



## Business Behaviors

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## 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.

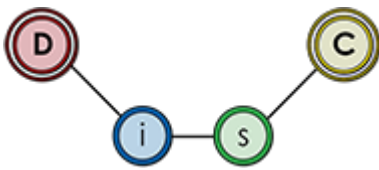
## Goals

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.

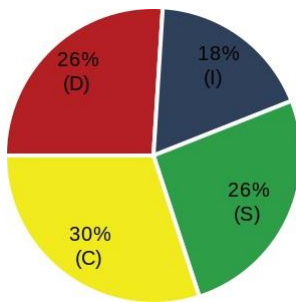
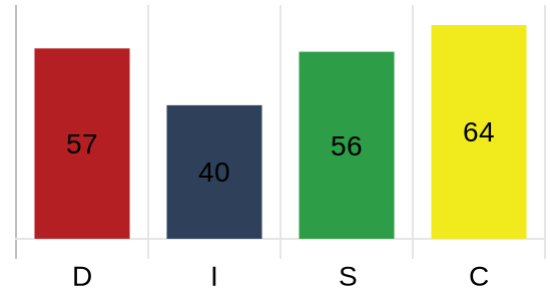


## My DISCflex™ Pattern

Your behavioral style shows elevated Dominance and Compliance patterns. You like making decisions quickly and will make sure you have justification for your actions. You show self-discipline in how you plan. Your actions are direct and result orientated.

### 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 and Compliance Factors. The Pie Chart shows how each of the 4 factors make up your total behavior profile. The bigger the Pie Piece, the higher the likelihood

you will display this factor's tendencies as one of your "go to behaviors". When you flex, you expand or compress a section of your Pie Chart. Logically, this will force compression or expansion of the other Pie Sections. The goal is to flex with intent based on the situation you are facing. This gives you a visual representation of how much effort it will take to expand ("Dial Up") or compress ("Dial Down") your behaviors.

**Strengths**

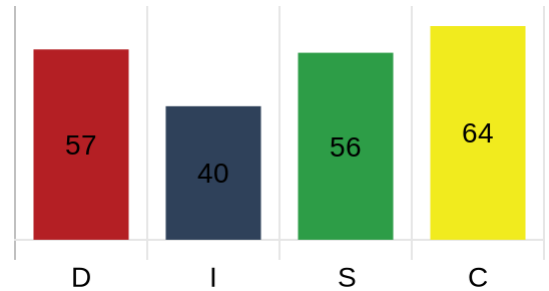
- Ambitious
- Self-governing
- Strategizing
- Planning

**Potential Challenges**

- Giving up control
- Working with others
- Frustrated at times
- Micromanaging

## 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
- Organization
- Control
- Making decisions
- Being able to work at a steady 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 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.



- Details
- Unclear expectations
- Confined to structure
- Relying on others
- Inconsistencies
- Unknown expectations

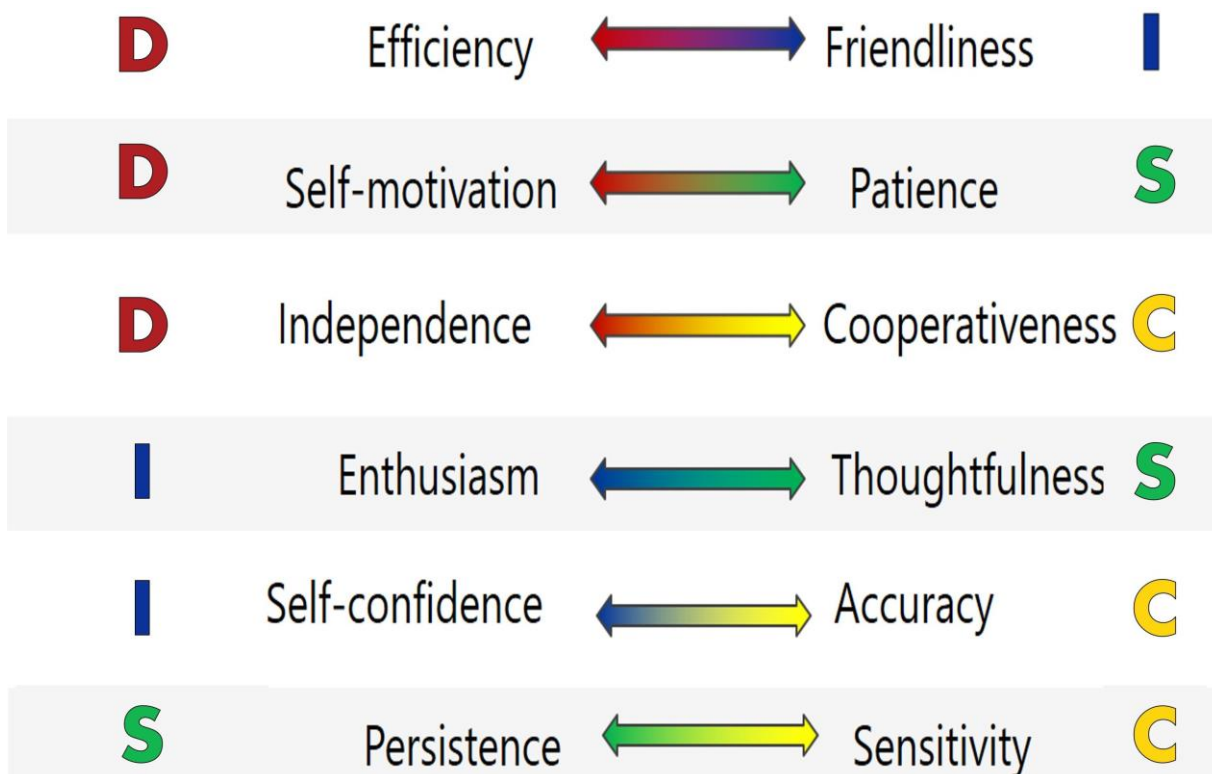
## Introduction to Sub-factors

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 specturms (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



## Driving Sub-factor

### Accuracy

With your Compliance factor greater than your Influence, this gives you the Sub-factor Accuracy. You make sure your work is at its finest quality before turning it in. You take pride in how precise you are and you will take time to understand the situation completely before acting.



- Exactness
- Careful
- Correctness
- Faultless
- Truthfulness
- Precise

## Opposing Sub-factor

### Self-confidence

Self-confidence is the opposing sub-factor to Accuracy. Mistakes are ok, try your best and be confident in your abilities. Your first instinct may be correct, and double and triple checking things is not always beneficial. "Dial Up" your I Factor to the proper level to ensure that others can see how great you are!

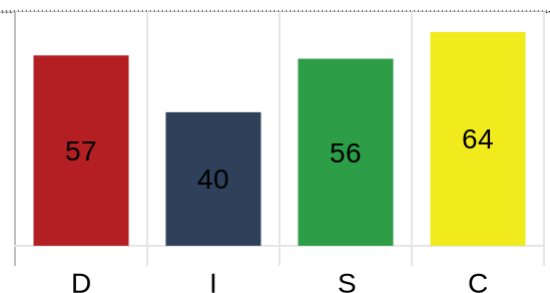


- Control your self-talk.
- Adjust your posture.
- Find a self-confident role model to learn from.
- Take calculated risks.
- Welcome criticism.
- Compliment other people on their confidence.

## 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.

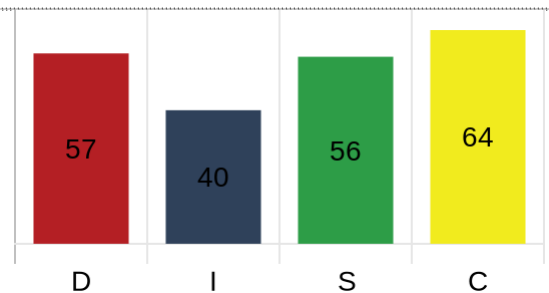


- Engage in conversation and listen more than you talk.
- Be positive when you talk to people.
- Invite people to spend time with you.
- Remember the Golden Rule.
- Practice humility.
- Be genuinely interested in learning from and about other people.

## 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.



## Driving Sub-factor

### Thoughtfulness

With your Steadiness factor greater than your Influence, this gives you the Sub-factor Thoughtfulness. Your actions are based on what you think and believe in. You take other people's thoughts and actions into account before you make decisions.



- Caring
- Thinking
- Considerate
- Attention to detail
- Sympathetic
- Deliberate

## Opposing Sub-factor

### Enthusiasm

Enthusiasm is the opposing sub-factor to Thoughtfulness. Acting with passion can be just as important as thinking through a plan. Don't forget to be positive! "Dial Up" your I Factor in situations that require motivating others or congratulating them on a job well done.

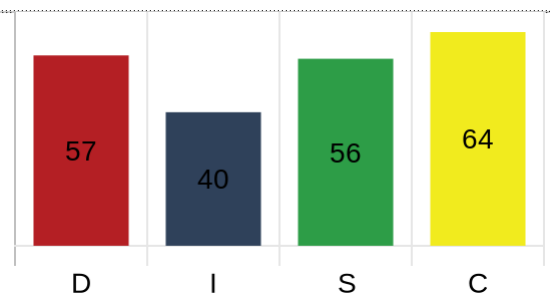


- Take action.
- Use positive self-talk.
- Be interested in people and how they're motivated.
- Surround yourself with enthusiastic people.
- Keep your energy levels high.
- Make a list of how to stay grateful and enthusiastic.

## 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.

\*\*It is important to note that your 3rd Party Assessors did not select the specific adjectives listed in your report during the assessment process, so take this feedback 'with a grain of salt'.\*\*

## 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.

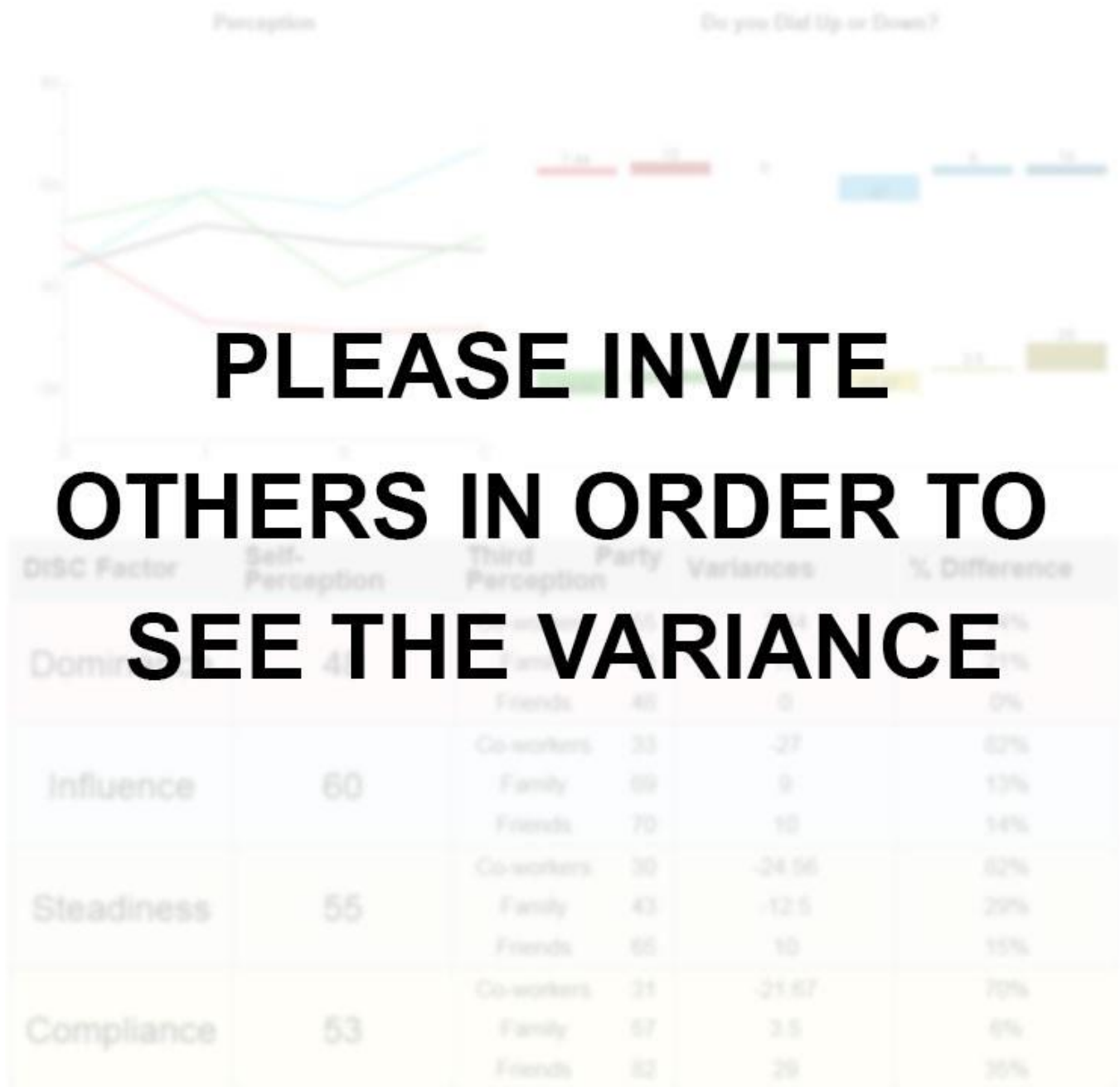
## Why are there 3 different groups?

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.





**PLEASE INVITE  
OTHERS IN ORDER TO  
SEE THE VARIANCE**

DISC Factor	Self-Perception	Third Party Perception	Variations	% Difference
Dominance	40	Friends	40	0%
		Co-workers	38	-5%
		Family	39	-2.5%
Influence	60	Friends	70	16.7%
		Co-workers	30	-50%
		Family	43	-28.3%
Steadiness	55	Friends	65	18.2%
		Co-workers	21	-61.8%
		Family	57	3.6%
Compliance	53	Friends	52	-1.9%

DISC Factor	Self-Perception	Co-workers Perception	Variations
Dominance	57	0	0
Influence	40	0	0
Steadiness	56	0	0



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DISC Factor	Self-Perception	Third Party Perception	Variance	% Difference
Dominance	40	Friends	40	0%
		Co-workers	35	-12.5%
		Family	60	50%
Influence	60	Friends	70	16.7%
		Co-workers	30	-50%
		Family	40	-33.3%
Steadiness	55	Friends	65	18.2%
		Co-workers	25	-54.5%
		Family	57	3.6%
Compliance	53	Friends	52	-1.9%

DISC Factor	Self-Perception	Family Perception	Variance
Dominance	57	0	0
Influence	40	0	0
Steadiness	56	0	0



**PLEASE INVITE  
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DISC Factor	Self-Perception	Third Party Perception	Variance	% Difference	
Dominance	40	40	0	0%	
Influence	60	Friends	40	-20	33%
		Co-workers	35	-25	42%
		Family	69	9	15%
Steadiness	55	Friends	70	15	27%
		Co-workers	30	-24.56	45%
		Family	43	-12.5	23%
Compliance	53	Friends	65	12	23%
		Co-workers	21	-21.67	41%
		Family	57	4	8%

DISC Factor	Self-Perception	Friends Perception	Variance
Dominance	57	0	0
Influence	40	0	0
Steadiness	56	0	0

# Overview of Sub-Topics



## Report Sub-Topics

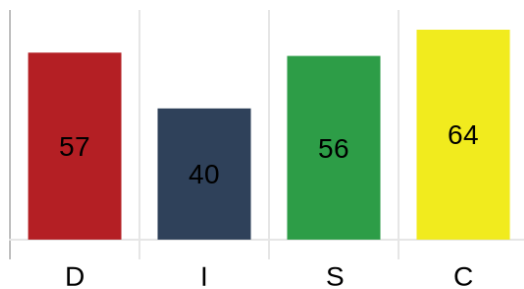
Jane, we all use each of the four factors in different ways. Based on your DISCflex scores we can make educated guesses on how you might respond in different situations and environments. Next, we will take a look at each of the Sub-Topics listed below and discuss your behavior. The information on each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

It gives you a sense of pride when others describe you as the reliable one in your workplace. Typically, you prefer to set aside some quiet time without interruptions during the day to complete your important tasks. You need time to reflect to function at your optimum. Having the opportunity to look back at the meetings you have had and taking the time to determine the appropriate next steps is of particular importance to you. 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 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 love some competition in the workplace, and the right type of challenge will motivate you, but you don't need it to be self-motivated. You are a natural when it comes to getting things done and don't find it difficult to juggle competing demands.

**Advice:** Do not limit yourself to working independently if it means getting the best results. Be sure to operate as a team.



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 are practical when setting your goals.

You tend to see the Realistic side of goals and know whether or not you will be able to achieve them. You may still have to learn how to better manage change and obstacles when it comes to the reality side of goals, but overall you are the dependable force in the office when looking at whether this or that is possible. It's important for you to hold yourself accountable so that you meet quality standards and deadlines.



Knowing all the facts is critical when you set SMART 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 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.



You have a healthy level of directness that allows you to set a goal and know how to see results within a deadline. Make sure you give adequate attention to the underlying details and quality of your work.

**Tip:** Slow down and check your work thoroughly when you feel yourself rushing.

Once you set your SMART goals, then you get into the tricky business of implementation. This means a few things for you: You must move toward action instead of thinking and you must also deal with unintended consequences of your actions. By now you know that nothing ever goes completely as planned and hopefully you calculated that into your SMART goals.



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.

## **It is important to you to build relationships with your coworkers.**

You like to reward others and encourage them. This is shown through your communication and others that you have become close with acknowledge this characteristic in you. You find it rather easy to build trust with someone once you establish rapport with them and typically those individuals will come to you for advice. You tend to fall into the role of advisor during work-related communications and you are happy to be the reliable and dependable source of information.

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 are very direct when you communicate with others.**

Remember when you disagree with coworkers not to push the topic too hard if the other person isn't quite on the same page and definitely don't get frustrated. Your dominance may stir those emotions in you Jane, but just remember the times when you've been on the other side and didn't quite understand what someone else was trying to say.

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.



## **Coworkers turn to you when they need to talk an issue out.**

When it comes to listening, you generally understand what other people are trying to convey. If someone comes to you in a panic, you will listen attentively and advise wisely after you have mulled over their situation from several vantage points. Your ability to see through the perceptual prism comes in handy when trying to avoid conflict in the workplace or find better solutions to problems.





## **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 do not like change.**

You prefer to keep a steady pace and do not like to change course once an action plan has begun. You find that more planning and less haste is best. This has been your preferred strategy throughout your professional life and you feel that it accomplishes more than others who try too hard to push change in an organization. You prefer to know way ahead of time if there is a change.



## **When change is inevitable, you move swiftly and adapt quickly.**

You won't just make changes for the sake of dispelling your boredom. You will tend to have a balanced look to implementing changes and will focus on the impact the turbulence of making those changes will have in terms of the overall cost/benefit. You are able to prudently balance risk and reward, change and stability. To further develop this skill, look at models like the Opportunity Capture Analysis and Risk Mitigation Analysis.

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

You don't mind change within your tasks or 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.

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.

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 phases of the decision making process. You are uncomfortable putting your name on any decision without this.

Strategically you are extremely competent and enjoy the decision making process. Much like playing three dimensional chess, your ability to see how decisions will play out in terms of risk/reward, cost/benefit, and the return on the investment of resources, effort, and time is far above that of others.

If you can't get input, you will work diligently to get ever-increasing levels of authority so that you can control the outcomes better.

**Beware:** Some people may view this as power grabbing, while others may think that you are the type of person who operates with a hidden agenda.



## 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 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 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.

As a leader, people come to you when they need a helping hand. Your team knows that you are dependable and will help them accomplish any task.

## **You develop leadership currency with your team very well.**

Even if you don't realize it, people respect you and your decisions on the team. Just make sure that you are viewed as a supervisor rather than an accessory, making sure to delegate work appropriately.

One important thing to understand about yourself: You might feel a certain compulsion to be both direct and directive when talking about team goals. This can be highly desirable, but it can go too far sometimes and be called micro-management.

**Tip:** Use an RA<sup>2</sup> document to understand everyone's responsibilities.



## **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.

*"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 voice your opinion when asked.**

When participating in meetings, you prefer to let others do the talking. You do not like conflict and would rather play the role of peace-maker during meetings. You value cooperation highly and sometimes you think by keeping quiet you are helping your team stay cohesive. Staying silent when you have something valuable to add to the meeting is extremely detrimental to you and your team.



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.



## **You make sure you are heard and people listen to your ideas.**

You feel a strong need to express your opinion and you resent not being given an opportunity to. You enjoy challenges during meetings and you are ready to meet them head on and successfully master them. Conflict does not bother you and you feel that competition is good.

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 are an excellent listener and have a calming influence.**

You look for input from everyone in the meeting and you like to play the role of peace-maker. Having this quality breeds synergy during meetings, but can also lead to a lack of clear direction. Being a facilitator means that you have to lead the team toward a clear solution set. This is often hard for you because you like to really think things through before giving that final okay on the plan. Remember that you will not always have unlimited time or resources to start a project. This is when you need to learn to dial up your Dominance Factor to move into an action state and have your team work on implementation.





# Receiving and Giving Feedback

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

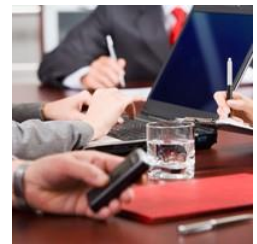


## **You may miss opportunities to give feedback.**

Whether this is out of fear or second guessing whether you are right to provide this feedback, it can actually paralyze you into letting that other person continue in their ways. You must dial down your Steadiness at the beginning of the feedback process so that you make certain you will give this person feedback.

## **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.



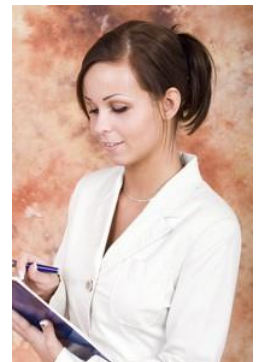
## **It is very easy for you to be able to give feedback to others.**

Your style is generally effective with motivated employees, but you may encounter problems with your apathetic co-workers. You must find out what their motivations are and find some way to deliver your feedback effectively. If you fail to find a source of motivation, the apathetic employee stands a good chance of ruining a project or team environment. This can cause greatly reduced team cohesiveness and lead to conflict and bickering between co-workers.

## **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 consider people insincere when they give you advice that attacks your character in any way, shape, or form. Your steadfast personality may cause you to become passive aggressive toward individuals that you believe provided you with unthoughtful or disingenuous feedback.





## 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 determination and self-confidence is evident in your self-talk.

You sustain your high level of self-motivation and drive through your self-talk. Positively reaffirming yourself of your actions and beliefs is essential to moving forward. Without your level of confidence, you would become stuck and indecisive.

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.

Now let's look at an important determinant of your self-talk: the Steadiness Factor. With your Steadiness, you have developed a natural ability to receive input from the world and relate it to your own self-talk. When you enter a thinking state, try and clear your mind before going further. This will help reduce anxiety and ultimately increase your effectiveness at your job.



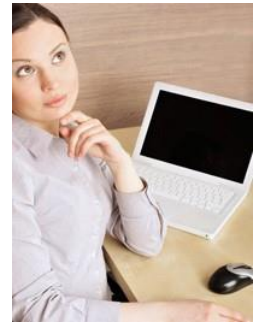
## Any change in your self-talk must follow a determined process.

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.

Your self-talk drives your actions, so be sure to keep it positive. Negative self-talk breeds more negative self-talk, and might throw you out of your natural action-oriented state. Turn your negative self-talk around before it gets in your way.

## 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 RA<sup>2</sup> 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 also have a natural tendency to understand the different perceptions around a team. This insight allows you to find the motivators and stressors of your team members, which makes you better able to manage them.

**Advice:** Learn how to manage yourself and others with more aggressive goals.

This often requires going into your assertive 'D' mode to figure out how to create goals that push the limits and get even more accomplished. 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. This is what the RA<sup>2</sup> Interface Document will help you with identifying and putting in place.

You are more than able to set direction, vision, or purpose for a team. Laser-like focus is a highly desirable attitude, but make sure that you are also giving enough structure to work on goals.



**Tip:** Take a half-hour to brainstorm ways to improve how you can provide structure.

## You are generally willing to put in extra effort to help your team, often opening the door for people to take advantage of your kindness.

Remember that managing others does require a bit of stern discipline, while still offering a helping hand. You can learn how to properly accomplish this by listing the responsibilities, accountability metrics, and authority parameters in the RA<sup>2</sup> Interface Document.



# Recommended eLearning



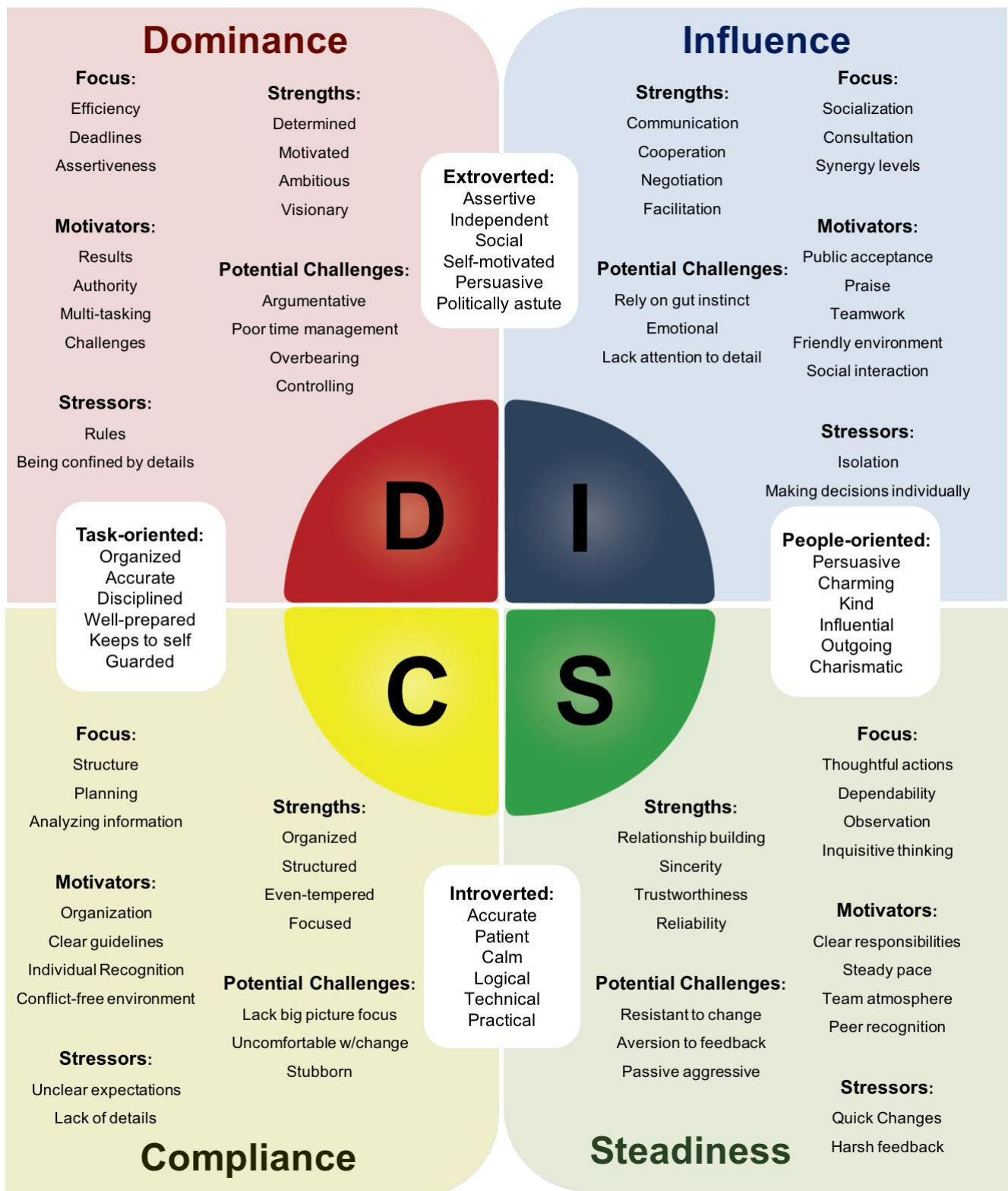
Suggestions	Training Recommendations
Learn what it takes to earn the respect of your peers and become more influential in your decision making. Use this session to understand how to build respect by giving leeway to others.	<b>Decision Making</b> Intro to Leadership
Learn how to identify the different aspects of change and how to adjust to change. This session teaches you how to identify the different aspects of change, quantify it, and add structure to it.	<b>RA<sup>2</sup> Interface Alignment</b> The Basis of Communication and the RA <sup>2</sup> Interface
Learn how change takes place and recognize the phases people go through in the meantime. In this session you will learn about the stages of change and how a change comes to be accepted.	<b>Change</b> Transitional Time Line
Define behavior and learning styles between people. This session you will help you transfer knowledge to others by knowing their learning style.	<b>Facilitation</b> Behavior and Learning Styles
When facing difficult team situations, you must be able to set the team back on the right path. Learn the pitfalls that teams can fall into and how you can help avoid them.	<b>Teambuilding</b> Navigating Teams Through Difficulty
At times it is necessary that beliefs change, but people will rarely change their beliefs unless they are replaced with something equally or more believable. This session will teach you how you can effectively change someone's beliefs.	<b>21 Laws of Influence for Sales</b> The Law of Belief Replacement
Pleasing others is an effective way to connect with others and get what you want. In this session you will learn about pleasing people to make a connection with someone.	<b>21 Laws of Influence for Sales</b> The Law of People Pleasing
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.	<b>21 Laws of Influence for Sales</b> The Law of Similarity and Attraction

# Recommended eLearning



Suggestions	Training Recommendations
<p>Understanding and noticing body language is very important in life and in building relationships. In this session, you will learn how body language increases trust and rapport while building relationships.</p>	<p><b>Influence and Communication</b> Body Language and Rapport</p>
<p>Build trust through matching body language with that of others. This session covers matching body language to build trust with others.</p>	<p><b>Influence and Communication</b> Mirroring, Matching, Cross-over Pacing, Leading</p>
<p>Develop strong, positive relationships. In this session, you will learn how to build and maintain strong relationships.</p>	<p><b>Life Skills</b> Relationship Building</p>
<p>Being able to identify what other people want and need during a conversation is essential to your life. Use this session to begin listening to others instead of just hearing their words. People reveal much more than we think during conversations.</p>	<p><b>Life Skills</b> Reading People and Active Listening</p>
<p>It is important to set the stage for maintaining an environment where continuous improvement through effective feedback is the norm. In this session you will learn how to deliver feedback effectively.</p>	<p><b>Feedback and Coaching</b> Feedback Defined and The History of Feedback</p>
<p>Sometimes people tend to look at things and judge them from their own profession and stance rather than looking with a broad view. In this session, you will learn about the bias in which you look at things from your own professional point of view and how to overcome this bias.</p>	<p><b>Decision Making</b> Cognitive Biases: Deformation Professional</p>
<p>Motivating a team will increase success in the end. In this session, you will learn how to motivate your team to encourage teamwork and success.</p>	<p><b>Teambuilding</b> Team Motivation</p>

# 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>Act 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>