EVERYTHING DiSC
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Your DiSC® Profile

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In Your Report



FUNDAMENTALS

Your DiSC® Style FN-1



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PERSONALIZED STYLE INDEX PS-1

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Your DiSC® Style

INTRODUCTION

Mateo, when you think of your best work experiences, what do they have in common? Maybe you had a familiarity with your team, where everyone just clicked. Coworkers considered the way you liked to communicate and collaborate. Things got done, and even conflicts ended up being productive. The environment empowered you to stretch in new ways.

DiSC® helps you transform these "best" work experiences into everyday work life. It does this by helping you understand yourself and others better, improve your relationships, and become more effective in the workplace.

To get you started, this section will introduce you to the DiSC model, your DiSC style, and the story your style reveals about you. With this foundation, you'll be ready to explore how DiSC can help you grow and thrive across a variety of contexts.



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CORNERSTONE PRINCIPLES

- All DiSC styles and priorities are **equally valuable** and everyone is a blend of all four styles.
- Your work style is also influenced by **other factors** such as life experiences, education, and maturity.

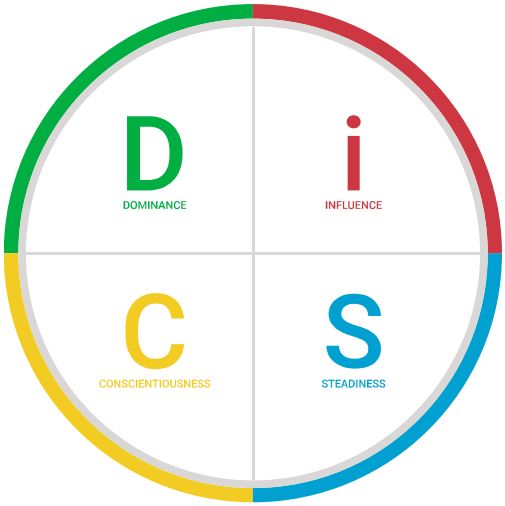
OVERVIEW OF THE DiSC® MODEL

Dominance

- Direct
- Firm
- Strong-willed
- Forceful
- Results-oriented

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



Influence

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

Steadiness

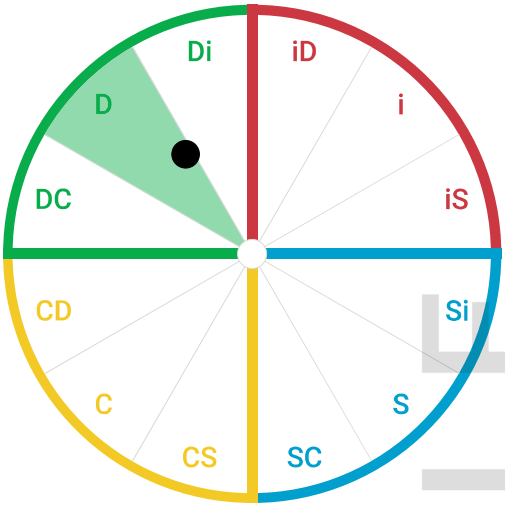
- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

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Your DiSC® Overview

YOUR DOT

This report is personalized to you, Mateo, based on your assessment results. In order to get the most out of your experience, you'll need to understand your personalized DiSC® map, pictured to the right. As you saw on the previous page, the Everything DiSC® model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.



Your dot location shows your DiSC style. Because your dot is located in the middle of the D region, you have a D style.

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another.** All DiSC® styles are equal and valuable in their own ways.

Your DiSC® Style: D

People with the D style tend to be direct, strong-willed, and driven to achieve.

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CLOSE TO THE EDGE OR CLOSE TO THE CENTER

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. **Your dot location is about halfway between the edge of the circle and the center, so you are moderately inclined and probably relate fairly well to the characteristics associated with the D style.**

Now that you know a little bit about the personalization of your DiSC Map, you'll learn more about what your dot location says about you. You'll also learn some basic information about the other DiSC styles.

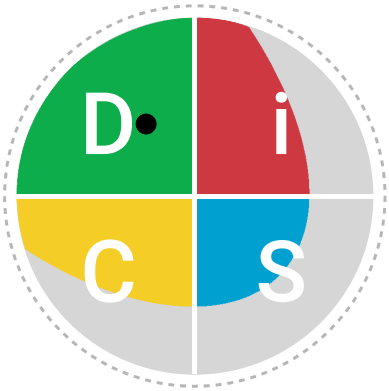
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Your D Style

YOUR DOT TELLS A STORY

Mateo, one of the words that best describes people with your D style is driven. You probably prefer to have variety and forward momentum. Because of this, you may become bored or restless if forced to slow down for too long. Sitting still may be difficult for you. When you reach your goals, you may not always take time to celebrate. Instead, your attention tends to quickly shift to the next goal.

You probably like to get things out the door quickly, and you may emphasize results over how you get there. Consequently, you're probably willing to question the rules if you think they don't make sense. And when you sense something is wrong, you may do whatever it takes to save the situation. At times, you may fail to realize that this forceful approach can be stressful for the people around you.



Your dot location determines your shading, which indicates your comfort zone. Activities associated with your comfort zone may come more naturally to you, while those outside may take more energy.

People with the D style have little patience for small talk, and you may grow restless listening for long periods without the opportunity to speak. You probably dislike working with people whom you see as incompetent, and it may be hard for you to hide your annoyance at times. When you get really upset, you may let your irritation show in your body language and facial expressions.

You have a fairly strong competitive side, and at times, you may be fueled by disagreements or conflict. In fact, the idea of losing is probably more upsetting to you than it is to most people. You may suspect that people are driven by self-interest and will take advantage of you if you let them. Consequently, you're unlikely to take kind words at face value, tending to look for the intentions behind them.

You tend to speak up when you see a problem, even when no one else will. And although you may realize that others can be taken aback by your directness, you're probably unwilling to compromise what you see as honesty. Because you can be fairly intense, others may sometimes feel that you're irritated with them.

Although everyone questions their decisions from time to time, you probably do it less often than most people. Those with the D style usually exude self-confidence. This can be infectious, allowing other people to feel good about your bold plans. However, your belief in your opinions may make it difficult for you to admit that you sometimes need to depend on others.

Like others with the D style, you probably like to be in charge. At times, you may even take control over projects where authority was meant to be divided, alienating some people. This is particularly true when you feel that others are not competent to carry out your vision or don't see it as clearly as you do. When there is no question that you are in command, you may encourage input, but you may disregard those opinions that conflict with your ideas. Once you've had your say in the important decisions, however, you may be more than willing to delegate.

Mateo, like others with the D style, your most valuable contributions to the workplace may include your drive to get results, your tendency toward bold action, and your willingness to challenge assumptions. In fact, these are probably some of the qualities that others admire most about you.

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Overview of DiSC®

The graphic below provides a snapshot of the four basic DiSC® styles.

Dominance

Values: getting immediate results, taking action, challenging self and others

Motivated by: power and authority, competition, winning, success

Fears: loss of control, being taken advantage of, vulnerability

You will notice: self-confidence, directness, forcefulness, risk-taking

Limitations: lack of concern for others, impatience, insensitivity

Active
Fast-paced
Outspoken
Dynamic
Bold

Influence

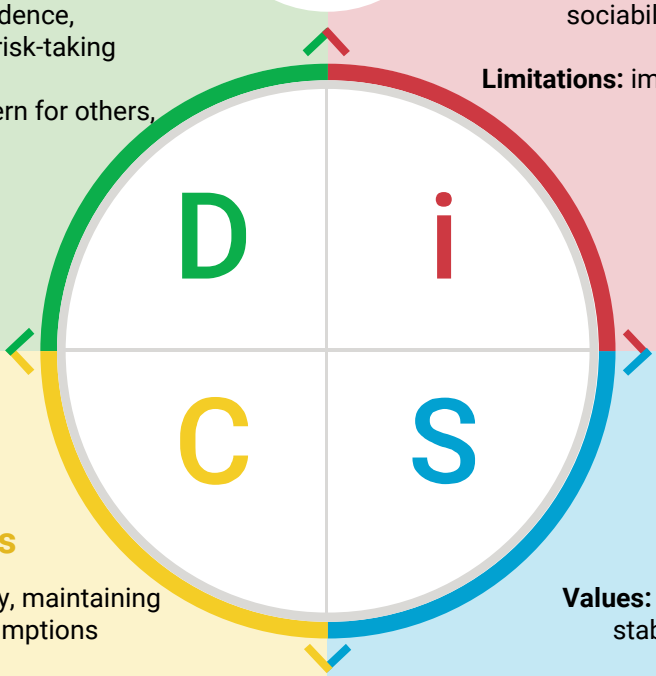
Values: expressing enthusiasm, taking action, encouraging collaboration

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

You will notice: charm, enthusiasm, sociability, optimism, talkativeness

Limitations: impulsiveness, lack of follow-through, disorganization



Questioning
Logic-focused
Objective
Skeptical
Challenging

Accepting
People-focused
Empathizing
Receptive
Agreeable

Conscientiousness

Values: ensuring accuracy, maintaining stability, challenging assumptions

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

You will notice: precision, analysis, skepticism, reserve, quiet

Limitations: overly critical, tendency to overanalyze, isolates self

Thoughtful
Calm
Methodical
Moderate-paced
Careful

Steadiness

Values: giving support, maintaining stability, enjoying collaboration

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others

You will notice: patience, team player, calm approach, good listener, humility

Limitations: overly accommodating, tendency to avoid change, indecisiveness

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What Drives You

INTRODUCTION

Mateo, have you ever noticed that there are certain things you tend to focus on at work? Or that you're energized by some tasks but dread doing others?

We all bring different preferences and tendencies to the workplace. Some of us focus on making rapid progress. Others advocate for a more cautious approach. Some people seek out collaboration and interaction. Others prefer to go it alone.

In the pages that follow, you'll gain a deeper understanding of what you bring to the workplace. What do you care about? What motivates you? What frustrates you? Personalized strategies built on these insights will then help you increase your effectiveness and satisfaction at work.



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THE DiSC® MODEL

Your dot location and style are shown below, along with information on what people with different DiSC styles often value in the workplace.

Dominance

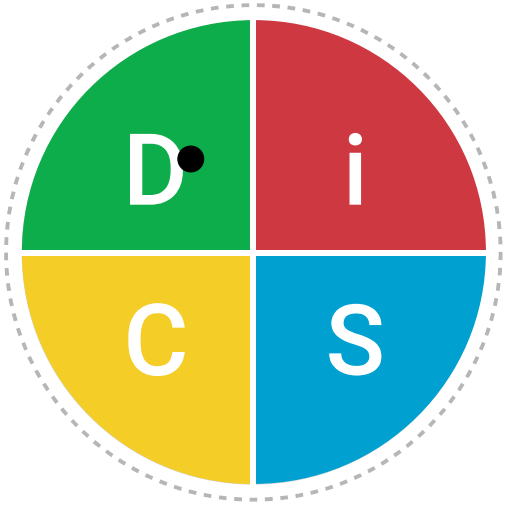
Cares about:

- Making quick progress
- Pushing through obstacles

Conscientiousness

Cares about:

- Getting things right
- Maintaining high standards



Influence

Cares about:

- Building strong relationships
- Being part of exciting new ventures

Steadiness

Cares about:

- Creating a harmonious environment
- Being a good teammate

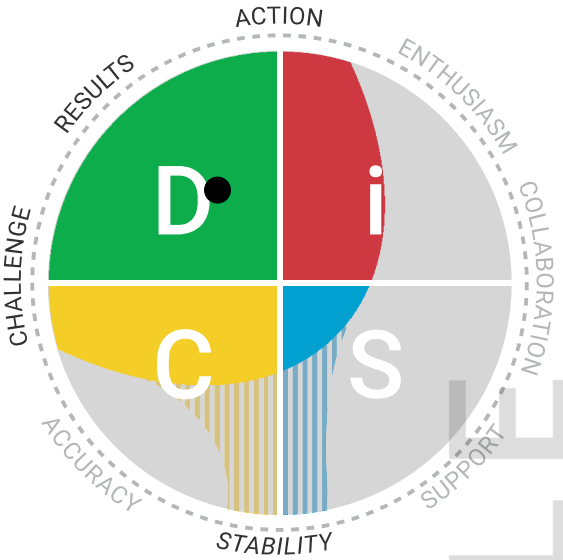
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Your DiSC® Style at Work

WORKPLACE PRIORITIES

The eight words around the Everything DiSC® map are what we call priorities, or the primary areas where people focus their energy in the workplace. Your shading shows your comfort zone and the priorities that tend to shape your workplace experience. The closer your comfort zone shading comes to a priority, the more likely you are to focus your energy on that area. Everyone has at least three priorities, and sometimes people have four or five. Having five priorities is no better than having three, and vice versa.

Typically, people with the D style have shading that touches Results, Action, and Challenge. Your shading stretches to include Stability, which isn't characteristic of the D style.



Getting Results
Mateo, you're willing to do what it takes to reach your goals. Once you've established what needs to be done, you go after it, and you're not going to let a few obstacles stand in your way. Furthermore, you aren't likely to make excuses for failure, nor to accept any. You focus on getting results and showing the ambition it takes to succeed.

Taking Action
People with the D style are eager for success and like to hit the ground running. You're likely to make rapid decisions so you can advance at a fast pace. As a result, you have little patience for people's hesitancy or other obstacles that stand in the way of immediate progress. Once you choose a course, you want to take quick action and keep things moving.

Offering Challenge
Like others with the D style, you're likely to speak up when you see flaws and inefficiencies. You don't beat around the bush, and others might find your bluntness intimidating. However, you probably don't see the benefit of sugar-coating things. To you, being straightforward is realistic and saves time. You value efficiency and candor, and you aren't afraid to challenge others with tough questions to get things done.

Maintaining Stability
As well, you probably place a high value on maintaining a calm, secure environment, and this is not typical for someone with the D style. You may not respond well if things become chaotic, and as a result, you may put quite a bit of energy into creating a stable setting. And because you're probably seen as reliable, people likely know they can count on you to follow through on projects or tasks.

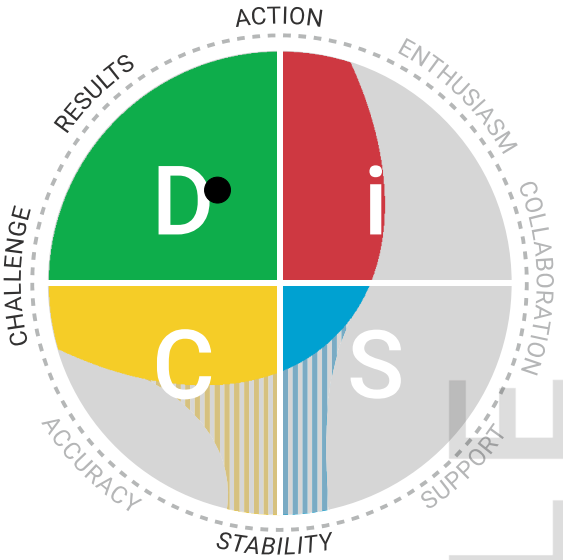
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Motivators & Stressors

WHAT MOTIVATES YOU?

Different people find different aspects of their work motivating. Like other people with the D style, you probably enjoy situations that allow you to take charge and have authority. Most likely, you prefer working in a high-energy environment, and you're often willing to do whatever it takes to get the impressive results you're after. However, you may also appreciate an environment that allows you to work steadily and stay on-task, and this is less typical of the D style.



You probably enjoy many of the following aspects of your work:

- Implementing ideas
- Having authority
- Achieving results
- Overcoming obstacles
- Working in an innovative setting
- Making key decisions
- Getting things moving
- Creating a safe, predictable environment
- Working steadily toward a goal

WHAT IS STRESSFUL FOR YOU?

Then there are those aspects of your work that are stressful for you. Because you tend to focus on the end result and achieving your goals, you may find it particularly frustrating when your authority is challenged or you feel you don't have control over your own success. In addition, you probably get irritated when you feel bogged down with tasks or procedures that waste your time. At the same time, unlike others with the D style, you may avoid situations that involve unclear direction.

Many of the following aspects of your work may be stressful for you:

- Following strict rules or protocols
- Getting bogged down in inefficient procedures or meetings
- Having your ideas or authority challenged
- Having little independence or autonomy
- Lacking control over situations
- Slowing down your pace
- Dealing with people who don't meet your standards
- Dealing with a chaotic environment
- Working without clear guidelines

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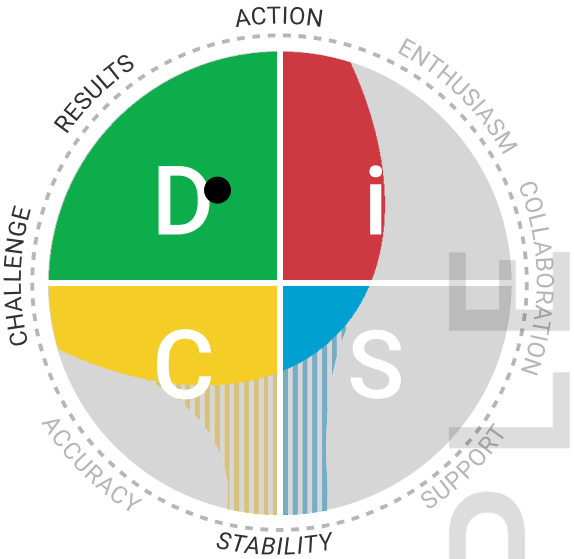
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Strategies for Effectiveness

Mateo, the three key strategies below can help you apply what you've learned about your style to becoming more effective at work and positively contributing to your organization's culture.

1 GIVE OTHERS A CHANCE TO SHARE THEIR IDEAS

You may have a tendency to dominate conversations so that others don't have the opportunity to speak up. Keep in mind that not everyone is as outspoken as you tend to be, and you may end up missing out on their valuable insights. By inviting more collaboration and dialogue, you can benefit from the talents of those around you.



- Consciously seek out the opinions of those who tend to be more soft-spoken.
- Listen actively and acknowledge everyone's contributions, even if you disagree.

2 SHARE YOUR ENTHUSIASM WITH OTHERS

You can probably come across as a bit intimidating at times. While you might not hesitate to be outwardly expressive with your frustration or impatience, you may internalize more positive emotions. However, when people can see what excites you rather than just what upsets you, it can be very motivating for them, and you may even seem more approachable.

- Recognize people for good work and be more open with compliments.
- Celebrate what's going right instead of focusing on what's going wrong.

3 TAKE CARE TO GET THINGS RIGHT THE FIRST TIME

You probably want to move things along quickly, so you may get frustrated with delays caused by others' need for precision. However, people who are more accuracy-focused may feel that you don't respect their work if you move ahead too quickly, especially if it causes rework. Taking the time to analyze deeper issues will help you get to the root of problems and minimize wasted time and effort.

- Be willing to sacrifice immediate progress to examine the details and get things right.
- Give recognition to people for their focus on quality by letting them know that you value their precision.

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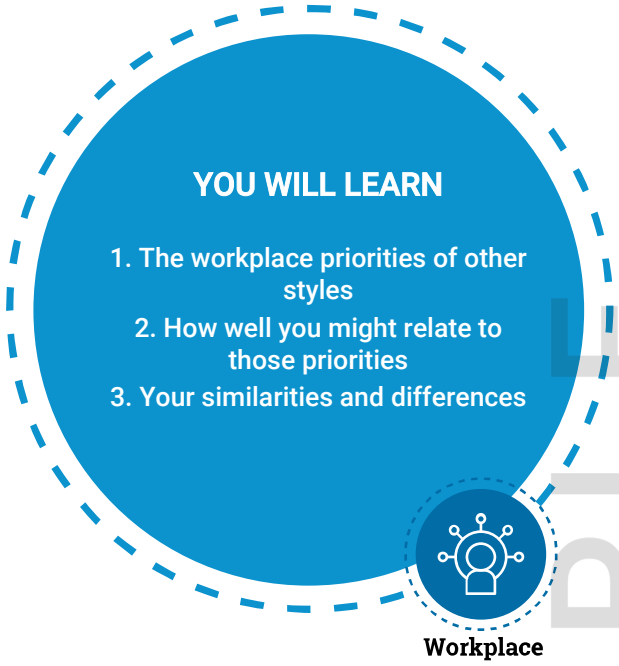
You and Other Styles

INTRODUCTION

Mateo, have you ever wondered why you connect well with some people, but find it harder to relate to others?

DiSC® gives you insight into your relationships by helping you appreciate where others are coming from. In this section, you'll learn about the different DiSC styles, so you can see what you and your colleagues have in common and where you differ. You'll explore how others' priorities compare to yours, and what that means for your relationships.

Seeing these priorities for what they are—areas where work is most meaningful for each of us—creates opportunities to appreciate differences. This lays the groundwork for stronger relationships based on understanding and respect.



DiSC® MODEL AND WORKPLACE PRIORITIES

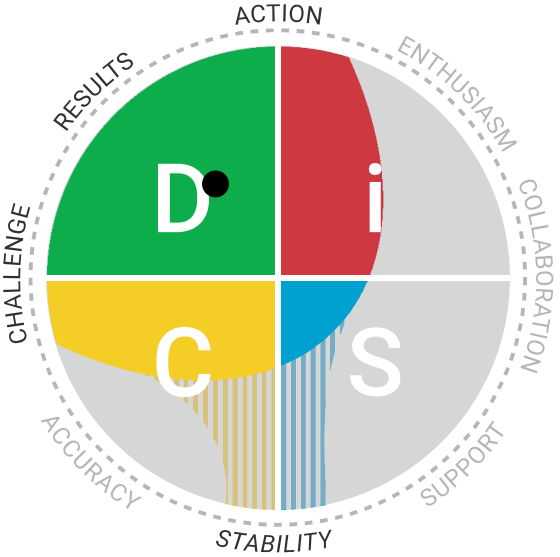
The priorities around the circle show where the different styles focus their energy at work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the D style have shading that touches Results, Action, and Challenge. Your shading stretches to include Stability, which isn't characteristic of the D style.

Dominance

You will notice:
- Driving toward results
- Taking quick and bold action
- Challenging things that aren't working

Conscientiousness

You will notice:
- Striving for accuracy and high quality
- Taking a systematic approach to ensure stability
- Challenging flawed ideas and approaches



Influence

You will notice:
- Maintaining enthusiasm
- Taking quick action toward exciting possibilities
- Collaborating and socializing

Steadiness

You will notice:
- Being supportive and patient with others
- Collaborating and cooperating
- Being dependable and even-tempered to ensure stability

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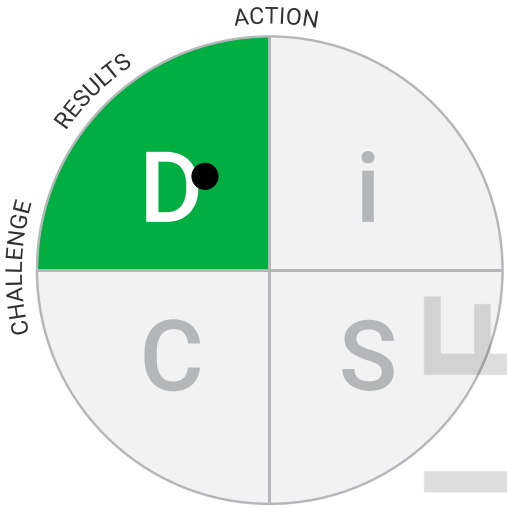
The D Style & You

HOW MIGHT YOU REACT TO THE D STYLE?

Imagine that you regularly interact with someone who also has a D style. Like you, she's focused on results and wants to see big things accomplished, and you probably share her initiative and strong determination. She's well-respected by the organization as a go-getter who delivers on her promises, and you probably have no trouble relating to her direct, forceful approach.

Like you, this colleague seems confident, assertive, and ready to tackle anything head-on. Because you both prefer an action-oriented and demanding work environment, you're probably comfortable with her fast pace and intensity.

Furthermore, the two of you share a questioning nature and a desire to challenge the status quo, so you're likely to appreciate the healthy sense of skepticism she brings to a situation. However, because you both like to control how things are done, you may butt heads at times, and you may prefer to fly solo on important projects.



To you, people with the D style may seem:

- **Driven**
- **Competitive**
- **Forceful**
- **Strong-willed**

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Results
People with the D style tend to be strong-willed individuals who prioritize **Results**. Because they are so driven, they constantly look for new challenges and opportunities. They strive for success and won't give up just because they run into a few obstacles. Most likely, you can relate well to their goal-oriented nature and may even compete with them at times.

Action
In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. Since you share their bold style, you can probably relate well to their desire to keep moving.

Challenge
Furthermore, those with the D style also prioritize **Challenge**. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. Since you probably share these qualities, you may find that the two of you get locked into stubborn arguments at times.

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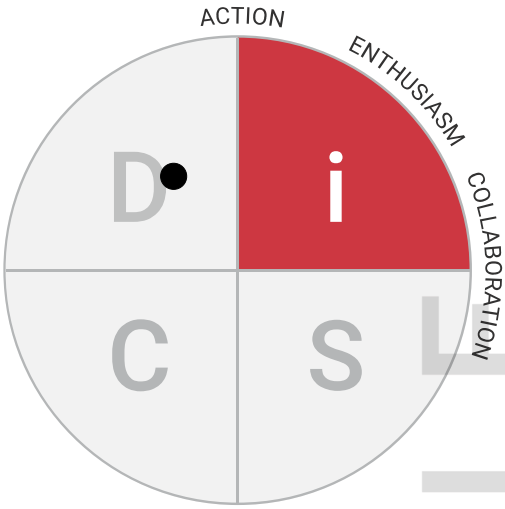
The i Style & You

HOW MIGHT YOU REACT TO THE i STYLE?

Now, imagine that you also work with someone with an i style. He seems to know everyone on a first-name basis and always has the latest scoop. You probably don't share his positive approach and enthusiasm, and you may find him to be overly optimistic.

Because you share his priority of action and interest in rapid change, you probably admire his spontaneity and flexible approach. However, you're likely more concerned with getting tangible results than he is. And while you both enjoy coming up with bold ideas, you're probably more driven to implement them.

To you, he may seem overly concerned with being in the spotlight, and you may wonder how he gets any work done with all that socializing and joke telling. Since you tend to be fairly independent and want to control how things get done, you may not appreciate his desire to work collaboratively.



To you, people with the i style may seem:

- **Talkative**
- **Optimistic**
- **Naïve**
- **Passionate**

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Enthusiasm
People with the i style put a high priority on **Enthusiasm** and tend to maintain an upbeat attitude. Because they get excited about new possibilities, they may be very expressive when communicating their ideas. Because you probably focus more on achieving success and getting concrete results, you may not relate well to their desire to create a lively atmosphere.

Action
In addition, they prioritize **Action**, so they focus on making quick progress toward exciting solutions. Because they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you also tend to move swiftly and decisively, you may relate well to their spontaneous approach.

Collaboration
Furthermore, those with the i style also prioritize **Collaboration**. They enjoy meeting new people, and they probably have a talent for getting everyone involved and building team spirit. They appreciate teamwork and often gather the group to work on projects collaboratively. Since you tend to be more interested in individual accomplishments, you may not relate to their need to promote teamwork.

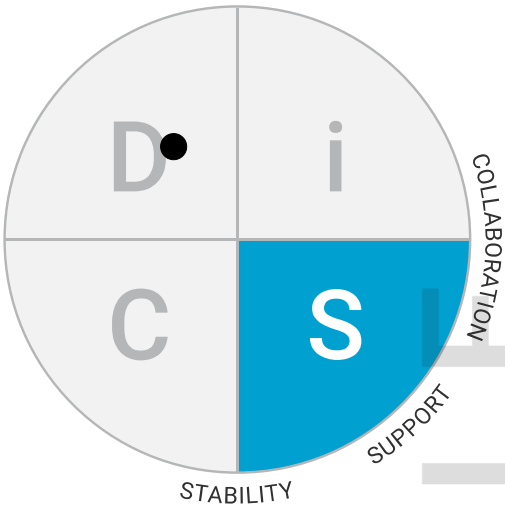
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The S Style & You

HOW MIGHT YOU REACT TO THE S STYLE?

Now, let's imagine that you regularly interact with someone with an S style. To you, he seems calm and compliant, and whenever you ask him a question, he's always patient and eager to help. However, since you're most interested in bottom-line results, you may become frustrated by his tendency to worry about keeping everyone happy.



He's considered a "rock" around the office, and unlike others with the D style, you share some of his desire for stability. He is well-liked by everyone and can always be counted on to perform his job consistently. However, he's not likely to make bold decisions confidently or push others to achieve, like you tend to do.

You may find that he's much more concerned with including everyone than you are. While you tend to be outspoken and assertive, he seems more easygoing and concerned with group harmony. He doesn't share your interest in victory, but instead he keeps a low profile and seems embarrassed when someone showers him with praise. In response to this kind of recognition, he tends to say, "It's really not a big deal."

To you, people with the S style may seem:

- **Soft-spoken**
- **Indecisive**
- **Unassertive**
- **Trusting**

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Support
People with the S style place a high priority on providing **Support**. They tend to be good listeners, and as a result, they're often seen as patient and accommodating. They don't hesitate to help out when they can, and they value a warm and easygoing environment. Because you tend to strive for quick results, you may find it difficult to relate to their laidback approach, which may get in the way of immediate progress at times.

Stability
In addition, they prioritize **Stability**, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they're probably methodical and avoid rapid change whenever possible. Although you share their desire for dependability, you may think they are too hesitant to accept change.

Collaboration
Furthermore, people with the S style also prioritize **Collaboration**. They enjoy working with others in a trusting, warm environment, and they may go out of their way to make sure people feel included and accepted. Because you tend to focus more on individual accomplishments, you may find their desire for friendly teamwork to be unnecessary or counterproductive.

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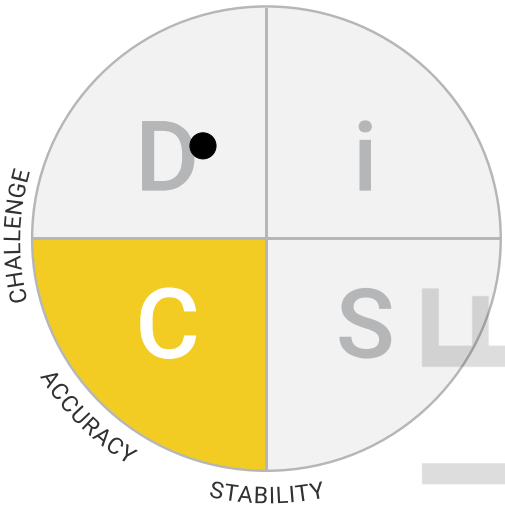
The C Style & You

HOW MIGHT YOU REACT TO THE C STYLE?

Imagine that you regularly interact with someone with a C style. She's not highly sociable, and she insists on working tirelessly on tasks until they're done according to her high standards. Because she wants quality and accuracy, she tends to hole up in her office for long stretches of time. You may be frustrated by her tendency to check her work two or three times before being satisfied, since it seems to cause unnecessary delays.

She prefers a predictable setting where she can do her best work, and even though it's not typical of someone with the D style, you share her priority on stability. To you, this colleague often seems careful and methodical, and you may appreciate her dependability. However, you still want to see plans become reality quickly, so you may think her nitpicking can sometimes stand in the way of progress.

Furthermore, you both may have strong feelings about how things should be done, and the two of you may be equally challenging and determined that your way is the right way. However, you can trust that when she does commit to something, she will follow through.



To you, people with the C style may seem:

- Analytical
- Private
- Precise
- Methodical

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Accuracy
People with the C style place a high priority on **Accuracy**. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. They value being precise, and as result, they will often ask in-depth or skeptical questions. While you can probably relate to their detached approach, you may find their systematic nature to be too tedious to get the quick results you seek.

Stability
In addition, they prioritize **Stability**. Because they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. They tend to analyze all the options, and they often make decisions that promise predictable outcomes. You also like to ensure dependable results, but you may become frustrated if they seem overly cautious.

Challenge
Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. While you usually share their tendency to ask questions, you may find their skepticism frustrating when it stands in the way of quick forward progress.

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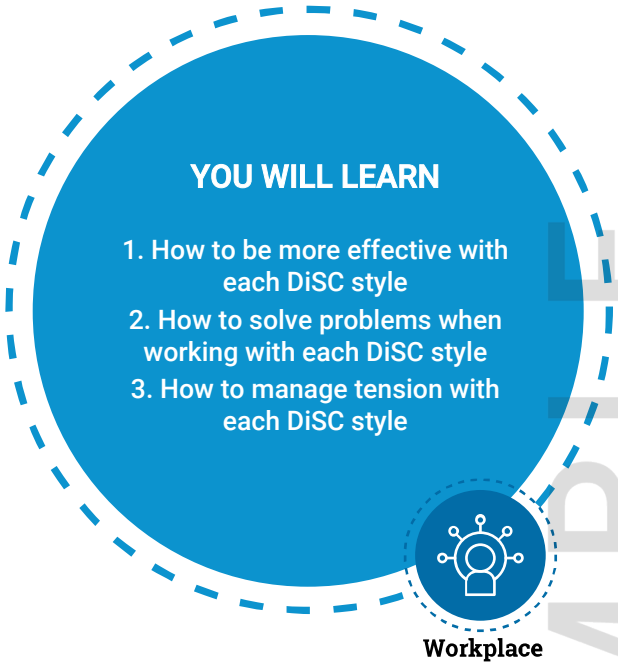
Build Better Relationships

INTRODUCTION

While everyone wants good relationships in the workplace, we may disagree on what that really means. A first step is simply understanding what that looks like for each other—how do we want to be treated?

DiSC® helps you understand the various ways people approach communication and collaboration. In this section, you'll explore how to connect with your coworkers, based on strategies that take their style and priorities into consideration as well as your own.

With this information, you can meet your coworkers where they are, leading to smoother, more effective relationships and a work culture built on respect.



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DiSC® MODEL AND WORKPLACE PRIORITIES

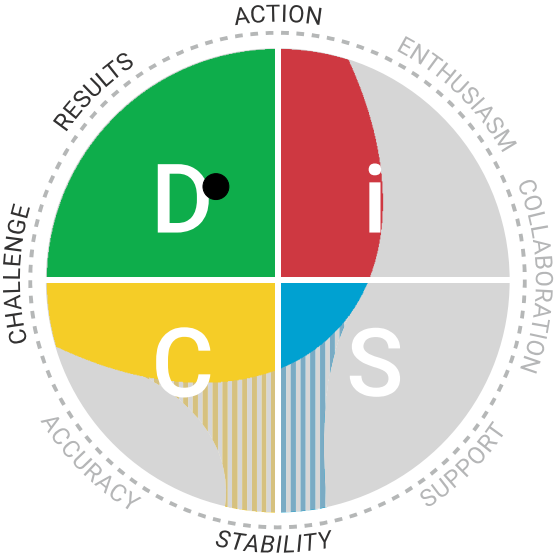
The priorities around the circle show where the different styles focus their energy at work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the D style have shading that touches Results, Action, and Challenge. Your shading stretches to include Stability, which isn't characteristic of the D style.

D style responds well to:

- Directness
- Confidence
- Ability to get to the point quickly

C style responds well to:

- Facts and logic
- Calm and order
- Time and space to think things through



i style responds well to:

- Enthusiasm and excitement
- Positivity and optimism
- Warmth and openness

S style responds well to:

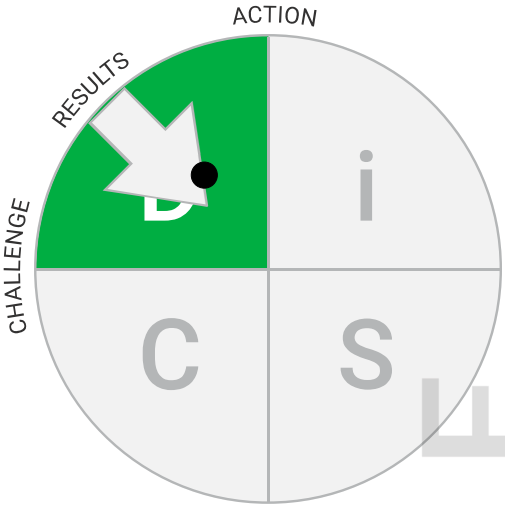
- Patience and calm
- Warmth and acceptance
- Diplomacy and consideration

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Connecting with D

WHEN YOU NEED TO BE MORE EFFECTIVE:

Mateo, people who share your D style usually like to get right to the point, and this might affect the way you relate to one another. Because you both tend to be straightforward, the two of you may try to clear the air and get things moving. However, since you also share a strong-willed and competitive nature, you may end up overwhelming each other's ideas with your own opinions. As a result, neither of you may listen to what the other has to say.



Therefore, when you need to be more effective with people who have the D style, consider the following strategies:

- Focus on dialogue rather than talking over each other.
- Acknowledge your shared desire to move things forward.
- Give them time to present their case without interruption before offering your own ideas.

WHEN PROBLEMS NEED TO BE SOLVED:

People who share your D style make quick, firm decisions, and they want to make progress and keep moving. Because you're both eager to confront issues head-on and overcome obstacles rapidly, you may agree on the need for immediate action and bold ideas when solving problems. However, if the two of you disagree on the proper course of action, your mutual drive to be in charge may cause a power struggle.

Therefore, when solving problems with people who have the D style, consider the following strategies:

- Don't be so insistent on your own solutions that you dismiss the merit of their ideas.
- Remember that the goal is to solve problems together, not for either of you to win as an individual.
- Be willing to compromise at times to ensure a swift solution.

WHEN THINGS GET TENSE:

Because neither of you is inclined to gloss over differences or avoid confrontation, both you and your "D" coworkers may challenge ideas and even become argumentative in conflict. The two of you can become competitive, creating win-lose scenarios in which compromise is seen as a sign of weakness. As a result, disagreements between you may become heated, and you may fail to find the common ground needed to come to a resolution.

Therefore, when things get tense with people who have the D style, consider the following strategies:

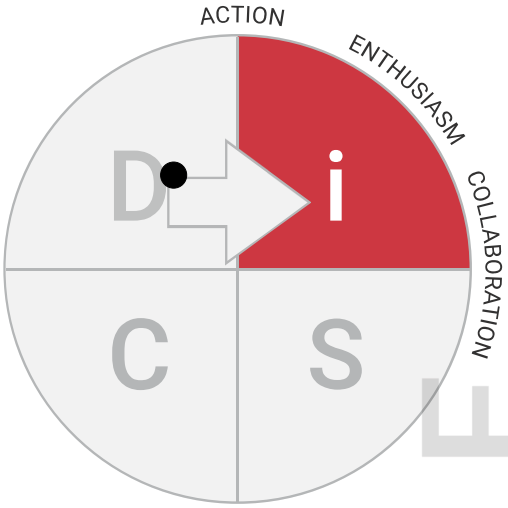
- Address the situation directly but avoid becoming overly insistent.
- Focus on resolving the issue rather than on winning.
- Resist the urge to escalate the conflict.

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Connecting with i

WHEN YOU NEED TO BE MORE EFFECTIVE:



Because people with the i style want to collaborate on fun or exciting projects, Mateo, they probably don't share your focus on bottom-line results. Therefore, they may want to spend time being sociable while you just want to get down to business. While you may have little patience for their efforts to build team spirit, they might find your frank and forceful approach to be pushy or insensitive.

Therefore, when you need to be more effective with people who have the i style, consider the following strategies:

- Find ways to recognize them so they feel well-liked and appreciated.
- Avoid dampening their enthusiasm.
- Show more willingness to engage in friendly small talk before launching into the business at hand.

WHEN PROBLEMS NEED TO BE SOLVED:

People with the i style like to dive in and move quickly when confronting a problem, so your tendency to pick a course of action decisively may appeal to them. However, they also want to consider people's needs, so they may see your push to implement unpopular solutions as insensitive. In turn, you may think that they worry too much about what other people think.

Therefore, when solving problems with people who have the i style, consider the following strategies:

- Avoid insisting on tough-minded solutions that might alienate others.
- Use your shared energy to maintain momentum.
- Show that you understand the value of taking relationships into account.

WHEN THINGS GET TENSE:

Because people with the i style want to maintain friendly relationships, they're more likely to initially gloss over differences, while you tend to address issues head-on. However, self-expression is very important to them, so they may insist on being heard in confrontations, even if it means that they become emotional and lash out at others. Since you can become forceful in conflict and may argue passionately for your opinion, the two of you might end up escalating the situation.

Therefore, when things get tense with people who have the i style, consider the following strategies:

- Be careful that your directness doesn't come across as a personal attack.
- Express a desire to work through the conflict quickly but thoroughly.
- Let them know that a disagreement now doesn't mean a poor relationship down the road.

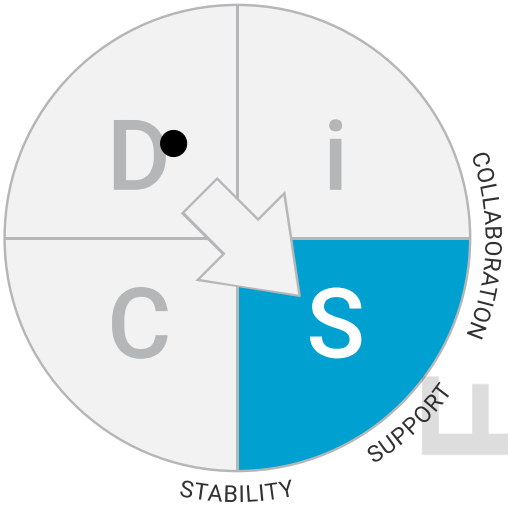
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Connecting with S

WHEN YOU NEED TO BE MORE EFFECTIVE:

People with the S style value cooperation and friendly interaction, Mateo, and this might affect the way you relate to one another. You aren't as concerned with personal connections as they are, and they may see your matter-of-fact approach as callous at times. In addition, your tendency to be straightforward may overwhelm them, and your sometimes aggressive manner may discourage them from offering their opinions and collaborating with you.



Therefore, when you need to be more effective with people who have the S style, consider the following strategies:

- Provide a safe environment so they feel comfortable speaking up when something is bothering them.
- Show a willingness to collaborate rather than just pushing for results.
- Be proactive in seeking their ideas and opinions.

WHEN PROBLEMS NEED TO BE SOLVED:

While it's uncommon for someone with the D style, you share your "S" coworkers' priority on stability, and this may affect the way you solve problems. Since you seem to prefer some predictability, you may share their sense of caution when making important decisions. However, you're probably more comfortable taking some risks, especially for a bigger payoff. Also, because they like to make decisions collectively, they may think your hard-charging approach overlooks others' input.

Therefore, when solving problems with people who have the S style, consider the following strategies:

- Consider establishing a mutually agreed-upon deadline rather than pushing them to act.
- Acknowledge their desire to work together and consider other people's feelings when making decisions.
- Respect your mutual desire for stability, but work together to make decisions more efficiently.

WHEN THINGS GET TENSE:

Because people with the S style want to support others, they avoid rocking the boat and upsetting the people around them. In conflict situations, you tend to confront issues more directly than they do. As a result, you may overpower them and cause them to give in to avoid prolonging the disagreement. While you may win arguments by being forceful, this aggressive approach could undermine their trust, and they may end up burying their growing resentment.

Therefore, when things get tense with people who have the S style, consider the following strategies:

- Take a more diplomatic approach and focus on uncovering the true source of the conflict.
- Keep in mind that forceful tactics may leave them feeling anxious or resentful.
- Don't interpret their silence as a resolution to conflict, as they may be hiding bitterness.

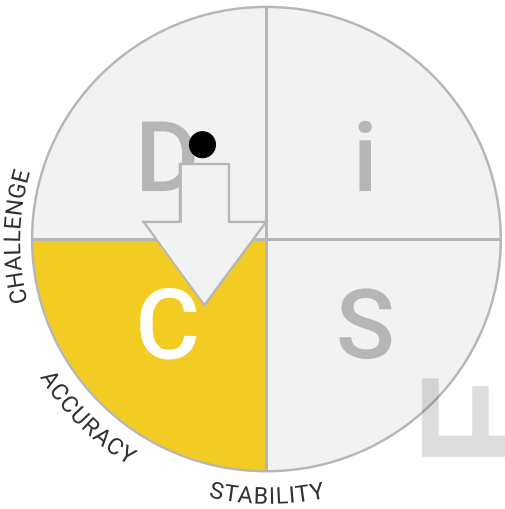
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Connecting with C

WHEN YOU NEED TO BE MORE EFFECTIVE:

Mateo, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. They probably appreciate your tendency to concentrate on the task at hand. However, they like to carefully analyze ideas, while you're more likely to want things to happen quickly. As a result, they may find your more forceful approach to be too pushy and reckless, and you might think their tendency to be systematic delays forward progress.



Therefore, when you need to be more effective with people who have the C style, consider the following strategies:

- Talk to them about the objective, fact-based aspects of ideas and projects.
- Avoid pressuring them for immediate action.
- Give them time to analyze their options.

WHEN PROBLEMS NEED TO BE SOLVED:

When it comes to solving problems, your "C" coworkers want to thoroughly consider all the consequences before choosing a plan. Unlike others with the D style, you also prioritize stability, so you probably like to exercise some caution during the problem-solving process. However, you may be more willing than they are to take risks, which may seem reckless to them. At the same time, it may frustrate you if they second-guess your ideas.

Therefore, when solving problems with people who have the C style, consider the following strategies:

- Reinforce a faster pace if things get too bogged down.
- Show appreciation for their logical viewpoint by backing up your arguments with evidence.
- Set a timeline for finding a solution and balance your shared sense of caution with the need for urgency.

WHEN THINGS GET TENSE:

Because people with the C style often view conflict as a disagreement over who is correct, they usually avoid direct aggression and focus on challenging the reasoning behind an argument. On the other hand, you tend to be quite blunt and outspoken in a confrontation. Since they prefer more time to process and consider the situation objectively, they may withdraw or become defensive in response to your sometimes forceful tactics.

Therefore, when things get tense with people who have the C style, consider the following strategies:

- Keep in mind that a forceful approach may make them defensive.
- State your position objectively and give them time to present their side.
- Support your opinions with logic and facts, and avoid pushing them to settle the matter immediately.

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Your Management Style

INTRODUCTION

Hopefully, you've had a few good managers in your life. But if you think about it, they probably didn't approach the job in the exact same way. That's because there are a lot of different ways to be a good, even great, manager. And you've got your own style—priorities you tend to emphasize, assumptions about how people should work together, thoughts about the kind of pace the team should keep.

The DiSC® model is a great tool to help you understand your unique approach to management. Of course, it won't tell you *everything* about how you manage. But this tool has helped millions of managers understand themselves and the impact of their actions. And this insight, in turn, has given them the power to better shape the kind of manager they want to be.



SAMPLE

MANAGEMENT PRINCIPLES

- Your DiSC style has a strong influence on how you approach management. Other factors such as life experience, education, and maturity also play a role.
- People with all styles can be effective managers, even if they approach the role differently. No style is better than any other.
- No matter what your style, you'll need to adapt to the styles of the people you manage if you want to be effective.

THE DISC® MODEL AND MANAGING

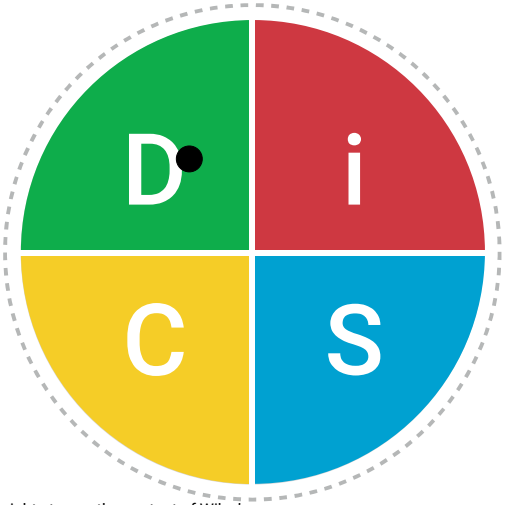
Your dot location and style are shown below, along with information on what managers with different DiSC styles often value.

Dominance

Cares about:
- Driving toward results
- Direct communication

Influence

Cares about:
- Encouraging passion
- Building team spirit



Conscientiousness

Cares about:
- Ensuring efficiency
- Maintaining high standards

Steadiness

Cares about:
- Supporting their team
- Meeting people's needs

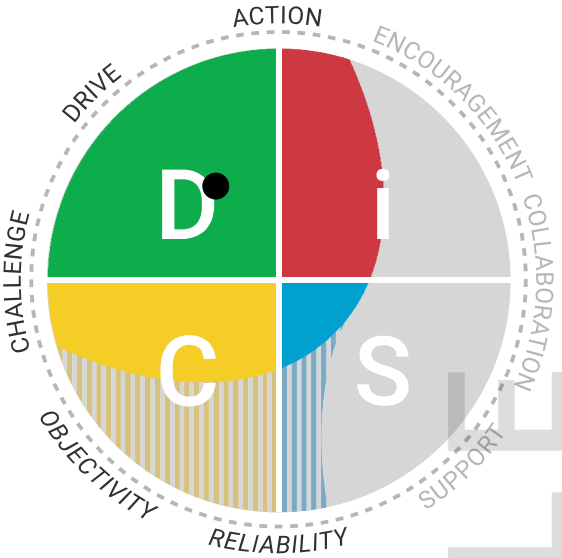
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Your Management Priorities

WHAT PRIORITIES SHAPE YOUR MANAGEMENT STYLE?

The eight words around the Everything DiSC® map are what we call **priorities,** or the primary areas where people focus their energy. Your shading shows your comfort zone and the priorities that tend to shape your workplace experience and management style. The closer your shading comes to a priority, the more likely you are to focus your energy on that area. Everyone has at least three priorities, and sometimes people have four or five. **Having five priorities is no better than having three, and vice versa.**

Typically, people with the D style have shading that touches **Drive**, **Action**, and **Challenge**. Your shading stretches to include **Reliability** and **Objectivity**, which isn't characteristic of your style.



Displaying Drive
Mateo, like other managers with the D style, you tend to keep your goals at the forefront of your mind, and you may encourage your team to share this focus on achievement. Because you emphasize concrete accomplishments, you aren't likely to make excuses for failure, nor to accept any. You focus on getting results and displaying the drive it takes to succeed.

Taking Action
You tend to keep advancing and looking to the future rather than dwelling on the past. Therefore, you don't like to spend time second-guessing yourself, and you may have little patience for people's hesitancy or other obstacles that stand in the way of immediate progress. Once you choose a course, you want to take quick action and keep moving.

Offering Challenge
Managers with the D style are ambitious and determined, and they set high expectations for themselves and others. Consequently, you're likely willing to demand above-average results and push people to do their best, and if your standards aren't met, you're probably not shy about giving direct feedback. You value efficiency and candor, and you aren't afraid to challenge others with tough questions to get things done.

Achieving Reliability
Unlike most others with the D style, you also place a high value on maintaining a calm, reliable environment. Because you want to avoid uncertainty and chaos, you probably do your best to establish dependable methods for your team members to follow. As a result, people probably know they can count on you to follow through.

Ensuring Objectivity
You also tend to place a high value on quality results and objective facts, which is a bit unexpected for someone with the D style. Because you often focus on accuracy, you may be uncomfortable with vague or ambiguous ideas. You tend to analyze options rationally before pursuing any course of action, and you probably expect your team members to be similarly precise.

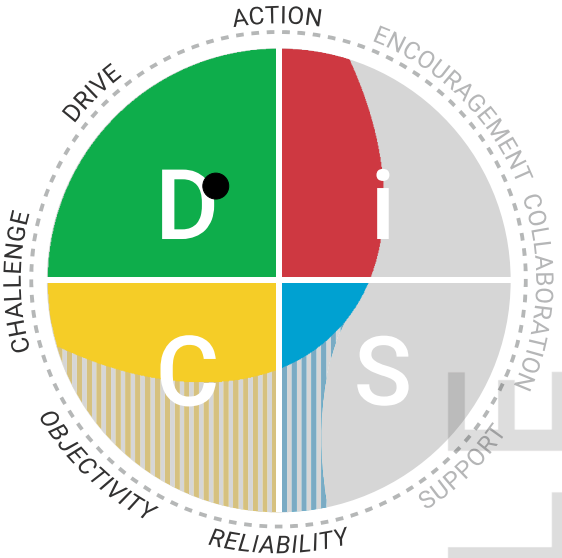
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Your Management Preferences

WHAT DO YOU ENJOY ABOUT MANAGING?

Different people find different aspects of their work motivating. Like other people with the D style, you may enjoy that management allows you to take charge of situations and lead people. Personal success is important to you, and you may find that being the manager of a team can help you achieve greater goals than you might accomplish on your own. Furthermore, you may enjoy reliably leading a team toward objective results, and this may be less typical of the D style.



You probably enjoy many of the following aspects of your work:

- Implementing your ideas
- Having authority
- Achieving results
- Overcoming obstacles
- Promoting innovation
- Creating a safe, predictable environment
- Helping a team progress steadily toward a goal
- Emphasizing accuracy and precision
- Catching errors or flaws in design

WHAT DRAINS YOUR ENERGY AS A MANAGER?

Then there are those management responsibilities that are stressful for you. Because getting results is so important to you, you may be hesitant to delegate a task unless you're confident that the person can accomplish it. You may also dislike reining in your creative ideas for the benefit of others or because the organization has different priorities. Furthermore, you probably become irritated if things are moving too slowly or if you perceive that time has been wasted. At the same time, unlike others with the D style, you may find it difficult to manage people who fail to exercise precision, and you may avoid situations that lack clear direction.

Many of the following aspects of your work may be stressful for you:

- Following strict rules or protocols
- Dealing with challenges to your authority
- Keeping your opinions to yourself
- Providing step-by-step training
- Being faced with inefficiencies
- Managing a chaotic environment
- Moving away from established procedures
- Making decisions without time for analysis
- Being wrong or unprepared

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Direct & Delegate

INTRODUCTION

As a manager, you may find that effectively directing and delegating to your employees is more complex than simply handing off an assignment with a "please" and "thank you." Perhaps you've noticed that individual employees respond positively to different types of instruction and feedback. Some want specific directions and welcome objective feedback, while others want just the opposite. In this module, you'll learn about a more systematic method for figuring out what your direct reports need from you during this process.

YOU WILL LEARN

1. Your natural directing and delegating style
2. The directing and delegating needs of different people
3. How to better direct and delegate to a person you manage

Management

DISC® MODEL AND MANAGEMENT PRIORITIES

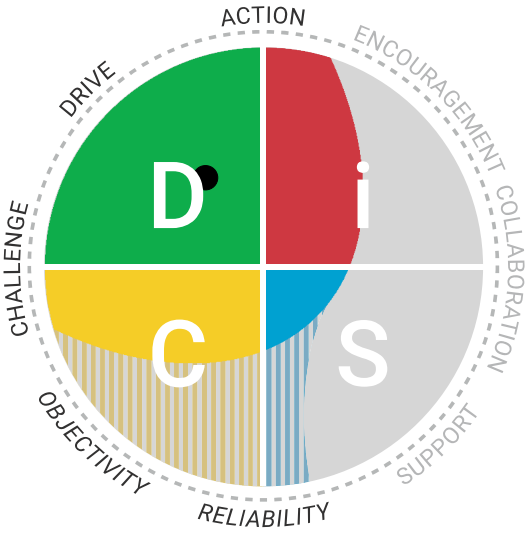
The priorities around the circle show what different managers tend to emphasize in their work, as well as what the people they manage value. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the D style have shading that touches Drive, Action, and Challenge. Your shading stretches to include Reliability and Objectivity, which isn't characteristic of your style.

Dominance

Responds well to:
- Autonomy
- Clear goals
- Immediate results

Conscientiousness

Responds well to:
- Independence
- Systematic methods
- Logical explanations



Influence

Responds well to:
- Exciting tasks
- Enthusiasm
- Encouragement

Steadiness

Responds well to:
- Reassurance
- Promise of support
- Clear guidelines

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How You Direct & Delegate

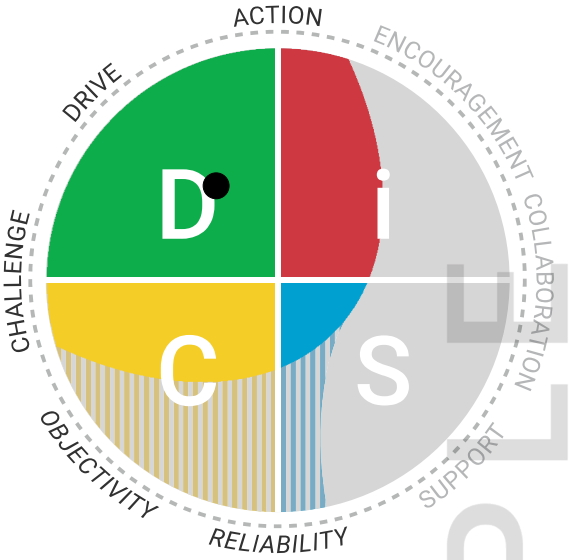
Based on your DiSC® style and priorities, you have a natural approach to directing and delegating. However, it's important to consider how effective your approach may be with employees of different styles.

Mateo, because you have a **strong drive for results**, you tend to push people toward ambitious goals. However, your forceful manner may sometimes prevent people from asking clarifying questions to get the information they need.

Your **preference for action** means that you want to get going quickly and may not spend a lot of time relaying the specifics. Instead, you usually direct people by instilling a sense of urgency and clearly stating your expectations for results.

Because you **strive for challenging goals**, you may be reluctant to delegate much of your authority to others, regardless of their competence. You're more likely to perform important tasks yourself. And if individuals don't meet your standards, you may tell them so bluntly.

Furthermore, your directing and delegating style is probably influenced by your two extra priorities, which aren't typical of the D style. You probably discourage risky shortcuts that could undermine reliable outcomes. Also, you tend to lay out your expectations in an objective, logical manner to ensure accurate outcomes.



SAMPLE

HOW DO YOU APPROACH DIRECTING AND DELEGATING?

Strengths

- Holding people accountable for their actions
- Getting people moving and keeping them on track
- Ensuring that people understand the need for results
- Setting ambitious goals for people and pushing them to reach their potential
- Ensuring that people understand their responsibilities
- Ensuring quality outcomes

Challenges

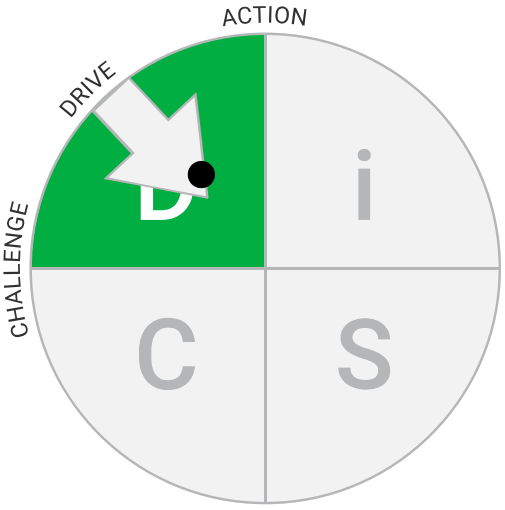
- Offering ongoing encouragement
- Sharing positive emotion, which could boost morale
- Giving more structure to the people who need it
- Delegating rather than doing everything yourself
- Listening to people's concerns about assignments
- Considering the needs of others

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Direct & Delegate: You & the D Style

HOW THEY LIKE TO WORK

People who share your D style prioritize the bottom line and are driven to get results. Because they are independent like you, they don't require hand-holding or coddling, which you probably appreciate. Most likely, they display initiative and accept as much responsibility as you're willing to give them. In addition, they tend to be straightforward with their opinions and want the freedom to make decisions without having to ask for input from others.



POTENTIAL CHALLENGES WHEN WORKING TOGETHER

Like you, these individuals are often questioning and skeptical. They're unlikely to simply follow orders, and they may challenge your authority if they disagree with your decisions. Furthermore, they're likely to get defensive if they feel their judgment is being questioned. Because you share this tendency to challenge, disagreements between the two of you may become heated, and you may fail to find the common ground needed to come to a resolution.

HOW TO ADAPT

Like you, people who share your D style like to initiate big changes and make rapid progress. Therefore, show them the big-picture purpose of the task and how it can lead to innovative results. If they have exhibited sound judgment in the past, show respect for their bold ideas and decision-making ability. If they are inexperienced, remember that they may try to make decisions that exceed their qualifications. Given your D style, you might have to work at allowing them more autonomy and authority as they gain experience.

If they're less experienced

- Don't confuse confidence with competence.
- Check their understanding of assignments, but don't appear patronizing.
- Establish agreement about the type of decisions that will be left to them.
- Have them check with you before any risky decisions are made.
- Let them know that they will be given more autonomy as they gain experience.

If they're more experienced

- Make sure you see eye to eye on the goal of the assignment.
- Be direct about the results you expect.
- Set a deadline and let them figure out how to proceed.
- Make sure they understand the consequences of their shortcuts.
- Specify the limits of their authority while still allowing for some autonomy.

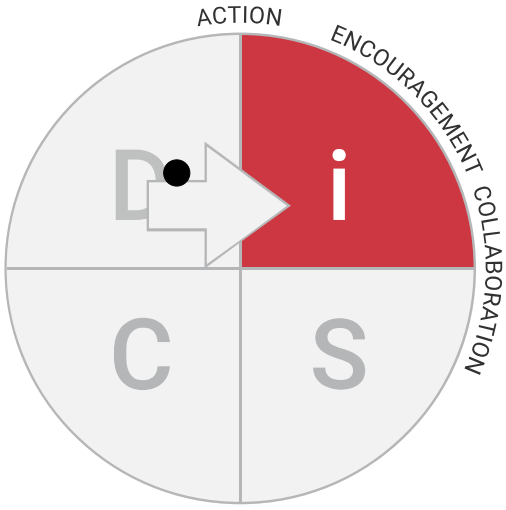
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Direct & Delegate: You & the i Style

HOW THEY LIKE TO WORK

People with the i style tend to be upbeat and optimistic. They'll often focus on the positive possibilities of a task rather than the potential downside, which is contrary to your natural sense of skepticism. Furthermore, because these individuals tend to feed off of open expression and encouragement, they may desire more recognition than you are naturally inclined to give. Despite their high energy, they may not share your interest in the bottom line, and they're probably less driven to make a big impact.



POTENTIAL CHALLENGES WHEN WORKING TOGETHER

People with the i style want a fun, collaborative work environment, so they may not appreciate your preference to focus on the bottom line. They may see your straightforward, no-nonsense approach as harsh or cold, while you may consider their emphasis on the social aspects of work as distracting or a waste of time. Furthermore, they prefer to work with others, so they may not understand your focus on individual achievement and autonomy. In fact, they may become distressed if their assignments isolate them from others.

HOW TO ADAPT

Like you, these individuals tend to move quickly, so they want to get the gist of an assignment and dive right in. They may be eager to tackle creative tasks and prefer the freedom to move at their own rapid pace. Because of their energy and enthusiasm, they may enjoy projects that require quick thinking or a fresh approach. Check in frequently with those who lack experience to make sure they're on track. For those who are more experienced, encourage creativity, but hold them accountable for timelines and results.

If they're less experienced

- Let them collaborate when possible.
- Make sure they don't lose track of details.
- Give them encouragement.
- Check their understanding since their enthusiasm might mask a lack of clarity.
- Stress the importance of thoroughness and deadlines.

If they're more experienced

- Allow them to take the lead in group settings.
- Make time to go over their ideas with them.
- Acknowledge their contributions publicly.
- Let them try out new ways to look at problems.
- Keep them on track and on schedule.

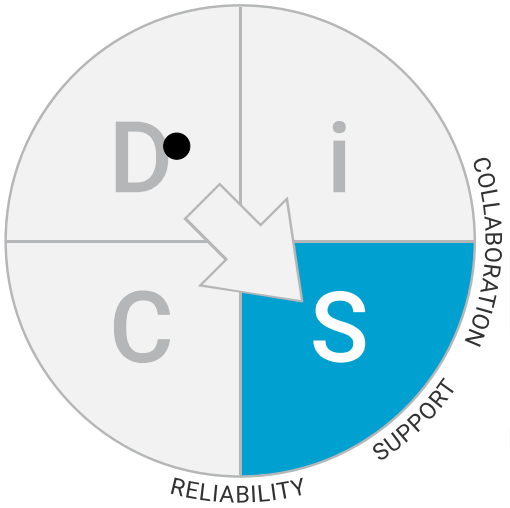
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Direct & Delegate: You & the S Style

HOW THEY LIKE TO WORK

People with the S style are often accommodating and flexible. They accept direction easily and will seldom push for more authority, but they may need more hands-on support than you naturally provide. Because they may be hesitant to speak up or assert themselves, it may be difficult for you to identify when they are ready for new responsibilities or challenges. Similarly, they may be so intent on avoiding confrontations that they keep their concerns to themselves, so you may not know about any dissatisfaction until it's too late.



POTENTIAL CHALLENGES WHEN WORKING TOGETHER

These individuals appreciate working at a steady pace, and unlike others with the D style, you also prioritize reliability and consistency. As a result, you may identify with their desire to focus on tasks without being interrupted by sudden changes. However, you're probably more comfortable than they are when it comes to taking risks and moving quickly, especially for a bigger payoff. Therefore, you may view their hesitancy as indecisive, while your willingness to change course quickly might make them nervous.

HOW TO ADAPT

People with the S style may be most comfortable in friendly, collaborative environments. They want to make sure that they're on the same page as other people and to be part of a cooperative team. Given your D style, it may take more effort for you to make them feel valued and connected. For those who lack experience, be straightforward about your expectations, but assist them if needed. For those with more experience, give them responsibility but make it clear that you are available to advise them if they face tough decisions.

If they're less experienced

- Give clear, step-by-step directions.
- Confirm their understanding of the plan.
- Check in with them frequently.
- Refrain from giving them too much responsibility before they're ready.
- Avoid overriding their decisions whenever possible.

If they're more experienced

- Remember to ask for their input.
- Give them more responsibility but avoid overburdening them.
- Specify the result and allow them to structure a plan.
- Encourage them to take initiative.
- Ask them directly what kind of support they need.

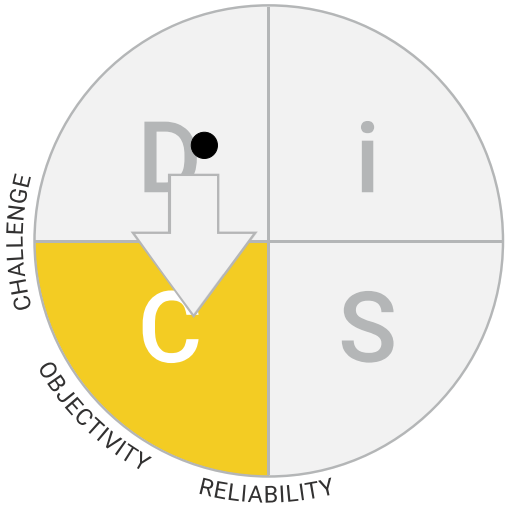
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Direct & Delegate: You & the C Style

HOW THEY LIKE TO WORK

People with the C style relate well to logic and fact-based ideas, and you share their objectivity even though it's not as typical for someone with the D style. Like you, they strive for quality results, taking time to analyze concepts and examine solutions. Because they may be less interested in the social and emotional aspects of the job (also like you), they may require little face time. Rather, they prefer to be given a task and allowed the time and space to complete it.



POTENTIAL CHALLENGES WHEN WORKING TOGETHER

These individuals want to thoroughly consider all the consequences before choosing a plan, and unlike others with the D style, you also want to produce dependable outcomes. However, you may be more comfortable with innovation than they are, and your willingness to take risks may seem reckless to them. At the same time, you may become impatient with their need to go over solutions repeatedly. Furthermore, they may become flustered if you pressure them to multi-task or move more quickly.

HOW TO ADAPT

Like you, people with the C style want to work in an environment where they feel free to point out flaws and question inefficiencies. Remember that they are concerned with high quality, so just because they question an idea doesn't mean they're resistant to your authority. Those with less experience may spend too much time analyzing and perfecting their work, so be sure to keep them on track and moving forward. For those with more experience, allow more autonomy, but make sure you set deadlines that create a sense of urgency.

If they're less experienced

- Allow them to work independently whenever possible.
- Help them achieve quality without putting deadlines at risk.
- Explain the logic behind the task.
- Make sure they have the resources they need.
- Check in to make sure they aren't getting bogged down.

If they're more experienced

- Ask them if they need more direction.
- Listen to their concerns about quality.
- Encourage them to study the overall plan for defects.
- Allow them to work independently, but set clear deadlines.
- Give them opportunities to help solve complex issues.

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Motivation

INTRODUCTION

You can't motivate people. They have to motivate themselves. As a manager, however, you can create an environment where it's easy for people to find their own natural motivation. This means building an atmosphere that addresses employees' basic needs and preferences so they can do their best work. Of course, it's normal for humans to assume that the things that motivate us will automatically motivate others. So what you'll explore in this module is the type of environment you naturally create for those around you and how to adapt this environment to better meet the needs of the people you manage.

YOU WILL LEARN

1. How you affect the motivation of others
2. What different people find motivating and demotivating
3. How to create a more motivating environment for a specific person

Management

DISC® MODEL AND MANAGEMENT PRIORITIES

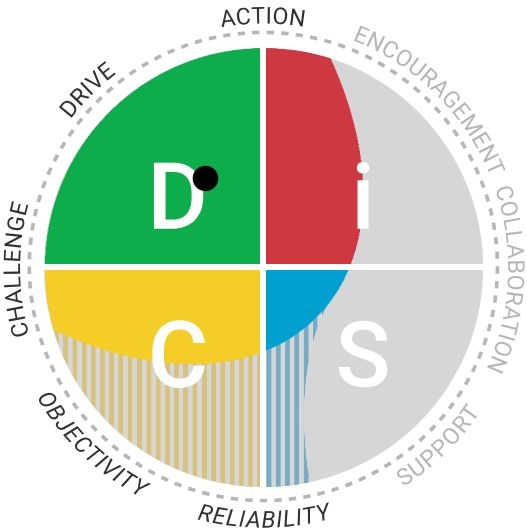
The priorities around the circle show what different managers tend to emphasize in their work, as well as what the people they manage value. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the D style have shading that touches Drive, Action, and Challenge. Your shading stretches to include Reliability and Objectivity, which isn't characteristic of your style.

Dominance

Motivated by:
- Challenges
- Chances to prove themselves
- Freedom

Conscientiousness

Motivated by:
- Problem-solving
- Using their expertise
- Clear standards



Influence

Motivated by:
- Enthusiastic praise
- Public recognition
- Passion

Steadiness

Motivated by:
- Sincere appreciation
- A pressure-free environment
- Teamwork

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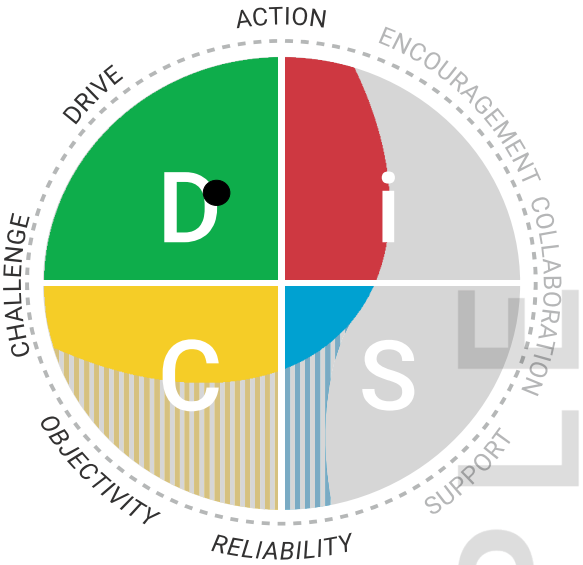
The Environment You Create

It's important to understand the nature of the environment you create because it has a major impact on the motivation of the people you manage.

Mateo, by **driving toward success**, you can create a setting where people believe that anything is possible. As a result, you may encourage people to strive for more ambitious goals than they would otherwise have considered.

Similarly, your **preference for action** helps create a sense of urgency that may be contagious. The people you manage may feel energized by your fast pace and quick decision making, which could help them to maintain momentum.

Most likely, your **willingness to challenge the status quo** supports a culture of creativity. Because you usually look for original solutions to vexing problems, others are likely to pick up on this behavior as they develop their own ideas and execute their tasks.



Furthermore, unlike others with the D style, you have two extra priorities that may influence motivation and the environment you create. To you, providing a **reliable atmosphere** is important, and people probably feel comforted knowing what to expect and where they stand. Because of your emphasis on **objective analysis and accuracy**, people may work harder to produce quality results.

YOUR EFFECT ON OTHERS

- Because of your drive, people strive for tangible results.
- When you challenge people, they push themselves harder.
- Because you emphasize results, people feel a sense of urgency.
- Because you provide direct feedback, people know they cannot get away with inferior work.
- Because you are reliable, people know they can count on you.
- Because you are objective, people strive to make rational decisions.

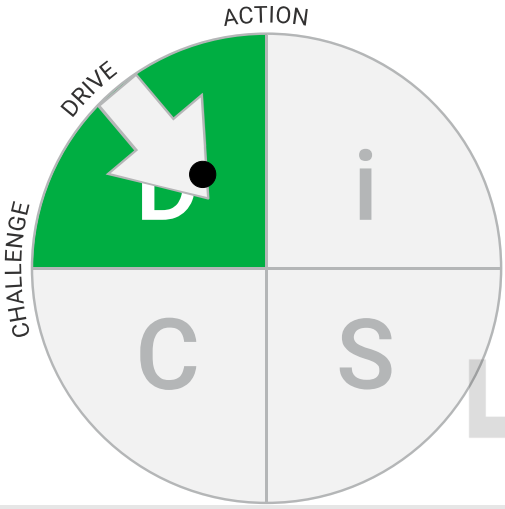
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Motivation: You & the D Style

WHAT ARE THEIR MOTIVATONAL NEEDS?

Employees with the D style are motivated to win, so they probably care more about the bottom line than how they get there. Like you, they're driven to achieve, so they often thrive in competitive environments and can sometimes turn the most collaborative task into a contest. Furthermore, they share your desire to move quickly and want to make a big impact with innovative or daring ideas. In fact, because they're so focused on individual career growth, they will probably feel empowered to meet the challenging expectations you tend to place on them.



What demotivates the D style?

- Routine
- Foot dragging
- Being under tight supervision
- Having their authority questioned or overruled
- Feeling like their time is being wasted
- Having to wade through a lot of details

How does conflict affect the motivation of the D style?

- Employees with this style may embrace conflict as a way to create win-lose situations.
- They may be energized by the competitive aspects of conflict.
- They may waste energy dwelling on who is at fault.

HOW TO ADAPT

Here's how to adapt your approach to help people with the D style find their own natural motivation.

How can you help create a motivating environment for the D style?

- Give them concrete goals to work toward.
- Provide opportunities for independent work.
- Increase their control over their work environment.
- Create competitions and chances to win, but don't allow them to overrun the rest of the team.
- Avoid stepping in or overruling their decisions unless absolutely necessary.
- Emphasize the big-picture, results-oriented purpose of a project.

What's the best way for you to recognize and reward the D style?

- Reward effective performances by stepping back and allowing increased autonomy.
- Compliment them with direct statements that focus on results.
- Let them know how their competitiveness and drive contribute to team success.
- Give them opportunities for advancement when they have proven they're ready for new challenges.

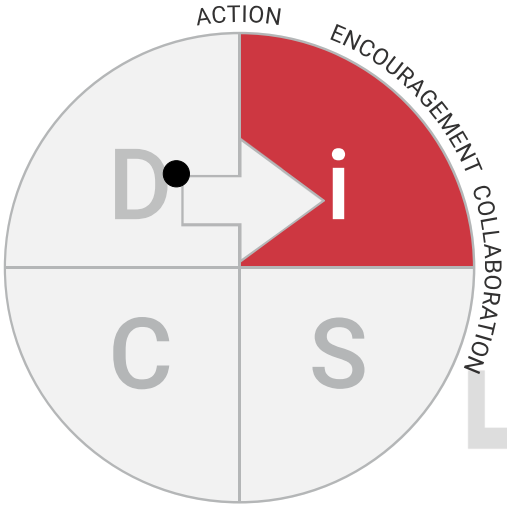
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Motivation: You & the i Style

WHAT ARE THEIR MOTIVATONAL NEEDS?

Employees with the i style look for high-energy environments where adventurous or groundbreaking ideas are valued. Unlike you, they're eager to collaborate, so they may put a lot of energy into socializing and maintaining relationships. Because they like fun, vibrant settings, they often move quickly to indulge in a variety of tasks, and you probably don't have much trouble keeping up with their fast pace. Those with the i style are also motivated by public recognition and appreciate a warm and encouraging environment, probably more so than you.



What demotivates the i style?

- Being isolated from others
- Working in a reserved, slow-paced setting
- Having their contributions go unrecognized
- Performing routine or repetitive tasks
- Wading through a lot of details
- Working with pessimistic or critical people

How does conflict affect the motivation of the i style?

- Conflict may make them emotional or angry, and as a result may negatively affect their performance.
- They may take conflict personally, which could de-energize them.
- They may dwell on the conflict rather than focus on their tasks.

HOW TO ADAPT

Here's how to adapt your approach to help people with the i style find their own natural motivation.

How can you help create a motivating environment for the i style?

- Let them collaborate with others.
- Encourage their positive energy and give them opportunities to express themselves.
- Limit the predictability and routine of their tasks when possible.
- Avoid dampening their enthusiasm by dismissing their ideas too quickly.
- Take their feelings into account rather than relating everything to results.
- Provide encouragement even when delivering tough feedback.

What's the best way for you to recognize and reward the i style?

- Reward them for outstanding results by praising them publicly and enthusiastically.
- Tell them how much others appreciate the energy and people skills they bring to the team.
- Give them opportunities to shine and recognize peak achievements.
- Show your approval by recommending them for awards and advancement opportunities.

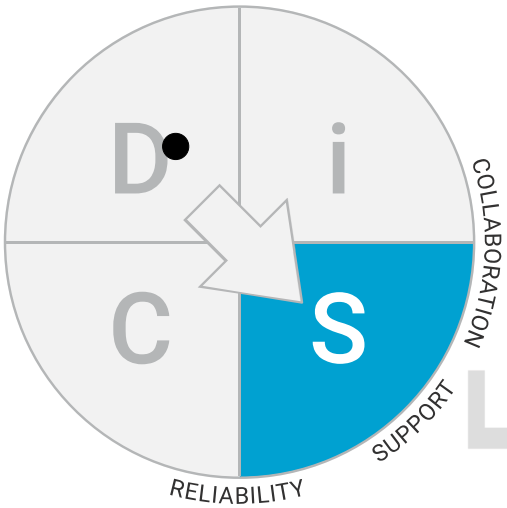
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Motivation: You & the S Style

WHAT ARE THEIR MOTIVATONAL NEEDS?

People with the S style prefer a calm, structured atmosphere where tension and conflict are rare. They want to be supportive of people, and may even withhold their own opinions to accommodate the needs of others, which is a tendency you may not identify with. In addition, they like to connect with colleagues on a personal level, and they may value working in a collaborative setting more than you do. Furthermore, because they share your desire to be seen as reliable, they want enough time to perform their duties without being rushed or stressed.



What demotivates the S style?

- Competitive environments
- Having to change direction abruptly
- Being rushed into quick decisions
- Dealing with cold or argumentative people
- Being forced to improvise
- Being in chaotic situations

How does conflict affect the motivation of the S style?

- They may compromise on things they care about but remain frustrated beneath the surface.
- They may waste energy worrying that people are mad at them.
- They may become fearful about making mistakes, limiting their effectiveness or ability to take chances.

HOW TO ADAPT

Here's how to adapt your approach to help people with the S style find their own natural motivation.

How can you help create a motivating environment for the S style?

- Avoid rushing them for results, which may require you to slow your pace at times.
- Let them collaborate with others.
- Show them that you care about their feelings rather than focusing solely the bottom line.
- Provide the information and resources they need to do their best work.
- Give plenty of warning when changes are coming.
- Ask for their ideas, which they might not share without encouragement.

What's the best way for you to recognize and reward the S style?

- Recognize how their strengths, such as thoughtfulness and steadiness, contribute to team success.
- Acknowledge how the above-and-beyond support that they provide helps you get results.
- Reassure them regularly that they're appreciated and valued.
- Reward them by taking the time to give warm and sincere praise in a one-on-one setting.

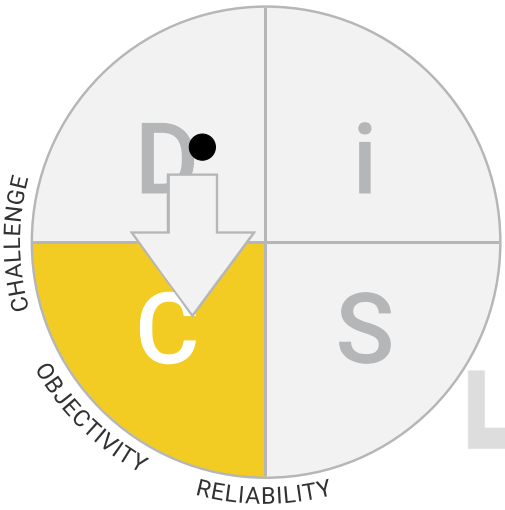
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Motivation: You & the C Style

WHAT ARE THEIR MOTIVATONAL NEEDS?

Employees with the C style look for an environment where they will have time to analyze ideas and ensure flawless outcomes. Like you, they want to produce work that's reliable, so they prefer to maintain a moderate pace and exercise a sense of caution. Because they share your objective outlook, they like to weigh the options and gather all the facts before making decisions. Also, they want to master their responsibilities, so like you, they often question ideas and challenge assumptions to ensure accuracy.



What demotivates the C style?

- Being required to work collaboratively
- Receiving vague or ambiguous directions
- Having to deal with strong displays of emotion
- Being forced to let errors slide
- Having to make quick decisions
- Being wrong

How does conflict affect the motivation of the C style?

- They may become resentful and unyielding, limiting their productivity.
- They may withdraw from the situation to avoid having to deal with emotional reactions.
- Their unexpressive manner may conceal a tendency to worry excessively.

HOW TO ADAPT

Here's how to adapt your approach to help people with the C style find their own natural motivation.

How can you help create a motivating environment for the C style?

- Avoid pressuring them for fast results.
- Explain the purpose of tasks and assignments logically.
- Allow them to help define quality standards.
- Listen to their insights about projects or tasks before asserting your opinion.
- Provide opportunities for independent work.
- Give them challenging projects they can sink their teeth into.

What's the best way for you to recognize and reward the C style?

- Make time to privately praise their performance and expertise.
- Point out how their high-quality standards contribute to the organization's success.
- Recognize and utilize their strengths, including analysis, logic, and problem solving.
- Reward them for quality work by granting more autonomy and dictating their methods less often.

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Develop Talent

INTRODUCTION

One of the most important but often overlooked areas of management is employee development. By development, we don't mean day-to-day direction on current job duties. Instead, we're talking about supporting employees' long-term professional growth by providing resources, environments, and opportunities that capitalize on their potential.

Certainly, your direct reports will need to work through those limitations that are significant obstacles to their growth. Research shows, however, that you'll be most effective as a manager if you can help your employees identify and build on their strengths, rather than trying to fix all of their weaknesses. This module will help you better understand their needs and how you can meet them where they're at.

YOU WILL LEARN

1. Your natural style of developing talent
2. The diverse development preferences
3. How to better develop a specific employee

Management

DISC® MODEL AND MANAGEMENT PRIORITIES

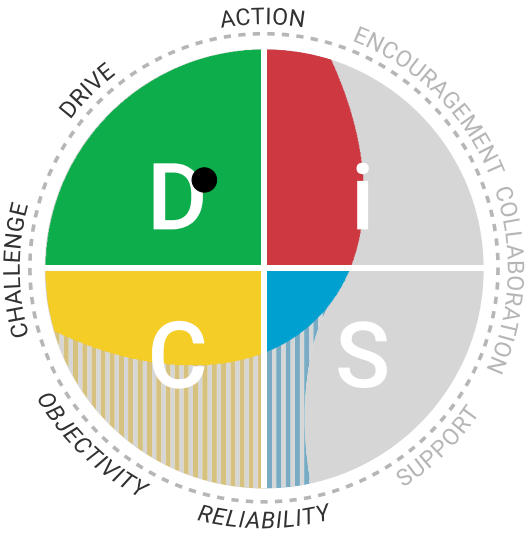
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Dominance

Appreciates:
- Big opportunities
- Advancement
- Being in charge

Influence

Appreciates:
- Social and collaborative opportunities
- Novelty
- Chances to express themselves



Conscientiousness

Appreciates:
- Building expertise
- Digging deep into a topic
- Self-sufficiency

Steadiness

Appreciates:
- Collaborative opportunities
- A safety net
- Stability

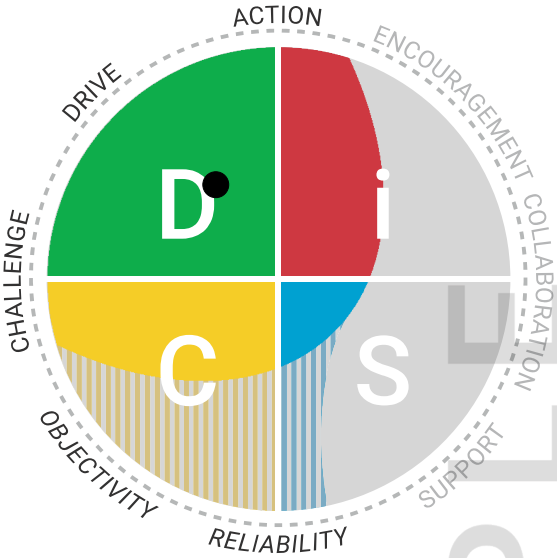
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How You Develop Talent

Every manager has a natural approach to developing talent in others. Your approach is described below.

Mateo, you tend to strive hard for results, and in the quest for accomplishment, you may bring the people you manage along for the ride. To you, development may be synonymous with achieving goals, so you might push people to learn more and move faster in your powerful drive for success. Therefore, you probably set high standards and aren't likely to accept excuses for subpar performances. And because you're willing to challenge assumptions, you may find ways to build on employee strengths that are far from obvious. Overall, your demanding approach may lead people to strive for meaningful accomplishments, rather than settle for modest goals.



Furthermore, unlike others with the D style, you also have two extra priorities that might influence your approach to developing others. Providing reliability is important to you, and for many, the structured environment you create helps them view their development as a predictable, ongoing process. Since you take an objective look at people's abilities and struggles, you're able to match their strengths with the organization's needs.

HOW DO YOU APPROACH DEVELOPING OTHERS?

Advantages

- Motivating people to do what they set out to do
- Toughening people up for further challenges in their careers
- Urging people to hone their skills
- Offering creative or daring ideas for people's development
- Creating reliable, concrete plans for development
- Helping people objectively identify their strengths and challenges

Disadvantages

- Pushing people at a pace that is too fast for them
- Overwhelming others with responsibilities
- Forcing people to develop in ways that contribute to your own agenda
- Failing to take a long-range view of people's development needs
- Insisting things be done the way they always have, regardless of the person's natural strengths and limitations
- Coming across as more concerned with the organization than with other factors

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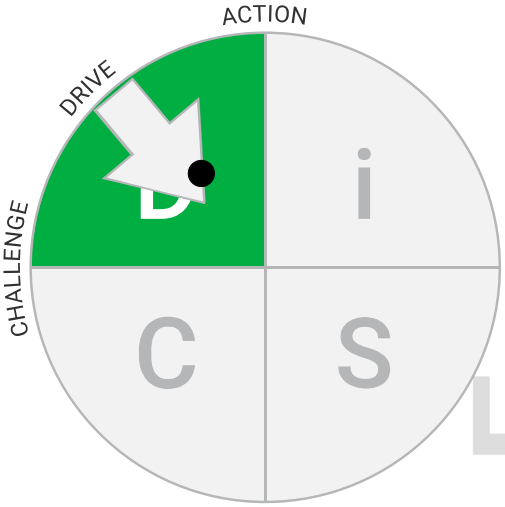
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Develop Talent: You & the D Style

AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Willingness to take risks and challenge the status quo
- Comfort being in charge
- Confidence about their opinions
- Persistence through failure or tough feedback
- Competitive spirit and drive for results
- Ability to create a sense of urgency in others
- Comfort being direct or even blunt
- Restless motivation to take on new challenges
- Ability to find effective shortcuts
- Willingness to speak up about problems



HOW TO ADAPT

Remember they're driven

People who share your D style are usually quite driven, so it may be important to ensure that their energy is channeled in the right direction. Because you tend to assert your authority, you probably don't have much trouble reining them in. Respect their drive to achieve independently while making sure that their priorities are in line with those of the broader organization.

- Be sure they know the difference between individual and organizational goals.
- Let them know if they have taken on more than they can handle.
- Encourage their ambition but be prepared to limit their authority.

They're action-oriented

Like you, people with the D style tend to move fast and work toward an immediate payoff. However, because you both are intent on rapid results, you may neglect to create a step-by-step development plan. This may be necessary if they are inexperienced or prone to make big decisions with very little information.

- Slow down to look at other development opportunities.
- Review the big picture and have them come up with appropriate long-term goals.
- Make sure they have a clear and orderly development plan.

They have a challenging side

Like you, these individuals can use their strong will to push through obstacles. Because they may often feel that their way is the only way, they may challenge your authority. At times, you may butt heads or get locked into power struggles.

- Remember that heavy-handed tactics will turn disagreements into a power struggle.
- Set up a system so they know when you are suggesting and when you are telling.
- Be firm and assert your authority without coming across as domineering or controlling.

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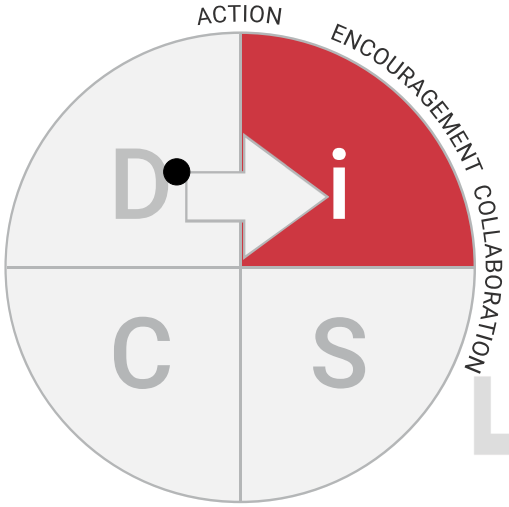
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Develop Talent: You & the i Style

AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Ability to build a network of contacts
- Willingness to accept new ideas
- Interest in working with others
- Comfort taking the lead
- Persistence through optimism
- Tendency to create enthusiasm
- Ability to empathize with others
- Willingness to experiment with different methods
- Tendency to give praise and encouragement to others
- Ability to rally people around an idea



HOW TO ADAPT

Remember they respond to encouragement

People with the i style often take feedback personally, so they may not respond well to your blunt assessments. Because they want to know that they are doing a good job and are on the right development path, they may want more upbeat encouragement than you naturally provide. Without positive reinforcement of their progress, they may worry that you're not satisfied.

- Refrain from being overly harsh or blunt in your feedback.
- Be sure to point out the progress they have made.
- Show that you are optimistic about their chances of success.

They're action-oriented

Like you, these individuals are interested in fast-paced innovation, so they may display less enthusiasm for development opportunities that require a great deal of in-depth analysis or study. Your own desire for quick action may mean that you don't push them to slow down and embrace deliberation or careful examination. As a result, you may both overlook promising opportunities that take more time to study.

- Encourage their spontaneity when appropriate.
- Point out the negative consequences of not taking the time to develop skills with concentrated effort.
- Help them slow down to look at other development opportunities.

They thrive on collaboration

People with the i style prefer to grow and improve their skills in a team environment where collective effort is the answer to just about any problem. For this reason, your preference to limit collaboration and strive for individual goals may not meet their needs. You may need to reassess your assumption that everyone thrives with as much independence as you do.

- Encourage them to pursue opportunities that involve working with others.
- Allow them to lead small groups.
- Remind them that they will have to work alone from time to time.

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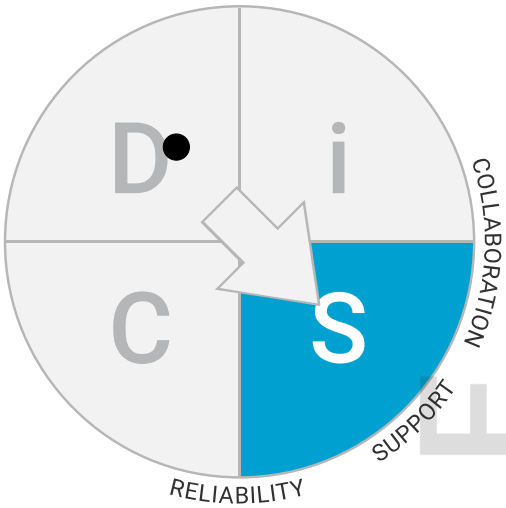
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Develop Talent: You & the S Style

AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Ability to work with different types of people
- Interest in maintaining steady progress
- Tendency to be diplomatic
- Willingness to support team goals
- Ability to empathize with others
- Persistence to work on routine or highly detailed projects
- Tendency to follow through on commitments
- Ability to calm upset people
- Understanding of others' perspectives
- Willingness to be flexible to others' needs



HOW TO ADAPT

Remember they appreciate support

Although they'll rarely ask for it, people with the S style need to be reassured that they are doing a good job. Because you are unlikely to offer this type of emotional support, they may become intimidated by your fast pace and results focus and fail to share their real concerns and opinions with you.

- Think beyond results, productivity, and success when structuring their development.
- Ask directly but gently for their thoughts about their interests and skills.
- Show patience and understanding for their fears and concerns.

They strive to be reliable

Like you, these individuals tend to be reliable and stable, which is more typical for the S style than the D style. Therefore, they probably appreciate your tendency to minimize surprises. However, you are also comfortable moving at a fast pace, and they may feel threatened if you propose innovative plans that include an element of risk.

- Encourage them to maintain their focus on reliable progress.
- Let them know that development often means moving in new directions or learning new skills.
- Give them time to warm up to ideas that involve a lot of change.

They value collaboration

People with the S style enjoy working with others, and they may believe that groups come up with more effective answers than individuals do. They may look for development opportunities that allow them to collaborate with people, and they are often eager to help develop collective visions. Therefore, your preference to prioritize individual achievement and drive may not meet their needs.

- Encourage them to pursue collaborative opportunities while furthering their own development.
- Show them that they have the skills to work autonomously or as a leader.
- Remember that they don't value individual accomplishment as much as you do.

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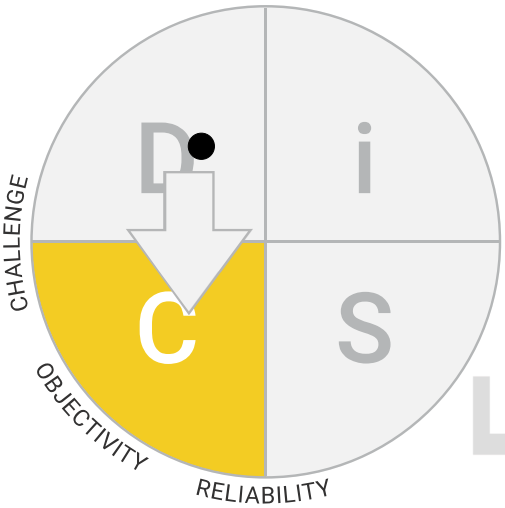
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Develop Talent: You & the C Style

AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Insistence on quality
- Ability to look at ideas logically
- Comfort with studying the specifics
- Interest in maintaining error-free work
- Ability to pinpoint potential problems
- Persistence in analyzing solutions
- Willingness to work alone
- Tendency to avoid letting personal feelings interfere with work
- Ability to exercise caution and manage risks
- Interest in developing a systematic approach



HOW TO ADAPT

Remember they prize objectivity

People with the C style rely on logic, a tendency you share even though it's not typical of the D style. Therefore, they may respond well to your tendency to emphasize rational thinking. However, you tend to move at a faster pace than they do, and they may reject development opportunities that reward speed over quality.

- Remember that they may prioritize expertise over achievement.
- Steer them toward methodical development opportunities.
- Push them to move forward rather than overanalyze the specifics.

They expect reliability

While it's more common for the C style than the D style, you're both interested in development opportunities that are stable and reliable. They may, however, become inflexible once they've decided on a logical course of action. You may need to push them to consider bolder options that provide greater opportunities for growth.

- Avoid getting stuck in a rut of safe or traditional development plans.
- Be aware that they may have trouble admitting their limitations once they've started.
- Ensure that they see the drawbacks of playing it safe.

They have a challenging side

Like you, these individuals are often skeptical, so they may probe ideas for flaws even after others have accepted them. Their questioning nature may be frustrating as you work with them to create a development path. Their tendency to say "no" may come across as dismissive or resistant, and could lead to power struggles if you respond by pushing them to accept your ideas.

- Expect that you'll have to back up your ideas with evidence if you want buy-in.
- Hold them accountable if they question your ideas in a combative or disrespectful way.
- Give them time to think over your suggestions before making final decisions together.

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Manage Up

INTRODUCTION

"Managing up" refers to working effectively with and influencing your manager. And though it's a frequently overlooked aspect of management, it's nevertheless critical. Your manager is often your link to other parts of the organization and to resources that your team needs, so it's vital to have a good working relationship with them. If this relationship is solid, you'll be much more effective at communicating the needs of your team and pushing for the changes that will help them succeed. You'll also have a much clearer picture of where the organization is headed and what your manager prioritizes. This module will help you better understand your manager and how you can work together more effectively.

YOU WILL LEARN

1. How your manager might see you
2. Different approaches for getting buy-in from your manager
3. How to work more effectively with your manager

Management

DISC® MODEL AND MANAGEMENT PRIORITIES

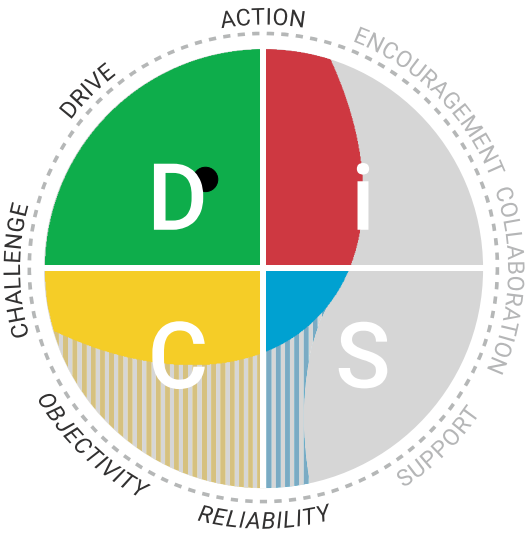
The priorities around the circle show what different managers tend to emphasize in their work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the D style have shading that touches Drive, Action, and Challenge. Your shading stretches to include Reliability and Objectivity, which isn't characteristic of your style.

Dominance

Responds well to:
- Outcomes
- Urgency
- Confidence

Conscientiousness

Responds well to:
- Objectivity
- Logical arguments
- Evidence



Influence

Responds well to:
- Enthusiasm
- Open dialogue
- Immediate action

Steadiness

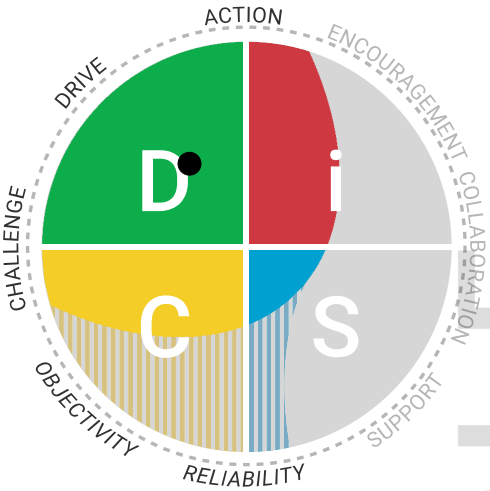
Responds well to:
- Predictability
- Sincerity
- Time to deliberate

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How Your Manager Sees You

Understanding how you come across to your manager is important, but sometimes difficult. This page provides insight into how your manager might see you.



Driven

Mateo, since you have a D style, you probably come across as assertive and decisive. Your manager may appreciate that you can be counted on to strive for success and get fast results. On the other hand, you may sometimes bite off more than you can chew, which could frustrate your manager. Furthermore, your tendency to push people may seem too aggressive for managers who prefer a more diplomatic approach.

- Your manager may see you as overly insistent or demanding when you're pushing toward your goals.
- Some managers may believe that you're too focused on your own agenda.

Active

Many managers will appreciate that you tend to take charge of situations and keep projects under control. In addition, because you prefer a fast pace, your manager may trust that you'll avoid falling behind schedule. However, your tendency to make decisions and act quickly may seem rash to some managers.

- Some managers may find your more adventurous ideas to be impractical or unrealistic.
- Your manager may see shortcuts as evidence of sloppy work.

Challenging

Because of your direct manner, your manager may feel comfortable that you'll give straight answers without beating around the bush. Furthermore, your tendency to suggest bold ideas may lead your manager to view you as an independent thinker and innovator. However, since you aren't afraid to challenge the status quo, your manager may think that you occasionally overstep your boundaries..

- Your manager may see you as overly critical.
- Some managers may feel you threaten their authority.

Reliable

You tend to be reliable, which is unusual for the D style, and many managers may feel that their projects are in good hands with you. However, some managers may worry that your sense of caution could restrict you to overly conventional solutions.

- Your manager may think you're too cautious when it's time to make big decisions.
- Because you often prefer tried-and-true methods, some managers may think you're overly conventional.

Objective

Being objective may not come naturally to others with the D style, but you tend to look at things logically, and many managers feel confident that you'll produce well-reasoned solutions. However, some managers may think that you sometimes get too bogged down in the details.

- Your manager may think that you rely too heavily on data.
- Some managers may see you as a details person rather than a big-picture thinker.

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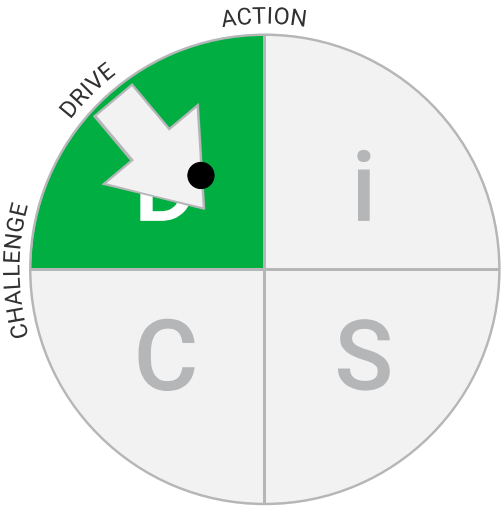
Manage Up: You & the D Style

Most of us would like to understand our own manager a bit better. If your manager tends toward D, here are some insights for working more effectively together.

THEIR PRIORITIES AND PREFERENCES

Managers with the D style put a strong emphasis on drive and are active in pursuing bottom-line results. They can be demanding and blunt and won't hesitate to voice their skepticism. Overall, they respond best to people who can quickly help them achieve success.

- Like you, their driven nature means that they will do whatever it takes to reach their goals.
- Like you, they prioritize action and want to keep progressing at a rapid pace.
- Like you, they probably challenge themselves and aren't afraid to challenge others.



HOW TO ADAPT

Getting buy-in

Managers who share your D style want to know how your ideas will produce concrete, immediate results. By emphasizing the big picture and the direct impact of your proposals, you may be able to gain their buy-in. Furthermore, because they respect confidence, your tendency to be assertive may increase the odds that they will give you support. Like you, they want to keep things moving quickly and may become frustrated when something or someone slows progress. As a result, your tendency to get right to the point by avoiding detailed explanations is just what they're looking for. In addition, keep in mind their need to feel in control. They are likely to dismiss an idea if they believe that you ignored their advice or sidestepped their authority. Therefore, be sure to show respect for their leadership, and offer them an ownership stake in the solution.

- Project confidence in your ideas.
- Keep the focus of your discussions on the bottom line.
- Emphasize the concrete results that they can expect.

Dealing with conflict

Managers with the D style can become competitive in conflict, creating win-lose scenarios in which compromise is seen as a sign of weakness. Like you, they may be very direct and aren't inclined to gloss over differences or avoid confrontation. For this reason, disagreements between the two of you may become heated. Be sure to resist the urge to escalate the conflict. Find ways to make your points objectively, but if you find yourself becoming argumentative, focus on resolving arguments rather than on winning.

- Avoid becoming overly blunt or aggressive.
- Focus on creating solutions rather than competing.
- Stick to the facts and avoid hot buttons.

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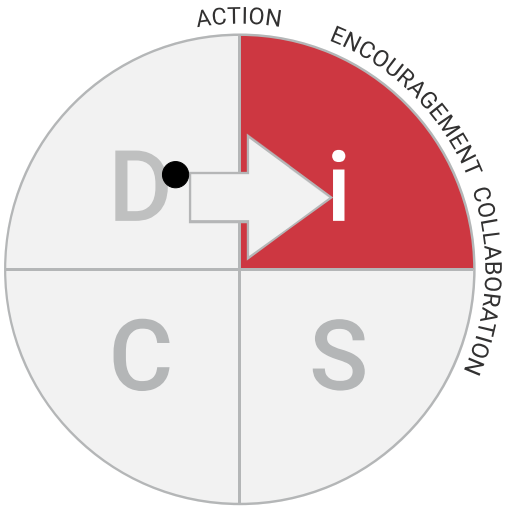
Manage Up: You & the i Style

Most of us would like to understand our own manager a bit better. If your manager tends toward i, here are some insights for working more effectively together.

THEIR PRIORITIES AND PREFERENCES

Managers with the i style tend to be energetic and encourage others to do their best. Overall, they want to lead a fast-paced but friendly team, and they will likely respond best to people who like to create an optimistic team spirit.

- Unlike you, they focus on encouragement and celebrating group victories.
- Unlike you, they prefer to work with others and prioritize teamwork.
- Like you, they focus on action and move quickly while striving for forward progress.



HOW TO ADAPT

Getting buy-in

Managers with the i style look for cooperation and want to know how your plans will affect other people. They're more interested in working as a team and may not be as focused on the bottom line as you tend to be. In addition, your strong will and determination may come across as too harsh or pushy to them. If you want their buy-in, show them how team members can work together to reach your goals, and rather than make demands, work to create an open dialogue between the two of you. Furthermore, like you, they're interested in fast movement and groundbreaking solutions, so lay out the big picture and assure them that things can happen quickly. Remember that delivering your ideas with passion is more likely to capture their attention and gain their continued support.

- Avoid being too inflexible when presenting your ideas.
- Emphasize how your ideas can quickly energize people.
- Discuss the effect of your ideas on other people.

Dealing with conflict

Managers with the i style want to maintain friendly relationships. However, self-expression is very important to them, so in a conflict situation, they may demand to be heard. Because you tend to address conflict head-on, you and an i-style manager may escalate any disagreement. They may have trouble letting things go, so be careful that your directness doesn't come across as a personal attack. Express concern for their feelings and a desire to work through the conflict quickly but thoroughly. Let them know that a disagreement now doesn't mean a poor relationship down the road.

- Be straightforward, but avoid personal attacks.
- Let them know you respect their feelings.
- Make it clear that your relationship is still strong.

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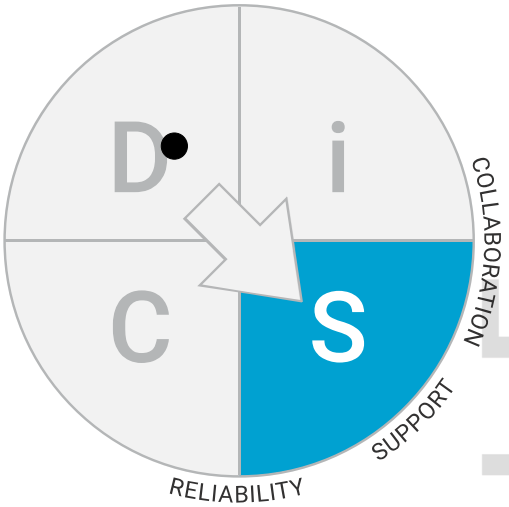
Manage Up: You & the S Style

Most of us would like to understand our own manager a bit better. If your manager tends toward S, here are some insights for working more effectively together.

THEIR PRIORITIES AND PREFERENCES

Managers with the S style tend to be accommodating and dependable. Overall, they want to lead a team in a calm setting where tension is rare, and they will likely respond best to people who are friendly team players.

- Unlike you, they emphasize people's feelings and are more concerned with maintaining relationships than you tend to be.
- Unlike you, they would rather work collaboratively than independently.
- Like you, they want to avoid chaos and maintain a dependable setting.



HOW TO ADAPT

Getting buy-in

Managers with the S style want steady progress, and unlike others with the D style, you tend to be equally concerned with achieving reliable results. Therefore, you may identify with their need to prepare for any major changes that you might suggest. Present your ideas clearly, and be ready with details to address their concerns. While they may allow you to lead the discussion, remember that heavy-handed tactics are unlikely to help you gain their buy-in. Furthermore, they're interested in collaboration and team unity. So rather than focusing solely on bottom-line results, point out how your solution can create opportunities to bring the group together.

- Emphasize how your idea helps people.
- Lay out your plan in a step-by-step manner.
- Give them time to consider the implications of the changes you are proposing.

Dealing with conflict

Managers with the S style want to avoid conflict whenever possible, which is in contrast to your tendency to confront issues directly. For this reason, they may gloss over your differences or even deny that there is a problem. You may win arguments by being forceful, but a confrontational approach could undermine their trust in you. Therefore, you may need to take a more diplomatic approach and work to uncover the true source of the conflict. Avoid assuming that their silence means the matter is resolved. If you allow them to bury their feelings, resentment may build and appear later.

- Be direct without being confrontational.
- Avoid forceful tactics that may leave them feeling anxious or resentful.
- Follow up to make sure the issue is resolved.

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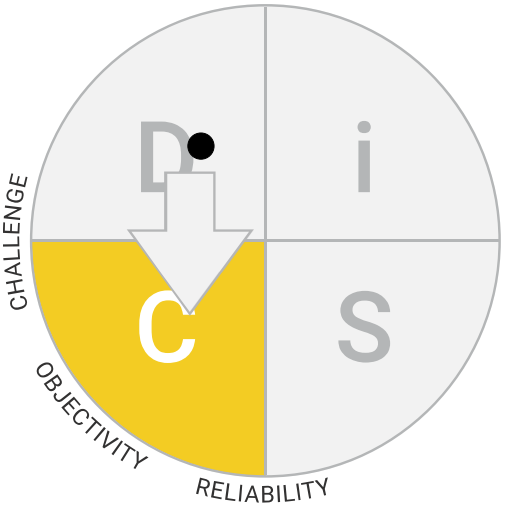
Manage Up: You & the C Style

Most of us would like to understand our own manager a bit better. If your manager tends toward C, here are some insights for working more effectively together.

THEIR PRIORITIES AND PREFERENCES

Managers with the C style put a strong emphasis on logic and maintaining a stable environment. Overall, they want to lead by setting high standards, and they will likely respond best to people who share their concern for high-quality outcomes.

- Like you, they spend a lot of time on objective analysis to ensure accuracy.
- Like you, they want to think through all of the consequences to deliver a reliable outcome.
- Like you, they tend to show skepticism for ideas that aren't backed up by facts.



HOW TO ADAPT

Getting buy-in

Managers with the C style want to see how your ideas can lead to a high-quality solution. Like you, they want to foresee potential issues or complications, so they're likely to ask a lot of skeptical questions. Because they want detailed proof, a big-picture focus might be insufficient to get their buy-in. Furthermore, while it may come more naturally to you than to others with the D style, you share the C-style manager's interest in reliability, and your steadiness may indicate that you've thought through all of the consequences of your plan. However, they're unlikely to respond well to heavy-handed tactics, so don't try to push them. By giving them the information they want and the time to process it, you will be much more likely to get them on your side.

- Explain the details of how your plan would work.
- Be ready to provide all the information they need to reach a decision.
- Avoid pushing them to move more quickly since it's likely to antagonize them.

Dealing with conflict

Because managers with the C style view conflict as a disagreement over who is correct, they may avoid direct aggression and focus on logical arguments instead. Unlike others with the D style, you share their priority on objectivity, so you may engage in logic wars with them. However, you tend to be much more outspoken than they are, and they may withdraw in response to your forceful tactics. When working with them, you may need to tone down your aggressive approach. Don't insist on immediate resolution. Rather, state your position factually, and give them time to present their side.

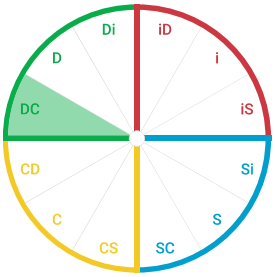
- Support your opinions with logic and facts.
- Avoid pushing them to settle the matter immediately.
- Stay away from forceful tactics that will make them defensive.

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Personalized Style Index

DC STYLE



Goals: Independence, personal accomplishment

Judges others by: Competence, common sense

Influences others by: High standards, determination

Overuses: Bluntness; sarcastic or condescending attitude

Under pressure: Becomes overly critical

Fears: Failure to achieve their standards

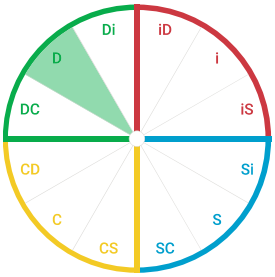
Would increase effectiveness through: Warmth, tactful communication

Mateo, people with the DC style want to explore all options and make sure that the best possible methods are used. As a result, they may be very questioning and skeptical of other people's ideas. This may be easy for you to relate to since you aren't afraid to challenge opinions and ask questions.

In addition, they're also focused on getting results, so they're often very direct and straightforward. When they're concentrating on the bottom line, they may overlook the feelings of others. You also tend to be driven, so you can probably relate to their desire for results.

Finally, those with the DC style also ensure accuracy. Because they want to control the quality of their work, they prefer to work independently, and they may focus on separating emotions from facts. You may have trouble relating to their analytical approach.

D STYLE



Goals: Bottom-line results, victory

Judges others by: Ability to achieve results

Influences others by: Assertiveness, insistence, competition

Overuses: The need to win, resulting in win/lose situations

Under pressure: Becomes impatient and demanding

Fears: Being taken advantage of, appearing weak

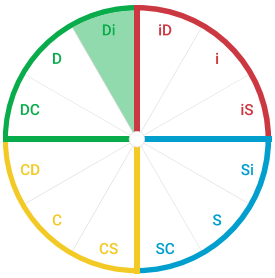
Would increase effectiveness through: Patience, empathy

People with the D style are strong-willed individuals who prioritize getting results. Because they want to make their mark, they constantly look for new challenges and opportunities. Most likely, you can relate well to their goal-oriented nature and may even compete with them at times.

In addition, they also tend to be action-oriented, so they often focus on achieving their goals quickly and forcefully. Since they are often very fast-paced, they like it when people cut to the chase. Since you share their bold style, you can probably relate well to their desire to keep moving.

Furthermore, those with the D style also speak up when they see a problem. Because they want to control outcomes, they're often questioning and independent-minded. Since you probably share these qualities, you may find that the two of you get locked into stubborn arguments at times.

Di STYLE



Goals: Quick action, new opportunities

Judges others by: Confidence, influence

Influences others by: Charm, bold action

Overuses: Impatience, egotism, manipulation

Under pressure: Becomes aggressive, overpowers others

Fears: Loss of power

Would increase effectiveness through: Patience, humility, consideration of others' ideas

People with the Di style move at a fast pace, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. Since you also like to maintain a fast pace, you can probably relate well to their high-energy approach to work.

In addition, they're focused on getting results, so they often work to accomplish their goals rapidly. While they are competitive, they can also use charm to persuade others to help them succeed. Because you are also results-oriented, you may respect their drive to succeed.

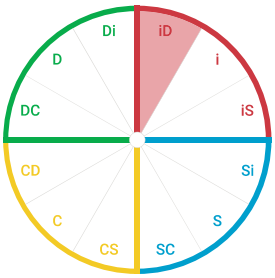
Finally, those with the Di style tend to be energetic and enthusiastic, so they may come across as charming and fun. They probably use their excitement to inspire others and to create a lively environment. You may have trouble relating to their high-spirited approach.

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iD STYLE



Goals: Exciting breakthroughs

Judges others by: Ability to think creatively, charisma

Influences others by: Boldness, passion

Overuses: Impulsiveness, outspokenness

Under pressure: Becomes impulsive, lashes out at others

Fears: Fixed environments, loss of approval or attention

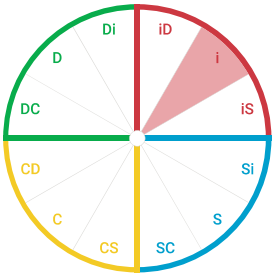
Would increase effectiveness through: Focusing on the details, patience, listening to others

Mateo, people with the iD style value taking action, so they tend to focus on moving toward their goals quickly. They like to maintain a fast pace, and they're probably comfortable making decisions on the fly. Because you share their active pace, you may join them in working to create momentum.

In addition, they tend to be enthusiastic, and they may come across as high-energy people who like to rally others around a common goal. Most likely, they maintain an upbeat attitude and bring a genuine optimism to their work. You may think their high level of enthusiasm is a bit distracting.

Furthermore, those with the iD style focus on getting results, so they may come across as ambitious and goal-oriented. Most likely, they enjoy leveraging relationships to achieve new accomplishments. You also want results, so you can probably relate to their ambition.

i STYLE



Goals: Popularity, approval, excitement

Judges others by: Openness, social skills, enthusiasm

Influences others by: Charm, optimism, energy

Overuses: Optimism, praise

Under pressure: Becomes disorganized, gets overly expressive

Fears: Rejection, not being heard

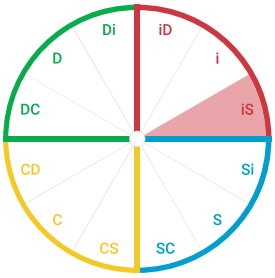
Would increase effectiveness through: Being more objective, following through on tasks

People with the i style put a high priority on enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Because you probably focus more on achieving success and getting concrete results, you may not relate well to their desire to create a lively atmosphere.

In addition, they are action-oriented, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you also tend to move swiftly and decisively, you may relate well to their spontaneous approach.

Furthermore, those with the i style also appreciate collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Since you tend to be more interested in individual accomplishments, you may not relate to their need to promote teamwork.

iS STYLE



Goals: Friendship

Judges others by: Ability to see good in others, warmth

Influences others by: Agreeableness, empathy

Overuses: Patience with others, indirect approaches

Under pressure: Takes criticism personally, avoids conflict

Fears: Pressuring others, being disliked

Would increase effectiveness through: Acknowledging others' flaws, confronting problems

People with the iS style value collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you appreciate opportunities to work independently, you may not relate to their emphasis on team efforts.

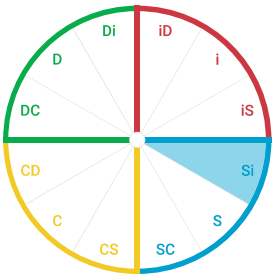
In addition, they tend to be enthusiastic, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others. You tend to be less expressive than they are, and you may have trouble relating to their happy-go-lucky approach.

Furthermore, those with the iS style tend to be flexible people who want what's best for the group. When others struggle, they tend to show concern and offer uncritical support. You may think their accepting approach is too softhearted.

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Si STYLE



Goals: Acceptance, close relationships

Judges others by: Receptivity to others, approachability

Influences others by: Showing empathy, being patient

Overuses: Kindness, personal connections

Under pressure: Avoids conflict, tries to make everyone happy

Fears: Being forced to pressure others, facing aggression

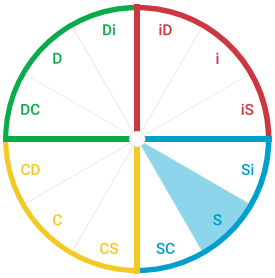
Would increase effectiveness through: Saying "no" if necessary, addressing issues

Mateo, people with the Si style are highly collaborative, and they like to involve others in making decisions. Most likely, they try to build team spirit and are less concerned with individual accomplishment. Because you tend to prefer working alone, you may have trouble understanding their strong interest in group efforts.

In addition, they're also supportive, so they tend to place a high importance on the needs of others. Because they have an accommodating nature, they're often willing to set aside their own opinions and needs to help others. You may have trouble relating to their accepting approach, which may sometimes seem counterproductive to you.

Furthermore, those with the Si style usually come across as cheerful and upbeat. They tend to see the positive in most situations, and they're encouraging of other people's ideas. Most likely, you have trouble relating to their expressive style.

S STYLE



Goals: Harmony, stability

Judges others by: Dependability, sincerity

Influences others by: Accommodating others, consistent performance

Overuses: Modesty, passive resistance, compromise

Under pressure: Gives in, avoids revealing true opinions

Fears: Letting people down, rapid change

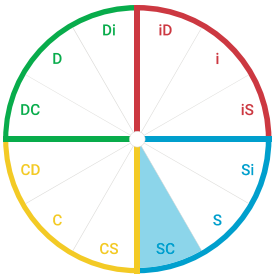
Would increase effectiveness through: Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing support. They tend to be good listeners, and as a result they're often seen as patient and accommodating. Because you tend to strive for quick results, you may find it difficult to relate to their laidback approach, which may get in the way of immediate progress at times.

In addition, they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Although you share their desire for dependability, you may think they are too hesitant to accept change.

Furthermore, people with the S style also value collaboration. Because they appreciate a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. Because you tend to focus more on individual accomplishments, you may find their desire for friendly teamwork to be unnecessary or counterproductive.

SC STYLE



Goals: Calm environment, fixed objectives, steady progress

Judges others by: Reliability, realistic outlook, even temperament

Influences others by: Diplomacy, self-control, consistency

Overuses: Willingness to let others lead, humility

Under pressure: Becomes inflexible, hinders spontaneity, complies

Fears: Time pressure, uncertainty, chaos

Would increase effectiveness through: Initiating change, speaking up

People with the SC style place a high priority on stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won't bring a lot of surprises. Since you share their desire for stability, you can probably appreciate their careful, methodical approach.

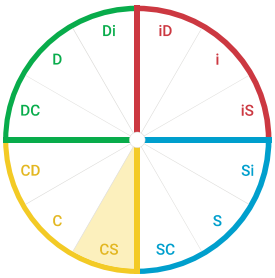
In addition, they're supportive, so they tend to be accommodating and willing to forfeit their own needs and preferences when necessary. They're usually patient and diplomatic, and they aren't likely to become overly emotional when pushed. You may have trouble relating to their patient, obliging approach.

Furthermore, those with the SC style focus on accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. You may have trouble relating to their methodical approach and tendency to double-check their work.

SAMPLE

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CS STYLE



Goals: Stability, reliable outcomes

Judges others by: Precise standards, orderly methods

Influences others by: Practicality, attention to detail

Overuses: Traditional methods, sense of caution

Under pressure: Withdraws, becomes hesitant

Fears: Emotionally charged situations, ambiguity

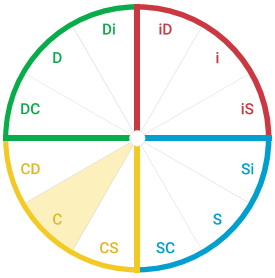
Would increase effectiveness through: Showing flexibility, being decisive, showing urgency

Mateo, people with the CS style value stability, so they probably come across as orderly and precise. Since they prefer to be well-prepared, they tend to avoid taking risks or making rapid changes. Because you share their interest in a stable environment, you may appreciate their tendency to focus on steady progress.

In addition, they also place a high priority on accuracy, so they tend to spend time refining their ideas before moving forward. Most likely, they rely on data before making decisions and tend to take an objective approach. You may find it hard to relate to their insistence on careful analysis.

Furthermore, those with the CS style are usually ready and willing to help when their expertise is needed. They also tend to be even-tempered and patient with both people and difficult situations. You might find it difficult to relate to their accommodating approach.

C STYLE



Goals: Accuracy, objective processes

Judges others by: Expertise, systematic processes

Influences others by: Logic, exacting standards

Overuses: Analysis, restraint

Under pressure: Overwhelms others with logic, becomes rigid

Fears: Being wrong, strong displays of emotion

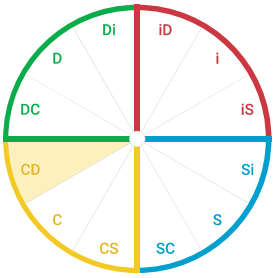
Would increase effectiveness through: Acknowledging others' feelings, looking beyond data

People with the C style focus on accuracy and getting things right. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. While you can probably relate to their detached approach, you may find their systematic nature to be too tedious to get the quick results you seek.

In addition, they also value stability. Since they tend to appreciate follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. You also like to ensure dependable results, but you may become frustrated if they seem overly cautious.

Furthermore, people with the C style are attentive to uncovering problems and mistakes. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. While you usually share their tendency to ask questions, you may find their skepticism frustrating when it stands in the way of quick forward progress.

CD STYLE



Goals: Efficient results, rational decisions

Judges others by: Competence, use of logic

Influences others by: Strict standards, resolute approach

Overuses: Bluntness, critical attitude

Under pressure: Ignores people's feelings, moves ahead independently

Fears: Failure, lack of control

Would increase effectiveness through: Cooperation, paying attention to others' needs

People with the CD style may come across as skeptical and determined in their focus on making sure things get done correctly. Most likely, they won't accept ideas without asking a lot of questions, and they like to uncover problems that could affect results. You share their tendency to question new ideas, so you may find it easy to relate to their challenging approach.

In addition, they also prioritize accuracy, and they focus on thinking logically to create the best solutions. They tend to avoid letting their emotions get in the way of making rational decisions. To you, their approach may seem overly analytical and perfectionistic.

Furthermore, those with the CD style also value getting results and tend to be determined to deliver quality outcomes efficiently. Most likely, they're also willing to take charge of projects when necessary, and they can usually be counted on to keep things on track. Since you tend to share their interest in efficient results, you likely appreciate their determination to succeed.

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