

Extended DISC Personal Analysis

REPORT

Person analyzed Sample, Sam	
Department	Team
Organization Extended DISC	Date 1/1/2006



This analysis is based on the responses given in the Extended DISC Personal Analysis Questionnaire. This analysis should not be the sole criterion for making decisions about oneself. The purpose of this analysis is to provide supporting information to the respondent in self-development.

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This page is a **description of how this style of person is typically seen by others**. Read the text as such and use it to develop an overall picture. In evaluating specific sentences, it is important to consider a person's conscious ability to adapt behavior. In other words, while the text describes the typical behavior for individuals with this style, a person certainly can modify behavior to fit the needs of a particular situation or individual(s). Also, you may have already addressed the development areas by learning new skills.

Attributes:

Purposeful, strong-willed, independent, direct, demanding, ambitious, communicative, motivating, decisive, active, busy, alert, social.

Motivators:

Sam likes clear, measurable challenges where he can show what his capabilities are. He likes change, variety and several projects at the same time. He also likes freedom and tasks where Sam can personally determine his daily activity. He likes to deal with people but needs some distance and is not very willing to open up.

Tries to Avoid:

Sam abhors everything routine and boring. He does not like time-sensitive work, strict control, 100 percent democratic teamwork nor pedantic tasks. He does not want to depend on others - especially on people whom he finds slow and incapable.

Ideal Supervisor:

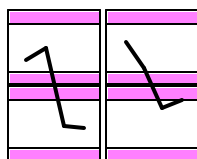
The supervisor must give him challenging tasks commensurate with his professional skill. The goals must be clearly determined initially, but then the supervisor should not interfere unless agreed. In need, the supervisor has to be severe and demanding. The supervisor should not be discursive, but present clearly what he has to say.

Communication Style:

In his mind the best way to tell things is how they are. he can be very nice and inspiring when he wants, or commanding and direct. Empty words and unnecessary talk are not his style.

Decision-making:

He makes decisions now and not tomorrow, and also starts to perform immediately. He contemplates the decisions, but not for long. He trusts his intuition and may change his surroundings if he finds he was mistaken.



Motivators - Comfort Areas

These items usually motivate this style of person. The individual is likely to respond positively if the level of these items is increased in his/her work environment.

- Renewal and generating ideas
- Possibility to win and to achieve
- Freedom from restrictions and chains
- Opportunity to control and lead
- Achieving results through people
- Varying and multifaceted situations
- Independence
- Trying new possibilities
- Doing the impossible
- Possibility to be in control
- Venturing into the unknown
- Deciding by himself

Situations that Reduce Motivation

These are items that this style of person typically does not like very much. Their effect on the individual's motivation will be negative if the level of these items is increased in the work environment.

- Being a bystander
- Detailed instructions
- Public failure
- Showing weakness
- Losing position
- Dull and boring people
- Hesitating people
- Routine tasks
- Waiting, standing in line
- Bonds and restrictions
- Being at the end of the line
- Slower paced people

Strengths

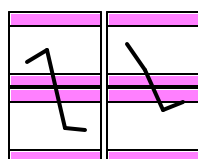
The behavioral skills listed in this section are this person's clear natural strengths. It is possible that they are not exceptional skills, but are very natural for him/her. Increasing these items in the present work environment is recommended.

- Is not afraid of doing anything
- Can take risks
- Makes the difficult decisions
- Is ready to take responsibility
- Can get people involved if necessary
- Wants to be the market leader
- Looks for and invents new ideas alone
- Doesn't wind up in small circles
- Gets people to understand the "hard" values
- Gets along in insecure situations
- Dares to decide
- Gives an energetic picture

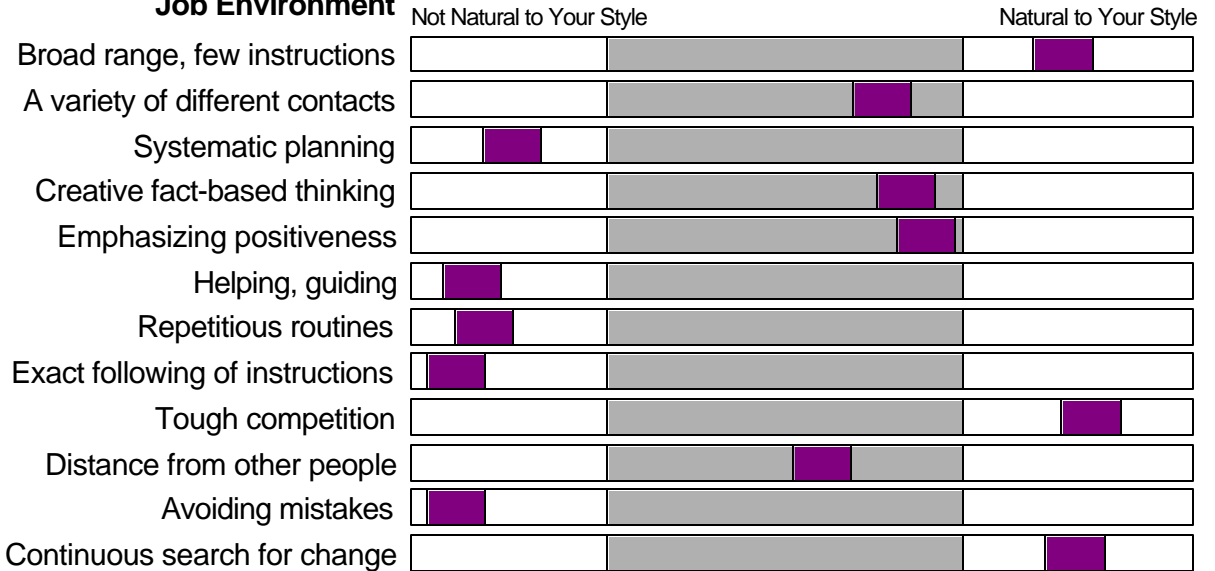
Reactions to Pressure Situations

These are not a description of this person's weaknesses or present behavior. They are items that the person should be cautious about since if he/she gets overly enthusiastic or stressed these weaknesses may become active.

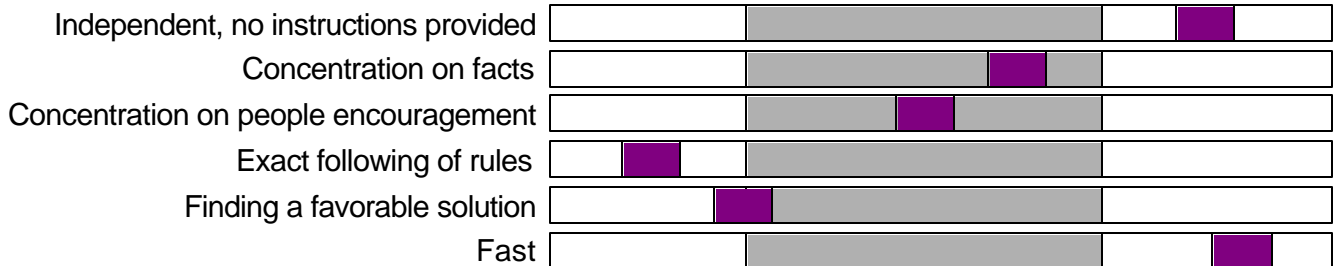
- Acts too fast and spontaneously
- Does not consider people's feelings
- Does not ask for advice
- Does not inform about changes
- Makes changes that are too big
- Does not consider details as important
- Forgets to double-check
- Destroys anyone who he considers a threat
- Only interested in "important" policy questions
- Is too fast for others
- Can't stand slower paced people
- Doesn't listen



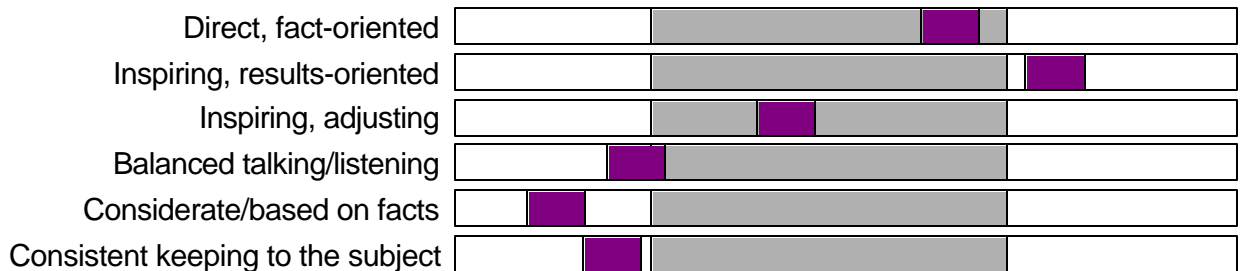
Job Environment



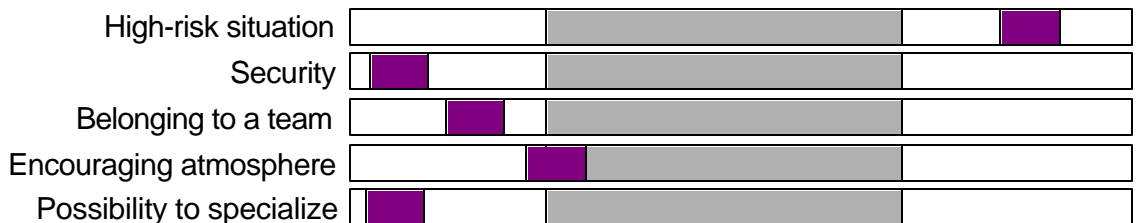
Decision-Making



Communication

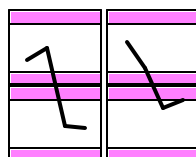


Is Motivated By



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Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Job Environment - Tough competition

- Learn to take things easy
- Practice giving priority to other people's wishes

Job Environment - Continuous search for change

- Learn to look for bad sides in a good idea before getting too excited
- Learn to stay still

Decision-Making - Fast

- Even if you make a decision, consider what the second best option would be and compare them
- Learn to separate facts and your opinions when making decisions

Is Motivated By - High-risk situation

- Before doing anything, consider if you can afford to take the risks involved
- Before you make a decision, write down the risk factors

Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Job Environment - Exact following of instructions

- Review the instructions BEFORE starting
- Practice doing your job as long as possible without making any mistakes

Job Environment - Avoiding mistakes

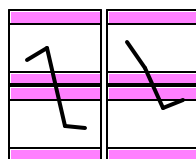
- Before every phase of your work, think about how it should be done
- Learn to perform your job slower

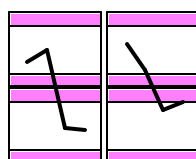
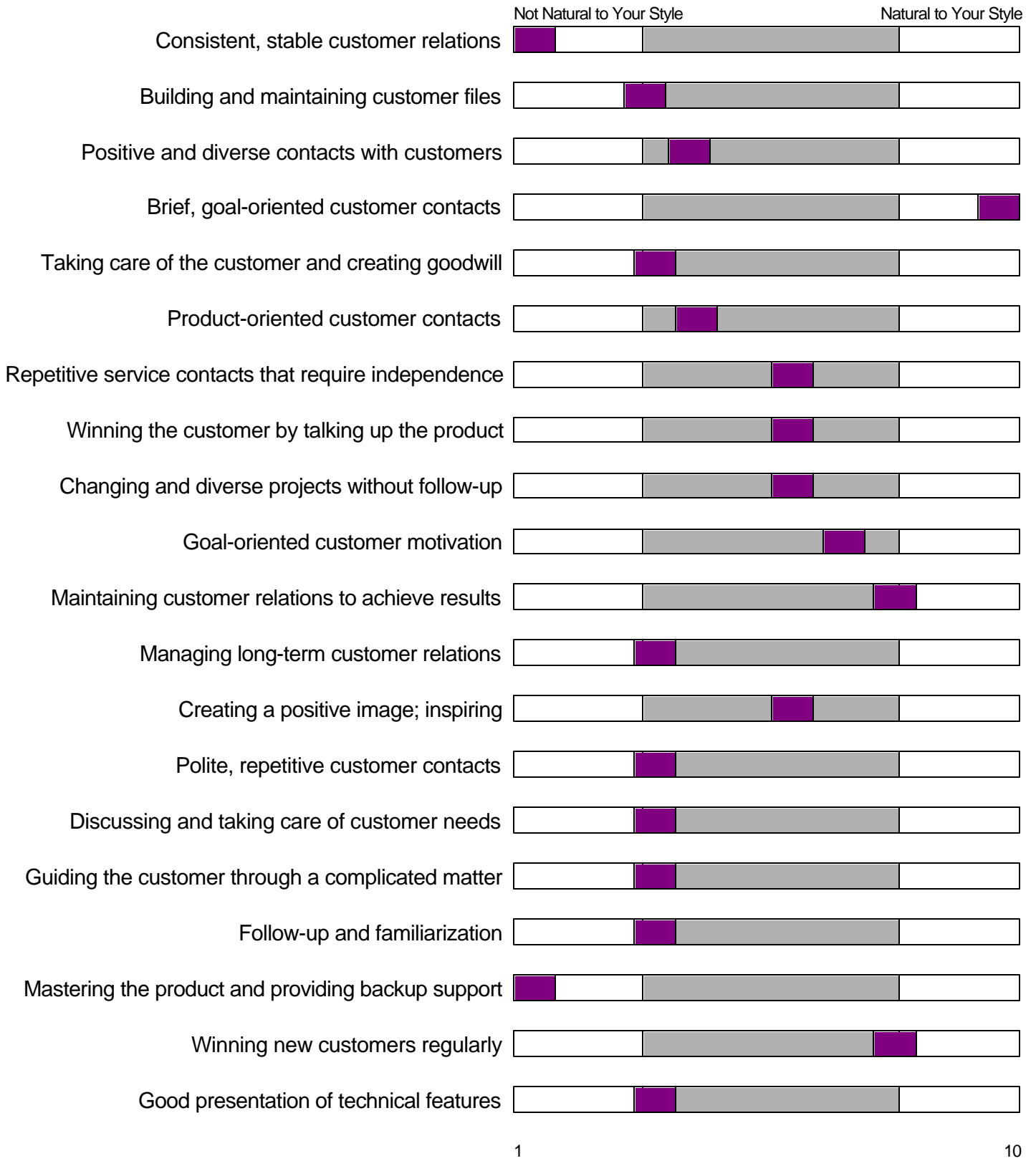
Is Motivated By - Security

- Challenge yourself to keep things that work the way they are
- Delegate things you cannot concentrate on

Is Motivated By - Possibility to specialize

- Learn not to speak with people when you should not
- Learn to shut other things out of your mind when you are working on something





Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Brief, goal-oriented customer contacts

- Ensure every time that the client is sincerely satisfied with the service
- Learn to give something extra to the client

Goal-oriented customer motivation

- Make sure you have provided the client with all the information he/she needs
- Make sure you make the customer feel comfortable

Maintaining customer relations to achieve results

- Collect feedback from the customer regularly
- Make sure that small customers are not forgotten

Winning new customers regularly

- Create a follow-up system for individuals who do not buy right away
- Do not use means that will later complicate the customer relationship

Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Consistent, stable customer relations

- Make sure you know what each client's wishes are regarding you
- Clarify for yourself why customer service is important

Building and maintaining customer files

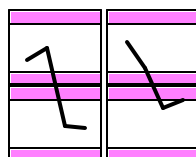
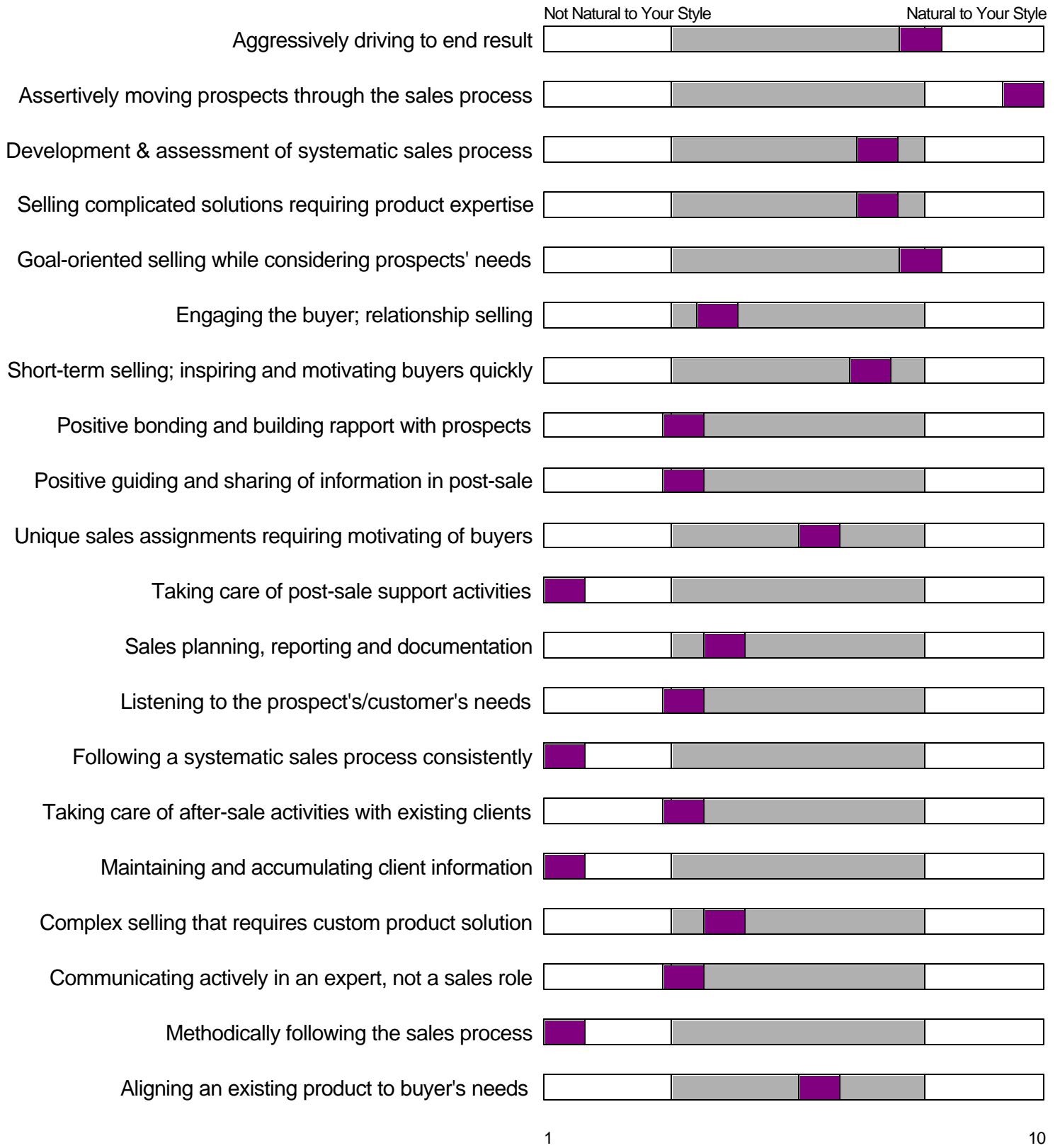
- Create a system to collect useful information from the different clients
- Make a habit of writing down the facts immediately

Managing long-term customer relations

- Be careful not to act abruptly - strive to give the same image every time
- Do not forget things that are less profitable

Mastering the product and providing backup support

- When you are learning something new, take notes
- Do not start a new project before you have finished the previous one



Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Aggressively driving to end result

- Make sure that even the less important things get done
- You know how to control the client, but do not pressure too much

Assertively moving prospects through the sales process

- Give the customer enough time
- The customers like to buy from you, but make sure to remain focused on them so they stay loyal

Selling complicated solutions requiring product expertise

- Tailor the technical content of your message so that your client understands it
- Find out what non-technical factors could have an impact on closing the sale

Goal-oriented selling while considering prospects' needs

- Try to give the client as much of the kind of information that he/she needs as possible
- Remember to stand behind your promises

Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Taking care of post-sale support activities

- Do not look for new things if you cannot take care of the existing duties first
- Create a system that forces you to contact every client regularly

Following a systematic sales process consistently

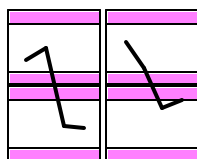
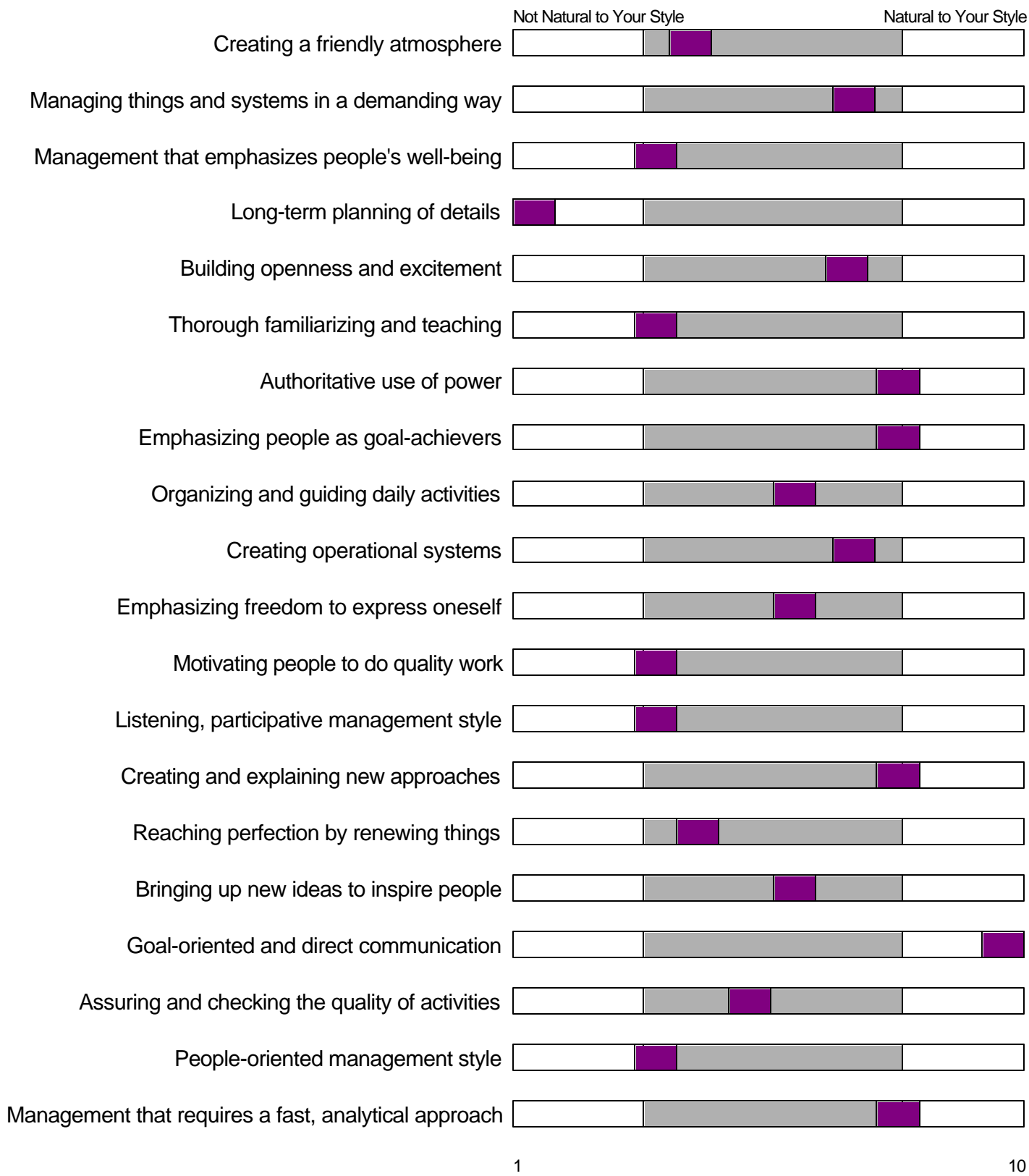
- Always remember that you are trying to help the client
- Do not interfere with the roles other than the one you specialized in

Maintaining and accumulating client information

- Make sure you have all the necessary sales material
- Review the support material before you meet with the client

Methodically following the sales process

- Clarify for yourself what good quality means in your work
- Reserve enough time for every project's final stage



Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Authoritative use of power

- Use the autocratic leadership style only when necessary
- Remember that inside the organization there cannot be winners and losers - everybody has to be on the same side

Emphasizing people as goal-achievers

- Try to be consistent in where you are leading people - everybody does not like sudden changes
- Remember to make sure that you assign everyone work that they are best suited for

Creating and explaining new approaches

- Focus on one development project at a time
- When you justify your own idea, listen to others and ask for feedback - you may learn something

Goal-oriented and direct communication

- Set aside time for people who demand more information
- Try to be even more efficient by customizing your message to different people

Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Management that emphasizes people's well-being

- Frequently, think about how people would act with initiative
- Remember that a person stretched to his/her limits does not last long - and leaves easily

Long-term planning of details

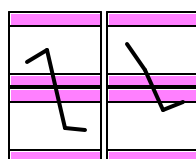
- When you start detailed planning, try to complete it at the same time
- Remember that the feeling of security in the organization grows when everybody knows exactly what the expectations are

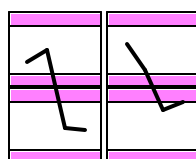
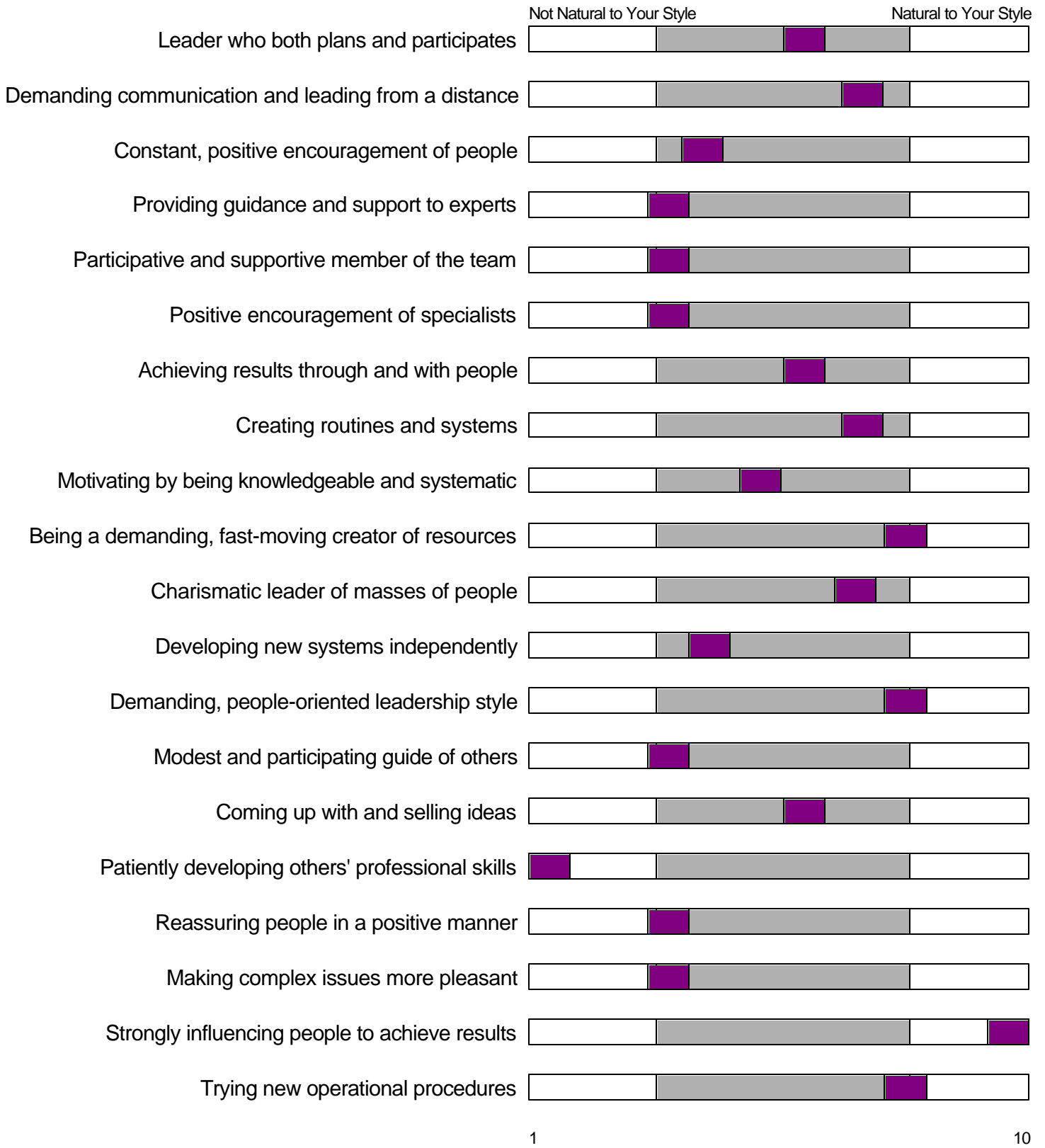
Thorough familiarizing and teaching

- Remember that the real learning comes from doing it yourself - provide the opportunity to others and observe
- Make sure the listener believes you are truly interested in her/his work

Motivating people to do quality work

- Make people aware of the benefits of quality
- Do not take quality for granted - create a system that rewards quality





Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Being a demanding, fast-moving creator of resources

- Always allow enough time for people to adjust to new ways of doing things
- Before you demand from your subordinates, clarify how committed each of them are

Demanding, people-oriented leadership style

- Regularly collect feedback about your employees stress level
- Define a certain performance level that will satisfy you

Strongly influencing people to achieve results

- Give everybody a chance to breathe for a moment
- Remember to reward employees if you have demanded something and they delivered

Trying new operational procedures

- Be careful not to implement bigger and bigger changes
- Try to implement only one new way of doing things at a time

Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Participative and supportive member of the team

- Show clearly that you put your tasks aside when others ask you for help
- As much as possible, try to be one of the team members at the team meetings

Positive encouragement of specialists

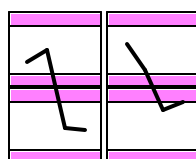
- Become a distributor of information - let the experts do their work their own way
- Do not suffocate others with too much inflexibility

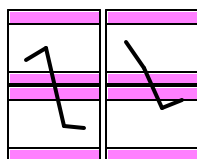
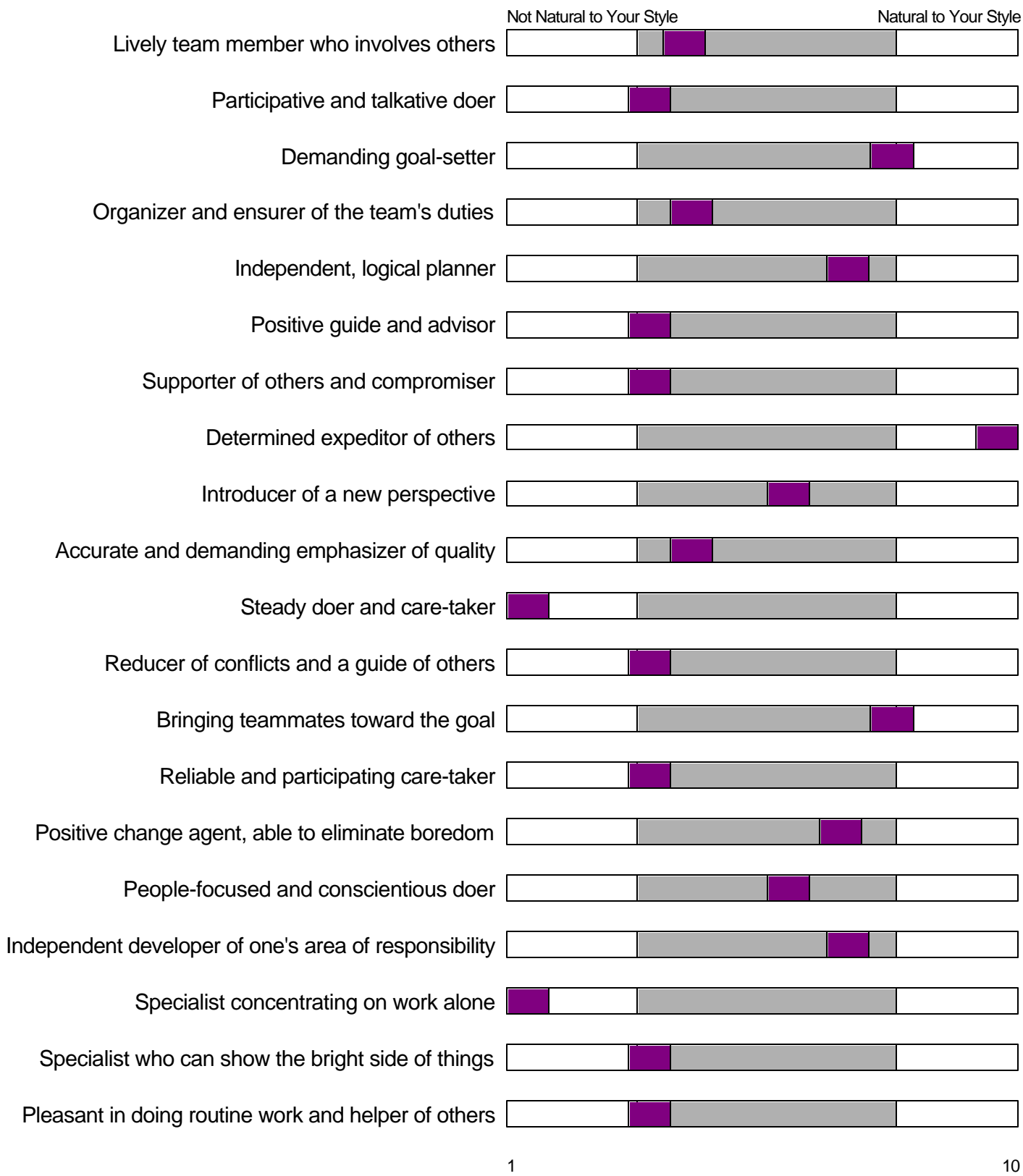
Modest and participating guide of others

- Make an effort to make your subordinates feel secure
- Try to be as consistent as possible in your actions and with what you say

Patiently developing others' professional skills

- Be careful not to get excited about some new thing that you want everybody to learn
- Remember to follow up closely and discuss with each person you try to develop - show that you care





Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Demanding goal-setter

- The goals of the team should satisfy the wishes of its members - do not forget that
- Do not give up your ability to move things ahead, but do not do so at the expense of other team members

Independent, logical planner

- Make sure every plan includes an option to make changes and do things better
- Do the other members of the team know what you are planning?

Determined expeditor of others

- Are you sure that everybody can really follow your pace?
- Remember to ask for other people's opinions

Bringing teammates toward the goal

- When someone presents a disagreeing viewpoint, do not try to defeat it immediately - try to see its merits
- Provide different kinds of people a chance to be different

Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Positive guide and advisor

- Let others define the problem first and show them that you understand
- Make sure that the persons you are guiding do not feel stupid if they cannot yet do it

Supporter of others and compromiser

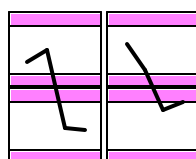
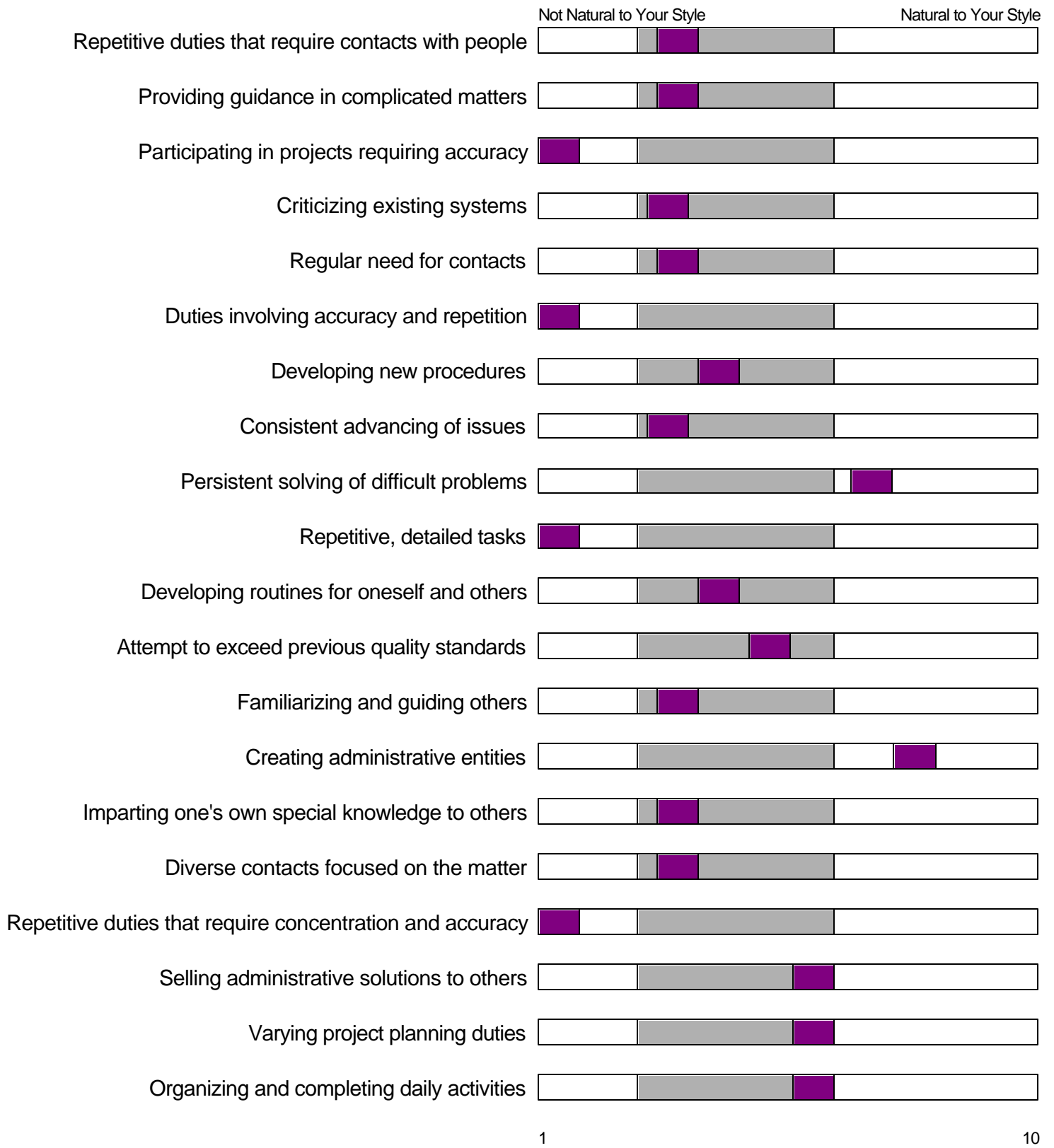
- Try to find something good in, or at least to say about, everybody
- Do not unnecessarily bring up your own opinions - encourage others to discover their own tune to sing to

Steady doer and care-taker

- If your help is needed, try to provide it
- Keep a list of things that have to be checked

Specialist concentrating on work alone

- Do not go to battle unprepared - practice first
- Spend time solving issues



Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Persistent solving of difficult problems

- Do not become single-minded with your goals and sacrifice other important things
- Learn to ask for other people's advice and to talk with others

Creating administrative entities

- Involve other people in the planning as soon as possible
- Remember that other people adapt to change more slowly than you do

Selling administrative solutions to others

- Learn to talk the way your audience does
- Practice asking questions and listening to the answers

Varying project planning duties

- Learn to finish one thing completely before starting something new
- Calculate the time needed carefully and do not be overoptimistic

Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Participating in projects requiring accuracy

- Always consider what you have done before you consider it completed
- Learn to concentrate on one thing at a time

Duties involving accuracy and repetition

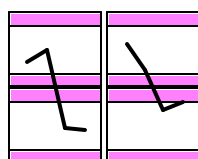
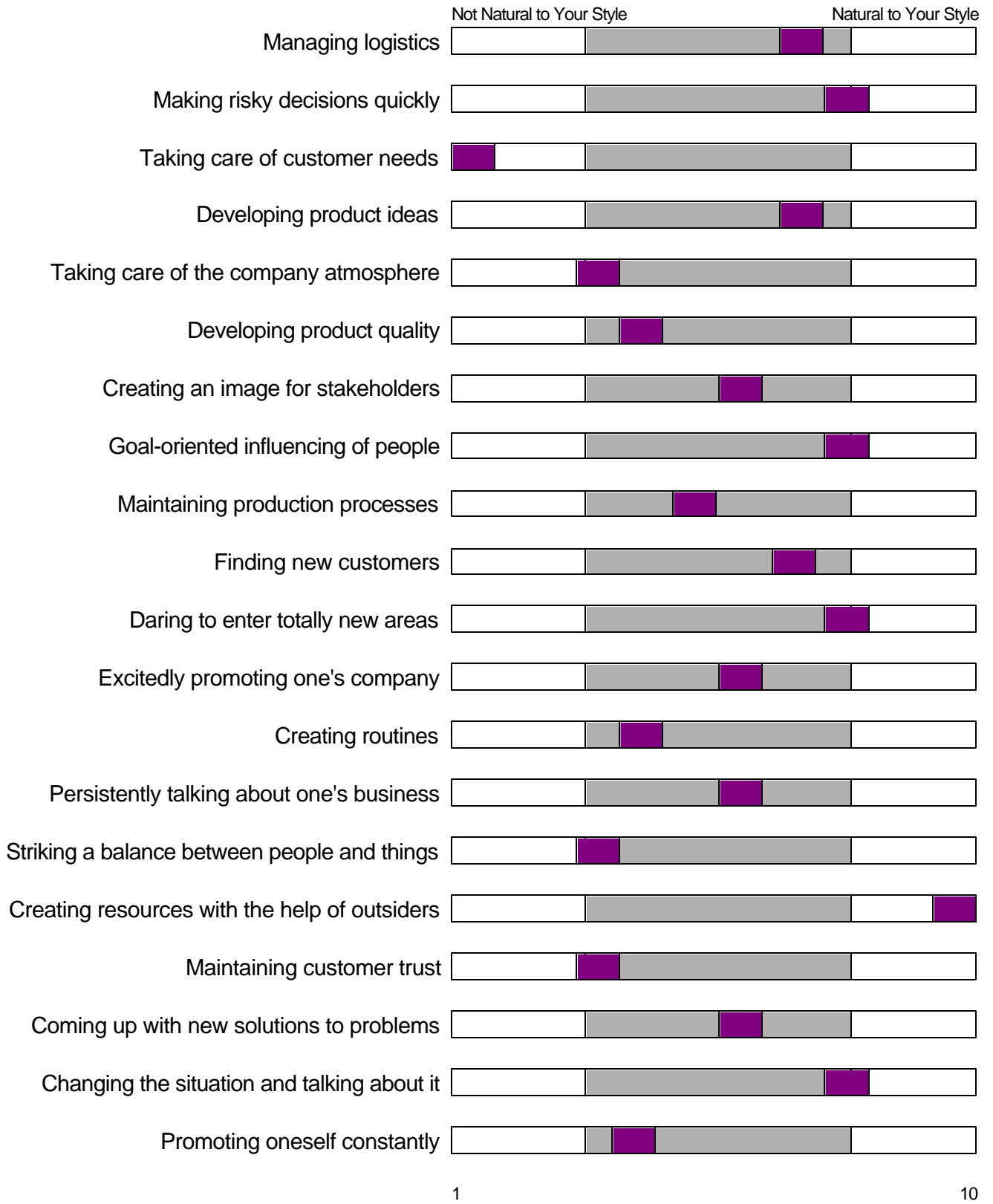
- Learn to turn off your phone when necessary
- Create an environment where there are as few interruptions as possible

Repetitive, detailed tasks

- Identify the key issues in your work that absolutely have to be correct
- Consciously seek variety of assignments

Repetitive duties that require concentration and accuracy

- Identify what kind of background music helps you to concentrate
- Recognize what time of the day it is easiest for you to concentrate on things and do these tasks then



Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Making risky decisions quickly

- Try to do and to complete just one risky thing at a time
- Sleep on it before making the final decision

Goal-oriented influencing of people

- Remember that a person who has bought into an idea is more motivated than one who has been forced to accept it
- Try to constantly collect feedback regarding how others see you

Daring to enter totally new areas

- Considering new opportunities, write down the "whys" and what you can expect to achieve
- Make sure that others can keep up with you - you do not often complete tasks alone

Creating resources with the help of outsiders

- Try to create long-term relationships with subcontractors and affiliates
- Do not burn bridges - always conclude all relationships well

Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Taking care of customer needs

- Create a system where your customers provide feedback in writing
- Organize regular events for the clients

Taking care of the company atmosphere

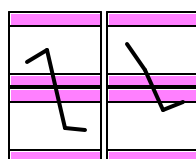
- Give people a chance to talk as much as possible
- Learn to be open and honest

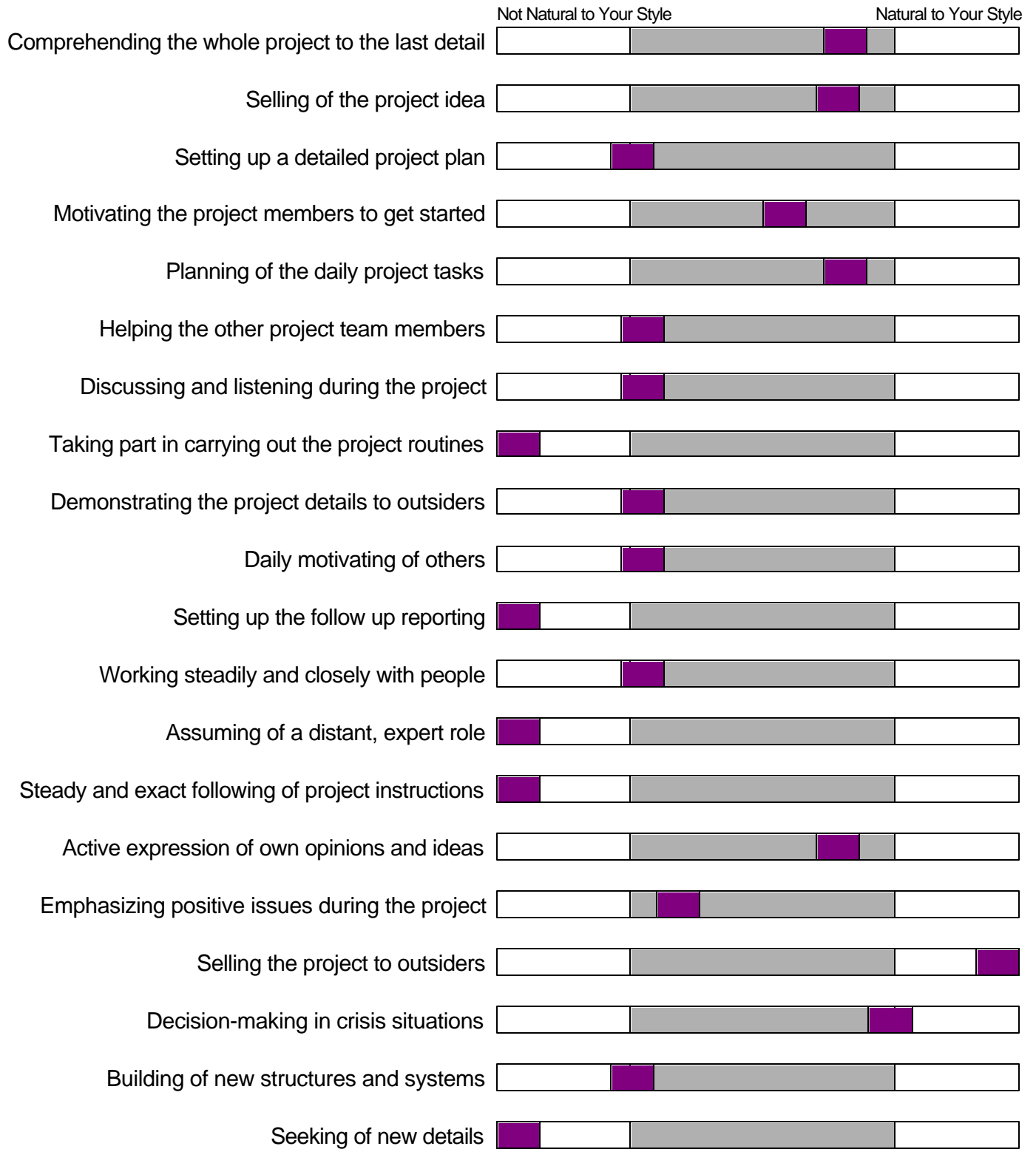
Striking a balance between people and things

- Always try to get as many viewpoints and facts as possible
- Try to work together with others whenever possible

Maintaining customer trust

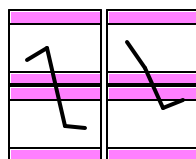
- Do not try to "beat" the client
- Always remember to ask and listen to the customer's experiences





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Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Comprehending the whole project to the last detail

- Be careful not to overestimate your own resources
- Even though you believe in yourself, do not move ahead too fast

Planning of the daily project tasks

- Provide people with initiative a chance to take initiative
- Always think about how to get other people involved on their own

Selling the project to outsiders

- Make sure that you can take care of your own responsibilities as a member of the project
- Remember that not everybody likes a very aggressive style

Decision-making in crisis situations

- Always weigh the long-term impacts of your decisions before making a final one
- Even catastrophic situation decisions have their reasons and others want to hear about them

Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Taking part in carrying out the project routines

- Try to get involved in many assignments that provide variety
- Try to create quick routines - do not get lost in the longer tasks

Setting up the follow up reporting

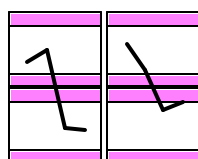
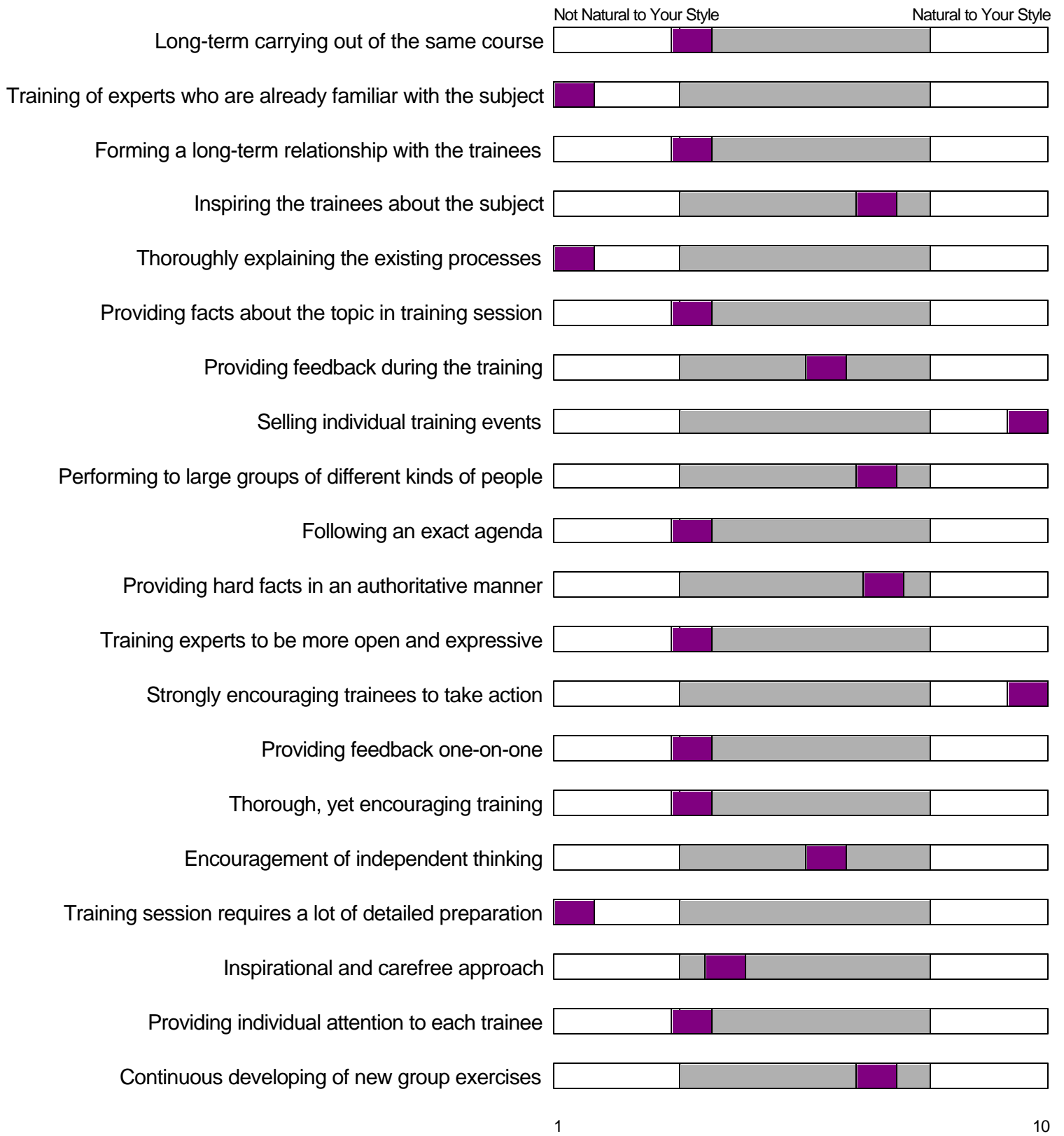
- Even small details may have an impact - keep track of them just in case
- Think about what the objectives were and find out if they were achieved

Assuming of a distant, expert role

- Think about what the other members of the project expect from you
- Try to perform exceptionally well the things that you can do better than others involved in the project

Steady and exact following of project instructions

- Find out how dependent other members of the project are on you completing your tasks
- Try to concentrate on just one thing at a time - you are efficient that way



Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Selling individual training events

- Give people time to think - do not be too aggressive
- Do not force your own views on others

Performing to large groups of different kinds of people

- Consciously include something profound and thorough in every presentation
- Learn to be patient with quiet people

Providing hard facts in an authoritative manner

- Remember not to give orders when training
- Give people a chance to consider and present their own views

Strongly encouraging trainees to take action

- Learn to slow down when necessary
- Try not to offend people by being too direct

Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Training of experts who are already familiar with the subject

- Learn to ask before you start telling
- Be careful of being too general with detail-oriented people

Forming a long-term relationship with the trainees

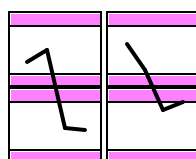
- Build routines for yourself that help you to maintain a relationship with the trainees
- Be careful not to build obstacles for the trainees to approach you

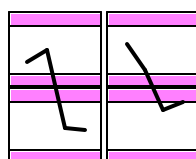
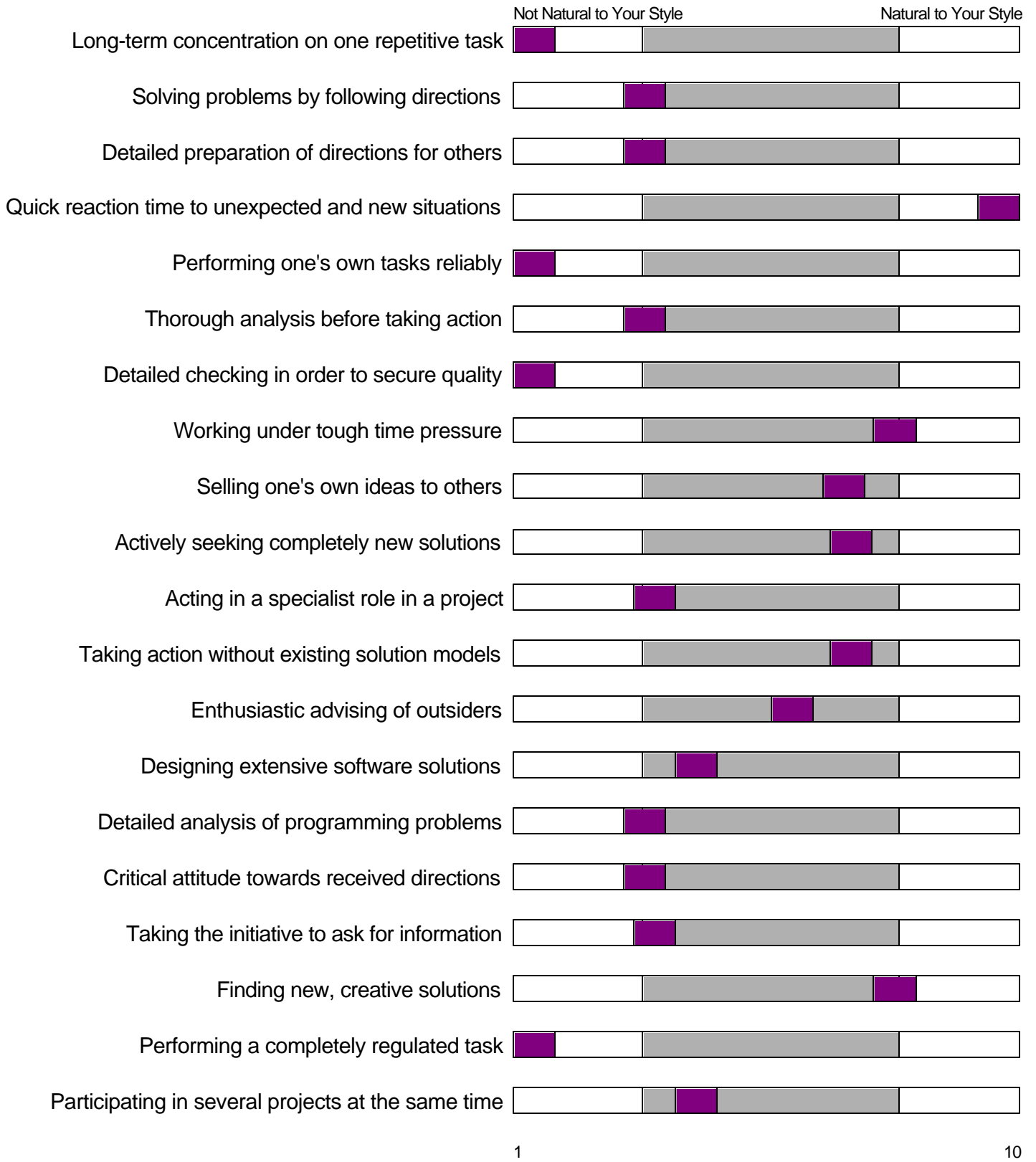
Thoroughly explaining the existing processes

- Provide handouts and other written material about the specific and instructions - do not rely on your ability to present
- When you have to be exact, do not assume that you can skip any detail

Training session requires a lot of detailed preparation

- Make your schedule a little more tight than necessary
- Try to take care of as many things in advance as possible





Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Quick reaction time to unexpected and new situations

- Beware of reacting too quickly
- Always try to review your ideas before implementing them

Working under tough time pressure

- Make sure that when you are in a hurry, someone else checks your work
- Learn to slow down when there is no reason to rush

Taking action without existing solution models

- Learn to plan things in detail
- Try to remember to inform others when you do something new in a new way

Finding new, creative solutions

- Before looking for a new solution, think about why a new one is needed
- An idea is always followed by its testing, not implementation

Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Long-term concentration on one repetitive task

- Try to think about how to improve things - but only after you have completed your work
- Try to participate in temporary projects which would create variety for you

Performing one's own tasks reliably

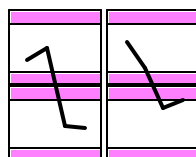
- Practice consciously doing the same thing the same way
- Learn to set aside time on your calendar when you promise to do something

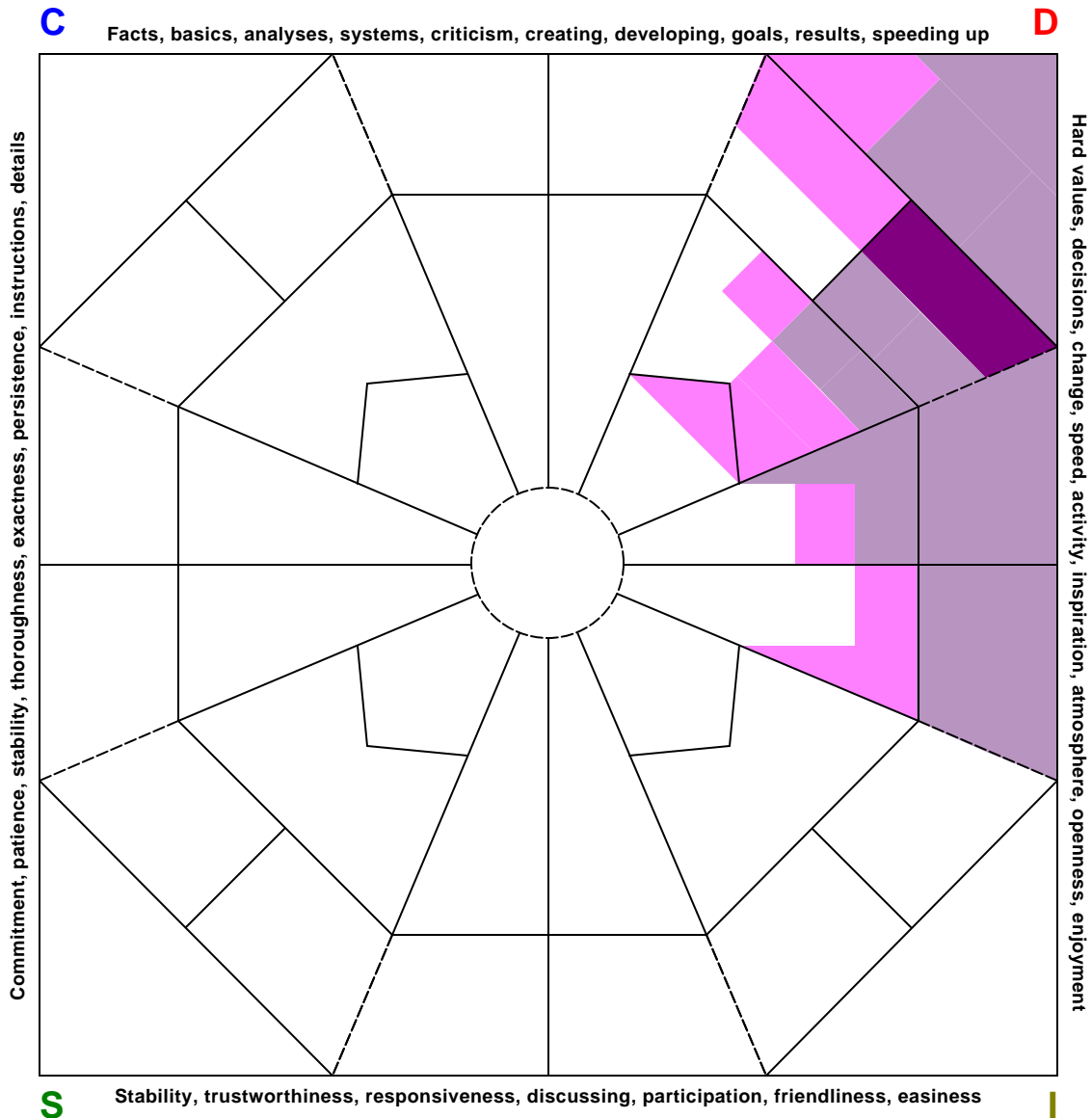
Detailed checking in order to secure quality

- Make sure you have written down the necessary checkpoints
- After checking, write down a summary immediately





Performing a completely regulated task

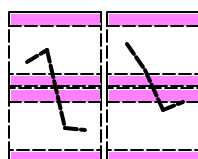
- Try to create routines that will help in doing things correctly
- "Always look back; what did I just do and did I do it right?"





Flexibility Zones:

-  Current Zone = The position of the profile at the moment
-  Natural Flexibility Zone = The area where the profile will most probably shift
-  Easiest Development Zone = The area toward which the profile is easiest to develop
-  Most Difficult Development Zone = Areas that require stronger conscious adjustment of behavior



Extended DISC Personal Analysis

Person analyzed

Sample, Sam

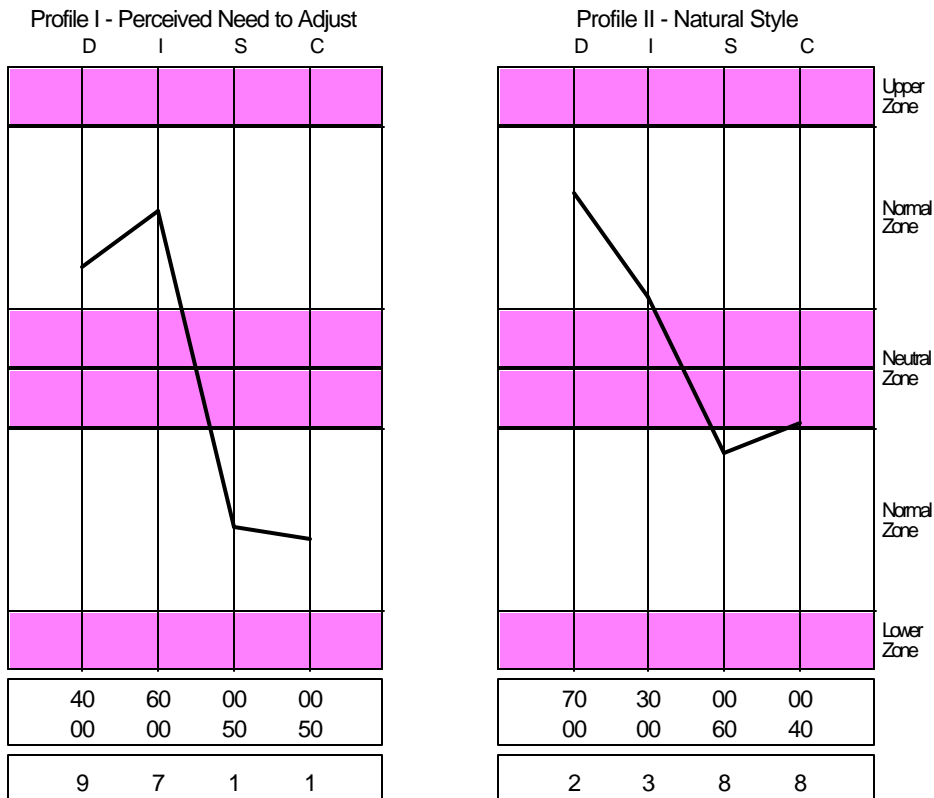
Organization

Extended DISC

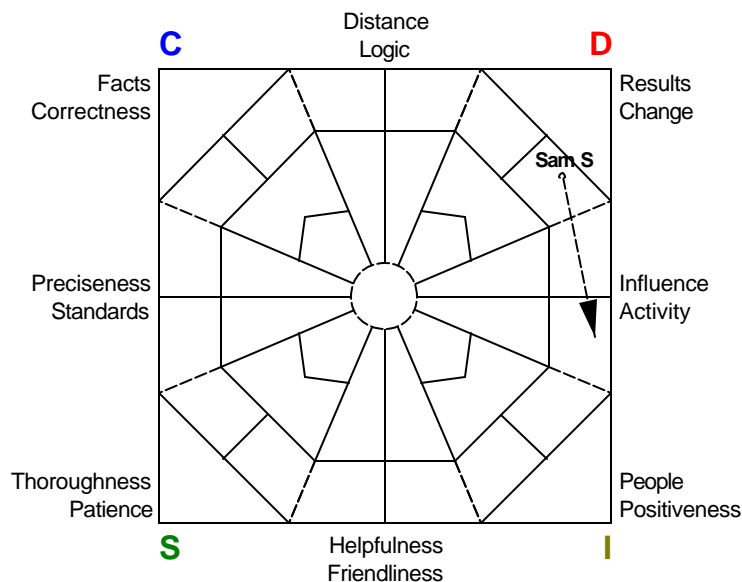
Date

1/1/2006

Extended DISC - Profile



Extended DISC - Diamond



Your primary relationship role is: Influencer

An Influencer is someone who creates ideas and wants to move forward. He has a good ability to influence others. The Influencer does not hesitate and deliberate but believes in his instinct and spontaneity. He likes change and taking part in many different kinds of groups, situations and roles. Others see the Influencer as an open and sociable person but somewhat superficial and self-absorbed. In reality he is so active that he does not have time to stop and think about others, even if he would like to. The Influencer likes to express his opinions and tries to persuade others to agree. He is not a very patient listener. He has to stand out in a group somehow; he finds it awful to be an average person in an average group. Concentrating on one thing is difficult for the Influencer because he is better at creating and starting ideas than implementing them.

An attitude toward teamwork

A means to get people's attention
A way to get the group motivated
A possibility to delegate boring routines away

A role in a team

The one who gives a push to a conversation
The one who introduces new thoughts
The one who stops hesitation

A role as a decision maker

Wants to make quick decisions
Brings up decisive ideas
Does not analyze all the alternatives

A role as a motivator

Creates group enthusiasm
Motivates by speaking
Supports and encourages

A role as a performer

Aims at simplicity
Does not deliberate for long
Applies rules

The advancement the group makes

The group is able to be renewed - does not get stuck
Group's atmosphere stays open
Includes people

Convergent styles

Changer, Stimulator

Complementary styles

Doer, Assurer, Specialist



Instructions for Interpreting Personal Analysis

General Instructions

The Extended DISC® Personal Analysis does not provide results that classify people. There are no good-bad categories and the system does not rank people in any way.

All of the information in the report is derived from your "natural behavioral style". It is a behavioral style that takes the least energy and effort, requires the least amount of concentration, and is usually the most pleasant to you. It is the mode that you normally use to react and is most frequently exhibited outwardly in your behavior.

The Extended DISC® Personal Analysis divides all of the different behavioral styles into four main styles. These styles are not better or worse. Each of the styles has its own advantages and disadvantages.

D-style

D-styles are competitive, aggressive, decisive and results-oriented. They prefer to move fast, take risks and get things done now. D-styles also like to be in charge, control and have the power. They like change and challenges.

D-styles can also be impatient, overbearing and even rude. They are often not very good listeners and are prone to make snap decisions. Others may perceive D-styles as somewhat self-centered, demanding, blunt and overly aggressive.

I-style

I-styles are talkative, sociable, optimistic and lively. They are people-oriented, spontaneous, energetic and enthusiastic. I-styles tend to be positive and good at influencing others.

I-styles can also be inattentive to details, overly talkative and emotional. They may over-promise because they are so optimistic and are eager to be popular. Others may perceive I-styles as somewhat careless, impulsive and lacking follow-up.

S-style

S-styles are calm, helpful, patient, modest and laid back. They are eager to help, loyal and often make excellent team players. S-styles tend to be patient listeners, trustworthy, and balanced between tasks and people. They are very persistent.

S-styles need stability and security and, therefore, need help with change. They may be too willing to pitch in and at times are taken advantage of. Others may perceive S-styles as too slow, stuck on the status quo, indecisive, stubborn and even quietly resentful.

C-style

The C-styles are precise, logical, matter-of-fact, analytical and careful. They need data, information and analyses. They are focused on tasks and ensure things get done correctly. C-styles tend to produce high quality work.

C-styles may also focus too much on the details, becoming nitpicking, slow and losing the big picture. At times they get lost in the analysis, focusing too much on the trees and not the forest. Others may perceive C-styles as too critical, distant, pessimistic, and even cold.



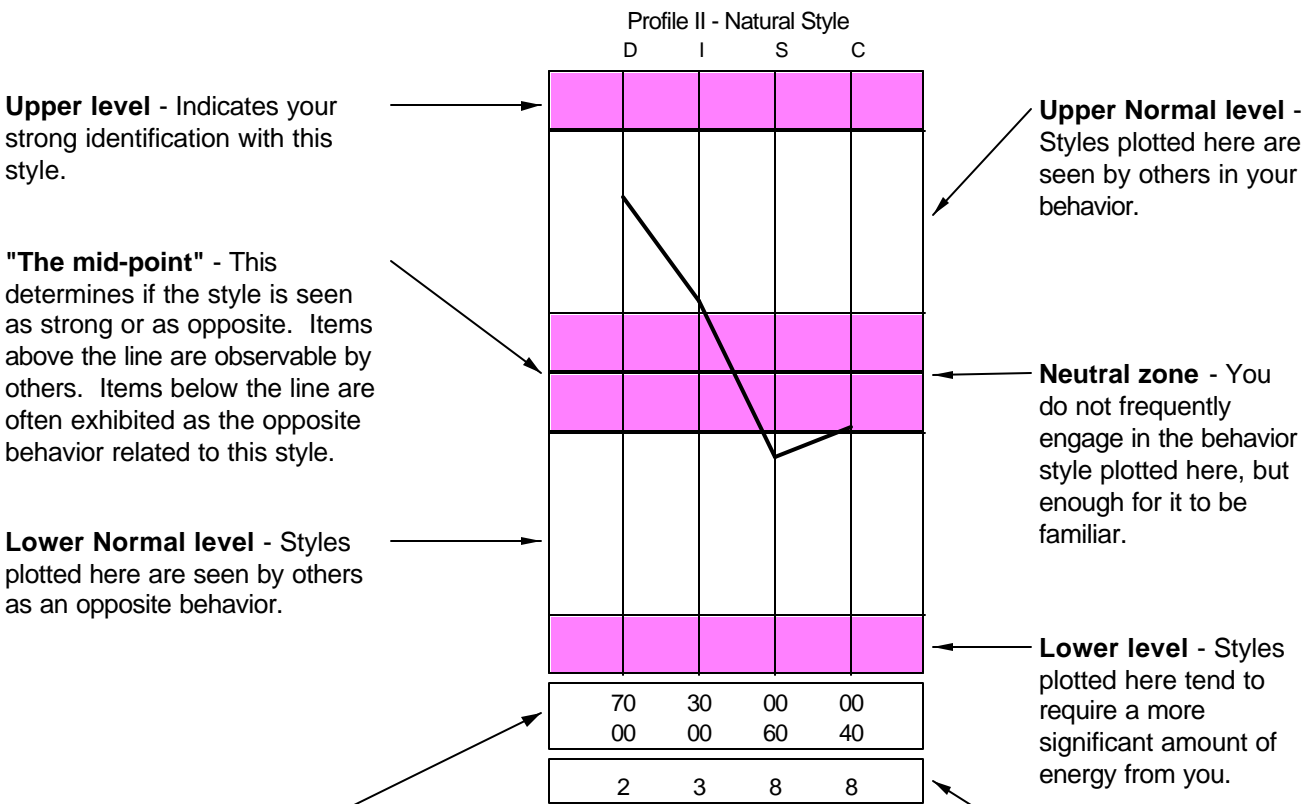
Understanding the Profile

The Profiles are visual presentations of your style. They are based on your responses to the questionnaire. Essentially, your responses have been tabulated by your "most" and "least" selections into a frequency distribution by each of the D, I, S and C behavioral styles. Emphasis is on frequency - there are no right or wrong answers.

The interpretation of both the Profiles and the Diamond require some training. To interpret the results without an understanding of how to read the information is not recommended because of possible misinterpretations.

Profile I - Your adjusted style. How you believe you must adjust your style to meet the demands of your present environment.

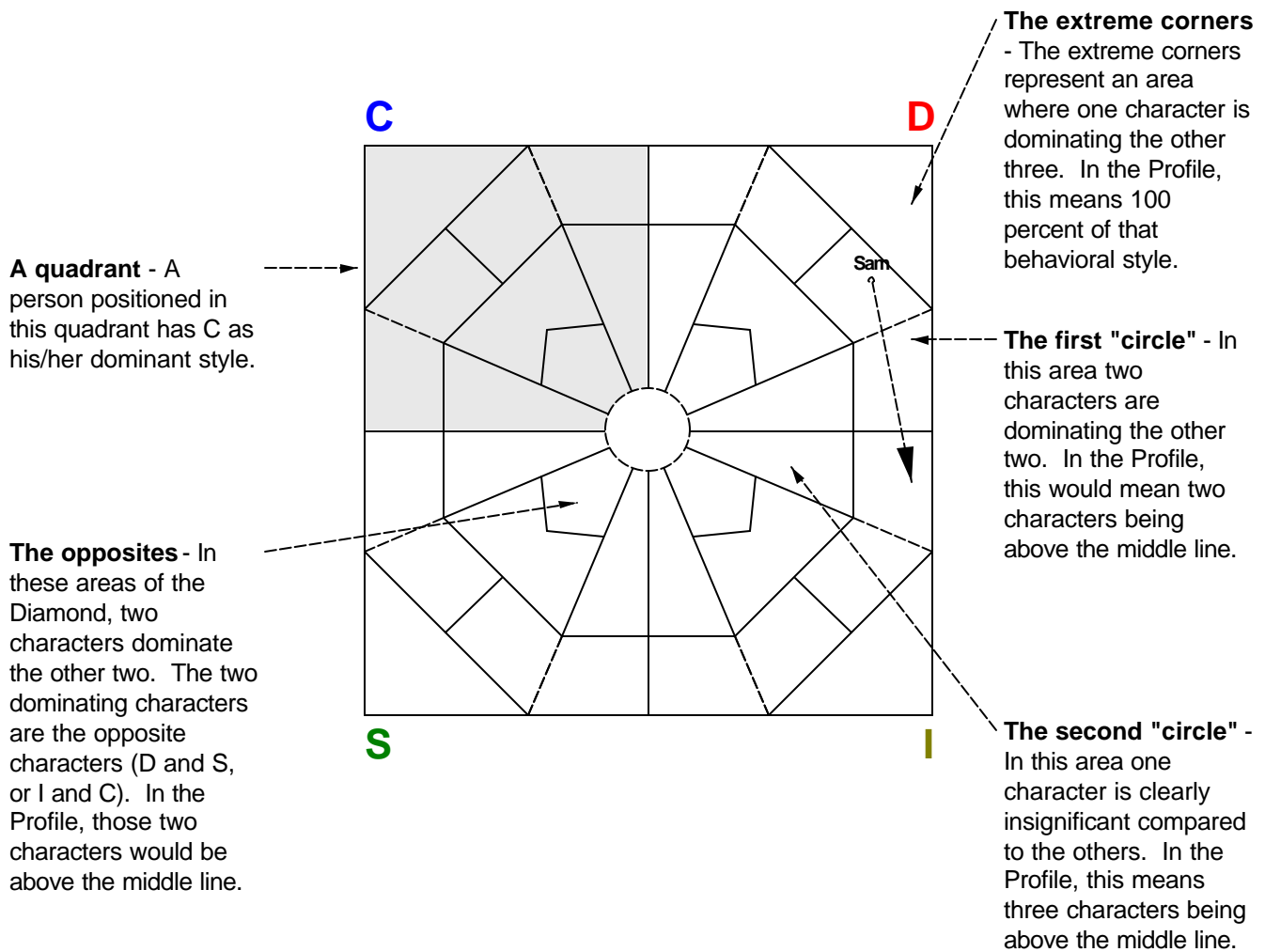
Profile II - Your natural style. This is a style that remains fairly stable, but not rigid, over your lifetime. It is the style that is the most comfortable for you.



Understanding the Diamond

The Extended DISC® Diamond visually shows what behavioral styles are the most comfortable to you and what styles require the most energy from you. The Diamond is divided into 160 areas (40 in each quadrant), each illustrating a different combination of the four main behavioral traits.

The deepest shade on the Diamond shows the location of your natural style. Determine in what quadrant it is placed. This is your most natural and comfortable behavioral style (D, I, S or C). The shadings demonstrate the behavioral styles that are quite comfortable for you. The white areas illustrate the areas on the Diamond that will require the most energy, effort and concentration from you. The farther from your deepest shade you move, the more energy is required.



Text Page

This page is a description of how others typically see individuals with your style. Read the text as such and use it to develop an overall picture of your style. In evaluating specific sentences, it is important to consider your conscious ability to adapt behavior.

In other words, while the text describes the typical behavior for individuals with your style, you certainly can modify your behavior to fit the needs of a particular situation or individual(s). Also, you may have already addressed the development areas by learning new skills.

If you find a statement that you believe does not accurately describe you, ask others for their feedback before you dismiss it. This may be a great opportunity for you to further improve your performance.

Identify the main items that you believe would have a positive impact on your performance if you were to consciously modify your behavior. You may want to get some input from others (peers, supervisor, coach, etc.) when selecting these items.

Motivators Page

This page highlights dimensions that are typical for the individuals like you. Be sure that you do not focus too much on the bottom halves of the Motivators pages - many people do. Make sure you are taking advantage of the strengths of your style.

Motivators = You tend to like and feel comfortable with these items. Are you taking advantage of comfort areas?

Situations that Reduce Motivation = You tend not to like these items as much.

Strengths = These items require less energy from you.

Reactions to Pressure Situations = These items require more energy from you. Some of the items relate to you using your strength so much that it becomes a weakness.

Note! This is not a "can - cannot do" scale. In other words, it does not mean that you cannot excel in the items on the bottom halves of these pages. It simply indicates that these areas typically require more energy and concentration for individuals with your style.

Select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.

Graphical Page

This page uses a 1-10 point scale, from "Not Natural to Your Style to Natural to Your Style".

Natural to Your Style - most on the right. These items require less energy from you.

Not Natural to Your Style - most on the left. These items require more energy from you.

The rectangles in the bar graphs indicate how natural a particular behavioral dimension is to your style.

The arrows indicate how you perceive you want or need to adjust your style to perform even better in your existing environment. An arrow toward the right indicates that you perceive a need to increase the behavioral dimension. An arrow toward the left indicates that you perceive a need to decrease the behavioral dimension.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in that area. The results simply indicate that you must spend more conscious effort, concentration and energy with that particular behavioral aspect.

Select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.



The Text Part of the Graphical Page highlights eight items to assist you in performing even better. The first four items do not require much energy from you to perform well. For this reason, be careful that you do not over-emphasize these strengths too much as they may become weaknesses. Carefully consider, and periodically review, how you could benefit from the suggestions relating to each of these four items.

The last four items require a lot of energy from you. Consider if you could improve your performance by consciously adjusting these behavioral dimensions with the help of the provided suggestions.

Additional Pages

Interpret Additional Pages just like the Graphical Page. The pages also use 1-10 point scales, from "Not Natural to Your Style to Natural to Your Style".

Natural to Your Style - most on the right. These items require less energy from you.

Not Natural to Your Style - most on the left. These items require more energy from you.

The rectangles in the bar graphs indicate how natural a particular behavioral dimension is to your style.

The arrows indicate how you perceive you want or need to adjust your style to perform even better in your existing environment. An arrow toward the right indicates that you perceive a need to increase the behavioral dimension. An arrow toward the left indicates that you perceive a need to decrease the behavioral dimension.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in that area. The results simply indicate that you must spend more conscious effort, concentration and energy with that particular behavioral aspect.

The Additional Pages focus on:

- Administrative Style
- Customer Service Style
- Entrepreneurial Style
- Information Technology Style
- Leadership Style
- Management Style
- Project Style
- Sales Style
- Team Style
- Training Style

When using the additional pages, select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.

The Text Part of the Additional Page highlights eight items to assist you in performing even better. The first four items do not require much energy from you to perform well. For this reason, be careful that you do not over-emphasize these strengths too much as they may become weaknesses. Carefully consider, and periodically review, how you could benefit from the suggestions relating to each of these four items.

The last four items require a lot of energy from you. Consider if you could improve your performance by consciously adjusting these behavioral dimensions with the help of the provided suggestions.



Worksheet - The Text Page

Identify what you believe to be your greatest strengths. How are you using them in your current position?

Should you adjust your style to improve your performance? If yes, how?

Are there statements that you do not think describe you?

Is this something you have learned to do or to avoid?

Why do you think you may not see this in your behavior?

What about others? Can they see it in your behavior?



Worksheet - Motivators

Identify two *Motivators* that are being fulfilled in your current position:

How can you increase their effect on your performance? Be specific.

Identify two *Strengths* that you can capitalize upon in your current position:

How can you maximize the impact of your *Strengths*? Be specific.

Identify two *Situations that Reduce Motivation* that create the greatest challenges in your current position:

How can you decrease their effect on your performance? Be specific.

Identify two *Reactions to Pressure Situations* that you can work on that will have the greatest impact on your performance in your current position:

How can you develop in these areas to improve your performance? Be specific.

Worksheet - Graphical Page

Job Environment:

Identify two areas that are comfortable for you in your current position:

Identify two areas that are less comfortable for you in your current position:

Based on the above, how can you adjust your style to improve your performance?

Decision-Making:

Identify an aspect of your decision-making style that is the most comfortable for you. What impact does it have in your current position?

Identify an aspect of your decision-making style that is the least comfortable for you. What impact does it have in your current position? What can you do to improve?

Communication:

Identify an aspect of your communication style that is the most comfortable for you. What impact does it have in your current position? How can you capitalize on it more effectively?

Identify an aspect of your communication style that is the least comfortable for you. What impact does it have in your current position? What can you do to improve?

Is Motivated By:

Identify your greatest and lowest motivator from the five motivation factors.

How can you capitalize on your greatest motivator?

Do your current responsibilities require behaviors that relate to your lowest motivator? How can you reduce its impact and/or adjust your style accordingly?

Improving your performance:

There is no one best style. Each style has advantages and disadvantages. Depending on your style, below are some of the most important things you could do to improve your performance.

D-style:

Slow down, be more patient.
Do not jump to conclusions or snap decisions.
Listen to others more.
Be more aware of how you impact others.
Do not overreact.

I-style:

Talk less, listen more.
Do not react emotionally.
Do not over promise.
Focus more on details.
Follow-up.

S-style:

Be more assertive and aggressive.
Speak out.
Act now, think less.
Keep your emotions under control.
Do not be afraid of change and new things.

C-style:

Talk more.
Decide and take action faster.
Do not be afraid to make mistakes.
Do not lose the big picture.
Accept ambiguity.



How to Identify Others' Styles:

Once you know what your style is, you need to know the other person's style in order to make the appropriate adjustments in your style. Below you will find a helpful checklist.

D-style:

Often appears to be in a hurry.
Is direct, says what he/she thinks.
May be blunt.
States own opinions as facts.
Interrupts others.
May talk to many people at the same time.
"What's the bottom line?"
Is aggressive.
Is demanding.
"How does this benefit ME?"
Very impatient.
Becomes irritated easily.

I-style:

Is open and friendly.
Talks a lot.
Gets easily excited.
Is animated.
Talks about people he/she knows.
Does not focus much on details.
Does not listen for long.
Does not pay close attention.
May ask same questions several times.
Jumps from subject to subject.
Stays away from hard facts.

S-style:

Appears calm.
Does not get easily excited.
Listens carefully.
Nods and goes along.
Is easy-going.
Asks questions and inquires about the specifics.
Seems to have strong opinions but does not express them vocally.
Appears thoughtful.
Completely new ideas/things seem to make him/her uncomfortable.

C-style:

Appears reserved and somewhat timid.
Is quiet.
Focuses on details.
Asks many questions.
Studies specifications and other information carefully.
Proceeds cautiously.
Does not easily express disagreeing views.
May have done homework on the topic.
May be very critical; criticism based on facts, not opinions.



Communication Considerations:

Effective communication is critical in all types of interactions. Below you will find a helpful checklist to assist you in improving your effectiveness with the different styles.

When communicating with D-styles:

- Be direct and specific.
- Provide alternatives.
- Ensure he/she "wins".
- Disagree only on facts.
- Enjoy the battle.
- Do not be emotional.
- Do not dominate.
- Act quickly, he/she decides fast.

When communicating with I-styles:

- Be a friend, do not ignore.
- Schedule time for chatting.
- Have fun and act silly.
- Let him/her speak.
- Give recognition.
- Speak about people and feelings.
- Remember to follow up.
- Move closer.

When communicating with S-styles:

- Slow down your presentation.
- Build trust.
- Focus on people.
- Provide the information he/she needs.
- Present issues logically.
- Secure commitment piece by piece.
- Be sincere, do not dominate.

When communicating with C-styles:

- Provide facts.
- Do not touch.
- Be patient, slow down.
- Give plenty of detailed information.
- Control your own activity.
- Do not talk about personal issues.
- Do not pressure.
- Focus on issues.



Dos and Don'ts with the Styles:

Below is a checklist of what to do and what not to do with the different styles:

D-style:

Do:

- Be direct.
- Provide alternatives.
- Ensure he/she "wins".
- Give immediate feedback.
- Concentrate on subject.
- Act quickly.
- Let him/her speak and listen.
- Focus on issues.
- Show interest.
- Provide direct answers.

Don't:

- Go into all the details.
- Provide too much information.
- Try to control the situation.
- Talk too much.
- Lose focus.
- Slow down.
- Take issues personally.

I-style:

Do:

- Maintain positive atmosphere.
- Help to achieve popularity and recognition.
- Allow to express him/herself.
- Take time to chat and talk.
- Be more expressive.
- Be more enthusiastic.
- Focus on the big picture.
- Focus on the people aspects.
- Get involved in the process.

Don't:

- Talk about too many details.
- Fail to socialize.
- Bring up negative issues.
- Fail to have fun.
- Set restrictions.
- Be too practical.
- Be pessimistic.



Dos and Don'ts with the Styles:

Below is a checklist of what to do and what not to do with the different styles:

S-style:

Do:

Proceed in logical order.
Ask specific questions to find out true needs.
Provide support.
Provide precedents to reduce uncertainty.
Remember fairness and justice.

Don't:

Forget your promises.
Make unexpected changes.
Be unreliable.
Forget to provide enough information.
Move too fast.
Be impatient.

C-style:

Do:

Listen carefully.
Answer questions calmly and carefully.
Be thorough; remember to include all relevant information.
Slow down your presentation.
Utilize written supporting materials.
Find out what the key issues are and focus on them.

Don't:

Move too fast.
Spend too much time with small talk.
Move too close.
Lose patience in providing all the requested information.
Expect decisions right away.