



Sample User

Style: Advisor

DISC Sales Report Sample

Wednesday, March 02, 2011

Your report uses the DISC Personality System. The DISC Personality System is the universal language of behavior. Research has shown that behavioral characteristics can be grouped together in four major groups. People with similar styles tend to exhibit specific behavioral characteristics common to that style. All people share these four styles in varying degrees of intensity. The acronym DISC stands for the four personality styles represented by the letters :

- D = Dominant, Driver
- I = Influencing, Inspiring
- S = Steady, Stable
- C = Correct, Compliant

Knowledge of the DISC System empowers you to understand yourself, family members, co-workers, and friends, in a profound way. Understanding behavioral styles helps you become a better communicator, minimize or prevent conflicts, appreciate the differences in others and positively influence those around you.

In the course of daily life, you can observe behavioral styles in action because you interact with each style, to varying degrees, everyday. As you think about your family members, friends and co-workers, you will discover different personalities unfold before your eyes.

- Do you know someone who is assertive, to the point, and wants the bottom line?

Some people are forceful, direct, and strong-willed.

This is the D Style

- Do you have any friends who are great communicators and friendly to everyone they meet?

Some people are optimistic, friendly, and talkative.

This is the I Style

- Do you have any family members who are good listeners and great team players?

Some people are steady, patient, loyal, and practical.

This is the S Style

- Have you ever worked with someone who enjoys gathering facts and details and is thorough in all activities?

Some people are precise, sensitive, and analytical.

This is the C Style

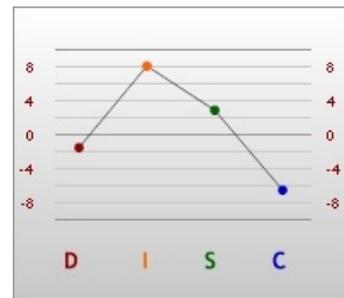
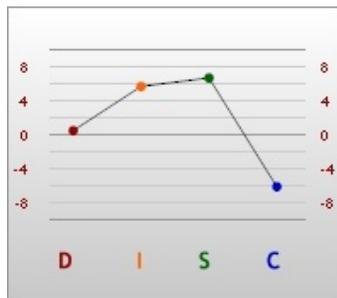
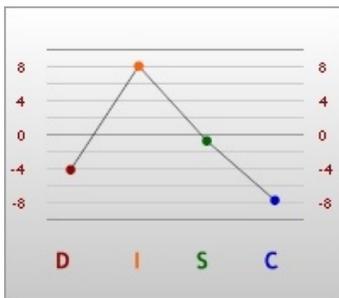


The chart below helps put the four dimensions of behavior into perspective.

	D = Dominant	I = Influencing	S = Steady	C = Compliant
Seeks	Control	Recognition	Acceptance	Accuracy
Strengths	Administration Leadership Determination	Persuading Enthusiasm Entertaining	Listening Teamwork Follow-Through	Planning Systems Orchestration
Challenges	Impatient Insensitive Poor Listener	Lack of Detail Short Attention Span Low Follow-Through	Oversensitive Slow to Begin Dislikes Change	Perfectionist Critical Unresponsive
Dislikes	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
Decisions	Decisive	Spontaneous	Conferring	Methodical

Because human personality is comprised of varying intensities of the four behavioral styles, the DISC graph helps make the personality style more visual. The DISC graph plots the intensity of each of the four styles. All points above the midline are stronger intensities, while points below the midline are lesser intensities of DISC characteristics. It is possible to look at a DISC graph and instantly know the personality and behavioral characteristics of an individual.

Below are your three DISC graphs, and a brief explanation of the differences between the graphs.



DISC graph 1 represents your "public self" (the mask)

This graph displays the "you" others see. It reflects how you perceive the demands of your environment, and your perception of how you believe others expect you to behave.

DISC graph 2 represents your "private self" (the core)

This graph displays your instinctive response to pressure, and identifies how you are most likely to respond when stress or tension are present. This would be your instinctive reaction.

DISC graph 3 represents your "perceived self" (the mirror)

This graph displays the manner in which you perceive your typical behavior. It could be referred to as your self perception. Although at times you may be unaware of the behavior you use with other people, this graph shows your typical approach.

Introduction

Research suggests that the most effective sales people are the ones who truly understand human behavior and can not only predict behavior, but can modify their own behavior to that of their buyer. Successful sales people appreciate their own strengths and limitations and quickly assess the strengths, limits, needs and preferences of their customers. In sales, information is power!

This section explains your personality style in a sales role according to the DISC Personality-Typing System. It helps you identify your own selling strengths and limits. With this information, you can capitalize on your strengths and recognize any limits hindering your success. Secondly, this report offers tips for a manager based upon your unique selling style. Lastly, this report covers ways to motivate customers based upon the preferences of their distinctive buying styles.

It's no secret that different customers with different personality styles have different "hot buttons" that will make them buy. The job of the sales person is to find that particular button and push it effectively. The psychology of selling is in understanding the customer and pinpointing his/her unique motivating factor(s); then, creating a favorable environment that will stimulate him/her to purchase.

Identifying your selling style as well as the buying styles of your prospects can become both revealing and confirming. It will show you new aspects of your communication as well as confirm facets you already knew. You'll find this information valuable in every area of your life – at work, home and in every area that you interact with others.

Reports from www.MotivationalLiving.com, www.PersonalityStyle.com and www.PeopleKeys.com represent valid and reliable interpretations of individual responses to the DISC Personality System Profile. The reports generated from this online system provide the greatest depth of analysis of individual responses to the DISC profile instrument, leading to the most accurate, in-depth conclusions available. However, it is important to understand that this publication is based upon the responses entered by the subject and is designed to provide accurate and authoritative information in regard to the subject matter. It is distributed with the understanding that the publisher is not engaged in rendering professional psychological services. If expert assistance is required, the advice of a professional, competent person should be sought.

Your Personal Selling Style

Your Instinctive Selling Style Description

Your Style is an Advisor Style ("IS" or "SI" Style)

Advisors sell most people with their warmth, empathy, trust and understanding. They possess a casual kind of poise in most professional situations. Many customers will come to them because Advisors are seen as good listeners who are also inspiring and motivating. They are very demonstrative and genuine communicators who care personally about their customers' needs.

Advisors enjoy talking to and about people and desire social familiarity with all their customers. While Advisors are very stable, they are also flexible and can fit into almost any social or selling environment. They are seen as neighborly and accepting of others by making others feel at ease initially. Once an advisor forms a bond with another person, they have no problem talking about personal subjects and extending trust even if it takes awhile to obtain that point of trust.

In sales, they can be patient with customers who are hesitant or indecisive. They will not attempt to force their ideas or sales pitch on others; in fact, they are very prudent in what they say and how they say it. They don't want to run the risk of offending others or ruining the relationship. They tend to take advantage of every moment they are given but will not become overbearing or aggressive. Advisors prefer to deal with people on a personal, intimate basis in a low-pressure situation. They are very good working with people, dealing with difficult people, maintaining long-standing professional relationships and are gifted at expressing themselves. Advisors are excellent team players; they work toward stability, harmony and consensus. They are persistent in working to accomplish the goals they have set and typically are great with juggling many responsibilities, various accounts and following through. They need personal attention, recognition and compliments for their good work as this will motivate them to achieve more.

Your Personal Selling Style

Your Instinctive Selling Style Description

Capitalize upon your selling strengths and minimize your selling challenges by first recognizing their potential to facilitate or hinder your sales success. Use your best selling attribute to add value to your sales team. Create a sales environment that is conducive to your strengths.

Advisor Selling Strengths

- Service oriented
- Relationship builder
- Soft-sell approach
- Very intuitive in realizing the timing for closing
- Empathetic of customers needs
- Uses stories and real-life examples to sell
- Will ask why questions to draw out the opinions of the customer

Advisor Selling Challenges

- Tends to allow social time and relationship building to dominate sales time, especially with another I or S style.
- May overuse gestures or facial expressions in sales instead of being a direct communicator.
- Has tendency to feel rejected, criticized or take business matters personally.
- May promise more than they can actually deliver.
- May not put enough priority into getting detailed information or detailed tasks accomplished.
- May be intimidated by strong or demanding personalities.
- May hold grudges or feel bitterness toward associates or clients who they perceive have hurt them.
- Avoids confrontation at all costs.

Advisor Best Sales Attribute

- Building strong and trustworthy relationships over time.

MANAGING DISC SELLING STYLES

Managing DISC Selling Styles Overview

Providing incentives for a sales force is one of the most difficult things a manager faces. Use this overview for developing strategies for sales people with different DISC personality styles.

Encouraging "D" Style Sales People	Encouraging "I" Style Sales People
<ul style="list-style-type: none"> • Present sales objectives in writing • Give opportunities to lead a sales team • Large and challenging territories • Provide opportunities to close deals • Ask for their input on "positioning" product/services • Emphasize commission over salary • Provide prospects with large upside potential • Let them help with new product launches; new markets; building market share • Stroke their ego with recognition, feature them in a newsletter • Give them personal introductions; referrals • Allow them freedom from controls • Provide support for detail work • Evaluate in terms of their results, not their processes • Take them to lunch, provide outside activities to influence • Provide sales competitions • Use travel packages as rewards • Give them problems to solve 	<ul style="list-style-type: none"> • Be friendly, humorous and informal • Activities to socialize and network outside the workplace • Give opportunities to open doors with new accounts • Help them in serving their existing accounts • Focus on their strengths and positives when giving feedback • Emphasize commission over salary • Provide support for detail work, scheduling and time-management • Travel with the sales agent and provide constructive feedback • A changing, people-oriented environment • Use a participatory management style • Put project goals, specifics and deadlines in writing • Use public recognition, rewards, flattery, and praise • Give opportunity for public speaking or leading meetings • Opportunity to voice their opinion and express themselves • Provide outlets for fun and travel • Give them fresh, new and exciting products and services



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Encouraging "S" Style Sales People	Encouraging "C" Style Sales People
<ul style="list-style-type: none"> • Provide practical, reliable, people-friendly products and services to sell • Make sure they "buy-in" to strategies and plans • Show them sincere appreciation for their hard work • Recognize them for their loyalty and patience • Give them attainable sales goals • Consider them for longer sales cycles • Emphasize salary over commission • Constantly motivate and keep moving forward • Make the salesperson a part of a sales team • Help build their self esteem and confidence • Don't force them to cold call • Provide professional tools for presentations • Help them prepare their pitch in advance • Give flexibility in their schedule for family time • Make calls jointly with the sales manager often • Present criticisms and changes softly • Provide regular feedback on performance • Limit the number of aggressive people they will need to deal with 	<ul style="list-style-type: none"> • Help them build their expertise in a key area • Keep informed with changes and policies • Show respect, give awards and titles • Emphasize salary over commission • Give advance warning of changes • Allow them to be creative • Give opportunities to develop strategies and solve problems • Provide tools for research • Supply quality products to sell • Provide quality presentation and technical aids • Reward them for their loyalty, discipline and perseverance • Allow them to service existing accounts rather than open new ones • Let them know exactly what is expected of them • Give them credit for their hard work • Allow them their own organized and private space • Give them job security • Consider them for longer sales cycles

MANAGING DISC SELLING STYLES

Tips for Motivating and Managing your Sales Force

Unfortunately, an incentive that works for one person, may not motivate another. A complimentary steak dinner wouldn't reward a vegetarian, so each person has to be motivated according to their natural preferences, strengths, needs and outlook.

To help increase productivity, fulfill and retain your sales team, try the following steps.

1. Profile all sales people to identify their DISC style
2. Use DISC to uncover what motivates each of them
3. Build sales teams of complimentary styles
4. Remember, money is not the only motivator

Use the following tips to create the best, most productive environment for your team member:

Best Ways to Motivate the Advisor Style

- Provide a friendly work environment
- Use sincere appreciation and recognition for incentives
- Make them a part of a team, they will be motivated by the synergy of other team members, just make sure to give the team objectives, deadlines and incentives for performance or productivity.
- Give them the opportunity to voice their opinions and ideas. They like to feel they are heard and appreciated. They like to express themselves and it is healthy to create an open environment.

Best Ways to Manage the Advisor Style

- Communicate candidly and openly, open conversations with a personal comment
- Provide lots of feedback on performance
- Present criticisms or changes softly and non threateningly with a sincere tone of voice
- Help with changes by giving ample warning and show the benefits of the change
- Ask the Advisor for their opinion
- Don't force them to work alone, allow them to be part of a team, they are great team players

INCREASING SALES WITH CUSTOMERS

Recognizing Your Customer's Buying Style

Before you can modify your selling style to your customer's buying style, you must first observe your buyer. To do so, take note of the following: the questions they ask, their pace, directness, openness, body language, pictures in their office, style of dress, are they formal or casual?

<p style="text-align: center;">If your customer...</p> <ul style="list-style-type: none"> • is fast-paced; to-the-point; decisive • is competitive; individualistic • has a high ego strength; confident • is disinterested in "how" the job is done • likes change and taking risks <p style="text-align: center;">Your customer is a "D" Style</p> <ul style="list-style-type: none"> • Extroverted + Direct = The D Style • The higher the D, the more the need for dominance <p style="text-align: center;">They buy products based upon...</p> <p>expediency, expert reviews, superior quality and their ability to get results</p>	<p style="text-align: center;">If your customer...</p> <ul style="list-style-type: none"> • is responsive; charismatic; animated • is spontaneous; optimistic • enjoys small talk • talks about their feelings and other people • emphasizes fun and stories <p style="text-align: center;">Your customer is an "I" Style</p> <ul style="list-style-type: none"> • Extroverted + Friendly = The I Style • The higher the I, the more the need for interacting <p style="text-align: center;">They buy products based upon...</p> <p>impulse, aesthetics, word of mouth, and their ability to give prestige</p>
<p style="text-align: center;">If your customer...</p> <ul style="list-style-type: none"> • is friendly; relaxed; agreeable • is cooperative; enjoys working in teams • resists change and taking risks • asks more questions, makes less statements • is disinterested in "how" the job is done <p style="text-align: center;">Your customer is an "S" Style</p> <ul style="list-style-type: none"> • Introverted + Cooperative = The S Style • The higher the S, the more the need for security <p style="text-align: center;">They buy products based upon...</p> <p>practicality, simplicity and their ability to make the user more secure</p>	<p style="text-align: center;">If your customer...</p> <ul style="list-style-type: none"> • is less responsive and expressive • emphasizes facts and details; compares data • seems reserved, cautious and controlled • likes to work independently • is very task oriented and quality oriented <p style="text-align: center;">Your customer is a "C" Style</p> <ul style="list-style-type: none"> • Introverted + Analytical = The C Style • The higher the C, the more the need for compliance <p style="text-align: center;">They buy products based upon...</p> <p>proven ability, product warranties, comparisons and information available</p>

INCREASING SALES WITH CUSTOMERS

Ways to Improve Sales with each Customer

After spending time with your prospect, remember to create an environment favorable for their particular style. Use the suggestions for each style and follow these steps below:

1. Recognize your prospect's personality-buying style. Are they a D, I, S, or C style?
2. Gain rapport and trust by acclimating your style to theirs.
3. Demonstrate elements of the product or service that they would appreciate most.
4. Close your prospect according to their buying style.
5. Follow up with your prospect according to their buying style.

Selling to D-style customers

They want: "Tangible results"

Stressors: "Being taken advantage of; Loss of control; Losing to the competition"

Adapt your style using: a "Bottom line" selling strategy

- Do be brief, direct and to the point
- Do stay business like
- Do concentrate on the "results" or the "benefits" of the product or service
- Do be decisive and unwavering when explaining important points
- Do be confident: don't be intimidated
- Do disagree or agree with the facts, not the person
- Do allow them to win and /or be correct (in the end, you will win too)
- Do move faster than normal
- Don't over-promise
- Don't joke around too much (unless they are joking too)
- Make sure you provide yes or no answers, not maybe answers
- Don't try to "trick" with gimmicks or be misleading claims; D styles hate to feel they have been taken advantage of

Selling to I-style customers

They want: "An enjoyable experience"

Stressors: "Rejection; Loss of social acceptance; Too much detail work"

Adapt your style using: a "Conversational" selling strategy

- Do have fun, and joke if you think it's appropriate
- Do tell them the benefits that will make them look good
- Do give them recognition and appreciation
- Do listen to their stories
- Do provide real life examples to illustrate complex concepts
- Do provide follow up and be accountable to your words
- Do let them know you understand their feelings and ideas
- Do allow them to talk, but keep the focus
- Do introduce them to other members of your team if relevant
- Do give them the opportunity to speak with your customers who have had a good experience
- Don't give them too many product details
- Do give them literature and details in writing

INCREASING SALES WITH CUSTOMERS

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4. Close your prospect according to their buying style.
5. Follow up with your prospect according to their buying style.

Selling to S-style customers

They want: "Security and Practicality"

Stressors: "Loss of security; Loss of personal relationships; Confrontation"

Adapt your style using: a "Personal" selling strategy

- Do show sincere interest in them as a person
- Do be friendly, personal and trustworthy
- Do give them the facts relevant to their job
- Do provide the assurances they need, concentrate on guarantees or return on investment
- Do be yourself, S styles can be astute judges of character
- Do close when you feel you have their trust
- Do give them real-life examples or stories to assure them
- Do ask questions and allow them to do most of the talking
- Do introduce them to customer and service specialists so that they will know they will feel assured
- Do provide follow up: be accountable to your words
- Don't be aggressive or fast paced, slow down your pace and humble yourself

Selling to C-style customers

They want: "Facts and Credibility"

Stressors: "Criticism; Incomplete tasks; Pressure to choose; Emotional displays"

Adapt your style using: an "Evidence and Confirmation" selling strategy

- Do allow them to ask questions
- Do be accurate with your responses
- Do provide the pros and cons to convince them
- Do focus on step-by-step explanations
- Do answer questions with facts and as many details as you have
- Do give them proof of your statements
- Do be direct and friendly; but minimize the small talk
- Do give them plenty of time and space
- Do follow through on details
- Do work toward earning their trust over time by keeping your word
- Don't pressure them to make decisions on the spot
- Don't get in their personal space or ask personal questions unless they choose to volunteer that information

INCREASING SALES WITH CUSTOMERS

Increasing Sales with Specific Customers

Instructions: Fill in the work sheet to help you better relate to (and better sell to) customers who you already know.

- Column 1: Write the customer's last name or corporate name here.
- Column 2: Refer to Part 3 to help you guess the style of your customer based upon what you know about the customer. Use 1, 2, or 3 DISC letters to describe their style.
- Column 3: Refer to the suggestions in Part 3 for tips that would help you form an action plan for success with that style.

CUSTOMER NAME	STYLE GUESSTIMATE (DISC)	ACTION PLAN
1.		
2.		
3.		
4.		
5.		
6.		
7.		

with the Advisor style

Remember, an Advisor may want:

- Social esteem and acceptance, freedom from details and control, people to talk to, positive working conditions, recognition for abilities, opportunity to motivate and influence others, loyalty in relationships

Greatest fear:

- Loss of social acceptance, change (especially in relationships)

When communicating with Sample , an Advisor, DO:

- Build a favorable, friendly, participative environment
- Give opportunity for them to verbalize about ideas, people and their intuition
- Assist them in developing ways to transfer talk into action
- Allow time for stimulating, sociable activities
- Submit details in writing, but don't dwell on them
- Create incentives for following through on tasks

When communicating with Sample , an Advisor, DO NOT:

- Eliminate social time
- Be overly aggressive or confrontational
- Ignore their ideas or accomplishments
- Make them work alone

While analyzing information, Sample , an Advisor may:

- Be a very good listener and encourager
- Tend to dismiss facts as irrelevant
- Fail to begin an action plan
- Discuss the situation with others

Motivational Characteristics

- **Motivating Goals:** To maintain trusting friendships; security
- **Evaluates Others By:** Positive acceptance; looks for the good in people
- **Influences Others By:** Personal relationship insights; performing services
- **Value To Team:** Stable, dependable, good listener, patient, broad friendships
- **Overuses:** Indirect approach; tolerance
- **Reaction To Pressure:** Becomes overly flexible; may hold grudges
- **Greatest Fears:** Social rejection; being accused of causing harm
- **Areas For Improvement:** Take initiative, develop a sense of urgency, set realistic deadlines, establish priorities



Knowledge comes, but
wisdom lingers.

- Alfred Lord Tennyson

Communicating

with the Advisor style

Value to the group:

- Values relationships and the need for people
- Great encourager and motivator, good friend
- Positive sense of humor
- Negotiates conflict, peacemaker

Advisors possess these positive characteristics in groups:

- Instinctive communicators
- Participative managers who influence, motivate and inspire
- Spontaneous and agreeable
- Respond well to the unexpected
- Create an atmosphere of well being
- Enthusiastic, positive attitude
- Will support the leader
- Express ideas well, opinionated
- Work well with other people, accepting of others
- Make good spokespersons
- Persuasive
- Accomplish goals through people
- Relieves tension in the group with positive humor
- Strong in brainstorming sessions

Personal growth areas for Advisors:

- Rely on facts more than instincts
- Be more results oriented
- Exercise control over your actions, words and emotions
- Talk less, listen more
- Consider and evaluate ideas from other team members
- Concentrate on following through with tasks and details



Communicating
with the Advisor style

You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.

- Lee Iacocca

relating to others

Your I and S plotted above the midline, your style is identified by the keyword "Advisor".

This next section uses adjectives to describe where your DISC styles are approximately plotted on your graph. These descriptive words correlate as a rough approximation to the values of your graph.

D -- Measures how decisive, authoritative and direct you typically are. Words that may describe the intensity of your "D" are:

- **MILD** Gentle or kind in disposition; not severe or harsh
- **QUIET** Not easily excited or disturbed; quiet disposition
- **RELIANT** Influenced, directed by others
- **MODEST** Not forward, but shy and reserved

I -- Measures how talkative, persuasive, and interactive you typically are. Words that may describe the intensity of your "I" are:

- **ENTHUSIASTIC** Inspirational; visionary; intense
- **GREGARIOUS** Fond of the company of others; sociable
- **PERSUASIVE** Having the power to persuade; influencing
- **EMOTIONAL** Easily aroused to emotion; quick to weep or show anger

S -- Measures your desire for security, peace and your ability to be a team player. Words that may describe the intensity of your "S" are:

- **PASSIVE** Submissive; influenced without response
- **PATIENT** Enduring pain, trouble; refusing to be provoked
- **LOYAL** Faithful to persons and ideals that one is obligated to defend
- **PREDICTABLE** Behavior, actions, and reactions can be easily foretold
- **TEAM-PERSON** Enjoys being part of a group, working toward a common goal

C -- Measures your desire for structure, organization and details. Words that may describe the intensity of your "C" are:

- **BOLD** Open, bold resistance to authority
- **DETERMINED** Resolute in getting one's own way; immovable



The only way to change is by changing your understanding.

- Anthony De Mello

how you communicate with others

How You Communicate with Others

Please return to the "Communicating" section of this report and review the communicating "DO" and "DO NOT" sections for your specific style. Reviewing your own communication preferences can be an eye-opening experience or simply confirm what you already know to be true. Either way, you have your communication characteristics in writing. This information is powerful when shared between colleagues, friends, and family. Others may now realize that some approaches do not work for your style, while others are received well by you. Equally important is that you now see that THE WAY YOU SAY SOMETHING can be as important as WHAT IS SAID. Unfortunately, we all have a tendency to communicate in the manner that we like to hear something, instead of the method another person prefers.

Your style is predominately an "I" style, which means that you prefer receiving information that stresses the EXPERIENCE. But, when transferring that same information to a client or co-worker, you may need to translate that into giving them precise facts, or just the end result, or how they are a part of the solution and "we need to work as a team."

This next section of the report deals with how your style communicates with the other three dominant styles. Certain styles have a natural tendency to communicate well, while certain other styles seem to be speaking different languages all together. Since you are already adept at speaking your "native" language, we will examine how to best communicate and relate to the other three dominant languages people will be using.

The next section is particularly useful for a dominant "I" style as you may have the tendency be more vocal but less focused on results or details as others around you.

The Compatibility of Your Behavioral Style

The "I" and the "D" styles normally get along pretty well in relationships since the "I" is a great encourager to the "D". In work tasks, the "I" may feel the "D" is too demanding and too task oriented at times.

Two "I" styles get along extremely well in personal relationships. They are very social and like to try new experiences. Two "I"s working together may have a tendency to miss deadlines and not complete tasks with attention to detail.

The "I" and the "S" style get along well in the work environment since the "S" will serve as support for the "I" in making sure tasks stay on track. In relationships the "I" may want to be more socially oriented while the "S" would prefer to spend more quality time with less people and outside activities.

The "I" and the "C" work well together as their strengths tend to complement one another. In relationships there can sometimes be conflicts as the "I" is much more socially motivated and impulsive than the "C".



Speech is the mirror
of the soul; as a man
speaks, so is he.

- Publilius Syros

Communication Tips

compatibility of your behavioral style

How the "I" Can Enhance Interaction with Each Style

I with D

I's tend to view D's as argumentative, dictatorial, arrogant, domineering, nervous and hasty. As an "I", you are likely to resent the D telling you what to do. It will frustrate you when they don't notice your ideas. Since you are used to being able to talk your way into or out of confrontations; you will likely be surprised when you find out that your charm does not bring a favorable response from the High D.

Relationship Tip:

To make this relationship work, you must have direct communication. Deal with issues in a straightforward manner. Work at negotiating commitments and goals on an equal basis. Focus on tasks and issues, not people and personalities. Point out specific accomplishments.

I with I

I's enjoy relationships with other I's ... thoroughly. You will see each other as stimulating, charismatic, outgoing and optimistic; relating well to each other and developing relationships quickly. You will both tend to mix business and pleasure, and strive to impress one another; possibly even competing for recognition.

Relationship Tip:

Maximizing relationships between I's is not difficult; it's controlling them that will require effort. Be friendly, complimentary; acknowledge each other's accomplishments. Listen sincerely instead of planning what you want to say next.

I with S

You will see High S's as passive, nonchalant, apathetic, possessive and non-demonstrative. But you'll also find them accepting, and willing to enter into relationships if you can slow down the pace; even though you'll tend to become frustrated when the S doesn't express their thoughts and feelings like you want them to. You can be a motivator and encourager to S's.

Relationship Tip:

Slow down; be more easygoing. Show them sincere appreciation and you'll find friendships with S are very rewarding; they'll stick with you. Above all, don't be pushy.

I with C

I's view C's as overly dependent, evasive, defensive, too focused on details, too cautious and worrisome. The natural interaction between you will strain the relationship and require work. You'll focus on people; they'll see the facts. You'll be optimistic; they'll seem pessimistic. You'll look at the big picture; they'll see only details. You'll want to make a decision; they'll frequently want to gather a little more data first.

Relationship Tip:

Present your facts clearly, and don't exaggerate details and numbers. Prepare well for a discussion with a C. Expect them to express doubts and need time to evaluate data before making a decision. Remove any potential threats, making their decisions easier. Write notes often.



Communication works for those who work at it.

- John Powell

Communication Tips Worksheet

Changes in your graphs indicate your coping methods. The human personality is profoundly influenced by changes in our environment. Typically, people change significantly from graph one to graph two as a result of stressors or environmental changes. Recognizing the differences or changes between these two graphs helps us understand our instinctive coping mechanism, and indicates how to better adapt in the future.

Instructions: Each of your graphs illuminates different aspects of your personality. A closer look at those changes reveals valuable insights. Please refer to both graphs (if necessary, reference data throughout your profile). Compare the D, I, S, and C points on graphs one and two. Finally, read the analysis of your answers, and consider how your environment affects your decisions, motivations, actions and verbal messages.

D Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "D" higher or lower than the "D" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more control in stressful situations. If the D goes up considerably, you can become very controlling when you become stressed. A lower value indicates someone who desires less control in stressful situations. If the D goes down considerably, you may want someone else to lead you and you will follow.

I Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "I" higher or lower than the "I" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more social influence in stressful situations. If the I goes up considerably, you may try to use your communication skills to smooth things out. A lower value indicates someone who desires less social influence in stressful situations. If the I goes down considerably, you rely less on verbal means to come to a resolution.

S Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "S" higher or lower than the "S" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires a more secure environment in stressful situations. If the S goes up considerably, you may tend to avoid any conflict and wait until a more favorable environment is available before making any changes. A lower value indicates someone who desires a less secure environment in stressful situations. If the S goes down considerably, you become more impulsive in your decision-making.

C Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "C" higher or lower than the "C" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more information before making a decision in stressful situations. If the C goes up considerably, you will probably not want to make a decision until you have significantly more information. A lower value indicates someone who desires less information before making decisions in stressful situations. If the C goes down considerably, you may make decisions based more on gut feelings.

Which one of your points makes the most dramatic move up or down? What does that tell you about how you react to pressure?

How could your coping method help or hinder you in making decisions? How can you use this information to help you see possible blind spots in your reaction to pressure?

Detailed Keyword Analysis: Your Personal Image

When completing your profile, you answered the questions according to a particular setting, for example 'Home' or 'Work'. This is because people tend to display different aspects of their personality in different settings. You are typically not the same at work as you are at home or in a social setting. A significant benefit of this report is its ability to measure how others will tend to perceive you and your behavior in various settings.

In the setting for which you answered the questions, others will tend to perceive you as having certain characteristics. Their perception of these characteristics will change depending on the amount of pressure you experience in any given situation. This is an area where each individual tends to have significant "blind spots". We often don't realize how we're perceived by others when we are under pressure.

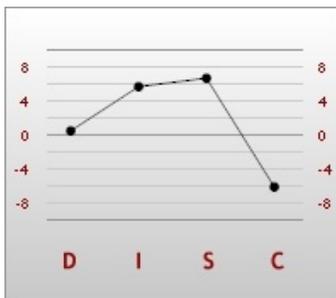
The following keywords describe specific values of your DISC scores for two of the three graphs. An analysis has been generated for Graph 2 (personality under stress) and graph 3 (personality in general). The following keywords represent characteristics typically displayed by similar graphs.

The DISC descriptive keywords generated from an analysis of each graph have been divided into two lists. The first list, generated from Graph 2, is under the heading "How Others Tend to See Me". It shows your typical response to pressure. The second list, generated from Graph 3, is under the heading "How I See Myself". Unless your two graphs are completely different, you should expect to see some repetition of items in each list. However, you should be aware that the dominant traits are listed first; therefore the placement of each keyword demonstrates its significance. You should particularly note keywords that are repeated in both lists. Notice whether repeated keywords moved higher or lower from list to list.

Keyword Exercise Part 1

HOW OTHERS TEND TO SEE ME

The following descriptive keywords were generated from an analysis of Graph 2. These keywords describe the specific value of your DISC scores providing a representation of the characteristics you tend to display when you are responding to pressure.



Instructions: Please ask someone to help you complete this exercise. It should be someone who knows you well in the particular setting for which you answered the questions on your profile. Ask him/her to check the boxes next to the keywords that he/she perceives describe you during a time when you were under significant pressure. Please ask him/her to leave blank keywords that do not describe you during a pressure-filled time. Consider the impact these characteristics may have on your relationships. These may be areas for you to consider as being significant to your self-image.

- ACCURATE Careful and exact; free from errors
- FACT-FINDER A searcher for truth; reality
- PERFECTIONIST One who strives for completeness and flawlessness; accurate

- DEPENDENT Influenced by others
- MODEST Not forward, but shy and reserved
- UNSURE Experiencing feelings of insecurity and failure

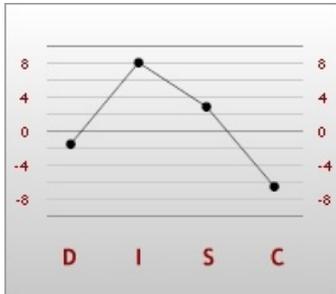
- CONFIDENT Sure of oneself; feeling certain; bold
- GENEROUS Willing to give or share; unselfish; bountiful
- POISED Balanced; stable; having ease and dignity of manner

- PREDICTABLE Behavior, actions, and reactions can be easily foretold
- SERENE Undisturbed; calm; tranquil; quiet
- TEAM-PERSON Enjoys being part of a group working together toward a common goal

Keyword Exercise Part 2

HOW I TEND TO SEE MYSELF

The following descriptive keywords were generated from an analysis of Graph 3. These keywords describe the specific value of your DISC scores providing a representation of the characteristics you tend to see yourself displaying (your self-image).



Instructions: Please check the boxes next to the keywords that you perceive describe you in general. Please leave blank keywords that do not describe your everyday characteristics. Consider the impact these characteristics may have on your relationships. Are there any keywords that come up in both part one and part two of this exercise? If so, these may be areas for you to consider as being significant to your self-image.

- ACCURATE Careful and exact; free from errors
- FACT-FINDER A searcher for truth; reality
- PERFECTIONIST One who strives for completeness and flawlessness; accurate

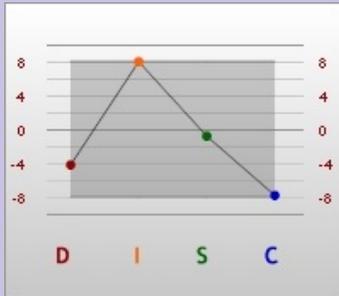
- DEPENDENT Influenced by others
- MODEST Not forward, but shy and reserved
- UNSURE Experiencing feelings of insecurity and failure

- CONVINCING Persuading by argument of evidence
- DISCERNING Able to make or see fine distinctions
- OBSERVING Perceptive; watches over and guards

- COMPLACENT Self-satisfied; not desiring significant change
- POSSESSIVE Feeling of ownership; desire for possessions
- RELAXED Made looser, or less firm and tense

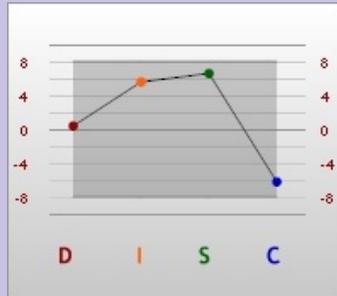
Personality Style Graphs

Public Perception



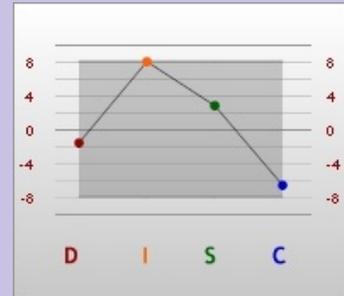
D=-4.23, I=8.27, S=-0.75, C=-7.76

Stress Perception



D=0.47, I=5.53, S=6.62, C=-6.26

Mirror



D=-1.56, I=7.96, S=2.8, C=-6.7

Each of the three graphs reveals a different snapshot of behavior, depending on the conditions of the environment. Within a given environment, Graph 1 reveals the "Public Self;" Graph 2 displays the "Private Self;" and Graph 3 portrays the "Perceived Self."

These three graphs or snapshots are defined in detail below.

Graph 1 - Mask, Public Self

Behavior Expected By Others

Everyone acts according to how they think other people expect them to act. This behavior is the public self, the person projected to others. Sometimes, there is no difference between the true person and their public self. However, the public self can be very different from the "real" person; it is a mask. Graph 1 is generated by the "Most" choices on The Personality System, and has the greatest potential for change.

Graph 2 - Core, Private Self

Instinctive Response To Pressure

Everyone has learned responses from the past: consequently, these are behaviors which the person accepts about him/herself. Under pressure or tension, these learned behaviors become prominent. This is the graph which is the least likely to change because these are natural and ingrained responses. A person's behavior under pressure may be drastically different than his/her behavior in Graphs 1 and 3.

Graph 3 - Mirror, Perceived Self

Self Image, Self Identity

Everyone envisions him/her self in a particular way. Graph 3 displays the mental picture that one has of him/her self, the self image or self identity. Graph 3 combines the learned responses from one's past with the current expected behavior from the environment. Change in one's perception can occur, but it is usually gradual and based on the changing demands of one's environment.

Different Graphs Indicate Change or Transition

- If Graph 1 is different than Graph 2, the demands of the environment are forcing behavior that is not congruent with the core, or instinctive behavior. In such a situation, a person trying to modify his/her behavior to meet the demands of the environment will most likely experience stress.
- If Graph 1 is different than Graph 2, but similar to Graph 3, the individual has been able to successfully alter his/her behavior to meet the demands of the environment without altering his/her core. This individual is probably fairly comfortable with the behavior shown in Graph 3 (Perceived Self), and is probably not experiencing stress.
- If Graph 1 is different than Graph 3, an individual may be in a period of growth (and some discomfort) while he/she attempts to alter behavior to meet the demands of a new environment. A person's behavior may fluctuate during this period of adjustment.

Similar Graphs Indicate Few Demands For Change

An individual who perceives the current demands of the environment (Graph 1) to be similar to his/her past (Graph 2) will have little need to change his/her self-perception (Graph 3). This may be due to any of the following factors:

- The behavior demanded by the present environment is similar to demands in the past.
- This individual controls what others demand of him/her.
- The behavior demanded by the present environment is different than demands in the past. However, instead of altering behavior, this person has chosen to augment style. To accomplish augmentation, this individual has surrounded him/herself with people of complimentary styles, thus creating a team with combined strengths.