i>	<i>People</i>
<i>Target</i>	<i>"Ready... Fire... Aim!"</i>	<i>"Ready... Aim... Talk!"</i>
<i>Need</i>	<i>Challenge</i>	<i>Recognition</i>
<i>Tend to want</i>	<i>Results</i>	<i>To be liked</i>

S±	C?	<i>Characterizing</i>
<i>How?</i>	<i>Why?</i>	<i>Question</i>
<i>Blue</i>	<i>Yellow</i>	<i>Color</i>
<i>Cat</i>	<i>Tropical Fish</i>	<i>Animal</i>
<i>Family / Reliable</i>	<i>Quality / Economical</i>	<i>Vehicle</i>
<i>"All for one... one for all!"</i>	<i>"If something can go wrong, it will!"</i>	<i>Motto</i>
<i>"Lean On Me"</i>	<i>"Tell Me Why"</i>	<i>Song</i>
<i>"Working together, we can do it!"</i>	<i>"Don't show all your cards!"</i>	<i>Philosophy</i>
<i>Reader's Digest</i>	<i>Consumer Reports</i>	<i>Magazine</i>
<i>"Ready... Ready... Ready..."</i>	<i>"Ready... Aim... Aim... Aim..."</i>	<i>Target</i>
<i>Appreciation</i>	<i>Quality Answers</i>	<i>Need</i>
<i>Reassurance</i>	<i>Understanding</i>	<i>Tend to want</i>

The D Type



CAN BE DESCRIBED AS:

Dominant, Direct, Demanding, Decisive, Determined, Doer

SYMBOL:

Exclamation point – They are emphatic in everything!

OUTLOOK ON LIFE:

They like to lead or be in charge.

FOCUS:

Get the job done – just do it! Overcome opposition and achieve your goals! Winners never quit and quitters never win!

BASIC NEED:

Choice, challenge, control

IDEAL ENVIRONMENT:

Upbeat, fast, powerful

Outgoing / Task-Oriented Style

Whoever said, “When the going gets tough, the tough get going!” was really describing a high **D**! They are self-starters who know how to make things happen. High **Ds** will start the ball rolling in a straightforward manner and will exert control to get things done.

Perhaps more than any other type, high **Ds** seek an activity where they can be in charge. Since they speak bluntly, they may seem harsh, but they simply want to get to the bottom line as quickly as possible. They don't hold grudges as long as progress is being made. High **Ds** may go through several jobs before they really grab hold of the challenge they need.

A tough assignment, stiff competition or pressure situations invigorate high **Ds**. High **Ds** will demand much from themselves and others. They are unafraid to stand alone. **Ds** are determined to move ahead and achieve victory!

The I Type



CAN BE DESCRIBED AS:

Inspiring, Influencing, Impressionable, Interactive, Impressive, Involved

SYMBOL:

Star – Give them a RED STAR! They love recognition and being the center of attention.

OUTLOOK ON LIFE:

They like to persuade others to their way of thinking.

FOCUS:

I am for you! We can have fun, and if we all pull in the same direction, our success will never end!

BASIC NEED:

Recognition, approval, popularity

IDEAL ENVIRONMENT:

Fun, friendly, exciting

Outgoing / People-Oriented Style

The high **I** type loves being with people! Whether with one person or with a large crowd, this type thrives on contact with people. They interact well with others, because they are flexible and energetic. The high **I** type is very friendly and carefree. They often exhibit more confidence than ability.

In just a few minutes, a high **I** can meet a total stranger and make him or her feel at home. **I**s usually have a wide range of friends from many different backgrounds. Their optimistic attitude makes them fun to be with, and their happy disposition helps them to get along with almost everyone.

High **I**s like to be in the center of activity. They become involved in organizations, clubs or groups, where prestige or personal recognition is offered. Like Peter Pan, they don't want to grow up. They want to enjoy every exciting experience in life!

The S Type



CAN BE DESCRIBED AS:

Supportive, Stable, Steady,
Sweet, Status quo, Shy

SYMBOL:

Plus or minus sign – Either way is okay with them. They feel that harmony is what we need.

OUTLOOK ON LIFE:

They like to provide necessary support to help complete the job.

FOCUS:

All for one and one for all! If we all work together we make a great team. All of us are better than one of us.

BASIC NEED:

Appreciation, security, affirmation

IDEAL ENVIRONMENT:

Predictable, stable, harmonious

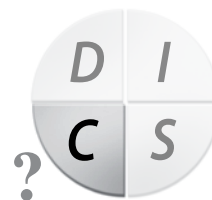
Reserved / People-Oriented Style

The high S type likes a calm, easygoing environment, where there is a predictable routine and things pretty much remain the same. They prefer routine activities. They are highly adaptable when given time to process change. Ss are team-oriented. They want to meet the needs of the team as a whole. However, they are also very individual-oriented. That means that they also want to help each individual person on the team.

Perhaps more than any other type, high Ss like supportive roles that are out of the spotlight. They are warmhearted and patient. Unless they feel secure, they may hesitate to express how they truly feel. Because they need harmony, they will avoid confrontation at all costs. They really appreciate your affirmation of their good work.

Change is difficult for the high S type, so they struggle with starting a project, but their even-tempered and supportive nature makes them great finishers. They prefer to work at their own pace and will keep going, like the tortoise in the fable, until they finish whatever they start.

The C Type



CAN BE DESCRIBED AS:

Cautious, Calculating, Competent,
Conscientious, Contemplative, Careful

SYMBOL:

Question mark – They want to know the “why” behind everything.

OUTLOOK ON LIFE:

They like consistent quality and excellence.

FOCUS:

Anything worth doing is worth doing correctly. They want to provide quality goods and services through careful and conscientious work.

BASIC NEED:

Quality answers, value, excellence

IDEAL ENVIRONMENT:

Structure with procedures, accuracy, quality

Reserved / Task-Oriented Style

Whoever said, “Measure twice... and cut once!” must have been a high C! Carefully exploring all options and studying all related information is highly valuable to the high C type. They will validate the quality of information and develop a procedure which will prevent mistakes.

Careful attention to details and rigorous adherence to rules makes the high C type enjoy detailed work. They love flow charts, orderliness and organization. Because they highly value analyzing facts, they will hesitate to make a decision quickly. They also have great difficulty with intuitive decisions.

High Cs will give a good objective analysis of a situation, however, this analysis usually will not allow for the feelings of the people involved in that situation. Their cognitive skills allow them to think of ways to improve an idea. They will go to any length to achieve excellence.

How to Describe My Personality Style...

Using the DISC Trait Continuums

Instructions: Using Graph II – Basic Style on page 3, circle the group of words corresponding to the segment where each of your plotting points fall. Take a few minutes to consider these traits. They should generally reflect your behavior, as a description of your personality style.

HIGH TYPE	D	I	S	C	HIGH TYPE
Very High Segment	dominant driving demanding ambitious directing pioneering	inspiring political persuasive magnetic stimulating impulsive	supportive passive predictable loyal steady patient	cautious perfectionist precise exacting accurate theoretical	Very High Segment
High Segment	forceful adventuresome risk-taker challenging decisive determined	trusting enthusiastic expressive polished generous poised	faithful enduring persistent cooperative kind relaxed	thorough contemplative conscientious proper diplomatic tactful	High Segment
Average Segment	competitive convincing self-composed self-effacing hesitant evaluates risks	charming sociable hopeful open-minded retiring assessing	amiable reliable stable mobile approachable alert	polite inquisitive sensitive self-affirmed instinctive self-convinced	Average Segment
Low Segment	conserving unassuming realistic willing modest peace-keeping	reflective skeptical factual unemotional suspicious aloof	available eager responsive tense flexible impatient	opinionated independent willful unconventional emotional free-spirited	Low Segment
Very Low Segment	team player avoids confrontation humble dependent self-denying participating	analytical withdrawn detached probing logical listening	testing changeable energetic reactionary dynamic spontaneous	uninhibited obstinate fearless defiant extremist self-expressive	Very Low Segment
LOW TYPE	D	I	S	C	LOW TYPE

HIGH TYPE MOST PREDOMINANT	D <i>Dominant</i> Comfortable working in charge	I <i>Inspiring</i> Comfortable working with people
Very High Segment	dominant driving demanding ambitious directing pioneering	inspiring political persuasive magnetic stimulating impulsive
High Segment	forceful adventuresome risk-taker challenging decisive determined	trusting enthusiastic expressive polished generous poised
Average Segment	competitive convincing self-composed self-effacing hesitant evaluates risks	charming sociable hopeful open-minded retiring assessing
Low Segment	conserving unassuming realistic willing modest peace-keeping	reflective skeptical factual unemotional suspicious aloof
Very Low Segment	team player avoids confrontation humble dependent self-denying participating	analytical withdrawn detached probing logical listening
LOW TYPE LEAST PREDOMINANT	D Comfortable working on a team	I Comfortable working alone

S <i>Supportive</i> Comfortable working in a routine	C <i>Cautious</i> Comfortable working in a defined system	HIGH TYPE MOST PREDOMINANT
supportive passive predictable loyal steady patient	cautious perfectionist precise exacting accurate theoretical	Very High Segment
faithful enduring persistent cooperative kind relaxed	thorough contemplative conscientious proper diplomatic tactful	High Segment
amiable reliable stable mobile approachable alert	polite inquisitive sensitive self-affirmed instinctive self-convinced	Average Segment
available eager responsive tense flexible impatient	opinionated independent willful unconventional emotional free-spirited	Low Segment
testing changeable energetic reactionary dynamic spontaneous	uninhibited obstinate fearless defiant extremist self-expressive	Very Low Segment
S Comfortable working spontaneously	C Comfortable working instinctively	LOW TYPE LEAST PREDOMINANT

How to Describe My Personality Style... Using My Likes and Dislikes

Instructions: Beginning with the highest **DISC** type in your style, check all of the following statements in all four **DISC** types that are true of you:

A High **D** says:

- I like a challenge.
- I like confronting issues.
- I like making quick decisions.
- I like inventing new ways to do things.
- I like a variety of activities.
- I like a competitive, fast pace.
- I don't like fun activities without a goal.
- I don't like conversations that are purely social and without purpose.
- I don't like routine tasks.
- I don't like being restricted to one workplace.
- I don't like responsibility for minor details.
- I don't like projects that require long-term critical analysis.

A High **I** says:

- I like social activities and having fun.
- I like to express my feelings.
- I like talking to strangers.
- I like unstructured activities.
- I like surprises.
- I like to make things fun.
- I don't like making unpopular decisions.
- I don't like situations where people might reject me.
- I don't like waiting on someone.
- I don't like repetitive tasks.
- I don't like detailed work.
- I don't like responsibilities that require following an inflexible schedule.

A High **C** says:

- I like jobs that include critical analysis.
- I like working alone doing research.
- I like an established structure and order.
- I like my roles to be clearly defined.
- I like a pre-designed plan, and I like to follow it.
- I like time to validate my work.
- I don't like confronting others.
- I don't like to make quick decisions.
- I don't like surprises.
- I don't like spontaneous activities.
- I don't like accommodating imperfections.
- I don't like compromise for the sake of harmony.

A High **S** says:

- I like teamwork and cooperation.
- I like doing one thing at a time.
- I like jobs with repetitive tasks.
- I like sticking with what I know.
- I like working in a routine.
- I like harmony, and I will adjust to the needs of others.
- I don't like taking risks.
- I don't like conflict.
- I don't like constantly changing activities.
- I don't like speaking in large groups.
- I don't like complex problems.
- I don't like critical analysis.



My Summary: I can recognize and begin to understand my attitudes about how I approach something or someone. I can recognize and begin to understand my preferences for the environment that is most comfortable for me and how I would like best to respond to someone or something. Using at least two statements from any of the "I like" statements above and two statements from any of the "I don't like" statements, complete the sentences on the next page to express your attitudes and preferences.

I like... 1. _____

 2. _____

I don't like... 1. _____

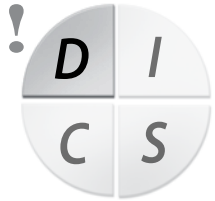
 2. _____

Identifying My Style Blend

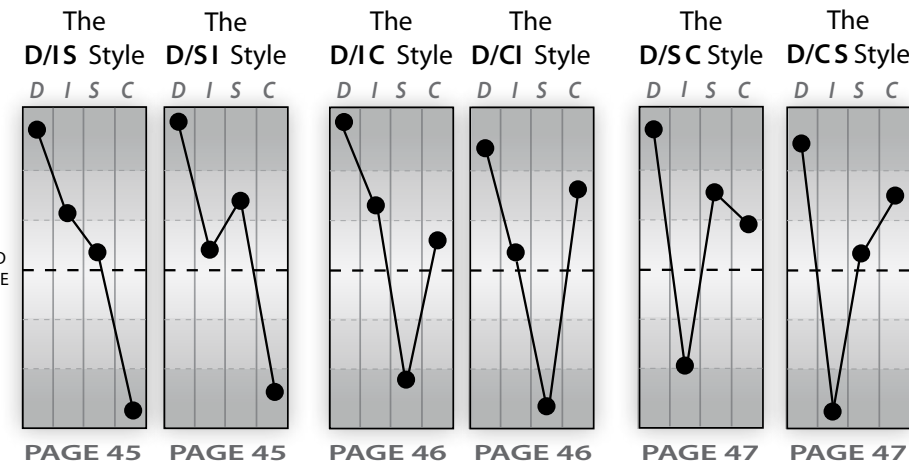
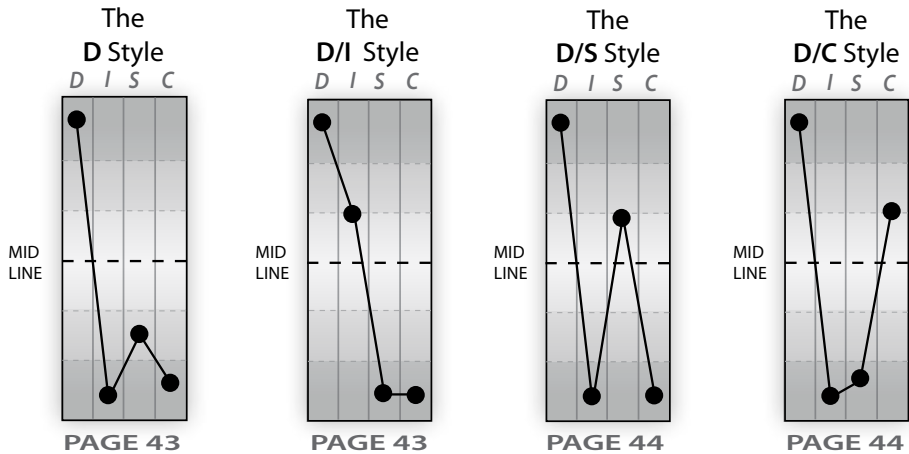
Instructions: Look on Page 3 at your *Basic Style – Graph II*. Then find the Style Blend Graph on one of the following four pages that best matches your *Basic Style – Graph II*. To do this, first find the page for the **DISC** type that matches the highest plotting point in your *Graph II*. For example, if the highest plotting point on your *Graph II* is **S**, start with the ten graphs on the **S** page. Next, find the Style Blend Graph with any other **DISC** types *above the midline* that are also above the midline in your *Basic Style –*

Graph II. For example, if your *Basic Style – Graph II* also shows the **C** type *above the midline*, you would identify the **S/C** Style Blend Graph as the one that most closely matches your graph.

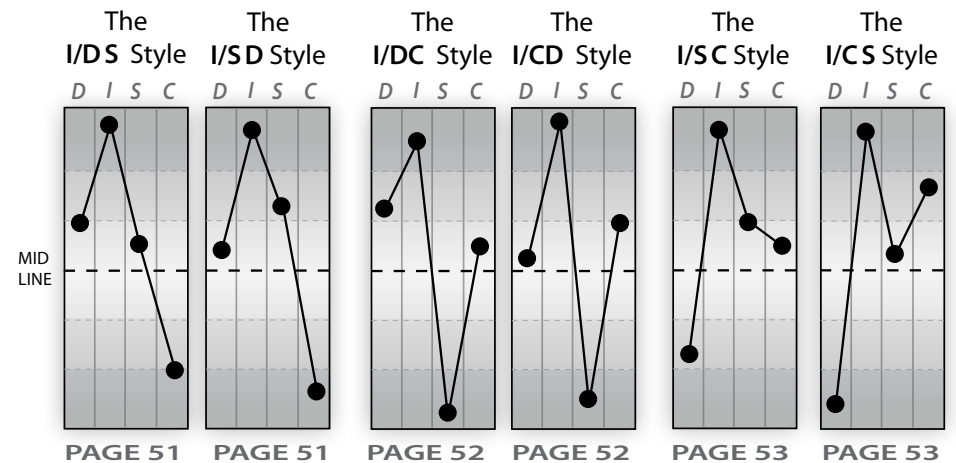
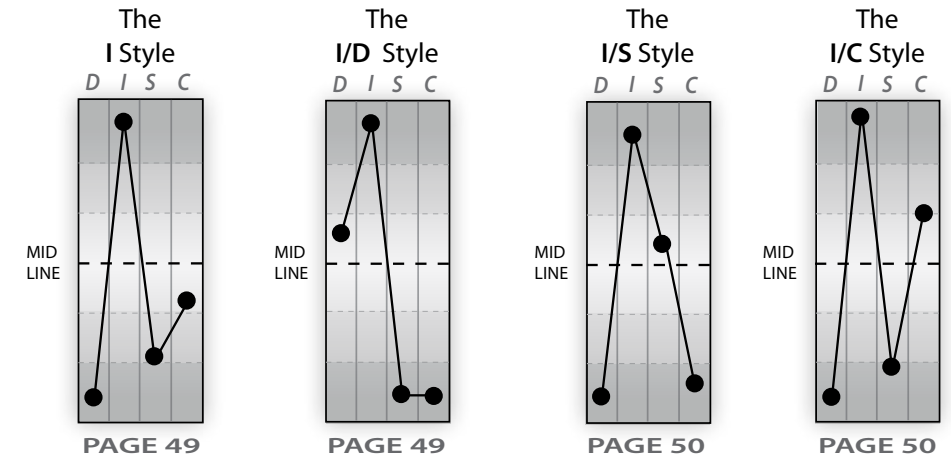
Circle the **Style Blend Graph** that most closely matches your graph. After identifying your Style Blend Graph, turn to the page number for this graph to read more about your special personal blend. From this description, write your **Personal Style Blend** on the inside of the last page of this booklet.



Ten Graphs for the High D Style Blends (The “D” page)



Ten Graphs for the High I Style Blends (The “I” page)

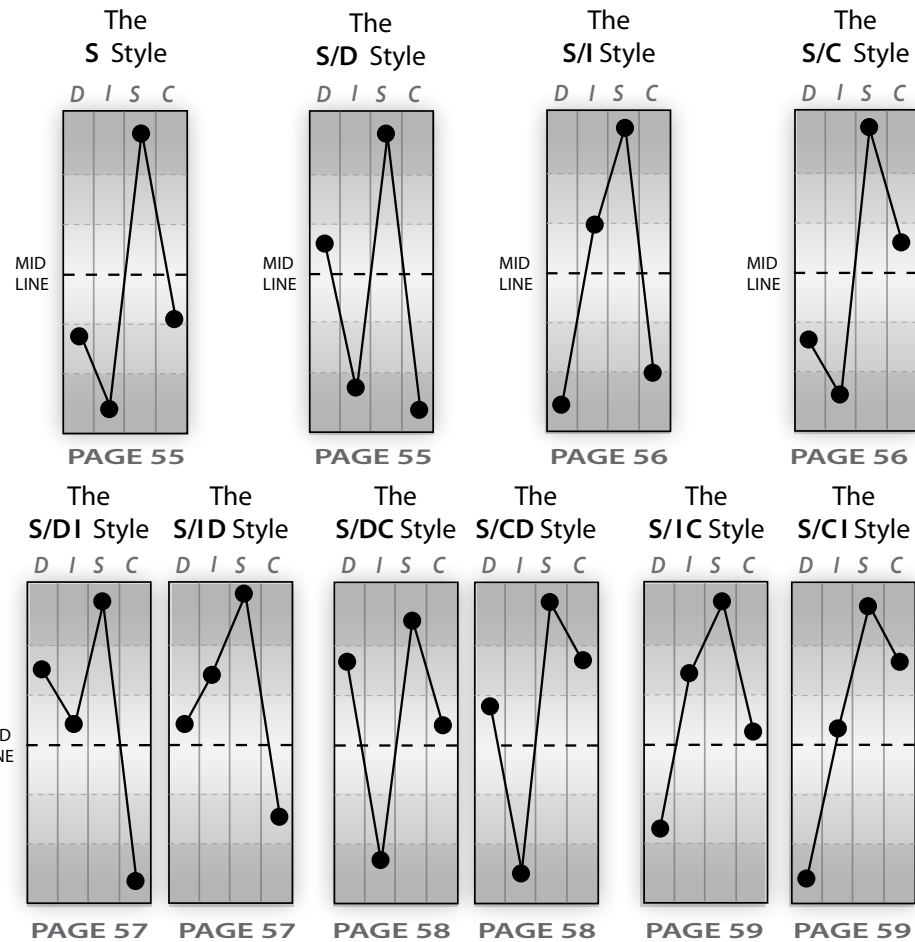


Identifying My Style Blend

From your *Basic Style – Graph II*, find the High S Style Blend that most closely matches yours!



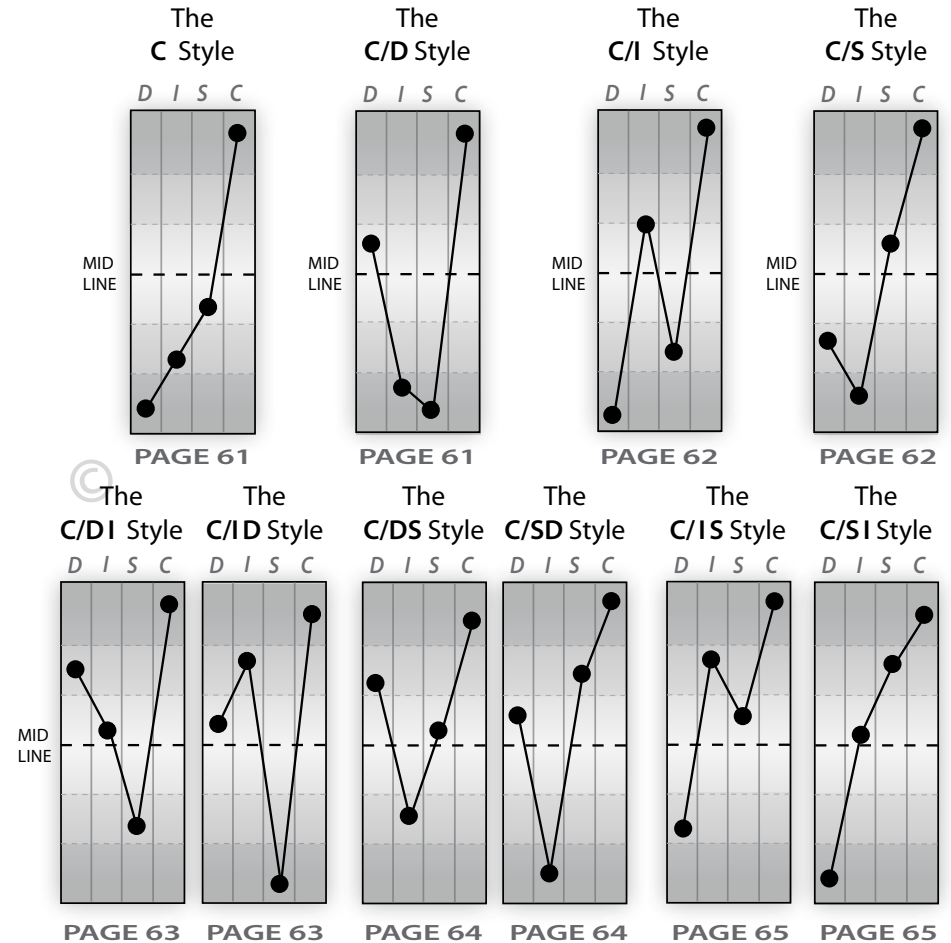
Ten Graphs for the High S Style Blends (The “S” page)



From your *Basic Style – Graph II*, find the High C Style Blend that most closely matches yours!

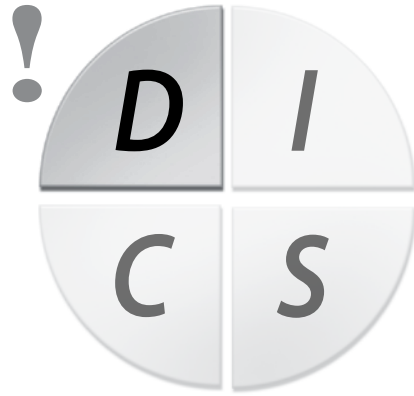


Ten Graphs for the High C Style Blends (The “C” page)



NOTE: For a complete in-depth study of each DISC Style Blend, please review *Who Do You Think You Are... Anyway?* by Robert A. Rohm, Ph.D.

Understanding the 10 Different D Personality Style Blends



Motto: "I want it yesterday!"

There is a special Style Blend chart just for you. Your Personal Style will be **Powerful!**

We use an exclamation point to depict the **D** type, because the **D** type is emphatic in everything! You will notice that the **D** is in the upper left quadrant of the circle. Green is our color for the **D** type, because like a green light, it means GO! Six key traits, or characteristics, describe the Outgoing and Task-Oriented **D** type: **Dominant, Direct, Demanding, Decisive, Determined and Doer.**

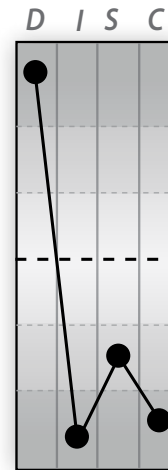


The D Type Is Good At...

- Overcoming obstacles
- Seeing the big picture
- Pushing the group ahead
- Accepting challenges without fear
- Maintaining focus on goals
- Getting results
- Providing leadership
- Handling several jobs at the same time



The Dominant Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Directing, control

2. INDIVIDUAL GIFTEDNESS:

Innovative problem solver

3. VALUE TO THE ORGANIZATION:

Energy, handling varied activities

4. IDEAL ENVIRONMENT:

New challenges, freedom from supervision

5. FEARS/DISLIKES:

Being taken advantage of, loss of control

6. RESPONSE UNDER PRESSURE:

Aggressive, competitive; abrasive, tough

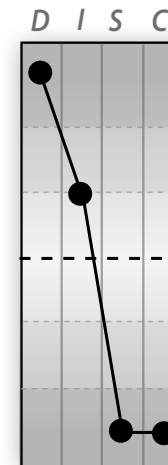
7. BLIND SPOT:

People issues, feelings of others

Complementary Team Members Needed:

I/S, I/CS, S/I, S/C

The D/I Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Producing tangible results through influence with people

2. INDIVIDUAL GIFTEDNESS:

Self-motivation, high energy to get results with people

3. VALUE TO THE ORGANIZATION:

Initiates activities, motivates others to action

4. IDEAL ENVIRONMENT:

Where quick decisions are required; varied activities and roles with people

5. FEARS/DISLIKES:

Lack of urgency, indecision

6. RESPONSE UNDER PRESSURE:

Competitive, confident; demanding, controlling

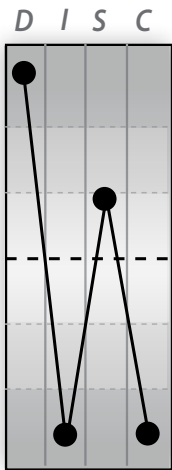
7. BLIND SPOT:

Short-term solutions creating long-term problems

Complementary Team Members Needed:

S/I, S/C, S/CD, C/S

The D/S Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Industrious, planning practical goals

2. INDIVIDUAL GIFTEDNESS:

Ability to organize resources to satisfy needs

3. VALUE TO THE ORGANIZATION:

Administration; looks for logical solutions

4. IDEAL ENVIRONMENT:

Private office or work area; freedom from office politics

5. FEARS/DISLIKES:

Illogical actions, disregard for pre-planning

6. RESPONSE UNDER PRESSURE:

Incisive, self-reliant; blunt, stubborn

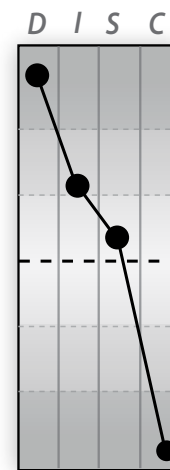
7. BLIND SPOT:

Takeover actions can hurt people's feelings

Complementary Team Members Needed:

S/I, S/C, S/CD, C/S

The D/IS Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Strength through motivating people by example

2. INDIVIDUAL GIFTEDNESS:

High energy mixed with cooperative spirit

3. VALUE TO THE ORGANIZATION:

Visionary; ability to handle multiple tasks with people

4. IDEAL ENVIRONMENT:

Lots of activities with people; relaxed supervision

5. FEARS/DISLIKES:

Not having the authority to be in control of decisions

6. RESPONSE UNDER PRESSURE:

Focused, strong; stubborn, arbitrary

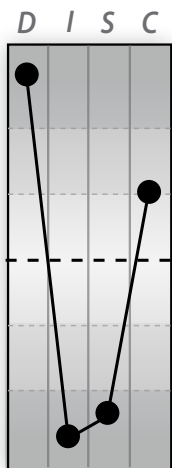
7. BLIND SPOT:

Appreciating the need for detailed planning

Complementary Team Members Needed:

I/C, S/CD, C, C/SD

The D/C Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Intensity for creative, original solutions

2. INDIVIDUAL GIFTEDNESS:

Critical thinking, looking outside the norm

3. VALUE TO THE ORGANIZATION:

Synthesizing old information into new forms

4. IDEAL ENVIRONMENT:

Freedom to debate issues; where independent thinking is valued

5. FEARS/DISLIKES:

Not being influential in the decision making process

6. RESPONSE UNDER PRESSURE:

Competitive, goes for the jugular; sulky, condescending

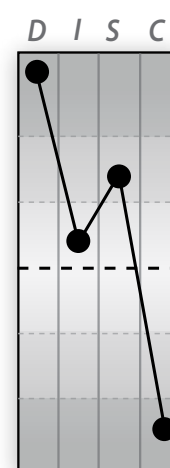
7. BLIND SPOT:

Lack of kindness or allowance for human error

Complementary Team Members Needed:

I/S, S/I, S/IC, S/CD

The D/SI Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Strength through supporting people by example

2. INDIVIDUAL GIFTEDNESS:

Kindness with cooperative spirit

3. VALUE TO THE ORGANIZATION:

Self-starter and focus on a few projects at a time

4. IDEAL ENVIRONMENT:

Where team members play a designated role

5. FEARS/DISLIKES:

Not being understood or appreciated

6. RESPONSE UNDER PRESSURE:

Stubborn and unsystematic

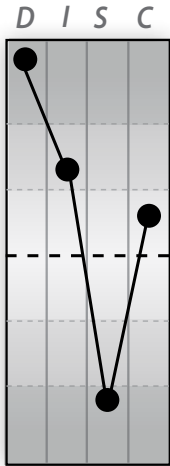
7. BLIND SPOT:

Not taking time for details

Complementary Team Members Needed:

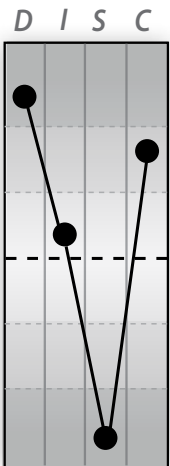
I/C, S/CD, C, C/SD

The D/IC Style Blend



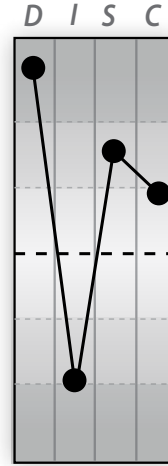
- 1. PRIMARY DRIVE OR MOTIVATION:**
Intense, cognitive interaction for creative solutions
 - 2. INDIVIDUAL GIFTEDNESS:**
Quickness in response, risk-taker
 - 3. VALUE TO THE ORGANIZATION:**
Spontaneity; challenging the status quo
 - 4. IDEAL ENVIRONMENT:**
Meetings with open discussions that are fast-paced and bottom-line
 - 5. FEARS/DISLIKES:**
Routine activities with no variety
 - 6. RESPONSE UNDER PRESSURE:**
Determined, quick; intense, impatient
 - 7. BLIND SPOT:**
Understanding that slower paced styles need time to process information
- Complementary Team Members Needed:**
I/S, I/SC, S, S/D

The D/CI Style Blend



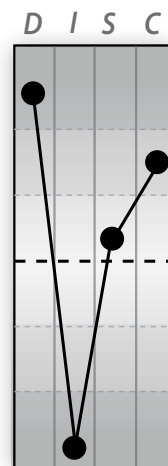
- 1. PRIMARY DRIVE OR MOTIVATION:**
Results driven and a problem solver
 - 2. INDIVIDUAL GIFTEDNESS:**
Driven and quick thinker
 - 3. VALUE TO THE ORGANIZATION:**
Attention to details; challenges status quo
 - 4. IDEAL ENVIRONMENT:**
Having meetings that are organized and bottom-line oriented. Fast-paced and productive
 - 5. FEARS/DISLIKES:**
Too much information that may slow progress
 - 6. RESPONSE UNDER PRESSURE:**
Unapproachable, impulsive, intense
 - 7. BLIND SPOT:**
Unappreciative of other team members
- Complementary Team Members Needed:**
I/S, I/SC, S, S/D

The D/SC Style Blend



- 1. PRIMARY DRIVE OR MOTIVATION:**
Industrious, working theory into practical results
 - 2. INDIVIDUAL GIFTEDNESS:**
Sensitivity to feelings with decisiveness for quality results
 - 3. VALUE TO THE ORGANIZATION:**
Tenacious, self-starter, quiet toughness, administrative skills
 - 4. IDEAL ENVIRONMENT:**
Work that produces tangible results; private work area
 - 5. FEARS/DISLIKES:**
Inability to control the final results of efforts
 - 6. RESPONSE UNDER PRESSURE:**
Cold logic, crisp; blunt, critical
 - 7. BLIND SPOT:**
Understanding the need to communicate the feelings in decisions
- Complementary Team Members Needed:**
I, I/S, I/SC, S/I

The D/CS Style Blend



- 1. PRIMARY DRIVE OR MOTIVATION:**
Getting results while being factual, and methodical
 - 2. INDIVIDUAL GIFTEDNESS:**
Focused; intelligent and confident
 - 3. VALUE TO THE ORGANIZATION:**
Think big, value time and believe in people
 - 4. IDEAL ENVIRONMENT:**
Private work area; routine work with challenge
 - 5. FEARS/DISLIKES:**
Failure to complete a quality task
 - 6. RESPONSE UNDER PRESSURE:**
May appear pessimistic or critical
 - 7. BLIND SPOT:**
Blunt; disengaged
- Complementary Team Members Needed:**
I, I/S, I/SC, S/I

Understanding the 10 Different I Personality Style Blends



Motto: "Let the good times roll!"

There is a special style blend chart just for you. Your Personal Style will be **Fun!**

We use a star to depict the I type, because the I type loves to be the star of the show. You will notice that the I is in the upper right quadrant of the circle. Red is our color for the I type, because it is fiery and exciting and shouts, "Hey, look at me!" Six key traits, or characteristics, describe the Outgoing and People-Oriented I type: **Inspiring, Influencing, Impressionable, Interactive, Impressive and Involved.**

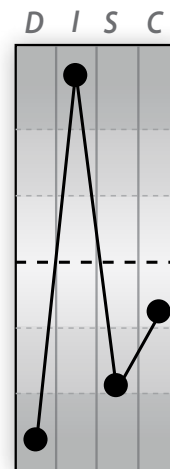


The I Type Is Good At...

- Speaking persuasively
- Responding well to surprises
- Expressing ideas
- Accepting new people
- Creating enthusiasm
- Working well with others
- Having a sense of humor
- Keeping a positive attitude



The Inspiring Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Creating a favorable, friendly, fun environment

2. INDIVIDUAL GIFTEDNESS:

Quick in speech; special ability to affirm and encourage others

3. VALUE TO THE ORGANIZATION:

Inspiring people with expressive, optimistic feelings

4. IDEAL ENVIRONMENT:

Warm and friendly; assignments involving people

5. FEARS/DISLIKES:

Loss of social recognition, public embarrassment

6. RESPONSE UNDER PRESSURE:

Persuasive, talkative; careless, unpredictable

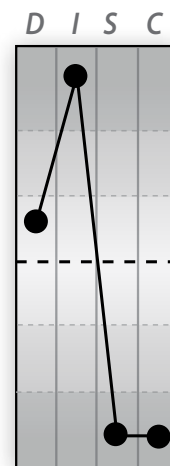
7. BLIND SPOT:

Recalling past commitments

Complementary Team Members Needed:

S/C, S/CD, C, C/S

The I/D Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Expressing free-spirited energy, maintaining independence

2. INDIVIDUAL GIFTEDNESS:

Friendly approach, optimistic outlook

3. VALUE TO THE ORGANIZATION:

Openness to pioneering efforts; enthusiasm in selling and motivating others

4. IDEAL ENVIRONMENT:

Varied activities involving people; freedom from details

5. FEARS/DISLIKES:

Not having the authority to be in control of decisions

6. RESPONSE UNDER PRESSURE:

Charming, winsome; poor listener, unrealistic

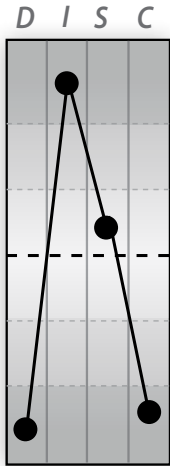
7. BLIND SPOT:

Connecting past events and commitments with current events

Complementary Team Members Needed:

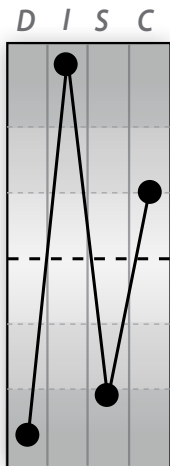
D/C, S/C, C/S, C/SD

The I/S Style Blend



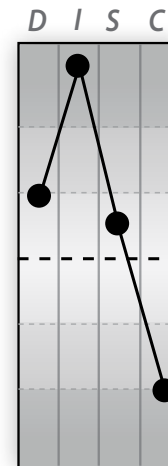
- 1. PRIMARY DRIVE OR MOTIVATION:**
Maintaining friendliness and harmony, relating with focus
 - 2. INDIVIDUAL GIFTEDNESS:**
Seeing the positive in others in spite of the flaws
 - 3. VALUE TO THE ORGANIZATION:**
Building up others, being a peacemaker and optimistic
 - 4. IDEAL ENVIRONMENT:**
Positive recognition is encouraged; open door prevails
 - 5. FEARS/DISLIKES:**
Disharmony, arguments, interpersonal conflict
 - 6. RESPONSE UNDER PRESSURE:**
Flexible and compromising; overly optimistic, too trusting
 - 7. BLIND SPOT:**
Unable to see an individual's flaws, so he or she is taken advantage of by others
- Complementary Team Members Needed:**
D/C, C/D, C/I, C/SD

The I/C Style Blend



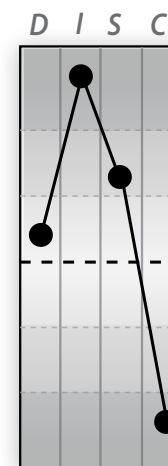
- 1. PRIMARY DRIVE OR MOTIVATION:**
Sensitivity to people while also maintaining quality in the task
 - 2. INDIVIDUAL GIFTEDNESS:**
Having fun working through people
 - 3. VALUE TO THE ORGANIZATION:**
Presenting vital information with optimism and flair
 - 4. IDEAL ENVIRONMENT:**
Where uniqueness is valued; structure that encourages expression of feelings
 - 5. FEARS/DISLIKES:**
Being wrong, looking bad in front of peers
 - 6. RESPONSE UNDER PRESSURE:**
Assertive, intense; emotionally restless, irrational
 - 7. BLIND SPOT:**
Making rational decisions when under emotional stress
- Complementary Team Members Needed:**
D/S, S, S/I, S/CD

The I/DS Style Blend



- 1. PRIMARY DRIVE OR MOTIVATION:**
Being outgoing and friendly with energy and warmth
 - 2. INDIVIDUAL GIFTEDNESS:**
Interacting with people to follow through toward goals
 - 3. VALUE TO THE ORGANIZATION:**
Confidently accomplishes goals through people
 - 4. IDEAL ENVIRONMENT:**
Opportunities to look good in public settings
 - 5. FEARS/DISLIKES:**
Highly structured and rigid environments
 - 6. RESPONSE UNDER PRESSURE:**
Free-spirited, fun; disorderly, authoritative
 - 7. BLIND SPOT:**
Seeing that structure and order can be positive
- Complementary Team Members Needed:**
S/CD, C, C/S, C/SI

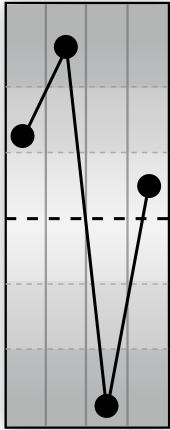
The I/SD Style Blend



- 1. PRIMARY DRIVE OR MOTIVATION:**
Interacting with people with purpose
 - 2. INDIVIDUAL GIFTEDNESS:**
Fun and persuasive; imaginative and inspirational
 - 3. VALUE TO THE ORGANIZATION:**
Accomplishes goals with a team
 - 4. IDEAL ENVIRONMENT:**
Lots of people and social activity
 - 5. FEARS/DISLIKES:**
Disapproval and disappointment
 - 6. RESPONSE UNDER PRESSURE:**
Becomes stubborn and unsystematic
 - 7. BLIND SPOT:**
Being unfocused and impulsive
- Complementary Team Members Needed:**
S/CD, C, C/S, C/SI

The I/DC Style Blend

D I S C



1. PRIMARY DRIVE OR MOTIVATION:

Enjoying people with a focus on quality and achieving goals

2. INDIVIDUAL GIFTEDNESS:

Positive commitment, inspiring to reach excellence

3. VALUE TO THE ORGANIZATION:

Handling a variety of people activities without losing quality performance

4. IDEAL ENVIRONMENT:

Wide range of activities; fast-paced assignments

5. FEARS/DISLIKES:

Routine, fixed environment with little or no variety

6. RESPONSE UNDER PRESSURE:

Quick-witted, active; restless, impatient

7. BLIND SPOT:

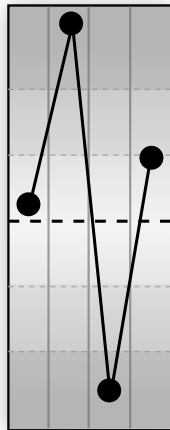
Understanding that a deliberate pace can achieve positive results

Complementary Team Members Needed:

S, S/C, S/CD, C/S

The I/CD Style Blend

D I S C



1. PRIMARY DRIVE OR MOTIVATION:

Have fun as well as being focused on the project

2. INDIVIDUAL GIFTEDNESS:

Have great ideas and can verbalized them well

3. VALUE TO THE ORGANIZATION:

Organized and builds confidence in others

4. IDEAL ENVIRONMENT:

Have a leadership role where there is fairness

5. FEARS/DISLIKES:

Being wrong because of inaccurate data

6. RESPONSE UNDER PRESSURE:

Become impersonal, disinterested and aloof

7. BLIND SPOT:

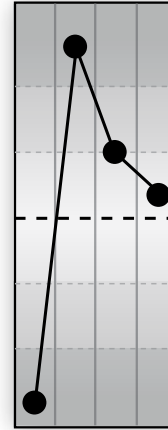
Failure to appreciate the value of team members

Complementary Team Members Needed:

S, S/C, S/CD, C/S

The I/SC Style Blend

D I S C



1. PRIMARY DRIVE OR MOTIVATION:

Being friendly and personable, with a common-sense approach

2. INDIVIDUAL GIFTEDNESS:

Approachable, stable, understands people's feelings

3. VALUE TO THE ORGANIZATION:

Solving human relations issues; feeling and personable

4. IDEAL ENVIRONMENT:

Informal setting, opportunities to mix business with pleasure

5. FEARS/DISLIKES:

Confrontation, disharmony; intense arguments

6. RESPONSE UNDER PRESSURE:

Cooperative, diplomatic; intimidated, indecisive

7. BLIND SPOT:

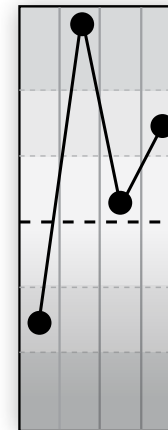
Objectively separating feeling issues from logic for a decision

Complementary Team Members Needed:

D, D/S, D/C, S/CD

The I/CS Style Blend

D I S C



1. PRIMARY DRIVE OR MOTIVATION:

To be part of a team that strives for excellence

2. INDIVIDUAL GIFTEDNESS:

A good communicator who is diplomatic and predictable

3. VALUE TO THE ORGANIZATION:

Can balance the feelings of people while being correct

4. IDEAL ENVIRONMENT:

Informal setting, mixing fun with work opportunities

5. FEARS/DISLIKES:

Disapproval and inaccuracy

6. RESPONSE UNDER PRESSURE:

Hesitant, needing additional time for a decision

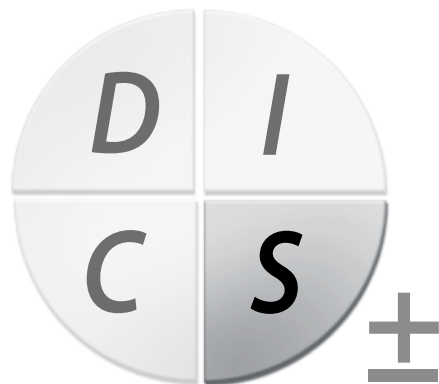
7. BLIND SPOT:

Finishing a project

Complementary Team Members Needed:

D, D/S, D/C, S/CD

Understanding the 10 Different S Personality Style Blends



Motto: "Working together, we can do it!"

There is a special Style Blend chart just for you. Your Personal Style will be **Kind and Considerate**.

We use a plus or minus sign to depict the S type, because Ss are flexible and willing to respond, more or less, the way you might ask them to! You will notice that the S is in the lower right quadrant of the circle. Blue is our color for the S type, because it is a peaceful, harmonious color, just like the color of the sky. Six key traits, or characteristics, describe the Reserved and People-Oriented S type: **Supportive, Stable, Steady, Sweet, Status Quo and Shy.**

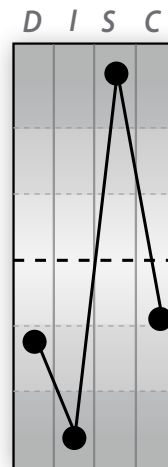


The S Type Is Good At...

- Showing sincerity
- Being even-tempered
- Emphasizing loyalty
- Building relationships
- Seeing an easier way to do things
- Providing dependability
- Being a team player
- Making others feel accepted



The Supportive Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Creating a supportive, secure environment

2. INDIVIDUAL GIFTEDNESS:

Consistency, maintaining stability

3. VALUE TO THE ORGANIZATION:

Team player, follow-through

4. IDEAL ENVIRONMENT:

Stable and predictable; team approach with minimal conflict

5. FEARS/DISLIKES:

Change, disharmony, confronting others

6. RESPONSE UNDER PRESSURE:

Calm, easygoing; hesitant, unable to initiate change

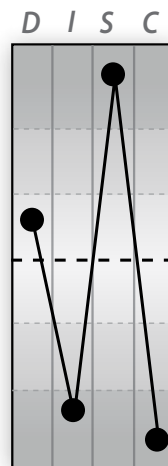
7. BLIND SPOT:

Seeing the need to move quickly on problems and issues

Complementary Team Members Needed:

D, D/I, I/DS, C/DS

The S/D Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Applying supportive diligence mixed with tenacity

2. INDIVIDUAL GIFTEDNESS:

Commitment to follow-through, loyal, good administrative skills

3. VALUE TO THE ORGANIZATION:

A feeling, practical problem-solver; gives firm support

4. IDEAL ENVIRONMENT:

Steady pace, opportunity to do it his or her own way, little conflict

5. FEARS/DISLIKES:

Non-compliance with his or her routines

6. RESPONSE UNDER PRESSURE:

Deliberate, practical; possessive, insensitive

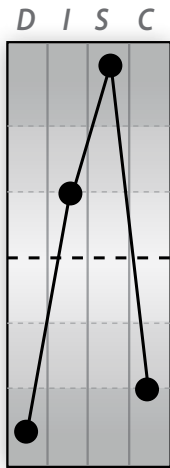
7. BLIND SPOT:

Communicating procedures that could benefit others

Complementary Team Members Needed:

I, I/D, I/S, I/C

The S/I Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Maintaining peace and harmony, security with friendliness

2. INDIVIDUAL GIFTEDNESS:

Unconditional acceptance of others, expressions of kindness

3. VALUE TO THE ORGANIZATION:

Empathy for others; sense of humor, a peacemaker

4. IDEAL ENVIRONMENT:

Dealing with people on a close, personal basis; little or no conflict

5. FEARS/DISLIKES:

Having to face dissension and conflict

6. RESPONSE UNDER PRESSURE:

Lighthearted, good-natured; hesitant, indecisive

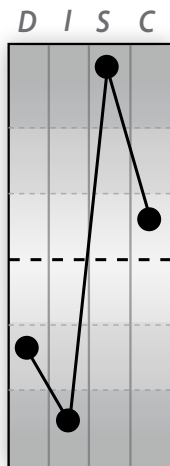
7. BLIND SPOT:

Seeing the need to move beyond security blankets

Complementary Team Members Needed:

D, D/I, I/D, C/D

The S/C Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Deliberate, conservative pace in a specialized, supportive role

2. INDIVIDUAL GIFTEDNESS:

Dependable, loyal, specialized follow-through skills

3. VALUE TO THE ORGANIZATION:

Excellent team player, finds agreement between opposing views

4. IDEAL ENVIRONMENT:

Specialized assignments; stability, predictability, no surprises

5. FEARS/DISLIKES:

Having to make quick decisions; disorganization

6. RESPONSE UNDER PRESSURE:

Thoughtful and sweet; hesitant, procrastinates

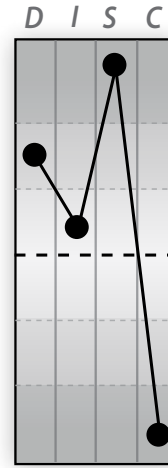
7. BLIND SPOT:

Taking ownership of his or her skills and understanding the significance of his or her contributions

Complementary Team Members Needed:

D, D/I, D/IC, I/D

The S/DI Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

To be a supportive leader

2. INDIVIDUAL GIFTEDNESS:

Team player and creative problem solver

3. VALUE TO THE ORGANIZATION:

Dependable; fresh problem-solving ideas that make people feel comfortable

4. IDEAL ENVIRONMENT:

Time to process new information and the ability to set his or her own work pace

5. FEARS/DISLIKES:

Strict procedures, inflexible environment

6. RESPONSE UNDER PRESSURE:

Free-spirited, friendly; disguises feelings, stubborn

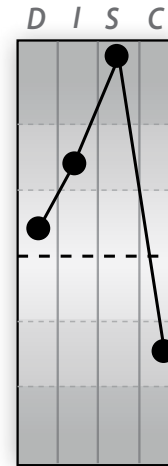
7. BLIND SPOT:

Speaking up when feeling overpowered or intimidated

Complementary Team Members Needed:

D/C, D/IC, C, C/D

The S/ID Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

To support and influence

2. INDIVIDUAL GIFTEDNESS:

Relaxed approach, but can rise to the occasion

3. VALUE TO THE ORGANIZATION:

Loyal and service-oriented

4. IDEAL ENVIRONMENT:

Peaceful with harmony and loyalty; where the team works together

5. FEARS/DISLIKES:

Conflict and disapproval

6. RESPONSE UNDER PRESSURE:

Illogical and pushy

7. BLIND SPOT:

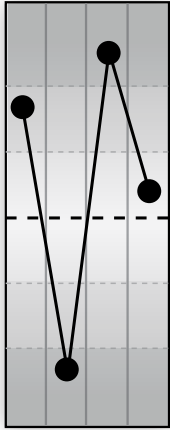
Indecisive; procrastinates

Complementary Team Members Needed:

D/IC, D/C, C, C/D

The S/DC Style Blend

D I S C



1. PRIMARY DRIVE OR MOTIVATION:

Supportive, carefully accomplishes responsibilities

2. INDIVIDUAL GIFTEDNESS:

Excellent planning and scheduling skills

3. VALUE TO THE ORGANIZATION:

Extremely conscientious team player, stable and responsible

4. IDEAL ENVIRONMENT:

Being part of a team, working in harmony with others

5. FEARS/DISLIKES:

Work ethics of others not measuring up to his or her ethics

6. RESPONSE UNDER PRESSURE:

Persistent, practical, logical; resistant to change, moody

7. BLIND SPOT:

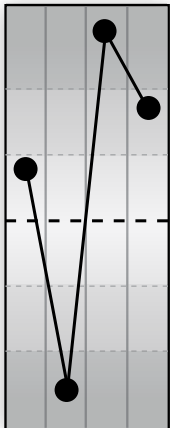
Understanding that his or her commitment to tasks may compromise relationships

Complementary Team Members Needed:

I, I/S, I/SD, I/C

The S/CD Style Blend

D I S C



1. PRIMARY DRIVE OR MOTIVATION:

To support with accuracy

2. INDIVIDUAL GIFTEDNESS:

Dependable team player, focused

3. VALUE TO THE ORGANIZATION:

Consistent and cautious; hold to what is true and fair

4. IDEAL ENVIRONMENT:

Expectations are clearly defined; they dislike conflict but will stand for what is right

5. FEARS/DISLIKES:

Not enough time to complete tasks; changes will occur

6. RESPONSE UNDER PRESSURE:

Speak out defiantly; may seem uncaring

7. BLIND SPOT:

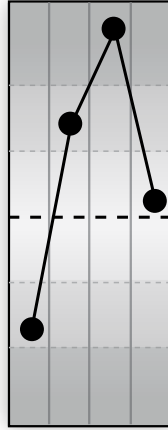
Pessimistic and too serious

Complementary Team Members Needed:

I, I/S, I/SD, I/C

The S/IC Style Blend

D I S C



1. PRIMARY DRIVE OR MOTIVATION:

Relationally supportive mixed with a commitment to quality

2. INDIVIDUAL GIFTEDNESS:

Working with people within a defined order or framework

3. VALUE TO THE ORGANIZATION:

Getting positive results in spite of bad situations through being cool under fire; modeling respect for authority

4. IDEAL ENVIRONMENT:

Stable, predictable, sensible procedures; friendly co-workers

5. FEARS/DISLIKES:

Change or confrontation causing infighting among co-workers

6. RESPONSE UNDER PRESSURE:

Cooperative, compassionate; fearful, incapacitated

7. BLIND SPOT:

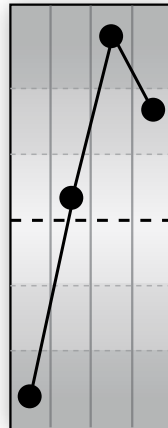
Understanding that confrontation is sometimes a valuable option

Complementary Team Members Needed:

D, D/I, D/C, I/C

The S/CI Style Blend

D I S C



1. PRIMARY DRIVE OR MOTIVATION:

To create and resolve

2. INDIVIDUAL GIFTEDNESS:

Considerate and intellectual; likable

3. VALUE TO THE ORGANIZATION:

Can resolve issues by seeing both sides

4. IDEAL ENVIRONMENT:

Friendly work place that allows time to make changes

5. FEARS/DISLIKES:

Conflict; the project not meeting their standards

6. RESPONSE UNDER PRESSURE:

Pessimistic, fearful

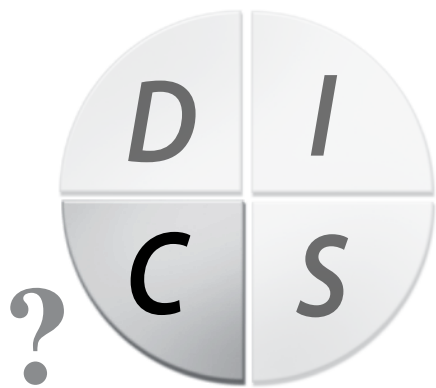
7. BLIND SPOT:

Procrastinates, difficulty making changes

Complementary Team Members Needed:

D, D/I, D/C, I/C

Understanding the 10 Different C Personality Style Blends



Motto: "Don't show all your cards."

There is a special Style Blend chart just for you. Your Personal Style will be **Accurate**.

We use a question mark to depict the C type, because the C type loves to question everything! You will notice that the C is in the lower left quadrant of the circle. Yellow is our color for the C type, because it means caution, like the yellow in a traffic light. It also reminds us of the radiant energy of the sun, so it pictures the intensity of the C type. Six key traits, or characteristics, describe the Reserved and Task-Oriented C type: **Cautious, Calculating, Competent, Conscientious, Contemplative and Careful.**

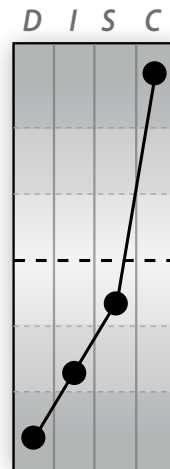


The C Type Is Good At...

- Working systematically
- Being conscientious
- Maintaining their focus
- Analyzing obstacles
- Striving for logical results
- Organizing material
- Thinking logically
- Evaluating situations



The Cautious Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Being cautious in order to do things correctly

2. INDIVIDUAL GIFTEDNESS:

Attention to details; validation of data; diplomatic

3. VALUE TO THE ORGANIZATION:

Conscientious, consistent concern for quality control and excellence

4. IDEAL ENVIRONMENT:

Structured by procedures for accuracy and quality

5. FEARS/DISLIKES:

The unknown or undefined

6. RESPONSE UNDER PRESSURE:

Asks precise questions; picky, pessimistic

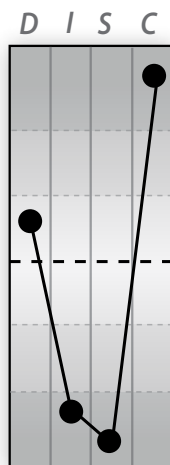
7. BLIND SPOT:

Seeing the big picture because he or she continues to focus on details

Complementary Team Members Needed:

D/I, I/DC, I/S, S/C

The C/D Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Validation of data for practical use

2. INDIVIDUAL GIFTEDNESS:

Concern for accuracy and precision; objectivity

3. VALUE TO THE ORGANIZATION:

Solves problems through logical conclusions; specialized ability to find system flaws

4. IDEAL ENVIRONMENT:

Freedom to ask questions; definite procedures, structure and roles

5. FEARS/DISLIKES:

Accuracy and precision are discounted as unimportant

6. RESPONSE UNDER PRESSURE:

Questioning, diplomatic; self-righteous, unfriendly

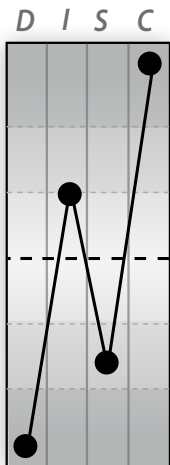
7. BLIND SPOT:

Understanding that focusing on tasks makes him or her seem cold and uncaring

Complementary Team Members Needed:

I/DS, I/S, I/C, S/I

The C/I Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Cautious inspiration; modeling and communicating excellence

2. INDIVIDUAL GIFTEDNESS:

Searches for the depth of meaning behind information; inspiring and expressive in relating this depth of meaning to others

3. VALUE TO THE ORGANIZATION:

Deep thinker and able communicator

4. IDEAL ENVIRONMENT:

Structure for open evaluation and expression of ideas

5. FEARS/DISLIKES:

Criticism of the quality of his or her work

6. RESPONSE UNDER PRESSURE:

Diplomatic, tactful; self-deprecating, worrisome

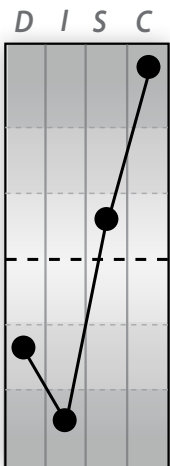
7. BLIND SPOT:

Remaining objective when confronted with criticism of his or her work

Complementary Team Members Needed:

D/IS, S, S/DC, S/I

The C/S Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Critical thinker; to be cooperative in validating data

2. INDIVIDUAL GIFTEDNESS:

Commitment to quality and order; consistent follow-through

3. VALUE TO THE ORGANIZATION:

Gathering, processing, defining information; checking for accuracy; maintaining quality

4. IDEAL ENVIRONMENT:

Assignments that allow for specialization, defined structure and order

5. FEARS/DISLIKES:

Surprises and illogical thinking

6. RESPONSE UNDER PRESSURE:

Patient, consistent; defensive, incapacitated with worry

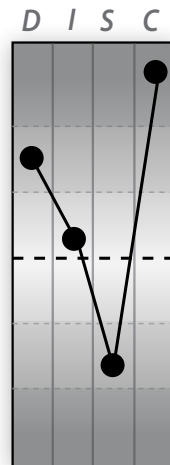
7. BLIND SPOT:

Being preoccupied with having to analyze everything

Complementary Team Members Needed:

I, I/S, I/SC, I/C

The C/DI Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

Tentative, intense, and relational to meet expectations

2. INDIVIDUAL GIFTEDNESS:

Internal drive for excellence; external ability to communicate concepts

3. VALUE TO THE ORGANIZATION:

Works to get quality results; able to handle many activities

4. IDEAL ENVIRONMENT:

Evaluations for quality of work where defined policies are put into action

5. FEARS/DISLIKES:

The quality of his or her work not being valued

6. RESPONSE UNDER PRESSURE:

Checking policies by questioning; increasingly intense, restless

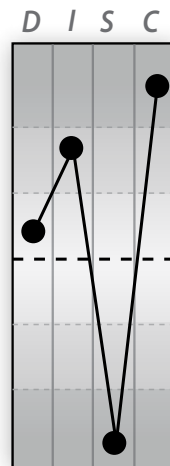
7. BLIND SPOT:

Seeing the need to be more patient in solving problems

Complementary Team Members Needed:

S, S/I, S/C, S/CD

The C/ID Style Blend



1. PRIMARY DRIVE OR MOTIVATION:

To develop projects with excellence and creativity

2. INDIVIDUAL GIFTEDNESS:

High standards and big ideas

3. VALUE TO THE ORGANIZATION:

Cautious with the desire to be accurate; able to handle many activities

4. IDEAL ENVIRONMENT:

Team approach with organizational structure

5. FEARS/DISLIKES:

Waste of time and unresolved issues

6. RESPONSE UNDER PRESSURE:

Impulsive; compromising

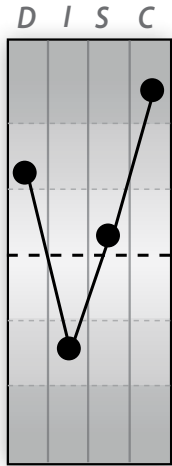
7. BLIND SPOT:

Being considerate and supportive of other people's plans

Complementary Team Members Needed:

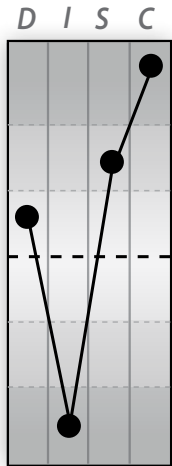
S, S/I, S/C, S/CD

The C/DS Style Blend



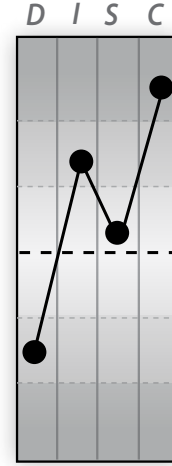
- 1. PRIMARY DRIVE OR MOTIVATION:**
Cautious, practical diligence; conscientious, steady follow-through
- 2. INDIVIDUAL GIFTEDNESS:**
Organizing and scheduling activities toward realistic conclusions
- 3. VALUE TO THE ORGANIZATION:**
Extremely comprehensive; logical and objective with sensitivity to others with whom he or she works
- 4. IDEAL ENVIRONMENT:**
A practical specialty field; working in harmony with others
- 5. FEARS/DISLIKES:**
Having insufficient time to validate information for a logical decision
- 6. RESPONSE UNDER PRESSURE:**
Correct, factual; pessimistic, critical
- 7. BLIND SPOT:**
Feeling the freedom to express personal feelings spontaneously
- Complementary Team Members Needed:**
D/I, D/C, I, I/D

The C/SD Style Blend



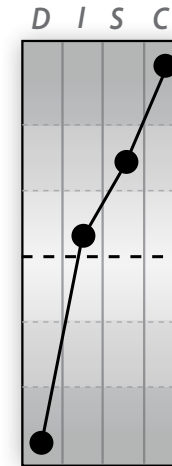
- 1. PRIMARY DRIVE OR MOTIVATION:**
To accomplish tasks with accuracy; supporting team
- 2. INDIVIDUAL GIFTEDNESS:**
Conscientious, sensitive and motivated
- 3. VALUE TO THE ORGANIZATION:**
Comprehensive and logical; cooperative
- 4. IDEAL ENVIRONMENT:**
Quiet place to gather quality information, without distractions
- 5. FEARS/DISLIKES:**
Changes that will slow progress; negative criticism
- 6. RESPONSE UNDER PRESSURE:**
Stubborn, pessimistic
- 7. BLIND SPOT:**
Critical and overly intense
- Complementary Team Members Needed:**
D/I, D/C, I, I/D

The C/IS Style Blend



- 1. PRIMARY DRIVE OR MOTIVATION:**
To maintain quality standards and procedures with people
- 2. INDIVIDUAL GIFTEDNESS:**
Very conscientious in communicating rules, structure and order to others
- 3. VALUE TO THE ORGANIZATION:**
Gifted at working through people rather than around them; seeks quality and teamwork
- 4. IDEAL ENVIRONMENT:**
Practical procedures that have predictable outcomes
- 5. FEARS/DISLIKES:**
Criticism of personal work or efforts
- 6. RESPONSE UNDER PRESSURE:**
Cooperative, adaptable; fearful, incoherent
- 7. BLIND SPOT:**
Maintaining objectivity when experiencing criticism
- Complementary Team Members Needed:**
D, D/I, D/C, S/D

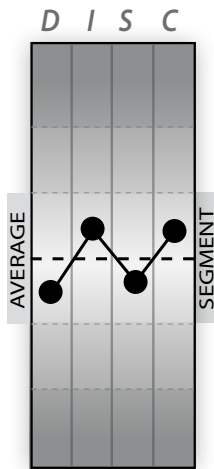
The C/SI Style Blend



- 1. PRIMARY DRIVE OR MOTIVATION:**
To accomplish tasks in a friendly atmosphere
- 2. INDIVIDUAL GIFTEDNESS:**
Being flexible with the team
- 3. VALUE TO THE ORGANIZATION:**
Can turn the negative to positive benefits; being practical and inclusive
- 4. IDEAL ENVIRONMENT:**
Opportunity to be creative with flexible time margins
- 5. FEARS/DISLIKES:**
Disapproval, conflict and change
- 6. RESPONSE UNDER PRESSURE:**
Compliant; uncertain, mistrusting
- 7. BLIND SPOT:**
Finishing a project on time
- Complementary Team Members Needed:**
D, D/I, D/C, S/D

The Level Style Blend

All four plotting points positioned closely together falling anywhere within the "Average Segment" make a Level Style Blend. It indicates that no particular **DISC** type is more predominant than another one.



- 1. PRIMARY DRIVE OR MOTIVATION:**
To be extremely flexible, able to adjust to almost any situation
- 2. INDIVIDUAL GIFTEDNESS:**
Understanding how seemingly conflicting perspectives can be simultaneously valid
- 3. VALUE TO THE ORGANIZATION:**
Highly adaptable in most any given situation; showing the value of an opposite viewpoint to others; working for balance
- 4. IDEAL ENVIRONMENT:**
Assignments that require flexibility and moderation
- 5. FEARS/DISLIKES:**
Being extreme or being perceived as extreme
- 6. RESPONSE UNDER PRESSURE:**
Flexible, mediating; ambivalent, fearful
- 7. BLIND SPOT:**
Being highly motivated in any particular direction
- Complementary Team Members Needed:**
ANY STYLE

A Special Note: If you are going through some temporary, ambiguous circumstances that will deeply affect your life, you may temporarily assess as a Level Style Blend. If the level pattern occurs in *Graph I*, it may indicate that you are going through a transition period in your life where you are not sure what behavior is best for your current environment. If the Level Style Blend occurs in *Graph II*, it may indicate that you are under pressure to be all things to all people. Both situations can be very frustrating. To determine if this pattern is due to temporary events in your life, wait a few weeks, and complete another assessment, or ask a close friend or two to complete an assessment questionnaire on your behalf.

For more information on the Level Pattern, please consult *Who Do You Think You Are... Anyway?* pages: 326-330 by Dr. Robert A. Rohm.

My Personal Style Blend

Please refer to your Style Blend Chart to personalize these ideas.

In my own words, this is my style!

1. Because my **Primary Drive** is _____

2. I have real **Giftedness** in this way: _____

3. I recognize that the **Value** that I bring to the **Organization** with which I work is _____

4. The **Ideal Environment** for me to do this work is _____

5. When I face my **Fears/Dislikes** of _____

6. My **Response under Pressure** may be _____

7. Even though no one naturally sees his or her own **Blind Spot**, I perceive mine to be _____
In my own words, I can begin to compensate for this blind spot by _____

Selecting my team (*again, refer to your Style Blend Chart*)

- One of the **Complementary Team Members Needed** most by my style is:

- The **Individual Giftedness** of this person's style, that complements my style, is _____
(Refer to the corresponding Style Blend Chart)
- The **Value to the Organization** of this team member's style, which I need most, is _____
- Why I need him or her on my team _____

For a more detailed discussion of each style blend, see Dr. Rohm's book *Who Do You Think You Are... Anyway?*



*The Ultimate
Discovery System™*
