

Personality Profile

for

Joe Sample



Your Graphic Here

Provided by:

Joe Sample
VP Training and Development
Your Company Name
you@yourcompany.com
214-555-5555
<http://www.yourcompany.com>

Access code: AEPI-SAMPLE-SAMP, completed 2016-02-25 , Adult Extended Version 1.2

Navigation Menu



What You Will Learn
Page 3



DISC Introduction
Pages 4-5



Intro to You
Page 6



Descriptive Words
Page 7



You on a Team
Page 8



Working With You
Page 9



Your Strengths
Page 10



Keys to Excellence
Page 11



Basic Motivation Style
Pages 12-13



Communication Style
Pages 14-15



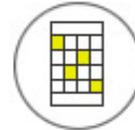
Priorities and Decisions Style
Pages 16-17



Insights for Professional Growth
Page 18



Insights for Long-term Growth
Page 19



Trait Continuum
Page 20



Communication Tips
Pages 21-25



Leadership Insights
Pages 26-29



What to Emphasize with Each Style
Page 30



3 Tips to Remember
Page 31



Relating to Others
Pages 32-35



Perceptions of Each Style
Pages 36-39



Your DISC Graphs
Pages 40-43



Reading Others
Page 44

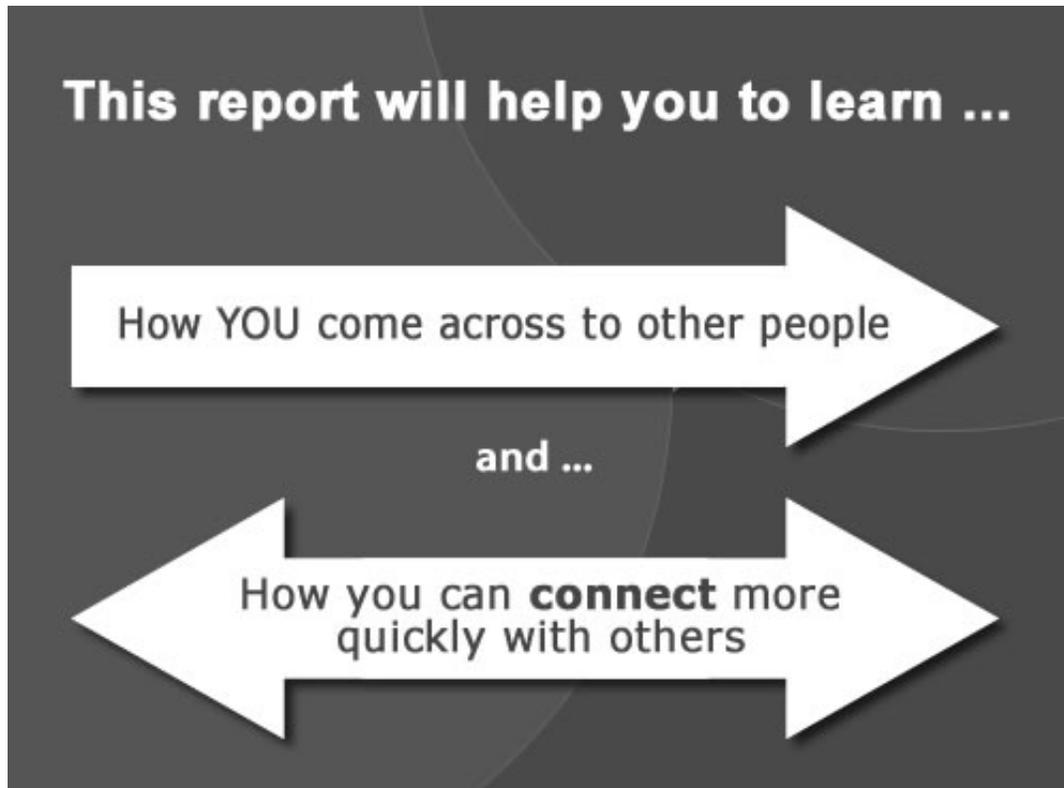


Success in Sales
Page 45



Appendix
Pages 46-50

What You Will Learn



When you are able to ...

- 1) Understand yourself
- 2) Understand others
- 3) Adapt your style to theirs

then you can experience:

Better RESULTS and more success in what you do
More FUN in life and better friendships with people
More PEACE and harmony with those you care about
Better UNDERSTANDING and less frustration when working with people

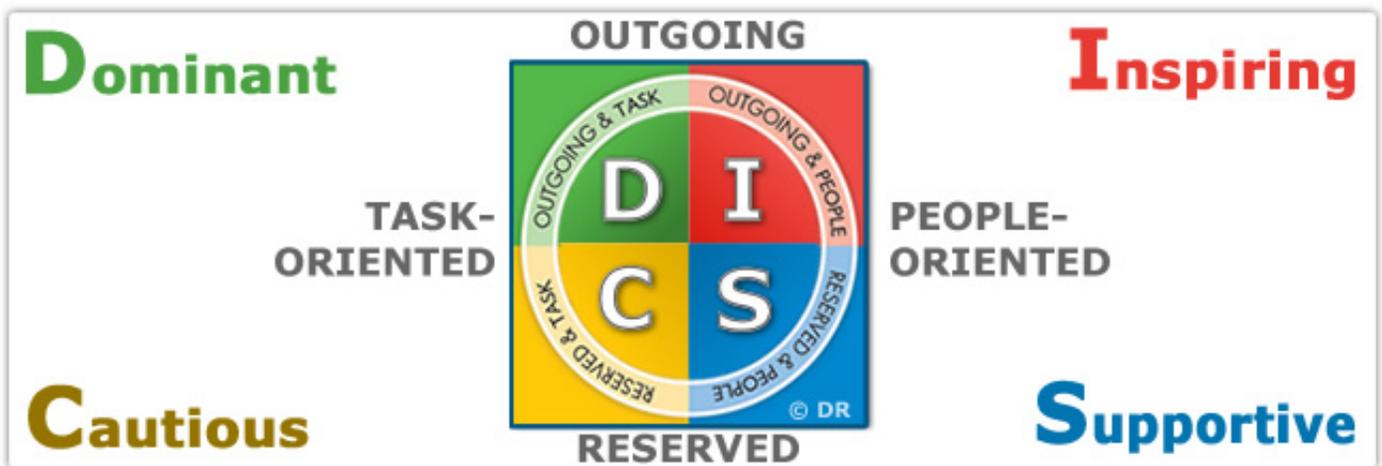
The "DISC" Model of Human Behavior



Joe, we will be using a concept called the "DISC" Model of Human Behavior in this report. Each letter (D, I, S and C) represents a main personality style. The DISC model is based on the fact that most people have predictable patterns of behavior. The first pattern reflects whether a person is more **OUTGOING** or **RESERVED**. The second pattern reflects whether a person is more **TASK-ORIENTED** or **PEOPLE-ORIENTED**. The two patterns can be visualized in circular diagrams as opposing traits and then combined as shown below.



The circular diagram in Step 3 has four sections like a pie. Each section is a combination of traits that can be described by the letters D, I, S and C. The main words that we use to describe each personality style are **Dominant** (D), **Inspiring** (I), **Supportive** (S) and **Cautious** (C) as shown below.



Each Person is a **UNIQUE BLEND** of ALL FOUR traits. The results of your assessment show that your personality can be described by these letters: "**D/I**", which is what we call your personality blend. You will learn more about your "**D/I**" blend in your Personality Profile.

DISC is Easy to Remember



DISC is easy to remember using letters, colors and symbols.

Symbol	Behavior	Key Words	Color Meaning	Symbol Meaning
	OUTGOING and TASK-ORIENTED	<ul style="list-style-type: none"> • Dominant • Direct • Demanding • Decisive • Determined • Doer 	<p>GREEN means GO - like a green light in traffic!</p> <p>They are always looking for a TASK to GO DO. They were born ready!</p>	<p>The EXCLAMATION POINT represents being emphatic!</p> <p>They like to face everything head-on!</p>
	OUTGOING and PEOPLE-ORIENTED	<ul style="list-style-type: none"> • Inspiring • Influencing • Impressionable • Interactive • Impressive • Involved 	<p>RED is highly VISIBLE and BRIGHT</p> <p>They are always easy to spot. The party begins when they show up!</p>	<p>The STAR symbol means they are the star of the show!</p> <p>They make life FUN and EXCITING!</p>
	RESERVED and PEOPLE-ORIENTED	<ul style="list-style-type: none"> • Supportive • Stable • Steady • Sweet • Status-quo • Shy 	<p>BLUE is PEACEFUL like a clear blue sky</p> <p>They like things to be calm, relaxed and peaceful. They are so nice!</p>	<p>The PLUS and MINUS represents being accommodating.</p> <p>Plus or minus, either way is okay. They like to please others!</p>
	RESERVED and TASK-ORIENTED	<ul style="list-style-type: none"> • Cautious • Calculating • Competent • Conscientious • Contemplative • Careful 	<p>YELLOW means CAUTION</p> <p>They like to approach TASKS CAREFULLY. They move through life one calculated step at a time.</p>	<p>The QUESTION MARK represents their inquisitive nature.</p> <p>They have lots of detailed questions, and they need to think things through!</p>

Your Personality Style Blend

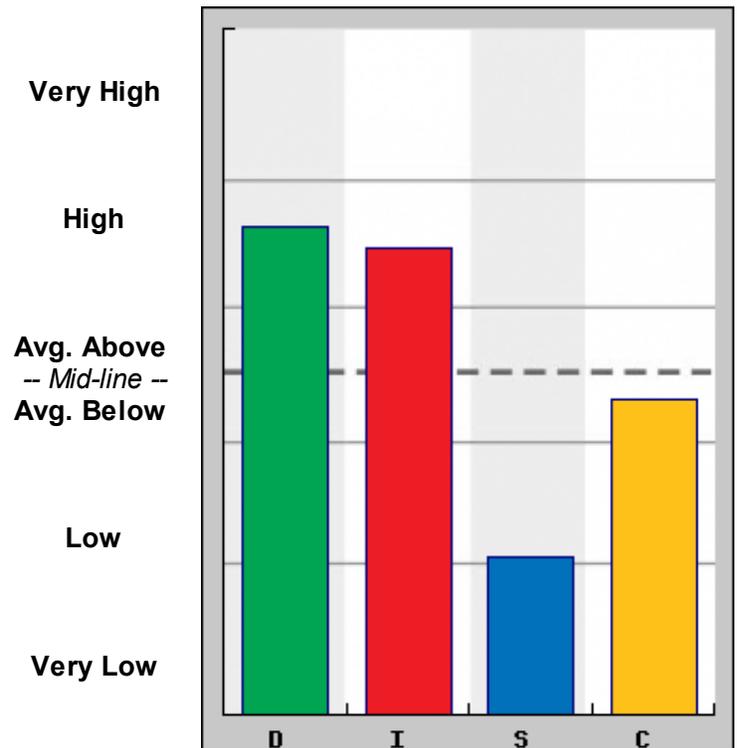


Congratulations, Joe! Your personality style blend is D/I. By having a DOMINANT / INSPIRING personality style, you're a person who seeks to lead - who likes to be in charge and get results quickly! You like producing tangible results. Your strengths are in generating high energy and action to get results. A graph of your personality style is shown to the right.

Note: This graph represents your D/I Style Blend. Please look in the "Graphs" section of this report to see your detailed graphs along with an explanation on how to understand your graphs.

"D" is the highest on the chart. You are task-oriented and outgoing. The Exclamation Mark is your symbol. You are extremely gifted at getting tasks done quickly. By being a visionary, you achieve your goals through people. Next, notice that in your graph, the I area is above the midline. That means your I traits will support your primary type which is D. I traits are usually where you go under stress. Consider that some short-term solutions create long-term problems. The S and C areas in your graph are below the midline. These are blind spots in your life. Acting on these traits will accelerate your success and help you gain respect with others.

Personality Chart for Joe



Words that Best Describe Joe



- Decisive
- Polished
- Domineering
- Determined
- Involved
- Spontaneous
- Bold
- Verbal
- Competitive
- Exaggerated
- Ambitious
- Independent
- Direct
- Driving
- Demanding
- Imaginative
- Persuasive
- Deliberate
- Emotional
- Impulsive
- Enthusiastic

Please keep in mind these words may describe you more or less depending on the situation. If you feel that some of the words above describe you very well, then circle them. If you feel like some of the words do not describe you well, simply cross them out. This information is usually 85-95% accurate, but you are welcome to mark it up to match your unique personality style.

This report is NOT meant to label you! It is designed to HELP you UNDERSTAND and DISCover yourself. You can enjoy your unique personality and your strengths!

Joe's Strengths



The following section describes Joe's strengths based on the **D/I** personality blend. These strengths represent qualities resulting from blending the D, I, S and C personality traits. Remember, everyone is a unique blend of all four styles. In other words, everyone has some of each of the four major personality styles.

Determined, Energetic and Outgoing:

Joe prefers to be on the go and prefers doing multiple tasks with people. Joe enjoys getting results by working with people to achieve goals. Joe looks for opportunities and is eager to get started on the next project.

Enthusiastic Leader:

Joe can work with others in a fast-paced environment. Joe knows how to get people moving toward a goal. Joe works hard and inspires others to do their best.

Joe's Keys to Excellence



The following section describes Joe's keys to maintain balance and excellence in life based on the dynamics of the **D/I** personality blend. These keys are important in adapting to the needs and perspective of others. Practicing these insights will cultivate teamwork, productivity, harmony and understanding with others.

Be Patient With People

Your mindset is "let's go now!" Not everyone will want to move as fast as you do. Be patient with people who prefer to take their time.

Adjust Your Pace

Adjust your pace and energy to those you interact with. Some people respond better to high energy and some people respond better in a calm environment.

Inspire Others to Grow as Leaders

Inspire others to grow by encouraging them to take on leadership roles for future development.

Consider Your Words

Be aware of your tone and intensity level when you communicate. Most people are sensitive to HOW things are said just much as they are to WHAT is being said.

Joe as a Team Member



Joe's Main Strength:

You are great at working on projects that require a leader who will take charge, have intense drive and create enthusiastic energy.

Main Motivation: Producing tangible results through influence with people

Individual Talents and Gifts: Self-motivation, high energy to get results with people

Value as a Team Member: Initiates activities, motivates others to action

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

Key to Motivate: Authority to take risks to achieve results; no close supervision; excitement and prestige; opportunity to work hard and play hard; a new challenge

Keys to Manage: While working with others: D/I style blends need the ability to adjust personal intensity to match the situation; to be confronted when they break the rules; an appreciation of slower-pace people; periods of reduced activity to relieve stress

How You Act Best Under Pressure (your perception): Competitive; confident; pioneering; assertive; positive; winner

How Others *May* MISUNDERSTAND and MISREAD Your Actions Under Pressure (if they do not understand you): Egotistical; nervy; demanding; controlling; aggressive; opinionated

Things to be aware of (possible blind spots): Short term solutions creating long term problems

Complementary Personality Styles: S/CD, S/C, S/I, C/S

Suggestions for Working with Joe



Based on your D/I personality blend, others can work more effectively with you by being aware of your basic style. This section is intended for others to be able to refer to in order to work more effectively with you.

The EASIEST way to work with Joe (or anyone with the D/I blend) is to:

Use their jargon; be open; provide probability of success and effectiveness of options; give "strokes" for involvement; understand their sporadic listening skills.

The LEAST EFFECTIVE way to work with Joe (or anyone with the D/I blend) is to:

Be redundant; ask useless questions; ramble or waste time; direct or order; assume that they have heard what you said; distract their minds from business when accomplishing tasks.

Joe's Basic Motivational Style



The following section describes your "Basic Style" which is how you behave most naturally. Everyone has areas that he or she is strong in and areas where there could be personal growth. The following section contains insights into your basic motivation and behavior.

As a person having a D/I style blend, you naturally act assertive, persuasive and responsive with others, because you want control, variety and at times, approval. It requires more self-control for you to remain calm at times, because you are a person who likes to take action. You are least comfortable when you perceive that you may face losing or being forced to conform. Remember: The keys to your success are being respected by others and staying under control. Adapt to others by BEING COOPERATIVE and choosing to be SUPPORTIVE at times.

Joe's Basic Style - Visual Chart

The following section shows your "Basic Style" in the form of a visual chart. The areas in **BOLD** show how you behave most naturally. The following section contains insights into your basic motivation and behavior.

	Dominant	Inspiring	Supportive	Cautious
High Trait Behavior	Tends to act Assertive Likes Control Dislikes Losing Guard against Anger	Tends to act Persuasive Likes Approval Dislikes Rejection Guard against Placing Blame	Tends to act Patient Likes Routine Dislikes Change Guard against Nonparticipation	Tends to act Contemplative Likes Standards Dislikes Being Wrong Guard against Criticism
Low Trait Behavior	Tends to act Cooperative Likes Harmony Dislikes Confrontation Guard against Indifference	Tends to act Unemotional Likes Logic Dislikes Illogical Actions Guard against Suspicion	Tends to act Responsive Likes Variety Dislikes Status Quo Guard against Impatience	Tends to act Free Spirited Likes Non-structure Dislikes Conforming Guard against Emotion
	Dominant	Inspiring	Supportive	Cautious

Joe's Communication Style



The following section describes how you tend to communicate and interact with others. Naturally, you like to communicate in a way that is most comfortable to you. Others may or may not understand you or your motivation. This page is designed to shed light on how your personality flavors the way you communicate with others. Please note that the following statements include areas for growth.

Because you have a D/I style blend, you communicate forcefully and at times informally. Others can perceive you as being pushy, talkative, impatient and unorthodox - especially if they do not understand you. Because you have a D/I style blend, you naturally want an environment that is results-oriented and people-oriented. You typically are motivated by challenges, positive feedback and new opportunities. Remember: The key to your success is to be under-control in order to get the results you desire. Do this by LISTENING more and communicating in a friendly manner with SOFTER TONES.

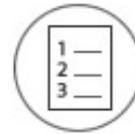
Communication Tip: Communicate effectively and act intelligently by adapting your words and actions to the personality style of others.

Joe's Communication Style Chart

The following section shows your "Communication" in the form of a visual chart. The areas in **BOLD** show how you communicate most naturally.

	Dominant	Inspiring	Supportive	Cautious
High Trait Behavior	Ideal Environment: Results-oriented Motivated by: Challenges Communication Style: Forceful Possible Perception: Pushy	Ideal Environment: People-oriented Motivated by: Positive Feedback Communication Style: Informal Possible Perception: Talkative	Ideal Environment: Support-oriented Motivated by: Affirmation Communication Style: Friendly Possible Perception: Weak	Ideal Environment: Detail-oriented Motivated by: Structure Communication Style: Systematic Possible Perception: Critical
Low Trait Behavior	Ideal Environment: Team-oriented Motivated by: Cooperation Communication Style: Cooperative Possible Perception: Indecisive	Ideal Environment: Detached Motivated by: Logical Order Communication Style: Logical Possible Perception: Aloof	Ideal Environment: Flexible Motivated by: Action Communication Style: Responsive Possible Perception: Impatient	Ideal Environment: Personalized Motivated by: Independence Communication Style: Free-spirited Possible Perception: Unorthodox
	Dominant	Inspiring	Supportive	Cautious

Priorities and Decision Style for Joe



The following section describes your decision-making style and what tends to be important to you. Your personality style influences how you make decisions based on your priorities. These insights reflect your most natural behavior when faced with choices.

Because you have a D/I style blend, your basic priorities in decision-making are power, control and people. In making decisions, your focus will be on the goal. At times, you want to win the approval of others. You make decisions to be innovative and promote change. You will usually decide quickly. You tend to interact with others while exploring your feelings in order to solve problems and persuade others. Remember: The key to you accomplishing your goals and being respected is to base more of your decisions on **FACTS**, **CONSISTENCY** and **LOGIC**.

Understanding your decision-making style can help you become more successful in balancing the issues involved in a situation while interacting with the people who are affected by your decisions.

Joe's Priorities and Decision Style Chart

The following section shows your "Priorities and Decision-Making Style" in the form of a visual chart. The areas in **BOLD** show how you tend to process decisions most naturally.

	Dominant	Inspiring	Supportive	Cautious
High Trait Behavior	<p>Your priority is Power to act</p> <p>So you Decide</p> <p>In order to Solve Problems</p> <p>Because you Focus on The Goal</p>	<p>Your priority is People Involvement</p> <p>So you Interact</p> <p>In order to Persuade Others</p> <p>Because you Focus on The Popular</p>	<p>Your priority is Predictability</p> <p>So you Seek Stability</p> <p>In order to Keep Status-Quo</p> <p>Because you Focus on The Accepted</p>	<p>Your priority is Procedure</p> <p>So you Seek Facts</p> <p>In order to Uphold Principles</p> <p>Because you Focus on The Rules</p>
Low Trait Behavior	<p>Your priority is Yielding to Power</p> <p>So you Participate</p> <p>In order to Be a Team Player</p> <p>Because you Focus on The Team</p>	<p>Your priority is less People Involvement</p> <p>So you Isolate</p> <p>In order to Be Self-Persuaded</p> <p>Because you Focus on The Logic</p>	<p>Your priority is Not Predictability</p> <p>So you are Spontaneous</p> <p>In order to Promote Change</p> <p>Because you Focus on The Innovation</p>	<p>Your priority is Not Procedure</p> <p>So you Explore Feelings</p> <p>In order to Be Expressive</p> <p>Because you Focus on Your Feelings</p>
	Dominant	Inspiring	Supportive	Cautious

Insights for Professional Growth for Joe



The following section offers insights about how your personality style blend may influence your professional life. In order to be the best YOU possible, it is important to maximize your strengths while, at the same time, minimizing your weaknesses.

This feedback is primarily based on your strongest traits. Consider this section with a mindset of leveraging your strengths in order to bring about the best results possible.

- It is important to stay focused and not get distracted from accomplishing your goals. Seek accountability from trusted team members in order to reach your goals more quickly.
- Remember to be patient. Anything worth developing does take time. Stay focused; receive guidance from those who have been successful in your profession.
- Learn what qualifications are needed to advance your leadership abilities. This will position you for greater authority and influence.
- Your vision will inspire others, so keep your sense of direction. Others will want to go with you on the journey to success.
- You will do your best when you are able to be creative, but be careful not to "re-invent the wheel." Learn what techniques work, and then adapt those techniques to make them your own.
- You'll work best with people you respect. Find someone on your team that you respect and get his or her guidance. Good counsel and guidance can save you time and effort.
- It is important to utilize the best method for you. Use your strength in being flexible to achieve your goals.
- Remember to enjoy each goal accomplished. This will help reduce the potential for burnout.
- The way you develop is by gaining knowledge by reading books and learning from the experience of others.
- The best way to keep things moving and challenging is to create momentum. You'll have the most fun when you get results.

Insights for Long-term Development for Joe



The following section offers insights about how your personality style blend may influence your professional life in a long-term manner. The focus here is to provide input to you which will not only help you be more successful now, but may also help you to compensate in areas that might otherwise hold you back from achieving your full potential. This feedback is designed to make you more aware of areas that are related to your less-predominant traits. Consider this section with the mindset that learning to adapt your behavior in these areas will result in maximizing your success.

- Build relationships as you develop your success. People are important. Relationships are the key to building anything, and it is the glue that holds any team together.
- Let yourself enjoy the journey. Force yourself to relax. Be the type of person that others want to be around!
- Keep your personal life a high priority. **REMEMBER TO SPEND QUALITY AND QUANTITY TIME WITH LOVED ONES.**
- When you are tempted to lose your temper or get into a fight, realize that you can win the battle and still lose the war! Keep your cool. **STAY UNDER CONTROL!**
- Try to force yourself to consider the **FEELINGS** of others. Remember, **85% of success is based on PEOPLE SKILLS.**
- Understand that others are responsible for their own decisions. Give others the freedom to make their own choices and decisions. Provide caring leadership.
- For future success, begin working on understanding others to build your team and have better relationships.
- New goals will keep you energized, but make them realistic. Achieving goals is exciting, so figure out how to accomplish your goals.
- Take the time to plan your work and analyze your results. Increase your effectiveness by planning and thinking things through more completely.
- Not every problem can be solved. Understand that some things are out of our control.

Joe's High and Low Traits

HIGH TYPE Most Predominant	DOMINANT Comfortable working in charge	INSPIRING Comfortable working with people	SUPPORTIVE Comfortable working in a routine	CAUTIOUS Comfortable working in a defined system
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
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
Average Segment	competitive convincing self-composed	charming sociable hopeful	amiable reliable stable	polite inquisitive sensitive
----- midline -----				
Average Segment	self-effacing hesitant evaluates risks	open-minded retiring assessing	mobile approachable alert	self-affirmed instinctive self-convinced
Low Segment	conserving unassuming realistic willing modest peace-keeping	reflective skeptical factual nonemotional suspicious aloof	available eager responsive tense flexible impatient	opinionated independent willful unconventional emotional free-spirited
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
LOW TYPE Least Predominant	DOMINANT Comfortable working on a team	INSPIRING Comfortable working alone	SUPPORTIVE Comfortable working spontaneously	CAUTIOUS Comfortable working instinctively

Communication and Presentation Tips



The Main Thing to Remember:

Joe, because your primary style is **D**

Please remember to:

pace your presentation to their style.

Your Keys to Success:

Joe, when you are communicating with others, it is important to remember the other person may have a different personality style than you do. Consider your possible blind spots, and remember the following when you present:

- 1) **Don't push.**
- 2) **Give him or her time to process and think.**
- 3) **Use softer tones.**

Next, let's see how to relate to the 4 basic personality styles ...

Communication with a D-Style Person



with someone who is primarily D (dominant)

Joe, because your primary style is **D**,

Please remember the following when communicating with a **D-style** person:

- 1) **Emphasize opportunities, results or solutions.**
- 2) **Look at the bottom line.**
- 3) **Be businesslike and direct.**

INSIGHT: Be confident and sure of yourself. Your friend may be forceful. Show strength. Be direct. Emphasize results.

Communication with an I-Style Person



with someone who is primarily I (inspirational)

Joe, because your primary style is **D**,

Please remember the following when communicating with an **I-style** person:

- 1) Emphasize enjoyment and people's success with your service.
- 2) Look at the recognition that he or she can receive with your information.
- 3) Be more friendly and upbeat.

INSIGHT: Be enthusiastic and complimentary. Your friend will talk and exaggerate a lot. Listen and don't try to control the conversation or prove your point.

Communication with an S-Style Person



with someone who is primarily S (supportive)

Joe, because your primary style is **D**,

Please remember the following when communicating with an **S-style** person:

- 1) **Emphasize team support.**
- 2) **Look at reliability and minimize challenges.**
- 3) **Be personable.**

INSIGHT: Be sensitive. Let your friend share his or her feelings. Don't interrupt. Let your friend finish talking before your talk.

Communication with a C-Style Person



with someone who is primarily C (cautious)

Joe, because your primary style is **D**,

Please remember the following when communicating with a **C-style** person:

- 1) Emphasize validating materials.
- 2) Look at and give time to analyze hard data.
- 3) Be patient and logical.

INSIGHT: Be factual and make sure of your facts. Ask for suggestions. Be open and respectful. Give details concerning problems. Be precise and methodical.

Leadership Insights to the D-Style



How to relate best to someone who is primarily Dominant:

They want to know:	WHAT
If they are interested, they will:	CHALLENGE YOU
They want you to:	BE DIRECT
Because they will:	DECIDE QUICKLY

They want to be in control, and they will only decide about a matter if they can see how it relates to their goals. Their main motivation will probably be to solve some sort of problem or achieve something. Leadership with this personality style is primarily about presenting solutions that are relevant to them.

Phrases to use: (encourage their eagerness to lead)

You are in charge.
 I have confidence in you.
 You have complete authority to make it happen.
 I'll give you whatever resources you need to meet the goal.
 I know that, if anyone can handle this situation, it's you.
 What do you need to move ahead?
 What would you like to do next?
 Your leadership in this matter is critical.
 See what solutions you can come up with, and go with whatever you think is best.

In Summary:

Their issue is POWER. They will DECIDE in order to SOLVE PROBLEMS, because their focus is THE GOAL.

Note: Review the page on Communication with a D-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.

Leadership Insights to the I-Style



How to relate best to someone who is primarily Inspirational:

They want to know:	WHO
If they are interested, they will:	TELL YOU HOW THEY FEEL
They want you to:	BE EXCITED
Because they will:	DECIDE EMOTIONALLY

Their priority of people means that they want to feel good about you and the people you are associated with. Be excited with them. Talk energetically with them about other people, interesting stories and fun things to do. Leadership of this personality style is primarily about moving enthusiastically with them toward short-term goals that involve dynamic interaction with people.

Phrases to use: (encourage their energy with people)

- Who can we get together to work on this project?
- Who would you like to have on your team?
- We are looking for someone with energy and enthusiasm like you!
- How soon can you pull together a meeting with everyone?
- Can you help me with some ideas to get this started?
- I'm so excited that we get to work together!
- You add so much fun to everything!
- What would be a good way to reward ourselves when we reach our first goal?
- Thank you for your positive attitude and outlook!

In Summary:
Their issue is PEOPLE. They will INTERACT in order to PERSUADE OTHERS, because their focus is THE POPULAR.

Note: Review the page on Communication with an I-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.

Leadership Insights to the S-Style



How to relate best to someone who is primarily Supportive:

They want to know:	HOW
If they are interested, they will:	TAKE THEIR TIME
They want you to:	BE SINCERE
Because they will:	DECIDE SLOWLY

They want predictability, and they will need a friendly, comfortable environment to be in. Give them reassurance that what you are suggesting will be a good experience for them and others. They do not want to venture out of their comfort zone, so don't push or force anything. Leadership of this style is about being sincere and giving gentle encouragement to take small steps in a safe direction.

Phrases to use: (remember to be sincere, patient and supportive)

Thank you so much for helping me on this.
 How about if we just take a small step and try this approach to see how it works?
 Your contribution is so important. Everyone appreciates your input.
 It's ok to make a choice; we can always change our approach later on if we need to.
 Let's work on this together, and we can help each other.
 Someone will be there to personally guide you through the process.
 You can handle this - I have confidence in you. You can do it.
 That seems to be a very safe and sensible approach.
 Do you mind if we try it out?

In Summary:

Their issue is PREDICTABILITY. They will SEEK A STABLE ROUTINE in order to MAINTAIN STATUS QUO, because their focus is THE ACCEPTED.

Note: Review the page on Communication with an S-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.

Leadership Insights to the C-Style



How to relate best to someone who is primarily Cautious:

They want to know:	WHY
If they are interested, they will:	ASK QUESTIONS
They want you to:	BE CREDIBLE
Because they will:	DECIDE CAREFULLY

Their priority for procedure and logic means that they will need good reasons why going in a particular direction makes sense. This personality style naturally asks questions as a way of thinking things through. Their areas of interest or focus may be very specific, so be patient as you answer questions. Leadership of this personality style is about being logical and providing enough time and information for them to think through options.

Phrases to use: (provide information, build credibility, be patient)

Our research shows that this is a good option.
 What is the best option in your opinion?
 What other information can I provide to help you?
 What factors are most important to you right now?
 You have done excellent work so far.
 How can we apply what you have learned?
 What do you see as the next step that needs to be taken?
 How much time do you think you will need to think this over?
 What are you most concerned about at this point?

In Summary:

Their issue is PROCEDURE. They will SEEK FACTS in order to UPHOLD PRINCIPLES, because their focus is THE RULES.

Note: Review the page on Communication with a C-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.

What to Emphasize with Each Style

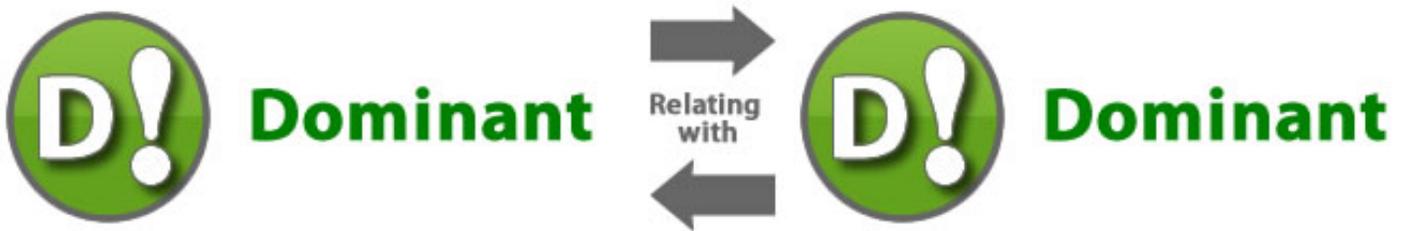
With DOMINANT (D) Style People Emphasize:	With INSPIRING (I) Style People Emphasize:
<ul style="list-style-type: none"> • Results • Opportunities • Solutions • Goals • Plans • Wise use of time • Leadership role • Authority • Their bold nature • Bottom line • Ownership • Efficiency 	<ul style="list-style-type: none"> • Fun • Enjoyment • Recognition • Dreams • People • Lifestyle • Energy • Enthusiasm • Their outgoing nature • Expectations • Stories • Success
With CAUTIOUS (C) Style People Emphasize:	With SUPPORTIVE (S) Style People Emphasize:
<ul style="list-style-type: none"> • Quality • Value • Logic • Principles • Honesty • Integrity • Consistency • Validation • Their inquisitive nature • Details • Loyalty • Correctness 	<ul style="list-style-type: none"> • Support • Reliability • Teamwork • Service • Peace • Family • Steadiness • Relationships • Their cooperative nature • Understanding • Security • Friendships
<p align="center">Remember: Emphasize what others are interested in!</p>	

3 Special Tips to Remember



If Your Style is	Remember
 Dominant	<ul style="list-style-type: none"> • Don't push • Give people time to process and think • Use softer tones
 Inspiring	<ul style="list-style-type: none"> • Be organized • Stay focused • Be credible
 Supportive	<ul style="list-style-type: none"> • Be confident • Remember that challenges are okay • Don't be controlled by FEAR (False Evidence Appearing Real)
 Cautious	<ul style="list-style-type: none"> • Don't overdo details • Remember the person, not the task • Smile more and lighten up a little

Relationship Insights for the Dominant D-Style



Because your primary style is D ...

Remember the following when working with a **Dominant D-Style person**:

STRENGTHS you share:

Your mutual goals, admiration, and the desire to get results can be very positive and affirming.

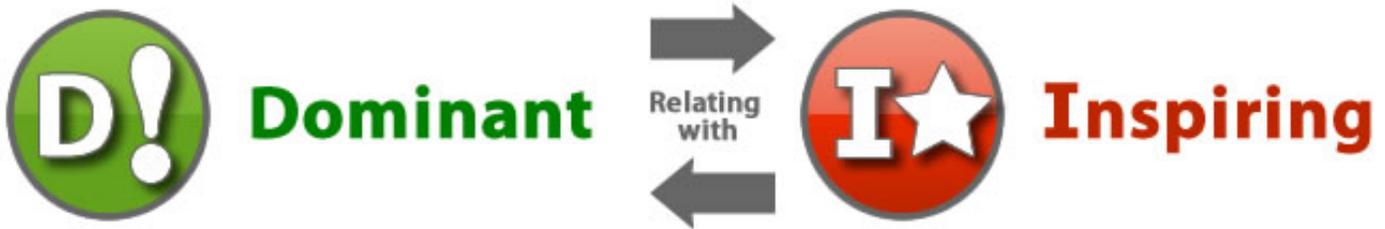
STRUGGLES you may face:

Power struggles are the most challenging. Neither of you want to back down or give up or compromise.

STRATEGIES for relating and conflict resolution:

Don't force issues. Allow this person to have some choices, control and authority. Don't argue or give ultimatums. Be direct and stick to business.

Relationship Insights for the Inspiring I-Style



Because your primary style is D ...

Remember the following when working with an **Inspiring I-Style person**:

STRENGTHS you share:

Both of you are fast paced. This person may desire to please you and follow your leadership.

STRUGGLES you may face:

Your focus on getting things done can clash with this person's desire to have fun and "take-life-as-it-comes." This person does not share your drive to complete tasks. This person's focus is on people rather than on tasks.

STRATEGIES for relating and conflict resolution:

Realize that this person does not usually focus on one thing; rather he or she focuses on many things. Help Inspiring (I) types finish tasks by working WITH them. Make things FUN! Allow them to talk and socialize. Be positive and willing to express approval to them. Be accepting of their expressions of emotion and feelings.

Relationship Insights for the Supportive S-Style



Because your primary style is D ...

Remember the following when working with a **Supportive S-Style person**:

STRENGTHS you share:

You like to lead, and this personality type likes to follow and help. A supportive person will feel secure as long as you show controlled, stable behavior.

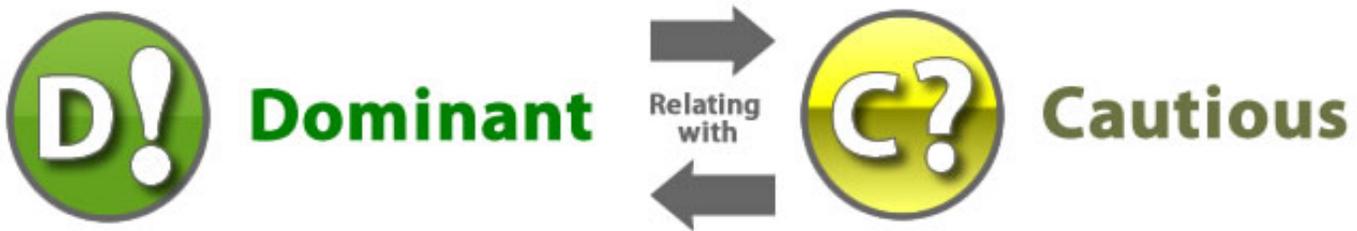
STRUGGLES you may face:

If you come on too strong, this person can feel intimidated and will take it personally. You may misunderstand this person's softhearted, easygoing nature as being "weak." That may bring hurt or rejection. Remember that this person's focus is on people, and he or she tends to be slower paced.

STRATEGIES for relating and conflict resolution:

Be patient and willing to spell things out, step-by step when working on tasks. Communicate in a calmer, softer manner. Relax, and do not push. Express appreciation often.  Be sincere.

Relationship Insights for the Cautious C-Style



Because your primary style is D ...

Remember the following when working with a **Cautious C-Style person**:

STRENGTHS you share:

Both of you focus on tasks and enjoy working independently. With this person's attention to detail, you can accomplish a lot together.

STRUGGLES you may face:

You tend to move quickly, whereas this person likes to think things through. Your focus is to get things done now, and his or her focus is to get things done right. Your desire to control things may discourage a cautious person, because this person does not like to feel pressured.

STRATEGIES for relating and conflict resolution:

Do not rush or push this person. Do not criticize a cautious person. Be patient, and give him or her time to make decisions. Be willing to answer this person's questions and provide information in a polite manner. Do not expect this person to be a risk-taker like you.

D Styles: How Others Can Perceive Them



Under Control How you see yourself	Out of Control How others may perceive you
Outspoken	Rude
Assertive	Cruel
Productive	Inconsiderate
Straight-forward	Detached
Goal-oriented	Impatient
Confident	Conceited
Competitive	Ruthless
Bold	Arrogant
Deliberate	Dictatorial

Insights into the "D" Personality Style:

"High D" personality styles are often misunderstood. A high D who is able to adapt to the pace of others and communicate on a personal level is much more likely to maintain good relationships (which ultimately leads to more productivity). They can be intense. They tend to know 2 speeds in life - zero and full throttle. Those who work with the high D can remember not to take everything personally. While high D personality styles can be seen as being all about "getting-it-done," it is important to remember that they also have feelings and personal needs. They can be very caring, but the way they express their feelings tends to be by doing something for the ones they care for. Show the high D some respect, pick up the pace a little, and you'll make a hard-working, loyal friend!

I Styles: How Others Can Perceive Them



Under Control How you see yourself	Out of Control How others may perceive you
Friendly	Weak-willed
Carefree	Undisciplined
Optimistic	Unrealistic
Persuasive	Manipulative
Free-spirit	Impulsive
Imaginative	Day-dreamer
Outgoing	Overactive
Communicative	Self-promoter
Relational	Shallow

Insights into the "I" Personality Style:

"High I" personality styles are the easiest to spot. They are expressive, interactive and engaging. They feel and outwardly express a wide range of emotions. Be open to "experience" being with them. Their world is more dramatic, their colors more intense, and they look at life through "positively enhanced" glasses. A high I who is able to adapt their behavior to be more serious when necessary will be well received and well liked. Give the high I the freedom to express themselves and try things out. They do life interactively, so engage with them, lighten up and enjoy the ride!

S Styles: How Others Can Perceive Them



Under Control How you see yourself	Out of Control How others may perceive you
Reliable	Dependent
Listener	Fearful
Conservative	Resists Change
Quiet	Unemotional
Helpful	Push-over
Peaceful	Passive
Cooperative	Indecisive
Loyal	Possessive
Softhearted	Enabling

Insights into the "S" Personality Style:

"High S" personality styles tend to be very quiet, softspoken and non-assuming. Their more gentle approach can be soothing. The high S who can look at challenges in life objectively and make difficult decisions will be more able to adapt to the inevitable challenges that occur in life. S personality styles can be easy to overlook. You can hurt their feelings and never know it. They add a measure of harmony that helps to maintain a peaceful environment. Turn your intensity level down a notch when you are around a high S. Relax, have a seat and visit with them to see how they are doing.

C Styles: How Others Can Perceive Them



Under Control How you see yourself	Out of Control How others may perceive you
Observant	Intrusive
Questioning	Prying
Cautious	Distrustful
Efficient	Fixated
Orderly	Compulsive
Consistent	Rigid
Private	Unsociable
Excellent	Perfectionist
Reserved	Emotionless

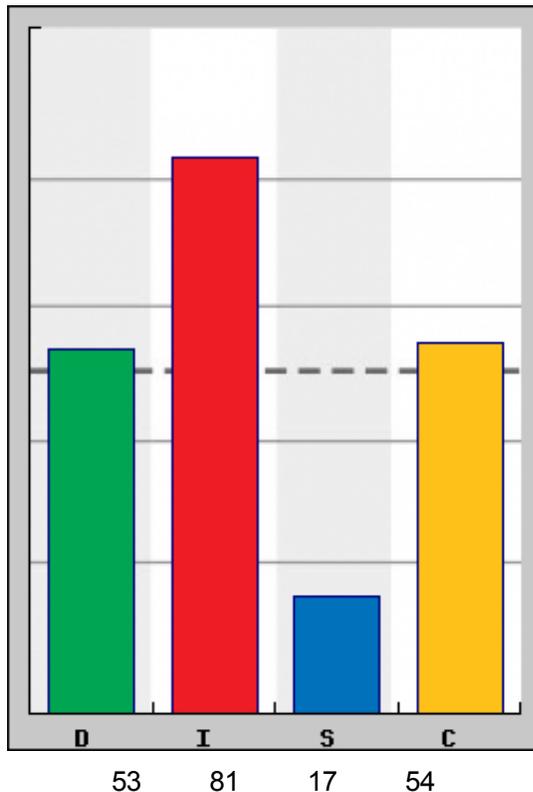
Insights into the "C" Personality Style:

"High C" personality styles tend to be more solitary. While high C's are reserved, they tend to act with purpose and focus when they reach a decision. In that way, a high C can come across as a high D (dominant, determined, doer) at times. A high C who can adapt their approach to life by seeing it through the eyes of other people can experience much more connection with others. Feelings are shared by high Cs only after trust is established, and that tends to take a long time. Be consistent with a high C. Getting into their personal space takes time. High C's have feelings like anyone else, but it tends to be harder to express them.

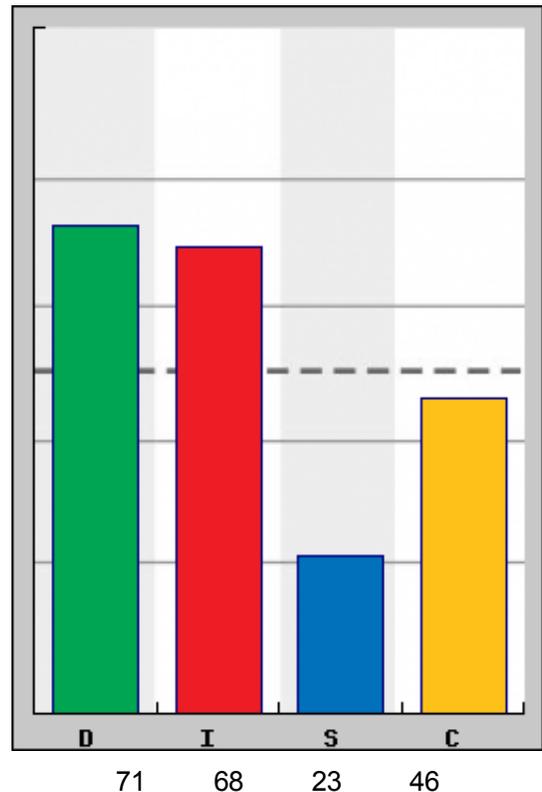
Graphs for Joe Sample



Your Environment Graph
(How People See You)



Your Basic Graph
(The Real You)



Overview of Your Graphs

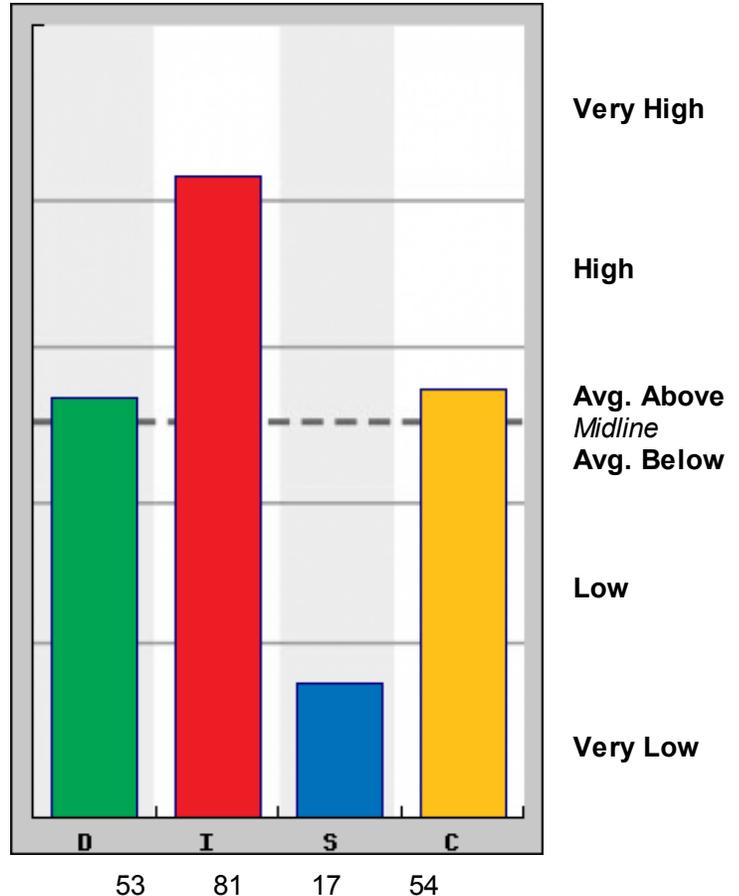
The graphs above show levels for your D, I, S and C personality traits. The higher the level of the trait, the stronger it is. The graph on the left is called **Your Environment Graph**. This graph shows how people see you. It shows how you tend to act with other people (in the environment). The graph on the right is called **Your Basic Graph**. This graph reflects how you see yourself. It shows how you are most comfortable acting when feeling free to be yourself. **This is the graph that was used to determine your personality blend as being D/I.** Keep in mind that **behavior in your environment is often different than your real personality preferences.** This report can give you insights into the dynamics of your personality style. You may observe that you exhibit very different personality traits in different situations. That is normal. **As you learn to see the patterns in your behavior, you will be able to interact more effectively with others.**

Understanding Your Environment Graph

Your Environment Graph shows the way you have learned to function in your environment in order to achieve success. Your environment's requirements and expectations influence why you choose to act the way you do. The way you adapt to your environment can change depending on what you are going through in your life, changing role requirements, or major life-changing events. So, depending on the situation, you may respond with different personality traits to a greater or lesser extent. Therefore, your Environment Graph can vary some over time (months or years).

Your **Environment Graph** is based on answers you selected in the MOST category in the assessment (characteristics MOST like you). Your MOST choices are influenced by your environment. A simple illustration will explain why the Environment Graph comes from your MOST choices. What do you MOST want for dinner tonight? Pizza? Steak? A seafood salad? Your MOST choice for dinner is influenced by your environment. You might order pizza if you are in a hurry. You might choose steak to celebrate a special event. You might choose the seafood salad if you are on a diet. You make similar decisions in your behavior. You may need to be very decisive at work, so your Dominant (D) traits may score higher than they otherwise might in a more relaxed situation. Likewise, if your work requires you to be very exact and careful every day, then you would expect your Cautious (C) traits to score a little higher than they might otherwise. The more "MOST" choices you made for a given DISC type in your assessment, the higher your plotting point for that given DISC type would be in the graph.

Your Environment Graph
(How People See You)

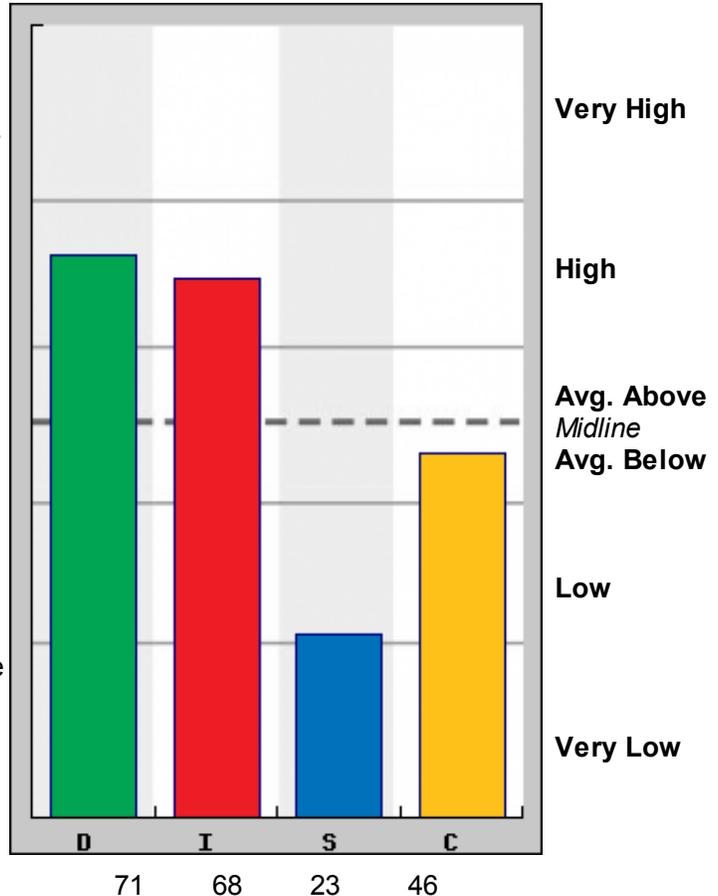


Understanding Your Real Personality Graph

Your **Basic Graph** shows your natural behavior. It shows how you are "wired" to behave when you are totally at ease. It is also the behavior you will gravitate to when you are under pressure, because it is the response that comes easiest to you. Your personality is built into who you are. You were designed a certain way from birth, before any outside influences occurred. Your natural personality traits vary less over time, because they are not significantly influenced by your environment.

Your **Basic Graph** is based on the choices you made in the LEAST category in the assessment (characteristics that were LEAST like you). Each time you made a LEAST choice for a given DISC type in your assessment, you indicated that you were least like that trait and the lower your plotting point for that trait would be. Do you remember our dinner illustration from the previous page? What if you were given the dinner choices of pizza, steak, or a seafood salad, but you hated seafood? Chances are good that you would choose seafood as your LEAST desirable choice. You probably would not change that choice, no matter where you were. You are usually very consistent in the things you do not like. Likewise, you are usually consistent in staying away from behaviors that are LEAST comfortable to you when you have a choice.

Your Basic Graph
(The Real You)



How many different graphs are there?

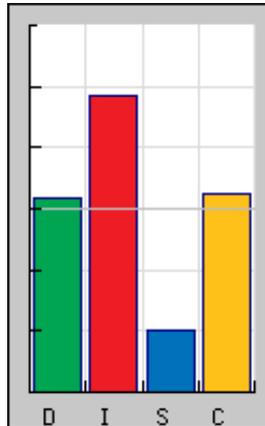
Some people associate DISC with only 4 personality styles. However, you are a BLEND of ALL 4 personality traits that each have their own levels. The personality assessment can yield over 39,000 possible graph combinations. The validity of these reports in a statistical study showed about eighty five to ninety percent accuracy rate. For a more in-depth discussion of DISC, or to understand your graphs more completely, please refer to the books **Positive Personality Profiles** and **Who Do You Think You Are, Anyway?** by Robert A. Rohm, Ph.D.

Stress Potential Analysis for Joe

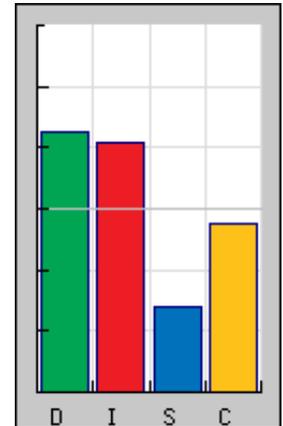


The two graphs shown on the right show levels for your D, I, S and C personality traits in your **Environment Graph** and your **Basic Graph**. Different levels for the same trait in each of the two graphs shown can indicate that the way you behave in your environment is different than your natural behavioral preferences. If the differences are great, then your environment may be "out of your comfort zone" and create a level of stress. You may not perceive your environment as stressful, but you may find that you are drained of energy when you adapt to your environment. For example a very task-oriented person may feel quite challenged speaking with people all day long. Likewise, a very people-oriented person may feel drained after working alone all day on something tedious.

Environment Graph



Basic Graph



Very High
High
Avg. Above
-- *midline* --
Avg. Below
Low
Very Low

Joe's Stress Potential Levels:

Area	Stress Potential	Observation
D Traits	low	You tend to slightly lower your D-style personality traits in your environment. You are very comfortable in your D-traits in your environment.
I Traits	low	You tend to slightly raise your I-style personality traits in your environment. You are very comfortable in your I-traits in your environment.
S Traits	very low	You tend to maintain your S-style personality traits in your environment, which indicates that you are very comfortable with the demands of your environment with regard to being reserved and people-oriented.
C Traits	very low	You tend to maintain your C-style personality traits in your environment, which indicates that you are very comfortable with the demands of your environment with regard to being reserved and task-oriented.

Reading Others - What to Observe

Use the chart below to help you quickly identify a person's primary personality style.

Observation		D	I	S	C
	Likes to do things	The FAST way	The FUN way	The TRADITIONAL way	The PROPER way
	Personal Decor	Large desk, awards, useful accessories	Flashy, trendy, with fun pictures	Family pictures, personal mementos	Aesthetically pleasing, unique, functional
	Body Language	Big gestures, leans forward, advancing	Expressive, friendly posture, amusing	Gentle gestures, reassuring	Unemotional, controlled gestures, assessing
	Speech Pattern	Directive tones, abrupt, interrupting, intentional	Talkative, varied tones, personal, easily distracted	Conversational, warm tones, friendly, prefers listening	Clarifying, monotone, logical, focused, questioning
	Processes by asking	What?	Who?	How?	Why?
	Personal Strength	Firm	Fun	Friendly	Factual

Success in Sales



Understanding and Persuading Clients	
Dominant "D" Clients	Inspiring "I" Clients
<p>Expect them to:</p> <ul style="list-style-type: none"> • Be direct and to-the-point • Want to do things their way • Be deliberate and focused • Decide quickly and be in a hurry • Be a little confrontational • Have strong opinions <p>Persuade them by:</p> <ul style="list-style-type: none"> • Being responsive & solution-oriented • Giving them choices • Not pushing • Being confident 	<p>Expect them to:</p> <ul style="list-style-type: none"> • Be enthusiastic • Be talkative and interactive • Be impulsive • Be interested and upbeat • Decide emotionally • Not be detail-oriented <p>Persuade them by:</p> <ul style="list-style-type: none"> • Being positive and energetic • Using testimonials and references • Staying in regular contact with them • Giving them recognition and credit
Cautious "C" Clients	Supportive "S" Clients
<p>Expect them to:</p> <ul style="list-style-type: none"> • Be unemotional • Be logical • Be focused on specific questions • Make decisions carefully • Ask questions <p>Persuade them by:</p> <ul style="list-style-type: none"> • Being credible • Demonstrating value • Providing quality answers • Being patient and consistent 	<p>Expect them to:</p> <ul style="list-style-type: none"> • Be friendly and agreeable • Procrastinate • Be concerned about changes • Decide slowly • Be uncomfortable under pressure <p>Persuade them by:</p> <ul style="list-style-type: none"> • Being sincere • Being patient and caring • Being a friend • Offering personal help

Appendix

Review of DISC Traits



Outgoing



Style: DOMINANT, Determined

Main Features: Good problem solver; risk taker; strong ego; self-starter; goal oriented

Value to Group: Good motivator; good at organizing events; high value on time; results-oriented

Danger Zones: Argumentative; does not like routine; oversteps authority at times; can be pushy

Greatest Fear: Someone taking advantage of them

Style: INSPIRING, Influencing

Main Features: Outgoing; talkative; enthusiastic; impulsive; persuasive; optimistic

Value to Group: Good encourager; good sense of humor; peacemaker; creative problem solver

Danger Zones: Inattentive to detail; prefers popularity to doing right; "convenient" listener; disorganized

Greatest Fear: Rejection; loss of social approval

Task-Oriented

People-Oriented

Style: CAUTIOUS, Correct

Main Features: Thinks things through; accurate; high standards; careful; systematic; precise

Value to Group: Good organizer; follows directions; even-tempered; clarifies situation well

Danger Zones: Finds fault easily; so focused on detail may miss big picture; too critical

Greatest Fear: Criticism of their work and effort

Style: SUPPORTIVE, Steady

Main Features: Warm; friendly; understanding; patient; easygoing; good follow-through

Value to Group: Good listener; team player; loyal; reliable; dependable; works well under authority

Danger Zones: Resistant to change; "stuffs it" inside; difficult establishing priorities; sometimes oversensitive

Greatest Fear: Loss of security and stability



Reserved



Personal Review for Joe Sample

Date: _____

Review your Personality Profile and write the answers in the following worksheet in your own words.

My Personality Blend is: (page 6) _____

My Strengths are: (page 8)

One Key to Balance and Excellence that will help me is: (page 9)

Something important that I learned about how I work on a team is: (page 10)

Something important that I learned about my communication style is: (pages 14-15)

Something important that I learned about my priorities and decision style is: (pages 16-17)

Something I can remember when communicating with others is: (page 21)

Something important that I need to remember daily: (page 31)

Terms for 'Guard Against' Responses



(Refer to the [Basic Style Chart](#) in this report)

The following words are used to describe behaviors that all personality styles should guard against (see the Basic Style Chart on page 19). Brief periods of quick reactions or out-of-control behavior are normal when a person is in a fearful situation; however, it is important to RESPOND instead of REACTING to situations. Responding allows a person to be in-control (exercise self-control). Fears may be a cause for concern, but they should not control a person.

Anger - A secondary response when you have experienced hurt or fear. Rather than getting angry, ask yourself who hurt you or what are you fearful of at the present moment. Dealing with your hurt or fear can help calm your anger.

Blame - Avoiding taking responsibility; a person can blame people or circumstances.

Nonparticipation - Not engaging, no response, minimal interaction.

Criticism - Not understanding the need to set realistic expectations of themselves and others.

Indifference - No emotion, a person just doesn't care; no importance or value one way or the other; disinterested; unconcerned.

Suspicion - Thinking that the other person has an ulterior motive or is not sincere.

Impatience - Feeling a strong need for some type of action or result.

Emotion - Personal feelings. High C styles (cautious, calculating) may allow reason (intellect, logic) to so rule over emotion that emotion is given no value at all. Low C styles may allow emotion to rule over reason so much that they are not rational.

More Resources Available



Dear Joe,

We hope that you have enjoyed reading your **Personality Profile**.

To learn more about us and our resources, please visit us online at:

<#>

Please contact us if we can be of assistance.

Thank you.

Joe Sample
VP Training and Development
Your Company Name
you@yourcompany.com
214-555-5555
<http://www.yourcompany.com>