



## **DISCflex™ Report**

**Susan Sample**

January 8, 2019



## What is a DISC Assessment?

DISCflex™ assessments are used to evaluate your overall behavioral tendencies. By completing a DISCflex™ Assessment you reveal the elevations of four DISCflex™ Factors - Dominance, Influence, Steadiness, and Compliance, on a scale from 0-100. Based on those DISC Factor scores, we came up with DISC Patterns to quickly identify which factor(s) you display most often. Please note: there are no right or wrong answers and there is no perfect score or pattern!

**Let's quickly define what DISC stands for before we delve into the details.**

**Dominance** is your need for **control** and your source of **ambition**.

Whenever you are feeling self-motivated, you are using your 'D' factor.

**Influence** is your need for **communication** and your source of **persuasion**.

Whenever you are feeling talkative, you are using your 'I' factor.

**Steadiness** is your need for **planning** and your source of **thoughtfulness**.

When you go out of your way to help someone, you are using your 'S' factor.

**Compliance** is your need for **structure** and your source of **organization**.

When you become extremely focused on completing your tasks, you are using your 'C' factor.

## Goals

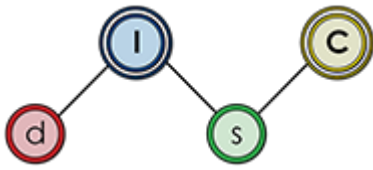
This report will assist you in uncovering your strengths and will provide ways to mitigate your weaknesses. The report will provide valuable Coaching Advice on how best to "become a chameleon on a rainbow," being able to adapt to any professional situation. The goal is to provide you with a complete guide to understanding your behavior. The DISC eLearning was designed to help you practically apply what you have learned. It is a good idea, therefore, after you become more knowledgeable by going through the course materials, that you should retake the assessment.

## Flexing Your Behavior

Once you have read your report and become familiar with your behavior style and how it can affect the people around you, the next step is to start flexing. Flexing refers to internally monitoring your behavior and choosing how you interact or react to situations. For example, an extrovert may need to "dial down" their Influence factor and talkative impulses during a meeting to make sure the team stays focused on the task at hand. While an introvert may need to "dial up" their Influence factor during a meeting to make certain that their views and opinions are heard and taken into account. Flexing refers to the conscious adjustment in behavior, whereas the term *morphing* refers to the change in your natural behaviors over time due to flexing.

**Disclaimer:** The intent of this report is that it is not to be used for hiring decisions, nor is it appropriate for decisions regarding promotions or any other performance-based inquiries. This report can be used for professional development recommendations in tandem with our patent-pending eLearning, coaching and training solutions, as well as for Blended Learning.

# Personal Results - Summary & Scores



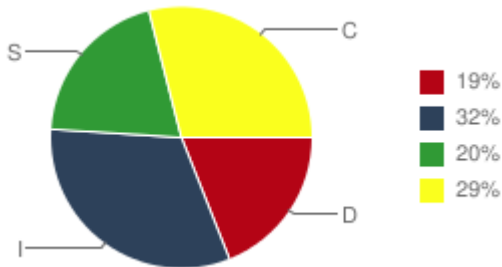
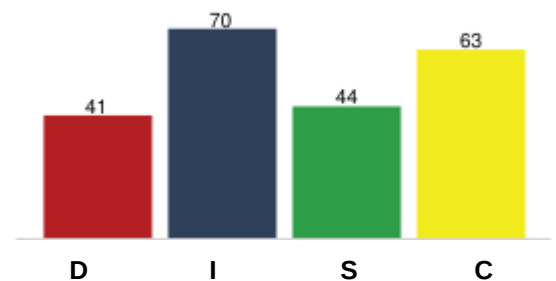
## My DISCflex™ Pattern

Your behavioral style shows elevated Influence and Compliance patterns. You are persuasive, outgoing, and motivating and understand how important the various components of team diversity are in getting plans accomplished. You inherently know how to 'fit in'. So you also can be reserved and patient,

depending on the situation.

## What does that mean?

You enjoy approval from others. You try to understand others to figure out where you stand. You enjoy finding out information and learning about a project or task. You do not like challenging authority or breaking rules. You enjoy working in groups and being around others as they respond well to your actions.



## Compare your behaviors

Looking at the big picture you are able to see your behavioral style is governed most by your Influence and Compliance Factors. The pie chart indicates a clearer overall picture - a snapshot - of all four factors in your behavioral pattern. When you compare and

contrast the bar versus pie chart to your coworkers you can gauge your behavioral style's strengths and weaknesses enabling you to see what things separate your actions from others. You can use this to recognize how to incorporate behaviors in the different situations you come across in life.

### Strengths

- Understanding
- Negotiation
- Straightforward
- Planning

### Potential Challenges

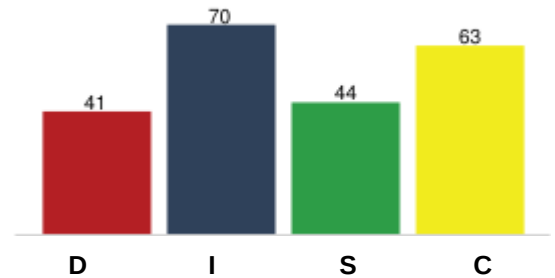
- Motivation
- Implementing plans
- May follow directions blindly
- Stressed easily at times

## Motivators

Ready to get motivated? We've highlighted some key things that get your blood pumping. You will find that some of these motivators happen on an unconscious level. Use these to explore other motivators you have within yourself and that guide you to certain decisions and actions.



- Acceptance
- Guidelines
- Freedom to focus on quality
- Working toward goals with others
- Being able to work at a quick pace
- Structure



## Stressors

When you get angry or frustrated, it's due to one of your stressors. This list provides some of the deeper stress factors that happen in your brain and causes you to act in a negative manner. When you let your stressors get to you, always know that you are at risk of causing conflict within yourself and your relationships with others. Understanding your stressors can help you prevent this.



- Making decisions
- Unclear expectations
- Short deadline
- Making individual decisions
- Roadblocks
- Unknown expectations

## Introduction to Sub-factors

DISCflex Sub-factors™ describe the relationship between two DISC Factors. Simply put, a Sub-Factor is your natural tendency to use one DISC Factor over another. There are 12 Sub-Factors on 6 different spectrums (see below). Each Sub-Factor Spectrum is made up of two strengths, one for each DISC Factor being measured. The larger the gap between your scores for the two Factors, the harder it might be for you to flex from your Driving (natural) Factor to your Opposing Factor.

Flexing your behavior to focus more on one side of the Spectrum may require you to consciously focus less on the other side. For instance, to become more *efficient*, you may have to focus on giving up some *friendliness*, and vice-versa. Your focus can (and should) change situationally, whether intentionally or unintentionally. The goal is to be aware of your natural tendencies and be able to intentionally adjust your behavior to whichever Factor would provide a more beneficial outcome.

Before looking at your results on the following pages, take a look at the 6 spectrums and figure out which end of each spectrum you lean towards most often. Circle the 3 skills that are easiest for you, and put a star next to the 3 skills you need to work on most. If you feel you can use both skills interchangeably, put a circle in the middle of the spectrum. Then see how your results compare to your assessment results on the following pages.

## The 6 Sub-Factor Spectrums

**D** Efficiency ↔ Friendliness **I**

**D** Self-motivation ↔ Patience **S**

**D** Independence ↔ Cooperativeness **C**

**I** Enthusiasm ↔ Thoughtfulness **S**

**I** Self-confidence ↔ Accuracy **C**

**S** Persistence ↔ Sensitivity **C**

## Driving Sub-factor

### Friendliness

With your Influence factor greater than your Dominance, this gives you the Sub-factor Friendliness. You like meeting new people and communicating with them. You are able to get along great with other people and can build relationships very easily.



- Openness
- Social
- Outgoing
- Responsive
- Kind
- Talkative

## Opposing Sub-factor

### Efficiency

Efficiency is the opposing sub-factor to Friendliness. You may enjoy socializing to the point where you are interfering with productivity. If you find yourself falling behind on work keep a task list and make sure it gets done. This is an example of "Dialing Up" your D Factor and focusing on results.

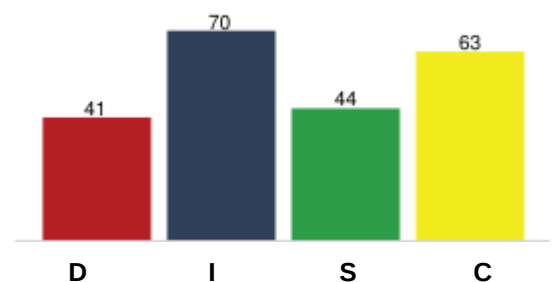


- Focus on what you need to accomplish every day, every week, every month.
- Understand the urgent vs. important model.
- Think about your short, mid, and long-range goals.
- Prioritize tasks according to your goals.
- Give yourself deadlines and monitor them.
- Group "like tasks" together and eliminate distractions.

## Your Scores

Take another look at your scores. The greater the gap between two factors, the harder it will be for you to flex from your Driving Sub-factor to your Opposing Sub-factor. The more you practice dialing up your opposing factor the easier it will become to situationally flex.

The goal is to utilize the appropriate behavior depending on any given situation.



## Driving Sub-factor

### Enthusiasm

With your Influence factor greater than your Steadiness factor, this gives you the Sub-factor Enthusiasm. You have high energy and enjoy looking at the positive side of a situation. You enjoy sharing your views with others and are able to motivate them with your passion.



- Eagerness
- Passion
- Interest
- Conviction
- Excitement
- Gusto

## Opposing Sub-factor

### Thoughtfulness

Thoughtfulness is the opposing sub-factor to Enthusiasm. You may get so excited to do something, that you don't put enough time or thought into it. Be aware of your actions and "Dial-Up" your S Factor to the appropriate level to ensure enough thought is going into your actions.

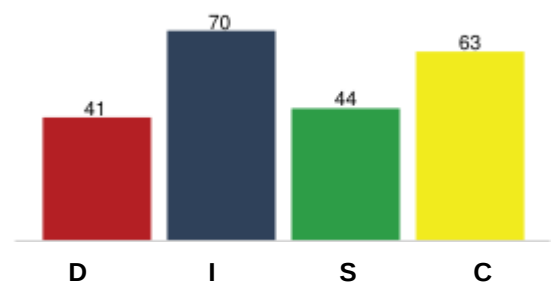


- Make eye contact, keep an open stance and read nonverbal cues.
- Listen with a view to understanding.
- Defer judgment, focus on the positive.
- Be humble when receiving praise, be liberal when giving praise.
- Don't set high expectations for others.
- Make an effort to observe what is happening around you.

## Your Scores

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## Driving Sub-factor

### Cooperativeness

With your Compliance factor greater than your Dominance factor, this gives you the Sub-factor Cooperativeness. You remain focused on aligning your actions to the team's goals. You are willing to do what is required of you and or the team.



- Agreeableness
- Collaborative
- Good-natured
- Acceptance
- Accommodative
- Helpful

## Opposing Sub-factor

### Independence

Independence is the opposing sub-factor to Cooperativeness. Working well with others is good, but don't get so caught up in the group that you lose your identity. Take small steps to become self-sufficient. "Dial-Up" your D Factor to motivate yourself to get started and then ask for help if you need it.

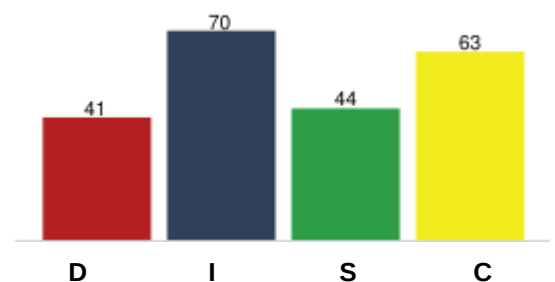


- Make the decision to become more self-sufficient.
- Set some selfish goals. It's ok to put yourself first sometimes.
- Take initiative on your own.
- Surround yourself with independent people, and get one as a mentor.
- Take inventory of your independence. Be brutal. Who are you dependent on?
- Educate yourself. Independence and education go hand in hand.

## Your Scores

Take another look at your scores. The greater the gap between two factors, the harder it will be for you to flex from your Driving Sub-factor to your Opposing Sub-factor. The more you practice dialing up your opposing factor the easier it will become to situationally flex.

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## Why is 3rd-Party Feedback Important?

3rd-Party Feedback is an important tool that helps you better understand your relationship with others. Seeing how other people view your behavior can help you identify "Blind-Spots" in your behavior. Your self-perception can be skewed to reflect how you *would like to believe* you act, but gathering feedback from others can confirm or contradict your self-perception. Using this information, you can take a step back and try to understand *why* others might see your behaviors the way they do.

## How does 3rd-Party Feedback work?

Your 3rd-Party Assessors are asked to take a 22 Question Assessment about your behavior. The information on the following 3rd-Party Pages is based on the feedback provided by your assessors. If only one person completed the assessment (within each group) you will see only one person's opinion, but if two or more people have taken the 3rd-Party Assessment you will see the aggregate of their responses. The 3rd-Party Results paint a picture of how people perceive you that will get clearer with more people's feedback.

## How do I invite more 3rd-Party Assessors?

You can invite additional 3rd-Party Assessors anytime by logging into your User Account and clicking the **"Invite 3rd-Party Guests"** button. Download your report again to get the latest 3rd-Party Results.

## Why are there 3 different groups?

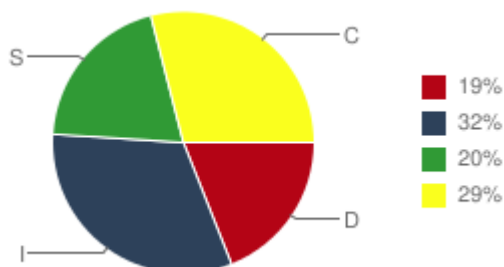
We break the feedback into 3 different groups to see how you behave in different environments. For example, some people behave very differently at work than they do at home, and that's okay. The important thing is to use this feedback to "look in the mirror" and see if other people perceive you the way you want to be perceived, and taking steps to adjust your behavior when there are discrepancies.

You will have the option to mark each assessor as a Co-worker, Family, or Friend. Be sure to classify your 3rd-Party Assessor into the correct group to get the most accurate information in your report. If a person fits into more than one group, simply select the best fit for the individual and their results will populate into that group's results.

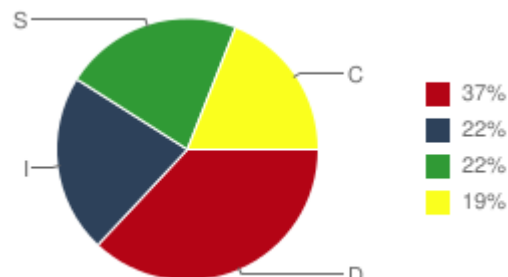
## Do the 3rd-Party Assessments affect my whole DISCflex Report?

No. The feedback we gather from 3rd-Party Assessors will only affect the 3rd-Party Pages of this report. The rest of this report is based solely from your self assessment results.

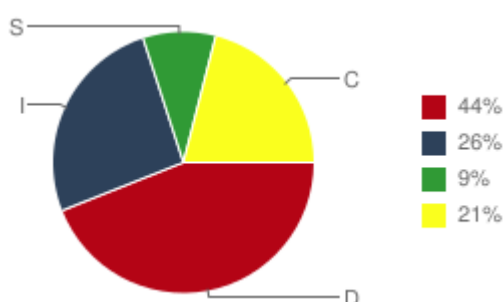
## How You See Yourself



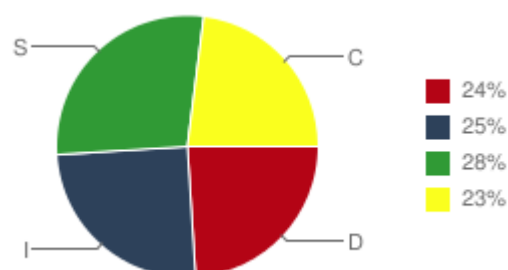
## How Co-workers See You



## How Family Sees You



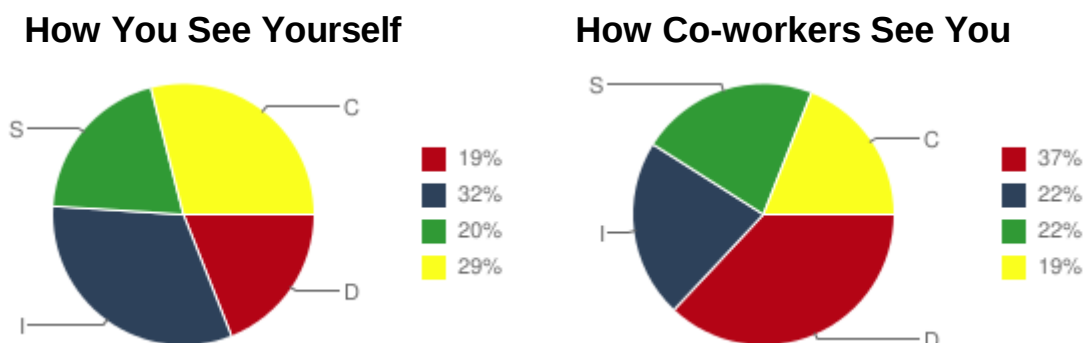
## How Friends See You



DISC Factor	Self-Perception	3rd-Party Perception	Variances	% Difference
Dominance	41	Co-workers 69.33	28.33	41%
		Family 96	55	57%
		Friends 58	17	29%
Influence	70	Co-workers 41.33	-28.67	70%
		Family 57	-13	23%
		Friends 60	-10	17%
Steadiness	44	Co-workers 40.67	-3.33	8%
		Family 19	-25	132%
		Friends 68	24	35%
Compliance	63	Co-workers 35.33	-27.67	79%
		Family 45	-18	40%
		Friends 54	-9	17%

# Third Party Results - Co-workers

## 3rd-Party Details - Co-workers



DISC Factor	Self-Perception	Co-workers Perception	Variances
Dominance	41	69.33	28.33
Influence	70	41.33	-28.67
Steadiness	44	40.67	-3.33
Compliance	63	35.33	-27.67

## How Co-workers May Describe You

Your co-workers have indicated that you have an elevated Dominance pattern. You are strong willed, self-motivated, and determined in your actions. You like to be in a leadership role and will typically take charge and make decisions very quickly.

## How Co-workers might describe your Strengths and Challenges...

### Strengths

Proactive  
Good Listener  
Spontaneous  
Creative

### Potential Challenges

Focus  
Giving up control  
Prioritization  
Deciding too quickly

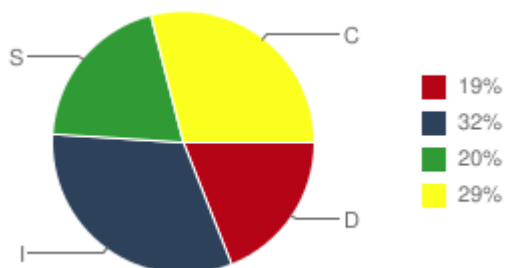
**\*\*Based on the feedback from your coworkers, we are able to make educated guesses on how they might describe you. It is important to note that your 3rd Party Assessors did not select any of these specific adjectives during the assessment process, so take this feedback with a grain of salt! \*\***

# Third Party Results - Family

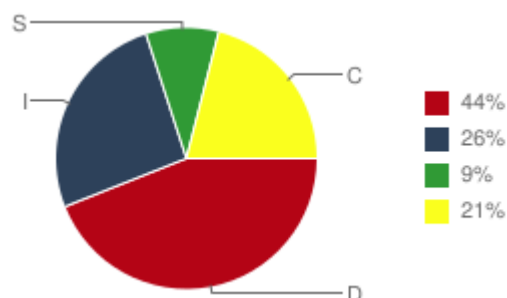


## 3rd-Party Details - Family

How You See Yourself



How Family See You



DISC Factor	Self-Perception	Family Perception	Variances
Dominance	41	96	55
Influence	70	57	-13
Steadiness	44	19	-25
Compliance	63	45	-18

## How Family May Describe You

Your family members have indicated that you have an elevated Dominance pattern. You are strong willed, self-motivated, and determined in your actions. You like to be in a leadership role and will typically take charge and make decisions very quickly.

## How Family might describe your Strengths and Challenges...

### Strengths

Determined  
Sociable  
Free Spirited  
Creative

### Potential Challenges

Focus  
Giving up control  
Prioritization  
Deciding too quickly

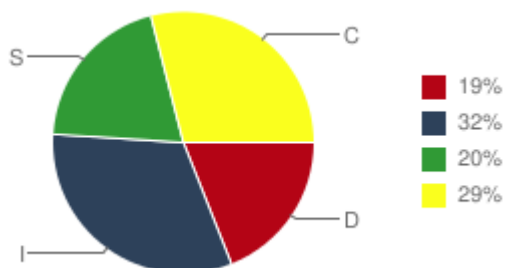
**\*\*Based on the feedback from your family, we are able to make educated guesses on how they might describe you. It is important to note that your 3rd Party Assessors did not select any of these specific adjectives during the assessment process, so take this feedback 'with a grain of salt'.\*\***

# Third Party Results - Friends

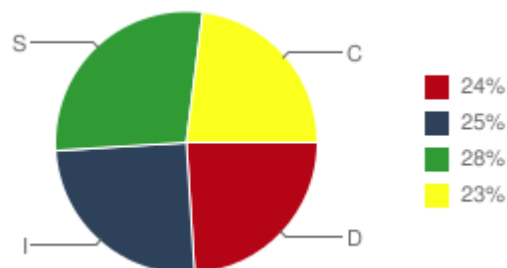


## 3rd-Party Details - Friends

How You See Yourself



How Friends See You



DISC Factor	Self-Perception	Friends Perception	Variances
Dominance	41	58	17
Influence	70	60	-10
Steadiness	44	68	24
Compliance	63	54	-9

## How Friends May Describe You

Your friends have indicated that you have an elevated Steadiness pattern. You show a deep understanding of how to work well with others, see the big picture, and take time to build meaningful personal relationships. Your sense of loyalty and innate common sense encourage other people to trust you.

## How Friends might describe your Strengths and Challenges...

### Strengths

Proactive  
Sociable  
Considerate  
Focused

### Potential Challenges

Accepting change  
Remembering to put yourself first  
Decision making  
Overthinking situations

\*\*Based on the feedback from your friends, we are able to make educated guesses on how they might describe you. It is important to note that your 3rd Party Assessors did not select any of these specific adjectives during the assessment process, so take this feedback 'with a grain of salt'.\*\*

# Overview of Sub-Topics



## Report Sub-Topics

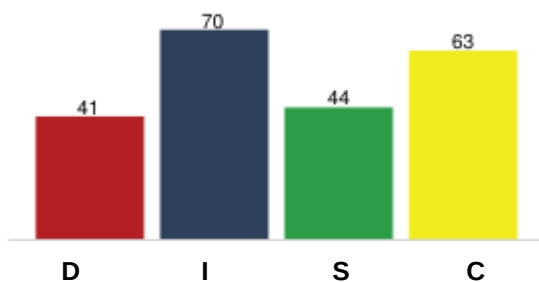
Susan, we all use each of the four factors in different ways. Based on your DISCflex scores we can make educated guesses on how you might respond in different situations and environments. Next, we will take a look at each of the Sub-Topics listed below and discuss your behavior. The information on each page is written specifically to you based on your DISCflex Scores.

These Sub-Topics are:

- Work Environment
- Goal Setting
- Interpersonal Communication
- Change
- Decision Making
- Team Interactions
- Facilitation
- Giving and Recieving Feedback
- Self-Talk
- Performance Management

Take your time reading through each, and pay special attention to the **Advice**, **Tips**, and **Warnings**.

## Your Scores:





## **The way you prefer your environment is important to your success.**

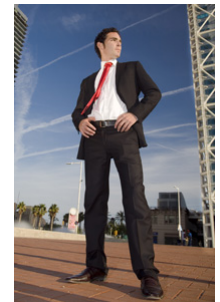
We all have certain preferences when it comes to our work environment. Remember that each person has a behavioral style that determines their preferred way to work.

Too often, we ignore the fact that other people have different preferences than we do, and we try to force everyone into our box.

*What if there was a way to identify the way you prefer to work, and learn how to identify other people's work preferences? Would that help your team be more successful?*

DISCflex™ helps you identify many things about your work environment that you will learn throughout the report, such as how you like to communicate, how you like to make decisions, and how you like to set goals. Notice it is all about what you like to do and not what you should be doing.

Rather than get involved on a personal level with people in the office, you tend to mind your own business and interject when issues concern you or your work. You would rather make a decision and go with it but you can be quite thoughtful when needed. Being locked into a decision is not necessary for you to take action. You don't need all the answers upfront. You will become annoyed if someone interrupts your work. You tend to be accurate, making sure all of your responsibilities are done just right. Watch out that you don't become so focused on the rules that you lose the big picture.



## **You enjoy talking to others when working on a project.**

You believe that one of the most important aspects of working with people is being able to work collaboratively together by discussing things throughout the day. Beware of interrupting other people's performance goals.

You tend to be more relaxed when it comes to inter- and intra-departmental lines. Because you are not inclined to dominate or step on other people's turf, you are respectful and will only take control of a situation when it is a serious issue or a crisis.

**Warning:** Beware if you don't dial up your Dominance you run the risk of not reaching your goals because others may direct your every move.



You tend to build trust and rapport with your co-workers rapidly, giving you immediate leadership currency. As a leader, you look forward to the interaction and banter that goes on within your team on a daily basis and feed off that. Your team thrives off of your energy, which helps motivate them. Be careful not to be energetic without focus.



**Once you have an understanding of your behavioral tendencies in goal setting, you can be an invaluable asset to an organization.**

Knowing what your strengths are can help you articulate the vision of the business, set the direction for strategic planning, and performance objectives. While doing so will make sure that you align the organization and resources required to achieve the goals. Ultimately, by aligning appropriate behavior and goal setting you can link goals and objectives to the performance management process.

**You effectively walk that fine line between thoughtfulness, steadfastness, and action.**

You understand that windows of opportunity are only open for so long and that any project or task can run into obstacles if you take too long to accomplish them. You tend to see the Realistic side as well as the Timely side of the setting goals. Consider dialing up your Steadiness when you need to really think through a project at the beginning stages and then dial up your Dominance to complete the goal during the later stages.



Knowing all the facts is critical when you set goals. You want to know what specifically you must accomplish when it should be accomplished by, and also how your supervisor will measure your success or failure.

**Advice:** If you become complacent or unmotivated, you may find yourself simply meeting expectations instead of exceeding those expectations.

**You use your many connections to help you achieve your goals.**

Although it is great to have a solid trust and support network, you still may need additional skills or information to find the correct results. Work on networking more around the office and approach others with questions about what they believe.



Although you know that deadlines are important and work to meet them, you still do not place as high an importance on the time aspect of the goals relative to the other aspects. You much prefer the intricate balance between quality work and meeting those deadlines.

**Tip:** Ask others for their input as it relates to either meet the deadline or achieving quality results.

Once you set your goals, then you get into the tricky business of implementation. Moving toward action is the next step in your playbook and you are prepared for the transition. You understand that your strategy may not include all the potential consequences, but you feel that it is strong enough to propel you into action. This can be a great motivator if harnessed correctly.



In an organization, nothing is more important than effective communication. A person's communication preferences are grounded in their behavior and perception. Understanding how these impact the communication loop is vital to an individual's career and professional growth.

## **Relationships with others do not prevent you from completing your tasks.**

You would rather advance yourself through your own work and skills than through your relationships. This does not mean you do not place importance on others in your team, but rather that you appreciate a more independent approach to sifting through information and achieving results. You need to work on slowing down your desire to take action before you think things through.

You are able to motivate people to work harder or come up with solutions. You prefer to communicate and interact with others on a humanistic level that makes people feel they are important to you. You ask for their opinions and you listen to their stories, all the while gathering information about them for future conversations. You are great at remembering the little things that are important to folks.



## **You can be apt to listen to what others say before giving your opinion.**



You will tend to hold back on giving your opinion until you are certain that what you are about to say fits the situation. Over time people respect this as wisdom, Susan.

**Warning:** While holding back and listening are seen as great skills in respectfulness, make certain that others do not use this as a way to sway you to their side.

You often find it difficult to focus when people keep interrupting you. Because of your task-oriented nature when you become involved in your work, people and communication often serve as distractions to your overall levels of quality and efficiency. You need time to think, plan, and structure so that you can reach optimum levels of quality management with your work output.

## **You are able to understand and relate to your coworkers.**

When it comes to listening, you see the balance between understanding the message and actually responding back to the person. You like to give others a pat on the back for a job well done to show recognition. This is one of the techniques you use throughout the listening process when someone has a good idea. However, you have found that this doesn't come entirely naturally to you. Make this more of a habit as you rise in your career, as people will appreciate it.





## **People need to know they will be heard and listened to.**

With your keen relationship skills and innate ability to understand people, you will make sure that no one gets left behind, that no one thinks they won't be heard. You are of the mindset that the worst thing that can happen in any organization is for people to remain silent when they fully realize that things are going wrong. You will be the mechanism to make sure this doesn't happen.

## **You enjoy learning about changes before they happen.**

When you are told about a change and given time to prepare, you can handle it easily. So, knowing this, make sure you learn how to forecast and anticipate change so that you will not be caught unaware. Any obstacle or unforeseen consequence could propel you to discount the need to change out of pure defensiveness for your vision. Be flexible while still sticking to your overall goals and objectives.



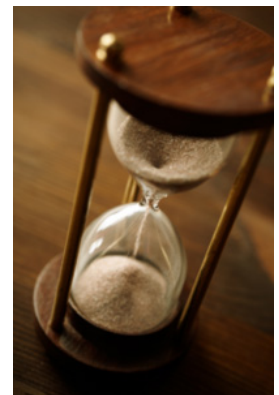
## **You do not mind change, your focus is more on the reason.**

Every organization needs people like you when considering what changes are prudent. You are the rock when the rumors of change start swirling around. With your medium Dominance score, you want to make sure that changes are being made that make sense. You realize that changes, no matter how small, have unintended consequences. You want to make sure that any changes being instigated are prudent.

## **When you can factor change into your process, you are fine.**

You don't mind change to your tasks or within the organization as long as you are told ahead of time. If others bring up new information during the implementation phase, this causes you to worry. You would rather have changes at the front end of the process rather than at the back end when it is ready for verification.

We each go through negative and positive psychological phases during the change process. During the negative phases, your friends in the workplace usually know of your discontent when a change takes place that you don't agree with.





## **Decision-making preferences are based on your behavioral preferences.**

The goal of this segment is to help you develop an understanding of your decision-making tendencies. This section will help you identify how to make the best decisions possible.

By recognizing how you prefer to gather information, weigh options, and come to a decision, you can determine your strengths and weaknesses. Equally important, we are going to provide insight into some of the psychological biases that might consistently affect your decision-making ability.

## **You like getting input from others before making a final decision.**

Not doing so can make you anxious. While asking for assistance when you are unsure of the path to take is often a prudent course, be warned that in using this method all the time, you run the risk of appearing like a follower rather than a leader.

You like to make sure a package of decision-making information is gathered that meets your standards. You realize how important this is prior to launching into the decision-making process. You are uncomfortable putting your name on any decision without this.



When forced to use your Steadiness Factor, you like to know the reasons behind decisions before agreeing to them. Even when you know that thoughtfulness and taking the time to make decisions is vital, you will tend to rush through, preferring to let another factor guide you.

Although you are able to use your decision-making ability to solve problems, you sometimes hold back until you are sure that the outcome will be guaranteed. Doing this can diminish your leadership currency with team members. The solution is to trust your talent and go with your inclination, rather than let fear of failure hold you back.

## **Your emotions and feelings dictate how you make decisions.**



You have a tendency to make decisions based on emotions. How you feel about a decision will typically dictate your course of action. Make sure you take your time to understand all of the viewpoints.

Your attention to detail is very important in decision making but it can also lead to Anchoring. When this bias takes place, it creates holes in your decision-making process.

**Advice:** Take a step back from the details and look at the big picture.

## **By exploring your behavioral inclinations, you can effectively develop skills to conduct team projects and meetings.**

You tend to see the minor issues of a project when leading a team. This is a significant leadership quality because you understand how the small details affect the bigger picture. Whereas other leaders may rush forward with decisions, you will carefully analyze and examine the situation and create a process before moving forward.



## **You have a great ability to negotiate in a team setting.**

When negotiating priorities, resources, etc., you can come out as a shining star if given the opportunity. You are able to facilitate discussions with your team members as well as the opposing side as you work toward decisions. You need to watch out for your Influence Factor, however, if you are trying to use your positional power to get your point across. Instead, use your natural skill of building relationships to gain personal power and help develop deeper relationships with your team members.

One of your strongest qualities as a leader is that while you are able to listen to your employees, you are also able to lead them into action. The problem is knowing when to implement these skills.

## **Think through your actions before moving the team forward.**

Reflect on past projects when you had to make decisions that required you to act fast. This reflection will give you insight into future decisions that can likely save you time, resources, and energy.

When you are looked upon to take the reins and make a decision, you might at first hesitate. Whenever this happens, it's usually because you are forgetting to dial up your assertiveness.

**Advice:** Figure out when you should go into your 'assertive' mode and when not to.



## **You try to form an understanding of why a task is necessary and how you can improve the process.**

Be careful when you are working in a team that you do not simply follow the structure that someone else gives to you. Use your skills to analyze the task for yourself and provide input. Without this knowledge, your performance abilities will not rise to the levels they need to be at to put you in a leadership role.

Facilitation is a process of how to properly conduct meetings in order to get the most effective results. Learning this skill set will make you an invaluable member of any team or organization.

## **You will confront people's ideas when necessary.**

Part of that is because you like to figure out how your decision will affect the people around you. This is an excellent quality to have and your friends and family members would most likely describe you as being pretty thoughtful. But be careful, because thinking too much about everything can drive you crazy, which is something you might have already noticed.



You usually sit back and listen during a meeting. With that said, you will speak up if there is a major issue you see that will impact the goal and objectives or perhaps, more important, go against the grain because it would impact the strategic plans or direction of the leadership of your organization or of another team.



## **If nobody emerges as the leader, you will take on that role.**

You are typically relaxed and not very forceful with your opinions, choosing rather to go with the flow. You believe it's important to have an agenda during meetings, but when obstacles arise you are still flexible and don't mind adjusting. Understand when you need to speak up.

You like to be the center of attention at times and this is true during meetings. You feel energized by the interaction you get in meetings and are quick to provide your input. You like meetings that are upbeat and will typically lose interest when topics drag on for a while. When contributing your opinions, you will sometimes do so without thinking things through.

## **You strike a good balance between talking and listening during meetings.**

You know when it is important to come to a conclusion swiftly and when you can take your time and receive input from members of the team. This is especially important as thinking about your resources to help your team use the best possible decision-making method. While you do take time to listen to the input from your team members, be careful that you don't fall into the trap of listening far too long that you miss a window of opportunity. Combine this section with the Decision-Making section to really improve your skill sets.



# Receiving and Giving Feedback



## **You tend to only give feedback to people close to you.**

To be effective, you must improve upon this skill. Sometimes, when you give feedback, you will indeed be viewed as the bad guy. And you probably won't be able to change that if someone has a poor attitude! Fortunately, most of the time people will take feedback in the spirit it was meant to be given in, if you deliver it properly.

## **You may worry your feedback may ruin your relationships.**

You are great at building relationships. You don't like making enemies in the workplace if you don't have to. If you deliver feedback but haven't fully practiced dialing down your Influence, you could be tempted to hold back from providing critical feedback for an individual because you feel reluctant (perhaps being afraid to negatively affect your rapport with that person).



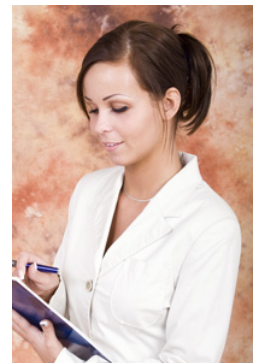
## **You hesitate to give feedback.**

Your Dominance Factor provides great insight into your feedback style. You have a strong interest in preserving a person's loyalty to you, the team, and the organization as a whole. This usually helps you balance yourself while delivering feedback, making sure to set an action plan without severely blaming the other person for their failure or problems that led to this feedback. Keep in mind that feedback can be used to improve something that is already good.

## **You are able to organize your thoughts before giving feedback.**

This can help if you are nervous about providing constructive criticism. If the individual suspects your judgment is skewed, they will instantly stop listening to your feedback and will lose trust in you. This harms your leadership currency significantly.

You tend to show a good balance between your empathetic nature and your tendency toward stubbornness. Depending on your mood, however, you may sway one way or the other. When you are criticized for something that you really care about, and you know you are good at, you might even become upset and frustrated.





## Your self-talk affects how you go about your day.



We all talk to ourselves, give ourselves motivation, criticize our actions, and even sometimes yell at ourselves. How you speak to yourself will determine how much success you achieve in your life.

Too often, we ignore or contradict our self-talk, leading us to act with what we called cognitive dissonance.

*What if there was a way to identify the way you talk to yourself, change your thought process to be more positive, and learn to listen to your positive self-talk? Would you be ok with more success in your life?*

Self-talk is about transitioning from the negative to the positive. When you start talking to yourself with positive language, you will find that goals become easier to accomplish and the people in your life have more respect for you. Now, let's explore your self-talk.

## Your personal involvement in a task determines your self-talk.

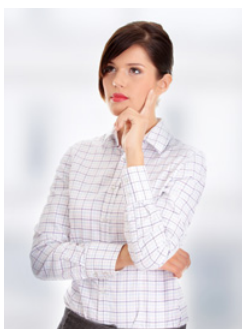
Sometimes you will give yourself the go-ahead to be as creative and effective as possible while, if you have low personal involvement, you will tend to tell yourself that a job is beneath you or that it is unimportant.

You walk a fine line between internal and external reinforcement. This means that you recognize internally when you do a good job and can feel great about that. The more you practice building your self-confidence from within, the more external motivation you will find coming your way.



**Advice:** It is great that others can help you feel good about your work and encourage you to do more. Just remember that others can't always be there for you.

Your self-talk tends to be more tilted to the positive than most people. The reason for this is because you are able to take input in from the business world around you; selectively choosing which factors will help you achieve your goals. This innate selectivity and ability to filter means that more positive input will be incorporated into your self-talk.



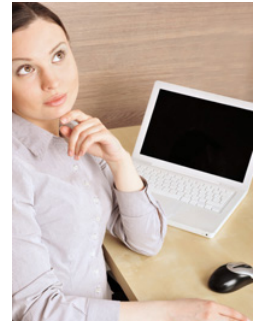
## Any change in your self-talk must follow a determined process.

Work on creating a structure that turns any negative inputs and negative self-talk into positive affirmations about your abilities and who you are as a person. This will help you in every area of life.

**A word of advice:** Dial up your Dominance factor and put your positive self-talk into action. Get things done today rather than waiting until next week or next month. You will find your motivation growing when you synchronize your actions with your positive self-talk.

## **Performance management requires you to align your future goals with a structured game plan.**

By assigning responsibilities, accountability metrics, and authority parameters, you will set yourself and your team up for success, rather than planning for failure. Let's examine how your behavioral style handles performance management.



## **You like brainstorming and putting things on the table.**

In general terms, you prefer having peers and superiors interacting and talking things out, brainstorming and putting things on the table. You have seen many great ideas come out of the brainstorming process and you look to capitalize on that with your goals.

You are able to adapt to various circumstances with great ease, especially when obstacles are placed in front of you. This will be a required quality as you manage others. If moving up the career ladder is your goal, this is a skill you need to develop.

**Advice:** Work on goals that help you manage yourself, others, and the organization.

This often requires going into your thoughtful 'S' mode or logical 'C' mode to figure out why you should focus on certain goals. This is especially important for your performance goals.

## **Avoid putting your expectations and requirements on other people.**

Try to focus more on the overall performance goals and allow your team to find their own way as long as you are holding them accountable.

Become more assertive and take chances with your performance goals to advance your career. You will find this will drive you to accomplish bigger and better goals.

**Tip:** Think about what you would like to accomplish if you had enough resources.

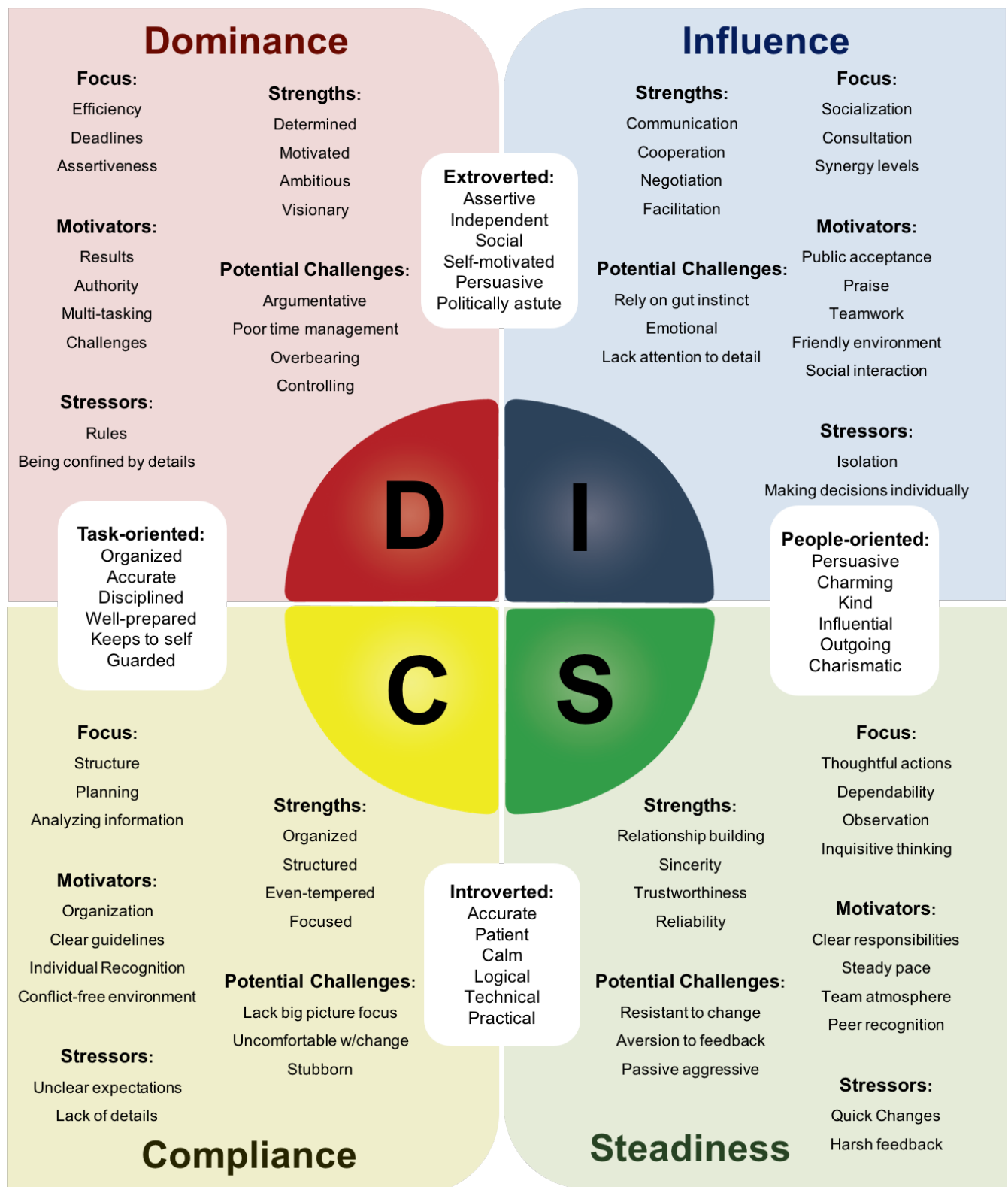


## **You are sometimes unsure when you should be thinking or acting.**

Think about these questions consciously – as a process – for each situation: When is action appropriate? When is thinking and planning appropriate? Being able to move seamlessly between thought and action will help you flex your behavior to a greater extent.



# Defining DISC Quick Reference



# Dialing DISC Quick Reference

<b>How to Dial Up &amp; Dial Down</b>	<b>DIAL UP</b>	<b>DOMINANCE</b> <ul style="list-style-type: none"> <li>Don't say it. Do it!</li> <li>Set goals</li> <li>Use the subconscious mind</li> <li>Try something new</li> <li>Watch the leader</li> <li>Add quickly</li> <li>Take risks</li> <li>Change your pace</li> <li>Be the leader</li> </ul>	<b>INFLUENCE</b> <ul style="list-style-type: none"> <li>Control and monitor your self talk</li> <li>Be enthusiastic</li> <li>Learn to mirror and match</li> <li>Extend invitations to others</li> <li>Work on teams</li> <li>Talk to people</li> <li>Get others' opinions</li> <li>Become more convincing</li> <li>Practice public speaking</li> </ul>	<b>STEADINESS</b> <ul style="list-style-type: none"> <li>Stick to what you're doing (commitment &amp; consistency)</li> <li>Have a purpose when you speak</li> <li>Plan</li> <li>Define what you're doing (responsibilities, accountability and authority)</li> <li>Eliminate distractions</li> </ul>	<b>COMPLIANCE</b> <ul style="list-style-type: none"> <li>Prioritize your tasks</li> <li>Structure your day</li> <li>Know the guidelines</li> <li>Create appropriate quality standards</li> <li>Plan a major project</li> <li>Outline the boundaries</li> <li>Ask an expert (or perceived expert)</li> <li>Refer to the instructions</li> </ul>
		<b>DOMINANCE</b> <ul style="list-style-type: none"> <li>Take a time out</li> <li>Listen to others</li> <li>Let others speak for themselves</li> <li>Wait to provide feedback</li> <li>Follow the rules</li> <li>Think through situations</li> <li>Get one task completed at a time</li> <li>Put some energy into building trust with others</li> <li>Let an argument go</li> <li>Review your biases</li> <li>Let someone else lead</li> <li>Ask what you can do for others</li> </ul>	<b>INFLUENCE</b> <ul style="list-style-type: none"> <li>Close yourself off from interactions during certain times of the day</li> <li>Say what you need to say once (avoid repeating yourself)</li> <li>Let others talk</li> <li>Do what you can for your team without asking</li> <li>Find the root cause</li> <li>Let things happen</li> <li>Concentrate on following through</li> <li>Translate ideas into an implementable action plan</li> <li>Watch out for biases</li> </ul>	<b>STEADINESS</b> <ul style="list-style-type: none"> <li>Be efficient</li> <li>Forgive and forget</li> <li>Try something new</li> <li>Take a calculated risk</li> <li>Be open to change</li> <li>Be flexible</li> <li>Think about the most important aspects of your life</li> <li>Take a break</li> <li>Find a mentor</li> <li>Become more task-oriented</li> </ul>	<b>COMPLIANCE</b> <ul style="list-style-type: none"> <li>Be open minded</li> <li>Question why people create rules (including benefits and consequences)</li> <li>Speak up</li> <li>Be creative</li> <li>Take calculated risks (and make decisions)</li> <li>Change your routine</li> <li>Learn rapport building techniques</li> <li>Confront your biases</li> <li>Take initiative</li> <li>Focus on behaviors</li> <li>Look at the big picture</li> </ul>

# DISCflex™ Quick Reference



	<b>DOMINANCE</b>	<b>INFLUENCE</b>	<b>STEADINESS</b>	<b>COMPLIANCE</b>
<b>Strengths</b>	<b>Determined</b> <b>Motivated</b> <b>Ambitious</b> <b>Visionary</b>	<b>Social Skills</b> <b>Influence &amp; communication</b> <b>Cooperation</b> <b>Negotiation &amp; facilitation</b>	<b>Build strong relationships</b> <b>Sincerity &amp; trustworthiness</b> <b>Reliable</b> <b>Logical</b>	<b>Organized &amp; structured</b> <b>Even-tempered</b> <b>Focused</b> <b>Responsible</b>
<b>Potential Weaknesses</b>	<b>Argumentative</b> <b>My way or the highway</b> <b>Overbearing</b> <b>Controlling</b>	<b>Reliance on gut instinct</b> <b>Insecure</b> <b>Lack attention to detail</b> <b>May let deadlines slip</b>	<b>Resistant to change</b> <b>Dislike giving or receiving feedback</b> <b>Passive-aggressive</b> <b>Possibility to be self-absorbed</b>	<b>Lack big picture focus</b> <b>Uncomfortable with change</b> <b>Confined by procedures</b> <b>Stubborn</b>
<b>Motivators</b>	<b>Results</b> <b>Authority</b> <b>Multi-tasking</b> <b>Challenges</b>	<b>Acceptance &amp; praise</b> <b>Peaceful &amp; friendly environment</b> <b>Working with others</b> <b>Social situations</b>	<b>Clear responsibilities</b> <b>Steady pace</b> <b>Group environment</b> <b>Recognition</b>	<b>Organizational effectiveness</b> <b>Defined tasks/responsibilities</b> <b>Recognition &amp; reassurance</b> <b>Conflict-free environment</b>
<b>Stressors</b>	<b>Inaction</b> <b>Rules</b> <b>No decisions being made</b> <b>Being confined by details</b>	<b>Isolation</b> <b>Lack of communication</b> <b>Making decisions individually</b>	<b>Quick changes</b> <b>Harsh feedback</b> <b>Taking sudden action</b> <b>Unclear communication</b>	<b>Insufficient planning</b> <b>Multi-tasking</b> <b>Not knowing expectations</b> <b>Lack of detail or information</b>
<b>Communication Style</b>	<b>Important information only</b> <b>No idle chatter</b> <b>Big picture focus</b>	<b>Discussing information</b> <b>Talking through options</b> <b>Brainstorming</b>	<b>Prefer meaningful communication</b> <b>Status updates</b> <b>Thoughtful dialogue</b>	<b>Details and logical answers</b> <b>Cover all possibilities</b> <b>Clear expectations</b>
<b>Decision Making</b>	<b>Quick to decide &amp; act</b> <b>Comfortable with risks</b> <b>Decisions are based on the big picture</b> <b>Prefer authoritative decisions</b>	<b>Receive feedback from others before acting</b> <b>Rely on gut instinct</b> <b>Prefer to know how others would act</b> <b>Prefer consensus decisions</b>	<b>Prefer practical options</b> <b>Hesitant to act</b> <b>Need contingency plan</b> <b>Prefer ad hoc decisions</b>	<b>Focused on facts rather than feelings</b> <b>Prefers to get all the facts</b> <b>Prefer fact-finding over making the final decision</b> <b>Prefer rational decisions</b>