

# The Team 8 DISC 360 Report

Personalized Report For:

John Citizen

Focus: Work

03/31/2008



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# Introduction to the Team 8 DISC 360 Report

Congratulations on your decision to take the DISC 360 Assessment. Completing it could be one of the most important relationship-building decisions you will ever make.

Many of us grew up believing the wisdom of treating others the way you would like to be treated - the Golden Rule. We soon realized that another practical rule to live by seemed to be what Dr. Tony Alessandra calls **The Platinum Rule™** - *Treat others the way they want to be treated.*

Have your interactions with others succeeded with one person, only to “bomb out” with another the next moment? We all have at one time or another and probably try to shrug it off thinking “That’s just the way it is.” However, things do not have to be that way. Nearly every contact with every person in all areas of your life can be a success - if you know how to make it happen.

With this personalized and comprehensive DISC report, you have the tools to help you become a better you and help you behave more maturely and productively by focusing on your goals instead of your fears. Then you can develop and use more of your natural strengths, while recognizing, improving upon and modifying your limitations. This report does not deal with values or judgments. Instead, it concentrates on your natural tendencies that influence your behavior.

## BEHAVIORAL STYLES

Historical as well as contemporary research reveals more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into four basic categories. Our DISC Online System focuses on patterns of *external, observable* behaviors using scales of directness and openness that each style exhibits (see pages 19-21, especially the “whole picture” graph on page 21). Because we can see and hear these external behaviors, it becomes much easier to “read” people. This model is simple, practical, easy to remember and use. See pages 24-28 of this report for a summary of each of the styles.

## HOW TO USE THIS REPORT

Begin today. First, read the entire report. It is divided into two parts. The first part focuses on understanding your style characteristics in many environments - at work, socially, under stress, etc. - and offers strategies for increasing your personal effectiveness. **Please note** that there is no “best” style. Each style has its unique strengths and opportunities for continuing improvement and growth. Any behavioral descriptions mentioned in this report are **only tendencies** for your style group and may or may not specifically apply to you personally.

Part II offers action plans for you and others who interact with you. We recommend that you share these action plans with others to greatly enhance each of those relationships.

## ADAPTABILITY

In addition to understanding your behavioral style, the report will identify ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of a particular situation or relationship. This is called adaptability. Through your successful and less successful interactions with others, and your values, you may have already learned to modify and adapt some of your behavioral styles preferences. Social scientists call it “social intelligence.”



There has been a lot written lately on how your social intelligence is just as important as your Intelligence Quotient (IQ) in being successful in today's world. In some cases, social intelligence is even more important than IQ.

It makes sense when you think about it. Often, when we do what comes naturally to us, we alienate others without realizing it because that same behavior may not be natural for them. It is essential that we become aware of our natural tendencies - and their natural preferences! Then we can defuse extreme behaviors before we sabotage ourselves. We do this by quickly identifying the individual needs of others based on the behavioral signals they will send to us, and then adapting our own behavior to make them feel comfortable. Your ideas do not change, but you can change the way you present those ideas. Moreover, the best part of it is - *people will teach you how to treat them if you know how to read the signals their behavioral styles will send you!*

Adaptability is the key to building all successful relationships. Adaptable people realize there is a difference between their *self* (who they are) and their *behavior* (how they choose to act). They consciously decide whether and how to respond to a person, a situation, or an event.

You can commit to learn to be more adaptable. When you understand each of the four styles, how to recognize them in others, and how to adapt to them in key ways, you can have command of almost any interpersonal situation.

## HOW TO READ AND INTERPRET YOUR GRAPHS I, II AND III

Your Pattern, on page 5 of this report, is indicated by the highest plotting point(s) above the midline (Segments 4-6). It's indicated by a capital letter in the pattern description. A person may have more than one plot point above the midline. If this is the case, and the second (or third) plot point is of a lesser intensity, it's indicated by a lowercase letter in the pattern description. It's often referred to as a secondary style. Some people may or may not have secondary styles. The pattern numbers represent your segment numbers in DISC order.

**Graph I is the Adapting Style Pattern.** It's a self-perception of the behavioral tendencies you think you should use in your selected focus (work, social or family). This graph may change in different environments. For example, if you responded to the assessment with a work focus, your Adapting Style Pattern may be different than if you responded with a family focus as a parent.

**Graph II is a self-perception of the "real you" – one's Natural Style Pattern.** These are also behaviors you are most likely to exhibit when in stressful and frustrating situations. This graph tends to be fairly consistent even in different environments.

**Graph III** helps you understand the overall relationship between Graphs I and II by providing a combination of the results from both graphs. This is especially helpful when Graphs I and II vary substantially from each other. As a result, Graph III helps illuminate the predominant style traits that emerge by combining the differences between Graphs I and II. When Graphs I and II are similar, there will not be substantial change in Graph III.

If Graphs I and II are similar, it means that you tend to use your same natural behaviors in the focus you selected. If your Adapting Style (Graph I) is different from your Natural Style (Graph II), this may cause stress, if done over a long period of time. You are then using behaviors that are not as comfortable or natural for you. In that case, Graph III serves to confirm the information in Graphs I and II.

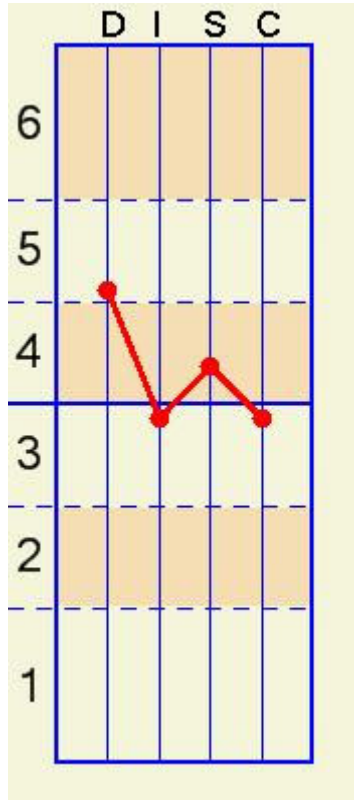


## eGraphs for John Citizen

Your Adapting Style indicates you tend to use the behavioral traits of the Ds style(s) in your selected Work focus.

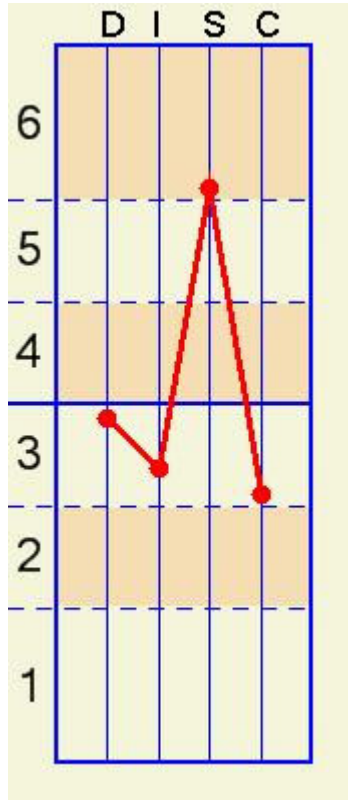
Your Natural Style indicates that you naturally tend to use the behavioral traits of the S style(s).

**Adapting Style  
Graph I**



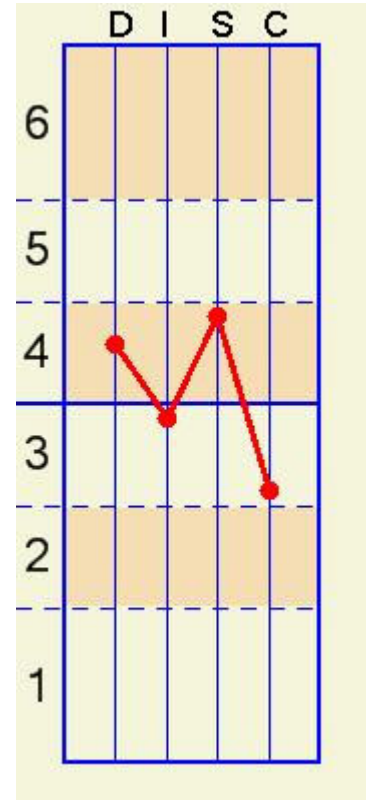
Pattern: Ds (5343)  
Focus: Work

**Natural Style  
Graph II**



Pattern: S (3363)

**Combined Style  
Graph III**



Pattern: SD (4343)

Graph I is your Adapting Style. It is your perception of the behavioral tendencies you think you should use in your selected focus (work, social or family). This graph may change in different environments. Graph II is your perception of the real you - your Natural Style. These are also behaviors you are most likely to exhibit when in stressful situations. This graph tends to be fairly consistent even in different environments. Graph III is the combination of both graphs.

If Graphs I and II are similar, it means that you tend to use your same natural behaviors in that environment. If your Adapting Style is different from your Natural Style, this may cause stress if done over a long period of time. You are then using behaviors that are not as comfortable or natural for you.

Your Style is indicated by your highest plotting point(s) above the midline (Segments 4-6). Capital letters indicate your primary behavioral style(s) and lowercase letters indicate your secondary style(s). Some people may or may not have secondary styles. The numbers represent your segment numbers in DISC order. Please refer to **How to Read and Interpret Your eGraphs** from the eGraph section of your Home Page.



## Your Behavioral Style Overview

*The narration below serves as a general overview of your behavioral tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on your results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.*

You score like some who prefer maintaining the status quo rather than making changes just for the sake of change. John, this is a recurring theme in the report because it is an important one. In the midst of changes taking place as almost a constant, it is important to realize that some of the changes will be positive and appropriate ones, and some of the changes may not have been necessary in the first place. As you are able to serve as a coach to some of the change-agents, perhaps you will be able to illuminate for them the changes that may not be necessary to make.

John, you score like those who may be somewhat hesitant to jump into something new until convinced that it is superior. This is linked to your comfort zone which is linked to the status quo. There is a safety and security to that which is known. There is uncertainty to that which is unknown. These issues are ones that may impact certain decisions for the team. There may be some on the team who want instant change, while your own preference is to have a controlled change, that may take a bit longer, but will be a more stable and secure change.

John, your scores on this instrument indicate that you tend to say 'yes' more than 'no' when asked to help out on various projects. That's a strength to the team because they know they can depend on you. That's a strength for individuals on the team who may have had a piece of a project fall through the cracks and you can help bail them out. That may become a bit of a bother to you in always being the one that's overextended. Our coaching here is to learn to say "no" occasionally so as not to spread yourself too thin in bailing others out of problems and snags.

Your response pattern shows that you are an excellent team player, and this is a great strength you offer the organization at large. Others on the team know that you are ready, willing, and able to assist on any part of a project that is in need of your expertise and mindshare. Sometimes, those who score like you say that they've said "Yes" to too many things and may have over-committed themselves. But, they work extra hard in order to meet the commitments they've made.

You show extremely high levels of patience with others, and this is something that others on the team could learn from. You also score like those who have a (rare) ability to calm down angry people, especially in a customer service type of situation. When asked if they can train others to



do the same, most of your style-peers say that it's something that can't be taught to others. It's an inherent sensitivity and ability to sense someone's emotions, and to respond in the precise way to remove the anger and get into a pro-active and productive discussion to resolve the problem.

On the personal side, you score like those who prefer deeper relationships with fewer people than shallow relationships with a wide number of people. This is also a demonstration of your loyalty and sincerity. Meaningful relationships both on and off the job are important to people who score like you. That said, they also tend not to gather shallow relationships just to be able to name-drop at times. This type of activity is common among some other styles, but not for those who score like you.

John, the pattern of responses to the instrument indicates that you tend to resist the impulses toward fad solutions, and prefer to establish your own processes instead. Newer doesn't always mean better, and you've learned that from past experience, where you may have been burned by trying a new fad idea that really didn't work as it was supposed to. You score like people who remember from those experiences, and avoid making jump decisions into new things just because they're new.

John, your responses indicate that you tend to be friendly and easygoing in both work and social environments. This allows you to get along well with a wide variety of people, and for people to feel very much at ease when they meet you. Newer people on the team might seek you out with questions they have because they perceive that you will be polite and thorough with your answers and explanations. They're correct in their perceptions.



## Strengths and Struggles

*You are likely to display your strength characteristics rather consistently. For the most part, these qualities tend to enhance your effectiveness. You can increase your effectiveness even more by avoiding an overextension of these strengths... an overextension of your strengths may become a weakness. For example, a High D's directness may be a strength in certain environments, but when overextended they tend to become bossy.*

*Check the two most important strengths and two areas you are committed to improve upon and transfer to the **Summary of Your Style** on page 13.*

### Your Strengths:

- Patient in working with others on the team.
- Maintain a stable and predictable pace to complete a complex or specialized project, and demonstrates a tireless work ethic to get the project finished.
- Have a rare ability of being able to calm people who are angry or upset.
- Can be depended upon to do what you say you will do.
- Able to reconcile various factions within a group, and do so in a sincere and stable manner.
- An excellent teacher or coach to others on the team, especially in situations requiring patience and specialized skills.
- Excellent listening style.

### Potential Areas for Improvement:

- May need help in prioritizing. Under pressure all items may be ranked as most important.
- May hold too much to past tradition in procedures and processes.
- May try to hang on too much to current or past procedures, especially when faced with impending change.
- May need assistance in beginning new procedures, primarily because of not wanting to make mistakes.
- May be considered a grudge-holder by some, (you have a long memory for wrongs committed).
- May provide a false sense of buy-in to others on the team, then may sometimes resist passive-aggressively.



## What You Need

*Our behaviors are driven by our needs. Each style has different needs. If one person is stressed out, they may need quiet time alone; another may need social time around a lot of people. Each is different and simply meeting their needs. The more fully our needs are met, the easier it is to perform at an optimal level.*

*Check two of your most important needs and transfer to the **Summary of Your Style** on page 13.*

### People With Patterns Like You Tend to Need:

- Peers of equal ability, competence, and work ethic.
- Reassurance for taking appropriate and calculated risks.
- A comfortable method to be introduced to new groups of people, or business associations.
- Some efficient systems or utilities to handle routine work more effectively.
- A reminder that your contributions are significant to the success of the team.
- Sufficient time to consider alternatives prior to making changes.
- Options for increasing efficiency of certain methods or procedures.
- Reassurance that the long hours and projects are worthwhile for building a successful outcome.
- Products and processes to believe in.



## What Motivates Your Style

*Everybody is motivated...however; they are motivated for their own reasons, not somebody else's reasons. By understanding your motivations, you can create an environment where you are most likely to be self-motivated.*

*Check the two most important motivators and environment factors and transfer to the **Summary of Your Style** on page 13.*

### You Tend to Be Motivated By:

- Ability to focus on the bottom line.
- Control over your own activities, and the activities of others who affect the same project or outcome.
- Recognition for responsible performance and follow-through on professional tasks and obligations.
- Responsibility and authority to achieve results.
- Opportunities to verbalize your ideas and positions on issues.
- Rewards and sincere reinforcements as they amplify self-esteem.
- Reasons for making changes; not just change for the sake of change.

### You Tend to Be Most Effective In Environments That Provide:

- Freedom from close, continuous supervision.
- A continuous, seamless effort, with few snags and surprises.
- Logical analysis of situations, and persistence in follow-through.
- Work of a more technical nature, rather than work involving an intense degree of people contacts.
- Logic, decisiveness, and the ability to provide bottom-line answers.
- The ability to set your own pace, and maintain that pace.
- Objective, non-emotional thinking and analysis.



## Work Preferences for Your Style

*Work Style Preferences provide useful insights as you work in a job or as you work together on a team or family project.*

*Check the two most important factors and transfer to the **Summary of Your Style** on page 13.*

### Your Work Style Tendencies:

- You are able to remain emotionally detached from issues related to the tasks.
- You may have difficulty saying no to additional requests.
- You appreciate working with other reliable people with a similar high work ethic.
- You are able to create an appropriate balance between change and the status quo.
- You are ready to accept the credit or the blame.
- You like to coordinate your efforts with others on the team.
- You have a strong work ethic and will usually be found keeping very busy and productive on projects.
- Your greatest satisfaction comes primarily when projects have reached a conclusion.
- You use facts and details more than emotions in decision-making.



## Communication Tips for Others

*The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.*

*Check the two most important ideas when others communicate with you and transfer to the **Summary of Your Style** on page 13.*

### **When Communicating with John, You Should:**

- Outline individual tasks and responsibilities in writing.
- Observe for possible areas of disagreement, as he may not be verbal about them.
- Ask 'how' oriented questions to draw his opinions.
- Find some areas of common interest and involvement.
- Break the ice with a brief personal comment.
- Present ideas and opinions in a non-threatening way.
- Be casual and informal with gestures and body language.
- Provide clear, specific solutions.
- Be candid, open, and patient.



## Summary of John Citizen's Style

Communication is a two-way process. Encourage others to complete their own Team 8 DISC 360 Assessment and then share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the DISCstyles information.

### **YOUR STRENGTHS from page 8**

1. \_\_\_\_\_
2. \_\_\_\_\_

### **AREAS FOR IMPROVEMENT from page 9**

1. \_\_\_\_\_
2. \_\_\_\_\_

### **MANAGEMENT STRATEGIES (Your Needs) from page 9**

1. \_\_\_\_\_
2. \_\_\_\_\_

### **YOUR MOTIVATORS from page 10**

1. \_\_\_\_\_
2. \_\_\_\_\_

### **YOUR MOST EFFECTIVE ENVIRONMENT from page 10**

1. \_\_\_\_\_
2. \_\_\_\_\_

### **YOUR WORK STYLE PREFERENCES from page 11**

1. \_\_\_\_\_
2. \_\_\_\_\_

### **COMMUNICATION TIPS FOR OTHERS from page 12**

1. \_\_\_\_\_
2. \_\_\_\_\_



## Observers Comments

*As part of your profile, you are able to invite observers to complete an assessment questionnaire about you, as they see you. This is valuable 360 degree feedback. Comments in this report are included exactly as they are answered by the observers - without any editing, spelling corrections or censoring. Please note that comments are also only displayed if more than three observers completed the assessment questionnaire (this is to protect their identity).*

***In his workplace environment, what do you consider to be John's strengths?***



*Observers Comments (continued)*

***In his workplace environment, what do you consider to be John's performance limitations?***



*Observers Comments (continued)*

***In his workplace environment, what do you consider to be John's opportunities for improvement?***



## Application, Application, Application

Understanding your own behavioral style is just the first step to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That's what the rest of this report is all about.

To really begin to use the power of behavioral styles, you also need to know how to apply the information to people and situations. Remember, people want to be treated according to their behavioral style, not yours!

### This application section includes:

- The Four Basic DISCstyles Overview
- How To Identify Another Person's Behavioral Style
- What is Behavioral Adaptability
- How to Modify Your Style
- Tension Among The Styles
- Action Plans
- How To Adapt To The Different Behavioral Styles

This section will help you understand how to be more effective in relationships and situations. Good relationships can get better and challenging relationships may become good.

After reviewing the information, select a relationship in which things have not gone as smoothly as you would like. Make a commitment to at least take the time to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship. Here's how to do it:

1. Identify the behavioral style of the other person using the ***How to Identify Another Person's Behavioral Style*** section. You can read about their style in ***The Four Basic DISCstyles Overview***. The section on ***What Is Behavioral Adaptability*** gives you an in-depth insight into what adaptability is, what it is not, and why it's so important to all your interpersonal relationships.
2. Once you know their style and preferences for directness and/or openness, you can use the ***How to Modify Your Directness and Openness*** section to adjust these areas when relating to this person. You will be amazed at the difference.
3. To further understand the tension that may exist in the relationship, you can refer to the ***Tension Among the Styles*** section and complete the ***Tension Among the Styles Worksheet***. Being aware of the differences in preference in pace and priority, and modifying accordingly, can make a big difference in those tension-filled relationships.
4. The ***Action Plans With All Four Styles*** section will give you a summary of needs and suggested actions to meet those needs.
5. And finally, the last section, ***How to Adapt to the Different Behavioral Styles***, will give you suggestions when dealing with each of the four basic styles.



## The Four Basic DISCstyles Overview

Below is a chart to help you understand some of the characteristics of each of the four basic DISC styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived in personal, social and work situations.

	<b>HIGH DOMINANT STYLE</b>	<b>HIGH INTERACTIVE STYLE</b>	<b>HIGH STEADY STYLE</b>	<b>HIGH COMPLIANT STYLE</b>
<b>PACE</b>	Fast/Decisive	Fast/Spontaneous	Slower/Relaxed	Slower/Systematic
<b>PRIORITY</b>	Goal	People	Relationship	Task
<b>SEEKS</b>	Productivity Control	Participation Applause	Acceptance	Accuracy Precision
<b>STRENGTHS</b>	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systematizing Orchestration
<b>GROWTH AREAS</b>	Impatient Insensitive to others Poor Listener	Inattentive to detail Short attention span Low follow-through	Oversensitive Slow to begin action Lacks global perspective	Perfectionists Critical Unresponsive
<b>FEARS</b>	Being taken advantage of	Loss of Social recognition	Sudden changes Instability	Personal criticism of their work efforts
<b>IRRITATIONS</b>	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
<b>UNDER STRESS MAY BECOME</b>	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
<b>GAINS SECURITY THROUGH</b>	Control Leadership	Playfulness Others' approval	Friendship, Cooperation	Preparation Thoroughness
<b>MEASURES PERSONAL WORTH BY</b>	Impact or results Track record and process	Acknowledgments Applause Compliments	Compatibility with others Depth of contribution	Precision, Accuracy Quality of results
<b>WORKPLACE</b>	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured



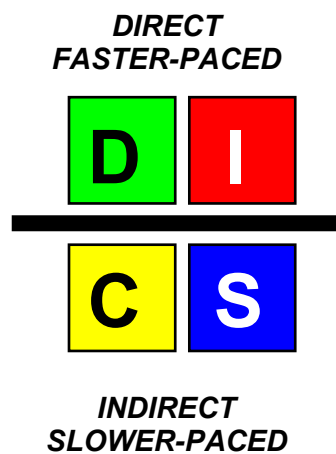
## How to Identify Another Person's Behavioral Style

How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas of behavior – **directness and openness**.

So, to quickly identify the styles of other people ask these two questions:

1. Are they more direct and fast-paced **or** indirect and slower-paced?
2. Are they more guarded and task-oriented **or** open and people-oriented?

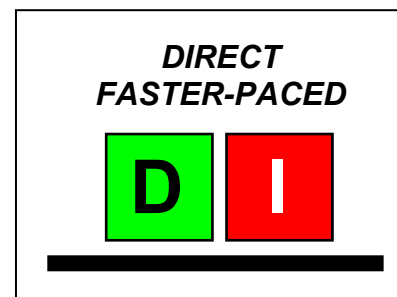
### Directness



### Direct/Faster-Paced People (D and I Styles above the horizontal line)

#### Direct Behaviors

- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic statements
- Sustained eye contact
- Frequent contributor in groups
- Firm handshake
- Expresses opinions readily
- More likely to introduce self to others

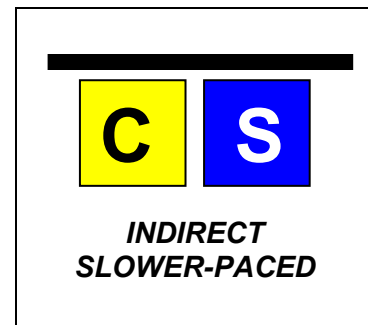




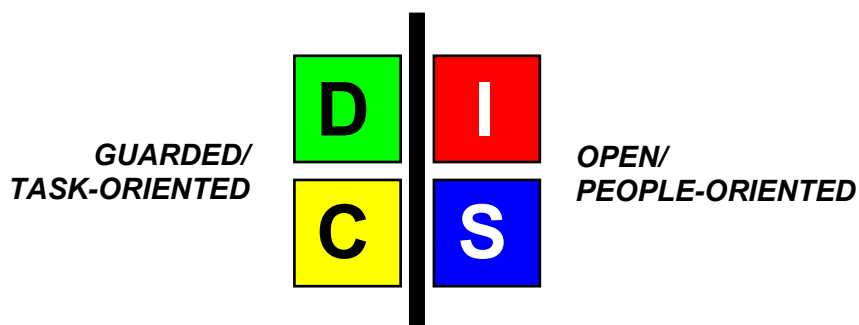
## Indirect/Slower-Paced People (S and C Styles below the horizontal line)

### Indirect Behaviors

- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expression of opinions



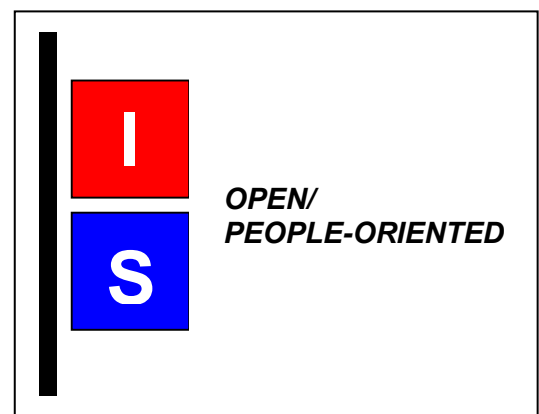
## Openness



## Open/People-Oriented People (I and S Styles right of the vertical line)

### Open Behaviors

- Shows feelings and enthusiasm freely
- More relaxed and warm
- Emphasizes main ideas
- Goes with the flow
- Conversation includes digressions
- Opinion-oriented
- Animated facial expressions
- Easy to get to know in business
- Friendly handshake
- Initiates/accepts physical contact

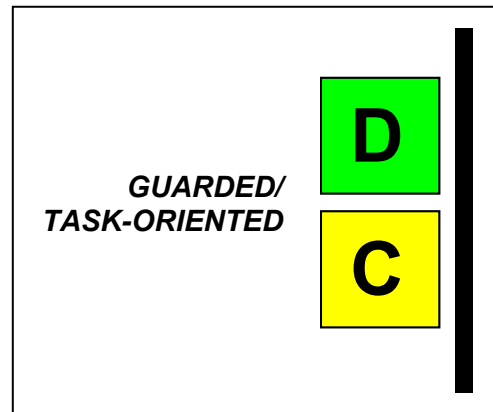




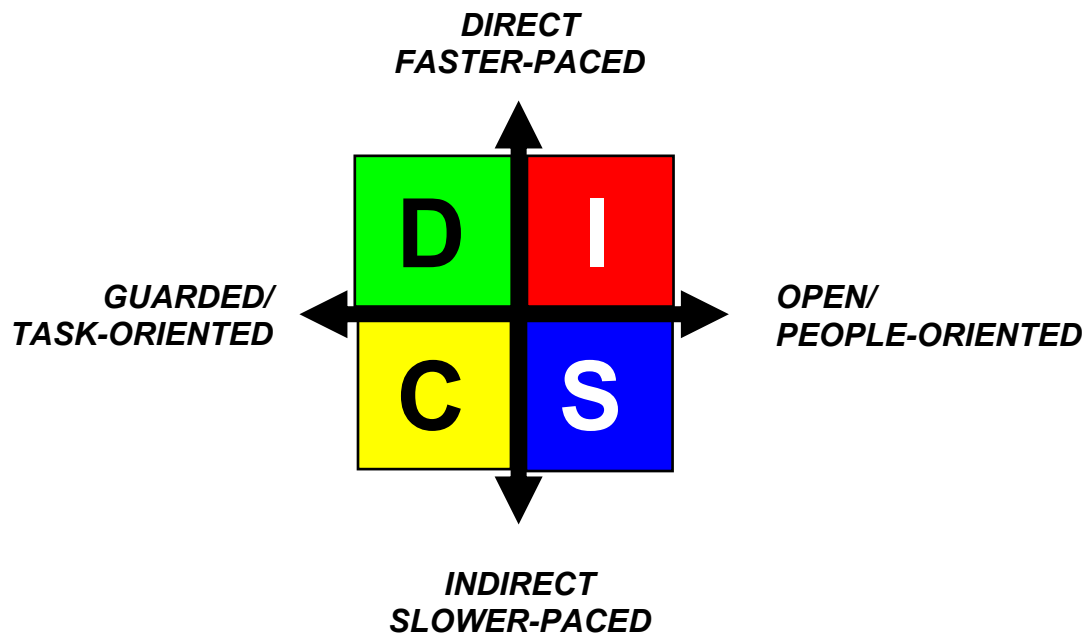
## Guarded/Task-Oriented People (D and C Styles left of the vertical line)

### Guarded Behaviors

- Keeps feelings private
- Limited range of facial expressions
- More formal and proper
- Avoids/minimizes physical contact
- Goes with the agenda
- Speaks in specifics; cites facts and examples
- Formal handshake
- Conversation stays on subject



## The Whole Picture



When you combine both scales, you create each of the four different behavioral styles. Individuals who exhibit guarded and direct behaviors are Dominant Styles; direct and open behaviors are Interactive Styles; open and indirect behaviors are Steady Styles; and indirect and guarded behaviors are Compliant Styles.



## What is Behavioral Adaptability?

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's something applied more to yourself (to your patterns, attitudes and habits) than to others.

No one style is naturally more adaptable than another. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person, and not so with others. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow. Adaptability concerns the way you manage your own behaviors.

You practice adaptability each time you slow down for a C or S Style; or when you move a bit faster for the D or I Styles. It occurs when the D or C Styles take the time to build the relationship with an S or I Style; or when the I or S styles focus on facts or get right to the point with D or C styles. It means adjusting your own behavior to make other people feel more at ease with you and the situation

Adaptability does not mean "imitation" of the other person's style. It does mean adjusting your openness, directness, pace, and priority in the direction of the other person's preference; while maintaining your own identity.

Adaptability is important to all successful relationships. People often adopt a different style in their professional lives than they do in their social and personal lives. We tend to be more adaptable at work with people we know less; and we tend to be less adaptable at home and with people we know better.

Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

Effectively adaptable people meet other people's needs and their own. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or, when the nature of the situation calls for them to totally adapt to the other person's behavioral style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding, and non-judgmental.

Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. With adaptability you can treat the other people the way they want to be treated.



## How to Modify Your Directness and Openness

In some interpersonal situations, you will only be able to identify another person's directness or openness, but not both. In these situations, you need to know how to practice adaptability, one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Directness or Openness before looking at specific guidelines for being more adaptable with each of the four styles.

### TO INCREASE DIRECTNESS

- Speak and move at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't conflict with the person
- Increase your eye contact

### TO DECREASE DIRECTNESS

- Talk, walk and decide more slowly
- Seek & acknowledge others' opinions
- Share decision-making & leadership
- Lessen your energy level; be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging, or acting pushy
- When disagreeing, choose words carefully

### TO INCREASE OPENNESS

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal compliments
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

### TO DECREASE OPENNESS

- Get right to the task-- the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use businesslike language



## Tension Among the Styles

Each style has a unique set of priorities as to whether the relationship or the task aspect of a situation is more important; and each has its own pace in terms of the pace in which things should be done.

The **Tension Among the Styles Model** on the next page relates pace and priority characteristics to behavioral styles. Refer to this model while reading this section.

Notice that the Dominant Style (D) and Interactive Style (I) tend to prefer a faster pace; the Steady Style (S) and Compliant Style (C) both tend to prefer a slower pace. These style combinations will get along well as far as pace is concerned, but watch out for their priorities!

Take a relationship with a Dominant Style and an Interactive Style (D-I). Both are relatively fast-paced behavioral types. Yet the Interactive Style places more emphasis on people than on tasks, while the Dominant Style tends to pursue goals with less concern for relationships or feelings. Some degree of tension is likely to result in their interaction due to their difference in priority.

Where priorities are concerned, the Interactive Style does better with the Steady Style. These two will still be getting to know each other while the Compliant Style and the Dominant Style are headlong into the task. However, without some awareness and accommodation for their differences in pace, tension may build as well in the Interactive-Steady interaction when these two finally do get around to the tasks at hand. The Interactive Style usually wants it yesterday, whereas the Steady Style wants to take a slower and steady approach.

Consider the goal/task-oriented team of the Dominant Style and Compliant Style (D-C), another example of pace-based tension. The faster-paced Dominant Style likes to make quick decisions. The slower-paced Compliant Style gets uptight when having to make decisions without an opportunity to analyze fully all the alternatives.

When dissimilar pairings occur, as they often do in many business and social encounters, one or the other of the individuals must make adjustments in his style to avoid increasing tension in the other person. This does not mean you must sacrifice your personality or become something you are not. Ideally, both people would demonstrate some adaptability and move part of the way. Depending on the circumstances however, only one of the individuals may recognize the potential problem, or be sufficiently motivated to do something about it.

When interactions join styles that differ in **both** their pace and priority preferences (a diagonal relationship on the model graphic), things really get interesting! Here the probability of relationship tension is even greater. This occurs in the Dominant Style and Steady Style relationship, as well as in the Interactive Style and Compliant Style relationship.

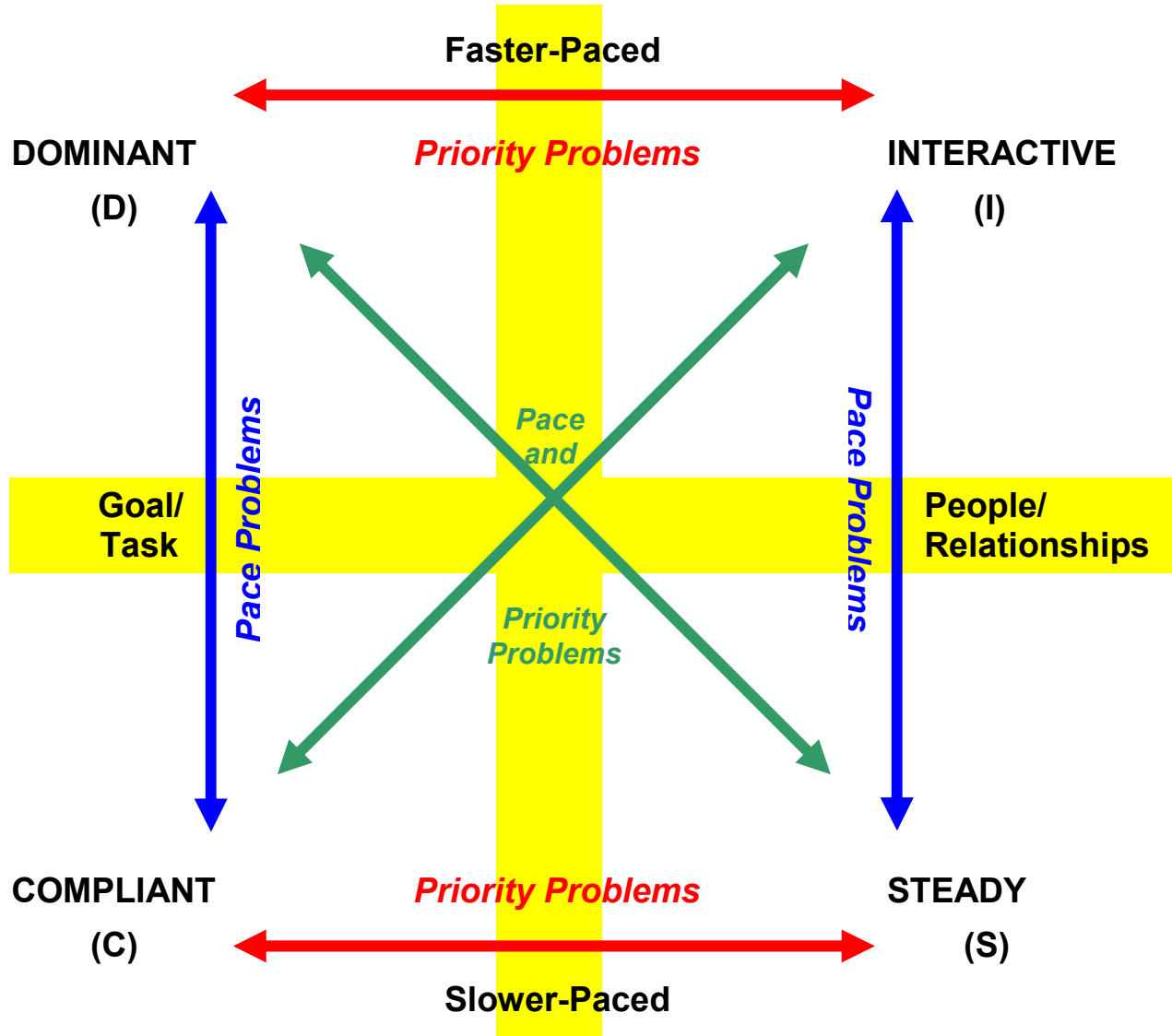
Take the case of the Dominant Style and Steady Style interaction: the Dominant Style (D) should try to show some concern for people rather than appearing to treat them only as a resource toward goal accomplishment. The Steady Style (S) should try to show more concern for task completion, even if it means putting the personal relationships aside temporarily. Both individuals should also attempt adjustments in pace and perhaps, meet in the middle with a moderate pace.

The same applies to the Interactive Style and the Compliant Style (I-C) relationship. Adjustments should be made in both pace and priority.

The key to managing tension is to know when to expect pace and priority problems, and have a strategy to prevent or deal with these differences.



# Tension Among the Styles Model



- Pace Problems
- Priority Problems
- Pace and Priority Problems



# Tension Among the Styles Worksheet

Everybody has a few tension-filled relationships. You can have the highest regard and/or loving feelings toward the person; but still, it seems no matter what you do, your interactions are usually stressful. If this is behavior related, applying The Platinum Rule™ - Treat others the way they want to be treated – may be helpful. Complete this worksheet to gain insights on how to improve the relationship. If you feel comfortable, you may discuss with the other person things you can do to ease the tension.

First, refer to the section on **How to Identify Another Person’s Style** and determine their primary behavioral style. Then refer to the **Tension Model** to identify their pace and priority preferences. Next, see which preferences are different than yours and note the strategy you will take to modify your behavior. If both preferences are the same as yours, then determine where you will allow their needs be placed above yours. For example, if you are a High I with fast-pace and people-oriented preferences and the other person is as well, you might let them have the center stage in times when it is not as important for you. A little give and take will go a long way.

## YOUR INFORMATION

**MY STYLE:** C

**Pace:** Slower Paced

**Priority:** Goal/Task Oriented

## SAMPLE RELATIONSHIP

**Name:** John Doe

**Style:** High I

**Pace:** Faster-Paced

**Priority:** People Oriented

**Difference:** Pace and Priority

**Strategy:** Be more personable, social, upbeat and faster paced with John

## RELATIONSHIP 1

**Name:** \_\_\_\_\_ **Style:** \_\_\_\_\_

**Pace:** \_\_\_\_\_

**Priority:** \_\_\_\_\_

**Difference:** \_\_\_\_\_

**Strategy:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## RELATIONSHIP 2

**Name:** \_\_\_\_\_ **Style:** \_\_\_\_\_

**Pace:** \_\_\_\_\_

**Priority:** \_\_\_\_\_

**Difference:** \_\_\_\_\_

**Strategy:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



# Action Plans With All Four Styles...

## DOMINANT STYLE

Characteristics:	So You...
Concerned with being #1	- Show them how to win, new opportunities
Think logically	- Display reasoning
Want facts and highlights	- Provide concise data
Strive for results	- Agree on goal and boundaries, then support or get out of their way
Like personal choices	- Allow them to "do their thing," within limits
Like Changes	- Vary routine
Prefer to delegate	- Look for opportunities to modify their work-load focus
Want others to notice accomplishments	- Compliment them on what they've done
Need to be in charge	- Let them take the lead, when appropriate, but give them parameters
Tendency towards conflict	- If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a "personality" basis

## INTERACTIVE STYLE

Characteristics:	So You...
Concerned with approval and appearances	- Show them that you admire and like them
Seek enthusiastic people and situations	- Behave optimistically and provide upbeat setting
Think emotionally	- Support their feelings when possible
Want to know the general expectations	- Avoid involved details, focus on the "big picture"
Need involvement and people contact	- Interact and participate with them
Like changes and innovations	- Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	- Compliment them personally and often
Often need help getting organized	- Do it together
Look for action and stimulation	- Keep up a fast, lively, pace
Surround themselves with optimism"	- Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they "look good"	- Mention their accomplishments, progress and your other genuine appreciation

## COMPLIANT STYLE

Characteristics:	So You...
Concerned with aggressive approaches	- Approach them in an indirect, non-threatening way
Think logically	- Show reasoning
Seek data	- Give it to them in writing
Need to know the process	- Provide explanations and rationale
Utilize caution	- Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	- When delegating, let them check before they make decisions
Prefer to do things themselves	- When delegating, let them check on others' progress and performance
Want others to notice their accuracy	- Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	- Let them assess and be involved in the process when possible
Avoid conflict	- Tactfully ask for clarification and assistance you may need
Need to be right	- Allow them time to find the best or "correct" answer, within available limits
Like to contemplate	- Tell them "why" and "how"

## STEADY STYLE

Characteristics:	So You...
Concerned with stability	- Show how your idea minimizes risk
Think logically	- Show reasoning
Want documentation and facts	- Provide data and proof
Like personal involvement	- Demonstrate your interest in them
Need to know step-by-step sequence	- Provide outline and/or one-two-three instructions as you personally "walk them through"
Want others to notice their patient perseverance	- Compliment for their steady follow-through
Avoid risks and changes	- Give them personal assurances
Dislike conflict	- Act non-aggressively, focus on common interest or needed support
Accommodate others	- Allow them to provide service or support for others
Look for calmness and peace	- Provide relaxing, friendly atmosphere
Enjoy teamwork	- Provide them with a cooperative group
Want sincere feedback that they're appreciated	- Acknowledge their easygoing manner and helpful efforts, when appropriate



# How to Adapt to the Different Behavioral Styles

## THE DOMINANT STYLE

They're time-sensitive; so don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure – all on a single page.

The Dominant Styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the D Style call the shots. If you disagree, argue with facts, not feelings. In groups, allow them to have their say because they are not the type who will take a back seat to others.

With the Dominant Style, in general, be efficient and competent.

### At Work – Help Them To

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

### Sales and Service Strategies with Dominant Styles

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives- what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible
- Let them know that you don't intend to waste their time

### In Social Settings

- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them you time and undivided attention
- Appreciate and acknowledge them when possible



## THE INTERACTIVE STYLE

The Interactive Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them.

The I Styles are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.

With the Interactive Styles, in general, be interested in *them*.

### At Work – Help Them To

- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice
- Write things down

### Sales and Service Strategies with Interactive Styles

- Show that you're interested in them, let them talk, and allow your animation and enthusiasm to emerge
- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these towards mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

### In Social Settings

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence
- Publicly and privately acknowledge them
- Focus on how glad you are when they succeed



## THE STEADY STYLE

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. The S Styles don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a Steady Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With the Steady Style, in general, be non threatening and sincere.

### At Work – Help Them To

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- To feel sincerely appreciated
- Speak up and voice their thoughts and feelings
- Modify the tendency to do what others tell them
- Get and accept credit and praise, when appropriate

### Sales and Service Strategies with Steady Styles

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs as well as their task or business expectations
- Get them involved by focusing on the *human element*... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

### In Social Settings

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and a minimum of change



## THE COMPLIANT STYLE

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented; so don't expect to become their friend before working with them. Friendship may develop later, but, unlike the Interactive Styles, it is not a prerequisite.

Support the Compliant Styles in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared, and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the C Styles to be leaders or outspoken contributors, but *do* rely on them to conduct research, crunch numbers, and perform detailed footwork for the group. If appropriate, set guidelines and exact deadlines. The Compliant Styles like to be complimented on their brainpower, so recognize their contributions accordingly.

With the Compliant Styles, in general, be thorough, well prepared, detail-oriented, business-like, and patient.

### At Work – Help Them To

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, with less checking
- Maintain high expectations for high priority items, not everything

### Sales and Service Strategies with Compliant Styles

- Prepare, so that you can answer as many of their questions as soon as possible
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Hone your skills in practicality and logic
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into a hasty decision
- Tell them both the pros and cons and the complete story
- Follow through and deliver what you promise

### In Social Settings

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond rather formally and politely
- Negative discussions are OK, so long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say



## So ... Now What?

This report is filled with information about your style and each of the four primary behavioral styles. So now you have an understanding and an awareness of the four different behavioral styles.

There are many suggestions in the application section of this report for you to apply this behavioral style information. Take the next step and DO the exercises if you skipped over them.

Don't put this report on a shelf or in a file. Your style, or the styles of others, is just not as important as having the opportunity to use this information to open up a meaningful dialogue with others to improve all your relationships. Use this report as a reference tool. There is a lot of information in it and it is not meant to be digested in just one reading.

Have fun with making a few minor changes in your behavior and experience the results. You might be surprised! Remember ***The Platinum Rule***<sup>™</sup>: "Treat others the way THEY want to be treated," and you will have much more success in all your relationships!

For bite-size pieces of behavioral style information, sign up for the 52-weekly email DISC series on your member home page.



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