



## Business Behaviors

Susan Sample



## 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.

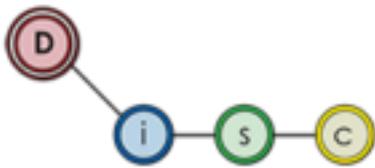
## Goals

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.

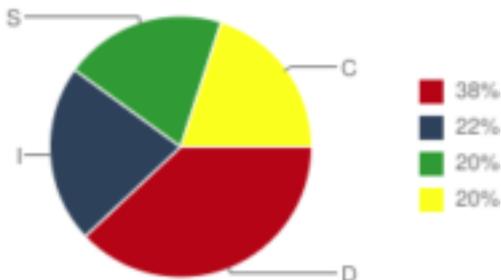
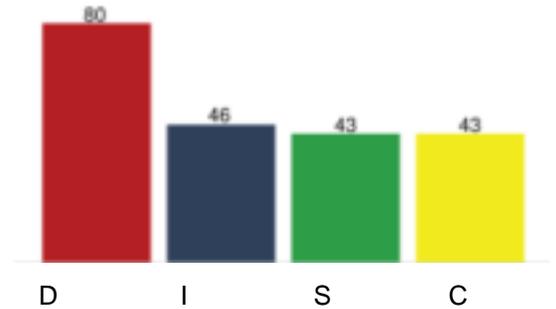


## My DISCflex™ Pattern

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

### What does that mean?

You love to be constantly challenged and rely on your decision making to solve problems. You are able to initiate action and lead others by taking charge. Routines bore you and you strive to accomplish your own vision. You can challenge others thoughts or ideas and are not afraid to argue your point of view.



### Compare your behaviors

Looking at the big picture, you are able to see your behavioral style is governed most by your Dominance Factor. 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**

- Determined
- Self-governing
- Straightforward
- Pioneering

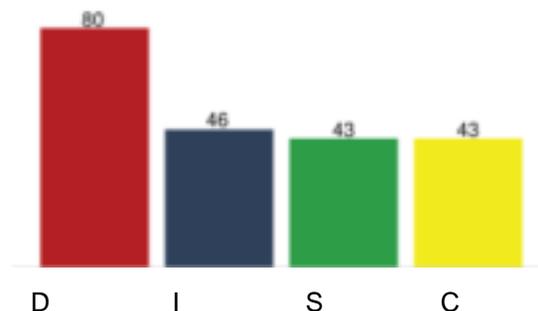
**Potential Challenges**

- Focus
- Giving up control
- Prioritization
- Deciding too quickly

# Motivators & Stressors

## 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.



- Results
- Challenges
- Being the leader
- Making decisions
- Being able to work at a quick pace
- Multi-tasking

## 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 cause 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.



- Rules
- Details
- Not being in control
- Relying on others
- Roadblocks
- Maintaining Organization

## 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



# First Sub-factor

## Driving Sub-factor

### Independence

With your Dominance factor greater than your Compliance factor, this gives you the Sub-factor Independence. You take pride in being able to accomplish things on your own. You act as a visionary by being able to create your own rules and ways of doing things.



- Self-determined
- Objective
- Free
- On your own
- Private
- Self-reliance

## Opposing Sub-factor

### Cooperativeness

Cooperativeness is the opposing sub-factor to Independence. Working independently is good, but be sure that you are keeping the big picture goals of your team or organization in mind.

"Dial Up" your C Factor to ensure you are cooperating within established standards and with the appropriate parties.

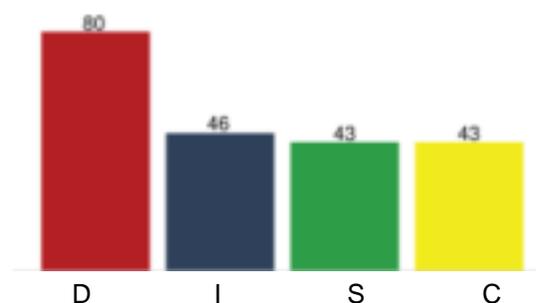


- Be positive about what you can achieve with other people.
- Be enthusiastic about working together.
- Make sure everybody understands why you're cooperating.
- Set ego aside and focus on team goals.
- Open the lines of communication and have mutual respect.
- Be accepting of others and changes that happen. Build trust by being open.

## 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

### Self-motivation

With your Dominance factor greater than your Steadiness factor, this gives you the Sub-factor Self-motivation. You always like to be on the move and think of ways to get things done. By creating new plans and ideas, you do not need other people to tell you what to do because you are the one that looks to take action.



- Active
- Energetic
- Forceful
- Creative
- Full of life
- Lively

## Opposing Sub-factor

### Patience

Patience is the opposing sub-factor to Self-Motivation. Sometimes it is a good idea to step back, assess the situation, and gather feedback from others before moving forward. Be sure to "Dial Up" your S Factor in order to listen and think objectively before taking action.

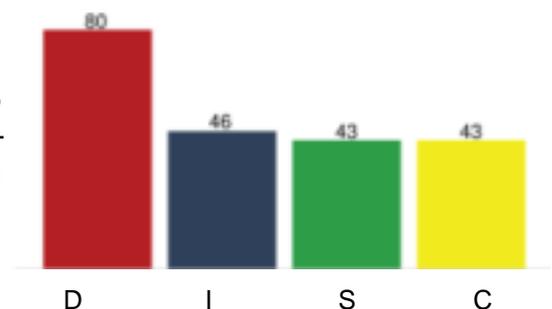


- Anticipate when you might become impatient. Visualize yourself as a patient person.
- Calm down and rationalize the situation, look at the big picture.
- Empathize with people around you.
- Prepare a plan for when patience is needed.
- Remember that good things take time to happen.
- Find your patience patterns and recognize your triggers.

## 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

### Efficiency

With your Dominance factor greater than your Influence, this gives you the Sub-factor Efficiency. You are driven to accomplish your task the most effective way possible. You are able to focus on the project at hand and will not be distracted by personal aspects of a situation.

- Productivity
- Performance
- Effective
- Know-how
- Organized
- Competency



## Opposing Sub-factor

### Friendliness

Friendliness is the opposing sub-factor to Efficiency. You may need to focus on building better relationships. When you are stressed and in "work mode" don't forget to be polite to those around you. "Dial Up" your I Factor to the proper level of friendliness that the situation calls for.

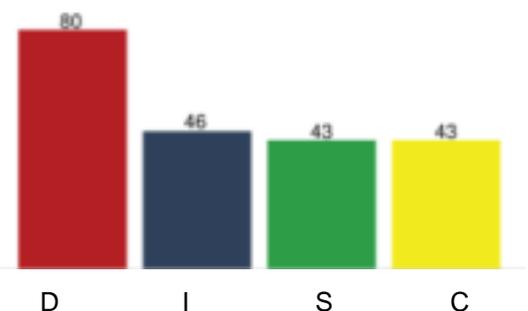
- Engage in conversation and listen more than you talk.
- Be positive when you talk to people.
- Invite people to spend time with you.
- Remember the Golden Rule.
- Practice humility.
- Be genuinely interested in learning from and about other people.



## 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.



## 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?

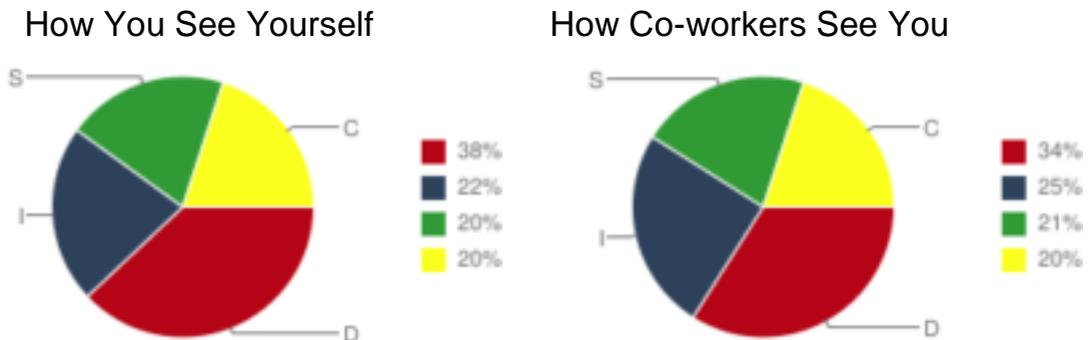
No. The feedback we gather from 3rd-Party Assessors will only affect the 3rd-Party Pages of this report. The rest of this report is based solely from your self assessment results.

# Third Party Overview



DISC Factor	Self-Perception	3rd-Party Perception	Variations	% Difference
Dominance	80	Co-workers 68.33	-11.67	17%
		Family 87	7	8%
		Friends 93	13	14%
Influence	46	Co-workers 49.67	3.67	7%
		Family 53	7	13%
		Friends 60	14	23%
Steadiness	43	Co-workers 42	-1	2%
		Family 27	-16	59%
		Friends 23	-20	87%
Compliance	43	Co-workers 41	-2	5%
		Family 47	4	9%
		Friends 48	5	10%

## 3rd-Party Details - Co-workers



DISC Factor	Self-Perception	Co-workers Perception	Variances
Dominance	80	68.33	-11.67
Influence	46	49.67	3.67
Steadiness	43	42	-1
Compliance	43	41	-2

## 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**

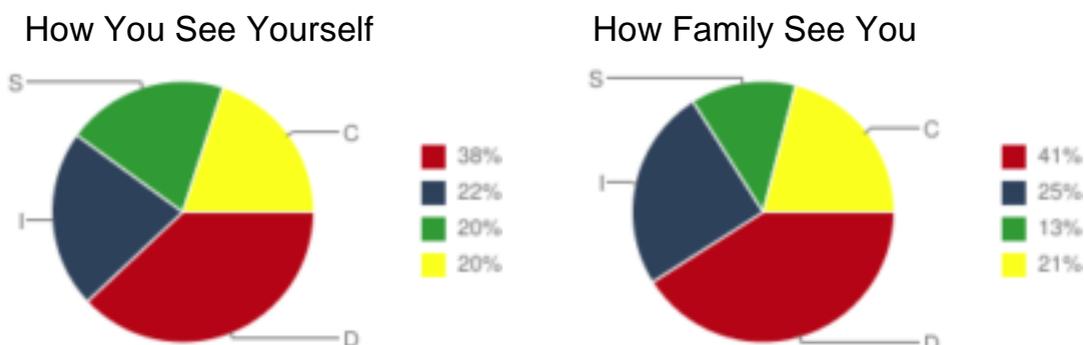
- Proactive
- Good Listener
- Spontaneous
- Creative

**Potential Challenges**

- Focus
- Giving up control
- Prioritization
- Deciding too quickly

\*\*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'.\*\*

## 3rd-Party Details - Family



DISC Factor	Self-Perception	Family Perception	Variences
Dominance	80	87	7
Influence	46	53	7
Steadiness	43	27	-16
Compliance	43	47	4

## 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**

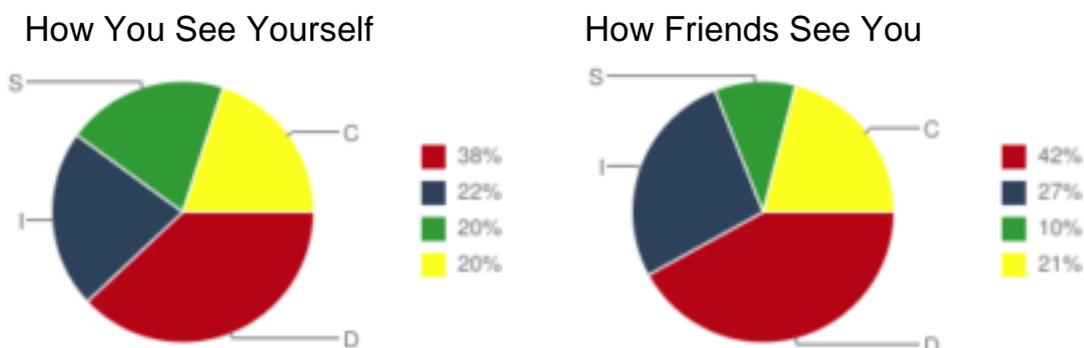
- Determined
- Sociable
- Spontaneous
- Creative

**Potential Challenges**

- Focus
- Giving up control
- Prioritization
- Deciding too quickly

\*\*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'.\*\*

## 3rd-Party Details - Friends



DISC Factor	Self-Perception	Friends Perception	Variences
Dominance	80	93	13
Influence	46	60	14
Steadiness	43	23	-20
Compliance	43	48	5

## How Friends May Describe You

Your friends 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 Friends might describe your Strengths and Challenges...

**Strengths**

- Determined
- Sociable
- Free Spirited
- Creative

**Potential Challenges**

- Focus
- Giving up control
- Prioritization
- Deciding too quickly

\*\*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'.\*\*

## Report Sub-Topics

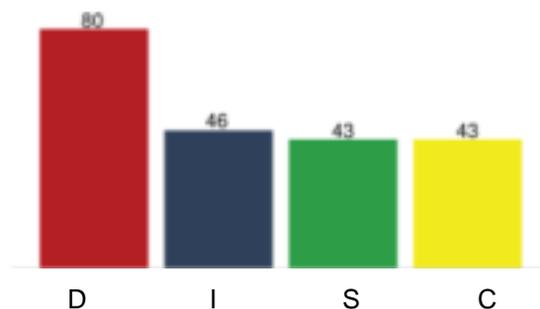
Susan, we all use each of the four factors in different ways. Based on your DISCflex scores we can make educated guesses on how you might respond in different situations and environments. Next, we will take a look at each of the Sub-Topics listed below and discuss your behavior. The information on each 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 Receiving 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 have developed your own organizational style. You are not one who can adapt to every system that requires rigorous inputting of data and/or metrics. These types of systems do not work well for your style, try dialing up your compliance as needed.



You become frustrated if you are interrupted while working on a project.

However, if it is important you will grant them the latitude if pressed to do so. If this becomes a habit with a particular person, it will frustrate you and you will tend to avoid them rather than confront the issue.

You like the freedom to move between projects or shift deadlines. You also prefer to dictate your schedule and work environment. Make sure this tendency doesn't become a habit. When working for an elevated C boss, this tendency can cause conflict because an elevated C manager prefers structure and order.

**Warning:** A high I-type supervisor may take offense to your freedom and independence because they look for interaction prior to changes in schedule, scope, or responsibilities.



As a leader, you prefer to keep your discussions with your team brief, though you can also be influential when needed. You tend to lead by example rather than words, focusing on performance rather than relationships and you keep a fairly close circle of advisors. Never underestimate the power of trust and rapport that can come from Dialing up your Influence.



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 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 SMART 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.



You are able to look at the Specific and Measurable sides of your SMART goals, yet you to balance yourself with some of the other criteria for SMART goals. You should work on knowing when and how to meet each criterion.

**Advice:** Ultimately set behavior goals for yourself to meet the SMART goals.

You only work with a select group when gathering info for your goals.

Work on networking more around the office and approach others with questions about what they believe is attainable with regard to goals. This will break the ice and help you form a new source of information in your workplace.



With your strong work ethic on meeting deadlines and attaining results, you consistently focus more on the Timely aspect of SMART goals. Deadlines are important to you and you will work hard until you reach the final result.

**Warning:** You could be tempted to focus more on meeting the deadline than turning in the quality of work that you would otherwise.

Once you set your SMART 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.

# Interpersonal Communication



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 build relationships with people in your workplace effectively. How large this group is depends on your affinity for working with others and the number of advisors you prefer to have. This can be different for everyone, but you are still able to have good relations with the various members of your team, regardless of how "close" you feel to them. This allows you to be personable and not stir any negative feelings toward you.



## You can be very blunt, Susan, sometimes coming across to others as inconsiderate.

This happens when you think it is important to get your point across, even though you do not intend to be perceived this way. At all times be considerate in thinking about not only the message, but the delivery, too. This will go a long way in making certain that others listen to your intent as well as the words themselves.

You do not necessarily need a particular reason to communicate with another person in your work environment. Because you are more balanced between your task-oriented structure side of work and your people-oriented side, you find that your peers do not serve as unwelcome distractions throughout the day.

## 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.





## You rarely need help from other people when facing change.

You like to think it through on your own before you consider asking others about the possible benefits and consequences of the change being made. This allows you to formulate your own opinions and bring valuable input into a conversation. Just remember not to let this tendency make you hard-headed where you stop listening to other points of view.

## 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.



## Not much fazes you when it comes to change.

If you have a set plan already in motion, you will be reluctant to latch onto any change that does not help you meet your goals. Your mind is built around a process-oriented nature, so it is critical for you to analyze and interpret how the change will affect your process for working.

## You are able to adapt and change when faced with obstacles.

You have a better aptitude than most at restructuring your action plan when faced with adversity. You take one of two positions when obstacles come - you act quickly to mitigate the threats or you think thoughtfully about how to best deal with the situation.

Now let's turn the page to the Transitional Time Line. Your superiors look at you as someone that can influence the rest of the staff. Advice: Build your management and communication abilities by influencing people to move forward through all the phases of the transition.





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 will go to others if you feel you need insight on making a decision.

As reflected from your medium range Influence Factor, you display a good balance between the facts and your gut feeling when making decisions. You start by doing research and going through self-counsel.

Upon reflection, you usually feel confident that you made the right decision. You have learned that the balance between 'doing' and 'thinking' is important. Too much time in either doesn't work for you. On the whole, you have confidence in your decision making abilities.

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.

This skill set is a great strength and others typically look to you for guidance when tough decisions have to be made. You tend to look at the big picture when making decisions or that you are not overly optimistic in gauging your chances of success.



You consider others opinions before making a decision.

Though you may feel the need to make an emotional decision, you will typically check yourself and make sure your decision is logical as well.

**Advice:** Using the Perceptual Prism and Decision Making Matrix will keep you grounded and help you make the best decision possible for any situation you find yourself in.



Your ability to balance fact-finding and decision making helps you to understand the details and see the big picture helps keep you from using the anchoring bias.

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

You are open to new ideas and can fit them into your plans if they are a good addition. You are able to analyze the input from your team without closing off the current status quo to changes. This is beneficial as a leader so long as you do not wait to hear everyone's input before making a final decision.



You enjoy leading teams of people that are like you.



While you don't mind leading teams, you also want to have time to yourself as well to get tasks completed. Sometimes leading others seems to drain you. You find that a good way of recharging is to take a break from interactions and do something that doesn't require communication for a while. This will help you regain your energy for the next meeting with your team. Still, you will need to slowly work your way up to handling people with a higher degree of friendliness, and less like an efficient machine.

**Reminder:** It's important to understand your level of extroversion and the stress caused by it.

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.

Others typically follow your lead and look to you for ideas. They will come to you when they need a problem solved because they know that you are always able to help them move forward, even during tough times.

**Tip:** Don't repeat your goals or plans multiple times. Repetition can be annoying!



Your approach toward teamwork is not about creating a structure that everyone has to stick to.

You tend to be more flexible and allow other people to change the flow of discourse or priorities. With that said, you still need to have an internal structure and knowledge of what your responsibilities are if you are to work effectively. Write that priority list down somewhere, even if you are going to change it later!

"Coming together is a beginning; keeping together is progress; working together is success."  
—Henry Ford

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 will take charge of a group if nobody steps up. You will do this in a thoughtful way because you know that you have a great deal to contribute to the group. You may also do this in a manner that gets things accomplished quickly. You have a good balance between following procedure and moving things along.



## Letting people know your opinion comes naturally to you.

You are typically willing to speak out in meetings, even to peers or superiors (hopefully when appropriate!). A word of warning: There are times when you will need to be quiet and listen, just like there will be times when you need to speak up. Learn which is which.

You prefer to keep your emotions in check during meetings, but when the situation arises you can be fairly charismatic and energetic. You like it when meetings stick to the agenda. Your input is typically logical and you usually think about what you say before you say it. You enjoy meetings because it gives you the opportunity to interact with others.

## 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 you use tools like the Decision Making Matrix to help your team use the best possible decision making method, such as a group consensus, individual consultation, or bringing in an ad hoc team. 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



"If you don't like something, change it. If you can't change it, change your attitude."  
—Maya Angelou



## 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 understand what to say when giving feedback.

Your grasp of what needs to be said typically will triumph over your need for others' approval. This allows you to be effective when delivering feedback because you can remain neutral and still not forge enemies. Make sure that you are not only looking at a situation from your perspective as this can cause you to miss important facts or causes of the actual problem.



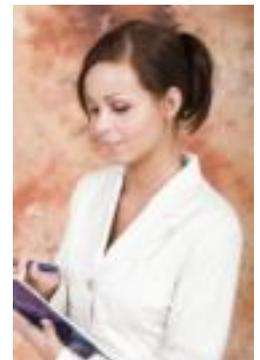
## You are direct and tend to move through the feedback process quickly.

While this is a great strength to be able to lay down the facts and what needs to be done, remember that you are dealing with feelings and emotions, too. You have to also build the motivation of the other person and use the information, while providing them with feedback. Before you deliver the feedback look through the other person's perceptual prism to garner some insight into how the other person may respond to and act upon your feedback.

## You must make a conscious effort to stay organized.

This is critical when you are delivering feedback. You must plan your statements ahead of time and think about where the situation will structurally go depending on the other individual's response. Having this planned out ahead of time will allow you to be quicker on your feet during the feedback delivery.

You tend to show 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 on 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 work 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 forward thinking will sway your self-talk positively.

This is useful in continuing to improve your self-talk when you take on new responsibilities or do things you are not familiar with. Your internal voice insists on telling you to put your best foot forward. This is why people refer to you as a go-getter.

With your medium Influence Factor, your self-talk needs to break the tolerance and acceptance phase. Oftentimes you will think to yourself that your self-talk doesn't need to change and that it won't have any real effect on your life.

**Advice:** The moment you become complacent is the moment you lose the drive to achieve more success in your life.



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.



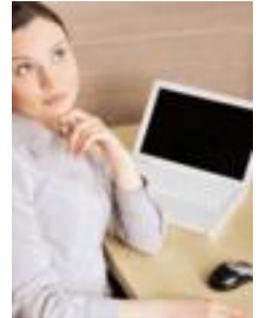
## You do not overly value structure and organization.

You tend to be more organized when you are being held accountable for a specific task. Your self-talk can help you translate your ability to be structured to your minor job functions.

**Warning:** Because of your Elevated Dominance, if you become overly stressed or frustrated, your self-talk may actually hurt you. It will fuel your stress and might cause you to tilt toward the negative. Remember to use that same positive self-talk when you are in a stressed state as when you are in a relaxed state.

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

One of the best tools to use for performance management is the RÅ Interface Document. 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 prefer discussing job responsibilities with your superiors.**

You like to brainstorm and put things on the table, as long as it doesn't take forever. You have seen amazing ideas come out of the brainstorming process.

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.

**Organize yourself to prevent mental overload.**

Remember that structure and organization are important as you take on more responsibilities. Organizing your goals, and therefore your mind, will help you remain as stress-free as possible as you complete your responsibilities.

You have an inborn talent for getting things accomplished. You leap to action faster than most and you are quite exceptional at meeting deadlines. This can really help you reach your 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.

# Recommended eLearning



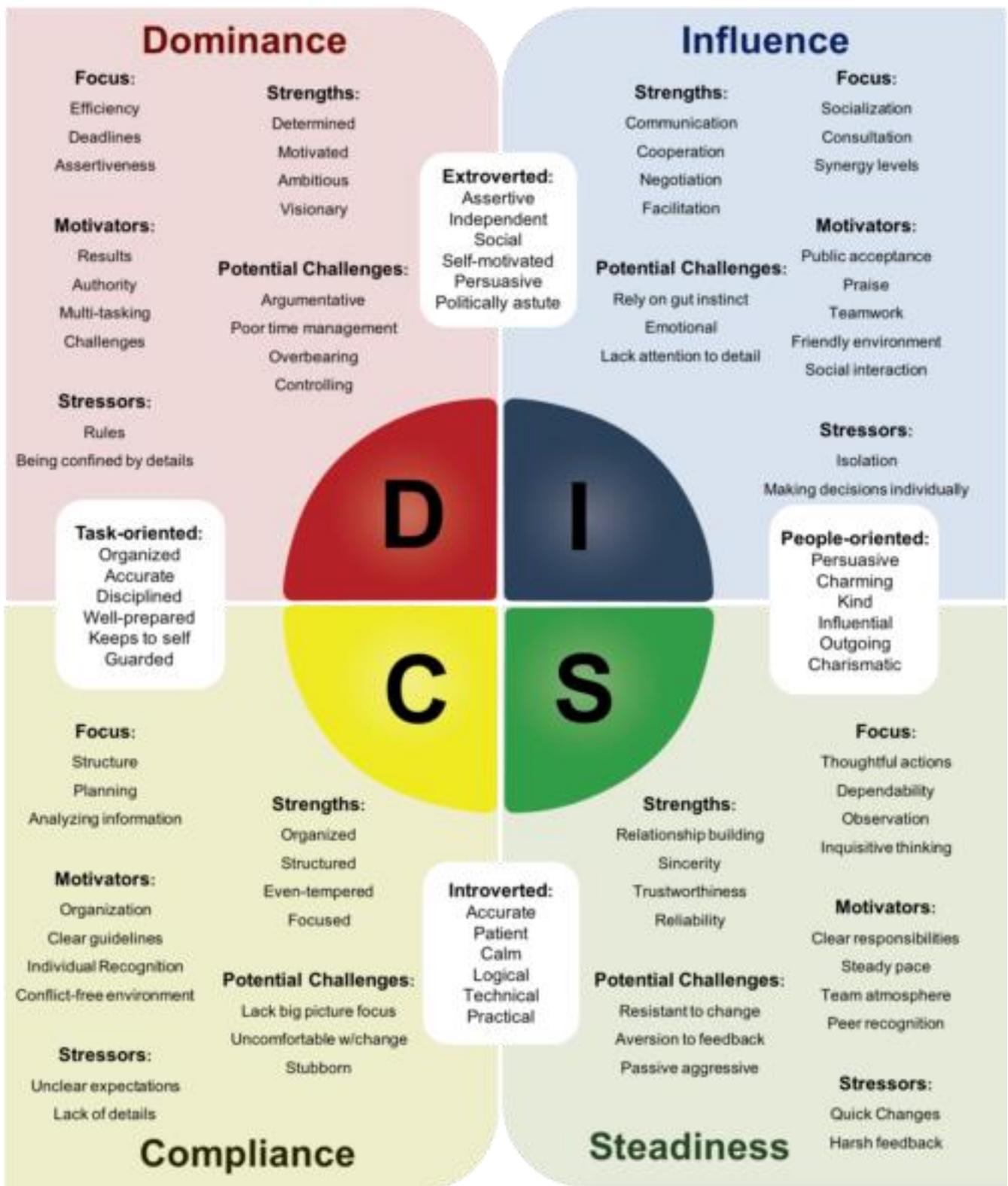
Suggestions	Training Recommendations
Try to be more attentive to other people's ideas before voicing your own. This session will help you see everyone's ideas before making your own assertions. You will be able to give more thought to others.	Change The Perceptual Prism
Make certain that you make more time to reach consensus driven decisions. This session will show the importance of consensus decisions as well as when to use them.	Decision Making Consensus Decisions
You should learn the escalation of emotions and how your mood can affect your decisions and your life. This session will teach you how to handle your emotions and make them work for you rather than against you.	Life Skills Feelings and Emotions
Learn different managerial control factors to improve your strengths for all four of your primary factors rather than just the Dominance Factor. Use this session to learn some different techniques to benchmark results and other managerial factors.	RA <sup>2</sup> Interface Alignment Managerial Control Factors
Periodically review your decision making biases to ensure that you provide a check and balance to your dominance-bent tendencies. Look at all of the biases and recognize which ones you display. Check to see if your biases are positive or negative and then determine how to balance them.	Decision Making Cognitive Biases Introduction
Make certain you check your facts and get to the appropriate root cause before making or pronouncing judgment. Use this session to understand how to find out the root cause of problems and get the right facts.	21 Laws of Influence for Sales The Law of Satisfaction and Standards
Check your decision making processes and make certain that your 'gut instinct' is firmly rooted in a rational decision making process. This session covers the beginning of the rational decision making process, which explains how to effectively make rational decisions.	Decision Making Identify the Problem
View things from other people's perspectives and show that you truly are thoughtful and appreciate the opinions, feelings and desires of others. Use the perceptual prism model to gain awareness of how other people feel.	21 Laws of Influence for Sales The Law of Perception

# Recommended eLearning



Suggestions	Training Recommendations
Target more energy (than you are comfortable with) into building trust and strong open relationships and friendships. Use this session to move yourself towards building rapport and stronger relationships.	21 Laws of Influence for Sales The Law of Similarity and Attraction
Your attitude affects every aspect of your life. Whether your current attitude is positive or negative, you always have an opportunity to improve it. This session will teach you how to view your attitude and what you can do to change it.	Life Skills Attitude
In order to get along with others in life, you have to believe they are acting with Noble Intent. This session will show you how to receive feedback from others and realize they are trying to help you improve your skills.	Feedback and Coaching Receiving Feedback, Noble Intent, and Coaching
Being able to identify what other people want and need during a conversation is essential to your life. Use this session to begin truly listening to others instead of just hearing their words. People reveal much more than we think during conversations.	Life Skills Reading People and Active Listening
Learn group dynamics and why choosing cognitively diverse teams is important. Dial down your own independence and learn how others can improve a team setting.	Facilitation Factors that Impact How a Group Functions
Understand the phases of team development and what you can do to foster greater efficiency and cooperativeness between team members. You will learn Forming, Storming, Norming, and Performing to enhance teams.	Teambuilding Phases of Team Development
Absolutes are usually associated with an elevated Dominance Factor. You need to understand the difference between absolutes and generalities. Learn the benefits and consequences of using both absolutes and generalities.	Influence and Communication Absolutes and Generalities

# Defining DISC Quick Reference



# Dialing DISC Quick Reference

	<b>DOMINANCE</b>	<b>INFLUENCE</b>	<b>STEADINESS</b>	<b>COMPLIANCE</b>
<b>How to Dial Up &amp; Dial Down</b> ↑ DIAL UP ↓ DIAL DOWN	<p>Don't say it. Do it!</p> <p>Set goals</p> <p>Use the subconscious mind</p> <p>Try something new</p> <p>Watch the leader</p> <p>Add quickly</p> <p>Take risks</p> <p>Change your pace</p> <p>Be the leader</p>	<p>Control and monitor your self talk</p> <p>Be enthusiastic</p> <p>Learn to mirror and match</p> <p>Extend invitations to others</p> <p>Work on teams</p> <p>Talk to people</p> <p>Get others' opinions</p> <p>Become more convincing</p> <p>Practice public speaking</p>	<p>Stick to what you're doing (commitment &amp; consistency)</p> <p>Have a purpose when you speak</p> <p>Plan</p> <p>Define what you're doing (responsibilities, accountability and authority)</p> <p>Eliminate distractions</p>	<p>Prioritize your tasks</p> <p>Structure your day</p> <p>Know the guidelines</p> <p>Create appropriate quality standards</p> <p>Plan a major project</p> <p>Outline the boundaries</p> <p>Ask an expert (or perceived expert)</p> <p>Refer to the instructions</p>
	<p>Take a time out</p> <p>Listen to others</p> <p>Let others speak for themselves</p> <p>Wait to provide feedback</p> <p>Follow the rules</p> <p>Think through situations</p> <p>Get one task completed at a time</p> <p>Put some energy into building trust with others</p> <p>Let an argument go</p> <p>Review your biases</p> <p>Let someone else lead</p> <p>Ask what you can do for others</p>	<p>Close yourself off from interactions during certain times of the day</p> <p>Say what you need to say once (avoid repeating yourself)</p> <p>Let others talk</p> <p>Do what you can for your team without asking</p> <p>Find the root cause</p> <p>Let things happen</p> <p>Concentrate on following through</p> <p>Translate ideas into an implementable action plan</p> <p>Watch out for biases</p>	<p>Be efficient</p> <p>Forgive and forget</p> <p>Try something new</p> <p>Take a calculated risk</p> <p>Be open to change</p> <p>Be flexible</p> <p>Think about the most important aspects of your life</p> <p>Take a break</p> <p>Find a mentor</p> <p>Become more task-oriented</p>	<p>Be open minded</p> <p>Question why people create rules (including benefits and consequences)</p> <p>Speak up</p> <p>Be creative</p> <p>Take calculated risks (and make decisions)</p> <p>Change your routine</p> <p>Learn rapport building techniques</p> <p>Confront your biases</p> <p>Take initiative</p> <p>Focus on behaviors</p> <p>Look at the big picture</p>

	<b>DOMINANCE</b>	<b>INFLUENCE</b>	<b>STEADINESS</b>	<b>COMPLIANCE</b>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>Determined</li> <li>Motivated</li> <li>Ambitious</li> <li>Visionary</li> </ul>	<ul style="list-style-type: none"> <li>Social Skills</li> <li>Influence &amp; communication</li> <li>Cooperation</li> <li>Negotiation &amp; facilitation</li> </ul>	<ul style="list-style-type: none"> <li>Build strong relationships</li> <li>Sincerity &amp; trustworthiness</li> <li>Reliable</li> <li>Logical</li> </ul>	<ul style="list-style-type: none"> <li>Organized &amp; structured</li> <li>Even-tempered</li> <li>Focused</li> <li>Responsible</li> </ul>
<b>Potential Weaknesses</b>	<ul style="list-style-type: none"> <li>Argumentative</li> <li>My way or the highway</li> <li>Overbearing</li> <li>Controlling</li> </ul>	<ul style="list-style-type: none"> <li>Reliance on gut instinct</li> <li>Insecure</li> <li>Lack attention to detail</li> <li>May let deadlines slip</li> </ul>	<ul style="list-style-type: none"> <li>Resistant to change</li> <li>Dislike giving or receiving feedback</li> <li>Passive-aggressive</li> <li>Possibility to be self-absorbed</li> </ul>	<ul style="list-style-type: none"> <li>Lack big picture focus</li> <li>Uncomfortable with change</li> <li>Confined by procedures</li> <li>Stubborn</li> </ul>
<b>Motivators</b>	<ul style="list-style-type: none"> <li>Results</li> <li>Authority</li> <li>Multi-tasking</li> <li>Challenges</li> </ul>	<ul style="list-style-type: none"> <li>Acceptance &amp; praise</li> <li>Peaceful &amp; friendly environment</li> <li>Working with others</li> <li>Social situations</li> </ul>	<ul style="list-style-type: none"> <li>Clear responsibilities</li> <li>Steady pace</li> <li>Group environment</li> <li>Recognition</li> </ul>	<ul style="list-style-type: none"> <li>Organizational effectiveness</li> <li>Defined tasks/responsibilities</li> <li>Recognition &amp; reassurance</li> <li>Conflict-free environment</li> </ul>
<b>Stressors</b>	<ul style="list-style-type: none"> <li>Inaction</li> <li>Rules</li> <li>No decisions being made</li> <li>Being confined by details</li> </ul>	<ul style="list-style-type: none"> <li>Isolation</li> <li>Lack of communication</li> <li>Making decisions individually</li> </ul>	<ul style="list-style-type: none"> <li>Quick changes</li> <li>Harsh feedback</li> <li>Taking sudden action</li> <li>Unclear communication</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient planning</li> <li>Multi-tasking</li> <li>Not knowing expectations</li> <li>Lack of detail or information</li> </ul>
<b>Communication Style</b>	<ul style="list-style-type: none"> <li>Important information only</li> <li>No idle chatter</li> <li>Big picture focus</li> </ul>	<ul style="list-style-type: none"> <li>Discussing information</li> <li>Talking through options</li> <li>Brainstorming</li> </ul>	<ul style="list-style-type: none"> <li>Prefer meaningful communication</li> <li>Status updates</li> <li>Thoughtful dialogue</li> </ul>	<ul style="list-style-type: none"> <li>Details and logical answers</li> <li>Cover all possibilities</li> <li>Clear expectations</li> </ul>
<b>Decision Making</b>	<ul style="list-style-type: none"> <li>Quick to decide &amp; act</li> <li>Comfortable with risks</li> <li>Decisions are based on the big picture</li> <li>Prefer authoritative decisions</li> </ul>	<ul style="list-style-type: none"> <li>Receive feedback from others before acting</li> <li>Rely on gut instinct</li> <li>Prefer to know how others would act</li> <li>Prefer consensus decisions</li> </ul>	<ul style="list-style-type: none"> <li>Prefer practical options</li> <li>Hesitant to act</li> <li>Need contingency plan</li> <li>Prefer ad hoc decisions</li> </ul>	<ul style="list-style-type: none"> <li>Focused on facts rather than feelings</li> <li>Prefers to get all the facts</li> <li>Prefer fact-finding over making the final decision</li> <li>Prefer rational decisions</li> </ul>