



# The Perception360 Online Report

Personalized Report For:  
Sample Report  
Focus: Work  
4/28/2010

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# Introduction to the Perception360 Online Report

Congratulations on your decision to take the DISC Online Assessment.

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.

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. 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.

Our DISC Online System focuses on patterns of external, observable behaviors using scales of directness and openness that each style exhibits. 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 The Four Basic Perception360 Overview Chart section of this report for a summary of each of the styles.

## 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. *The Perception360 System* focuses on patterns of *external, observable* behaviors using scales of directness and openness that each style exhibits. See the table below. Because we can see and hear these external behaviors, it becomes much easier to “read” people. This model is simple, practical, and easy to remember and use. See page five of this report for a summary of each of the styles.

STYLE	TENDENCIES
Dominance	Tends to be direct and guarded
Influence	Tends to be direct and open
Steadiness	Tends to be indirect and open
Conscientious	Tends to be indirect and guarded

## HOW TO USE THIS REPORT

This DISC report is divided into two parts. **Part I** focuses on understanding your DISC style characteristics. 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** discusses the concept of adaptability and offers several action plans for you and others who interact with you.

## ADAPTABILITY

In addition to understanding your 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 prospect or customer. This is called adaptability. 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.

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.

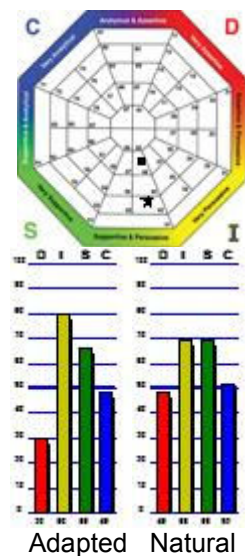
Adaptability is the key to building all successful business relationships. Adaptable people realize there is a difference between their *self* (who they are) and their *behavior* (how they choose to act). They consciously decide whether and how to respond to a person, a situation, or an event.

You should commit to learn to be more adaptable; your relationship success depends on it.

The concept of adaptability is discussed in detail in the ***What is Behavioral Adaptability?*** section of this report.

How to actually practice adaptability on a day to day basis with others is covered in these sections of your report:

- ***How to Modify Your Directness and Openness***
- ***Tension Among the Styles***
- ***Action Plans With All Four Styles***
- ***How to Adapt to the Different Behavioral Styles***



## General Characteristics

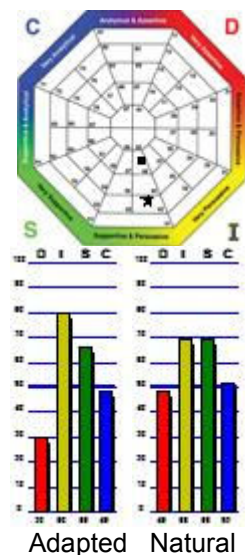
*The narration below serves as a general overview of your behavioral tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on your results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever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

Your pattern of responses shows that you tend to be patient with others, although you set high expectations for them. This trait come from a combination of your sincerity and your strong desire for quality control. You provide the best performance you can on a daily basis, and you expect no less from others on the team. You may be disappointed when others don't meet those standards. Instead of complaining to others, a more proactive response might yield better results from such peers.

You demonstrate a high degree of competence in your areas of expertise, and continuously strive to improve your skills and knowledge base. This trait comes from a few sources: your high interest in quality control, your natural curiosity, and your patience in learning and doing things the right way. When you succeed in an area, you tend to raise the bar and subsequently try to improve. This makes you an excellent role model for others on the team.

You place high expectations on yourself and others, and are able to coach others into being more effective at reaching goals. Some people present high expectations with an ultimatum: "Get it done, or else..." You present your high expectations in the spirit of, "Here's how we can work together to get there, and I'll start..." This positive attitude can help others to increase their involvement and effectiveness.

You tend to be rather friendly and easy-going in your interactions with others, often demonstrating a positive sense of humor. This can be appropriately disarming in situations that would otherwise potentially become tense. You have the ability to make a quip or comment that breaks the tension in a tight situation. In a positive climate, you maintain your spirit by feeding on your energy and sincere interest in others.

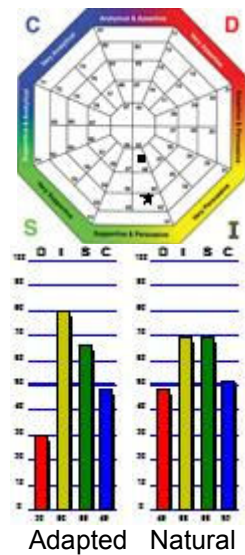


Sample, your response pattern to the instrument indicates that you are an excellent listener, and you are able to get along with a variety of people in many situations. This is a strength that should assist you in the workplace and in your personal life. This trait comes from your enthusiasm, and your sincere interest in others. You are able to maintain high standards, and at the same time be flexible when necessary.

You score like those who tend to become vocally disappointed when standards aren't met. They may not, however, express the disappointment directly to those who can do something about it. Instead, they sow seeds of discontent with others who don't have control of the situation. More effective results can be achieved by politely approaching the person in control of the situation, and explaining the disappointment to them. In many cases, the person may not have been aware of the negative impact, and your input can help improve the situation.

You like working independently, but have the ability to manage workloads and delegate responsibilities when necessary. Your multi-faceted operational style allows for success in a variety of situations. Your interest in people drives you to be involved with others, and your high level of patience helps you follow through on details of a project. In addition, your high quality control standards allow you to make adjustments in your own work style in order for things to get done correctly.

You set high personal standards for yourself and persuade others by demonstrating competence. This strength can be of value to the team because you lead by doing, not by delegating. That is, you set the example by rolling up your sleeves and demonstrating the work that needs to be done. You won't ask others to do something that you're not willing to do yourself. Others on the team should have respect for the leadership style that you show.



## Your Strengths: What You Bring to the Organization

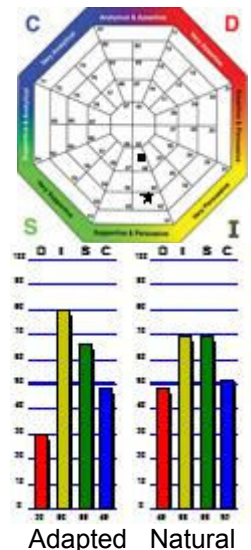
You are likely to display your strength characteristics rather consistently. For the most part, these qualities tend to enhance your effectiveness within your organization. Work Style Preferences provide useful insights as you work in a job or as you work together on a team or family project. They are the talents and tendencies you bring to your job. Check the two most important strengths and the two most important work style tendencies and transfer them to the **Summary of Your Style** page.

### Your Strengths:

- You can be depended upon to do what you say you will do.
- You may be seen as the hub of the wheel, always at the center of many activities.
- Your stable manner and sincere approach give you a rare ability to placate people who are angry or upset.
- You are a reflective, critical thinker, able to comprehend complex or abstract systems, assist with solutions, and get others on board with the project.
- You are deadline-conscious, with excellent time-management skills.
- Due to your combination of people skills, patience, and objective reasoning, you have the ability to logically negotiate cooperation from others, rather than to demanding it.
- You are technically skilled, and proficient in your area of specialty. You develop systems, utilities and procedures with high quality standards.

### Your Work Style Tendencies that You Bring to the Job:

- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- You meet new people easily, and prefer networking with others rather than working in solitary conditions.
- Your empathetic nature and sensitivity to others may lead others to seek you out as a coach or counselor, or ask to assist them with a personal or team problem.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- You are optimistic and motivated to be an excellent team player, able to defer your ego when working with others who may prefer more attention or control of the situation.
- You are perceived by others on the team as a good listener.



## 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.*

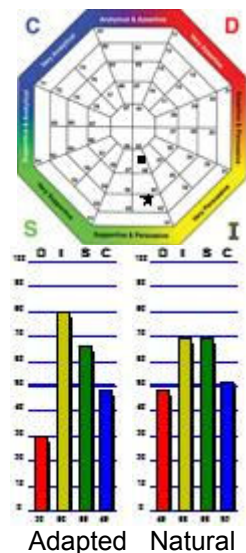
*Check the two most important ideas when others communicate with you (do's & don'ts) and transfer them to the **Summary of Your Style** page.*

### When Communicating with Sample, DO:

- Be certain that individual responsibilities are clear, in writing, and that there are no ambiguities.
- Ask for his input regarding people and specific assignments.
- Present your ideas and opinions in a non-threatening way.
- Assure him that there won't be surprises.
- Sample will follow through on his part, so be certain to follow through on your part.
- Do your homework, because Sample will have already done his share of it.
- Give him time to verify the issues and potential outcomes.

### When Communicating with Sample, DON'T:

- Rush the issue or the decision-making process.
- Be unrealistic with deadlines.
- Use someone else's opinion as evidence.
- Be disorganized or sloppy.
- Make decisions for him.
- Leave the idea or plan without backup support.
- Be vague about what's expected of the group.



## Communication 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 workload 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

### INFLUENCING 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

### CONSCIENTIOUS STYLE

Characteristics:	So You...
Concerned with aggressive approaches	– Approach them in an indirect, non-threatening way
Think logically	– Show your reasoning
Seek data	– Give data 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 procedures, and other progress and performance before they make decisions.
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 them 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 a 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

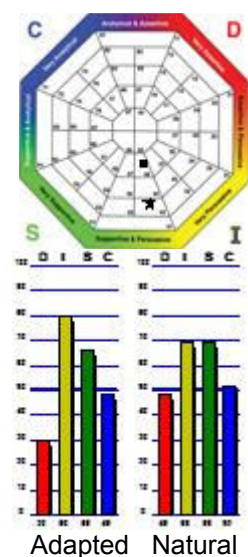
## Your Motivations: Ideal Work Environment

*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 environment factors and transfer them to the **Summary of Your Style** page.

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

- Support and appreciation of your individual efforts.
- A participatory manager or board with whom a democratic relationship has been established.
- A favorable working climate containing positive attitudes and optimistic spirit.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- A work culture that takes pride in the systems, processes and people working behind the scenes.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- Specialized assignments that also involve working and communicating with a variety of people.



# The I's Behavior and Needs Under Stress

## Under Stress You May Appear:

- Unrealistic
- Wasteful of time
- Superficial
- Impulsive
- Inconsistent

## Under Stress You Need:

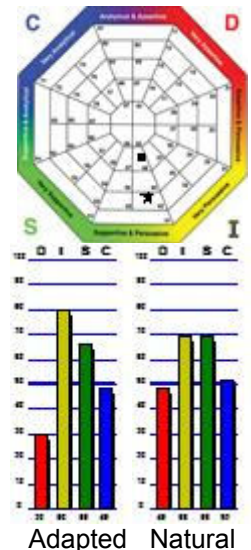
- A quick pace for stimulation and excitement
- Action and interaction
- Prestige

## Your Typical Behaviors in Conflict:

- I's are quite uncomfortable with conflict, aggression and anger. I's do whatever they can to avoid them. If possible, I's may physically avoid an environment filled with conflict or anger. If that is not possible, I's will probably seek to use their natural humor and story-telling ability to reduce the level of tension. If neither approach works, I's may attempt to ignore the conflict. Given their strong focus on relationships, however, this tactic is rarely successful.
- If a conflict persists or their anger increases, they are likely to lash out with a strong verbal (or, possibly, even physical) attack on the other person. This may have a startling effect on others since it is so unlike their normal behavior.
- When I's experience a moment of misery, they may appear overeager, impulsive, sarcastic and demanding and disregard the facts or anything you say.

## Strategies to Reduce Conflict and Increase Harmony with Others:

- Unrealistic
- Wasteful of time
- Superficial



## Word Sketch - Adapted Style

The shaded adjectives in each column below describe the range of your behavioral intensity that you exhibit in your **adapted style** to meet your needs for control in each particular DISC FOCUS in life. (Cross out any adjectives in the lists that you think are not descriptive of you, but check with a friend first, so that you're not ignoring a potential blind-spot in your behavioral traits.)

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
Disc Focus →	PROBLEMS/TASKS	PEOPLE	PACE (of environment)	PROCEDURES
<b>Needs →</b>	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow Data to analyze
<b>Emotion →</b>	Decisive, risk-taker	Optimistic, trusts others	Patience, stabilizer	Cautious, careful decisions
<b>Fears →</b>	Being taken advantage of / lack of control	Being left out / loss of social approval	Sudden change / loss of stability and security	Being criticized / loss of accuracy and quality

6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team-person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical neat sensitive tactful
3	calculated risks moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-righteous opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet reflective reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

## Word Sketch - Natural Style

The shaded adjectives in each column below describe the range of your behavioral intensity that you exhibit in your **natural style** to meet your needs for control in each particular DISC FOCUS in life. (Cross out any adjectives in the lists that you think are not descriptive of you, but check with a friend first, so that you're not ignoring a potential blind-spot in your behavioral traits.)

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
Disc Focus →	PROBLEMS/TASKS	PEOPLE	PACE (of environment)	PROCEDURES
<b>Needs →</b>	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow Data to analyze
<b>Emotion →</b>	Decisive, risk-taker	Optimistic, trusts others	Patience, stabilizer	Cautious, careful decisions
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## Your Motivations (Wants) and Needs

*What motivates you? People are motivated by what they want? What do you really want?*

*Our behaviors are also 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.*

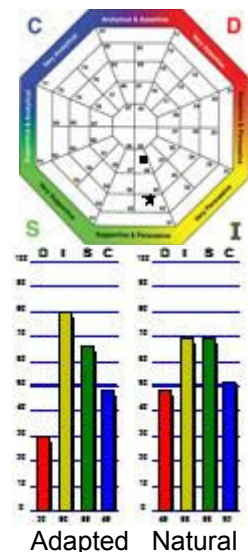
*Check the two most important motivators (wants) and the two most important needs and transfer them to the **Summary of Your Style** page.*

### You Tend to Be Motivated By:

- Evidence that a new process has been successful in similar applications.
- Identification with the organization, team, and others with whom a spirit of work responsibility has been established.
- Projects and assignments that provide interpersonal contact, and an opportunity to help both internal and external stakeholders.
- Flexibility to circulate and talk with a variety of people.
- Acceptance as a positive and supportive member of the organization and team.
- A supervisor, manager, or board which practices a democratic leadership process.
- A work culture that is supportive of family activities and commitments.

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

- Reassurance that the long hours spent on a project are worthwhile in building a successful outcome.
- Increased authority to delegate routine tasks and procedures.
- Participation in team efforts and activities.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- To feel valued for your contributions to the team's success.
- To have confidence in the project, product, goals, and leadership.
- An increased sense of urgency to get things done expediently.



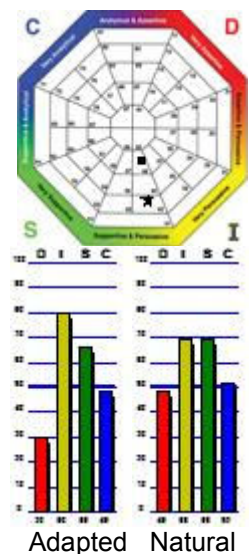
## Potential Areas for Improvement

*Everyone has some possible struggles, limitations or weaknesses. Oftentimes, it's simply an overextension of your strengths which may become a weakness. For example, a High D's directness may be a strength in certain environments, but when overextended they may tend to become bossy.*

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

### Potential Areas for Improvement:

- You tend to promise a bit more than you can deliver, then enlist others to help deliver it.
- You may sometimes show unreasonable expectations of the capability or capacity of others.
- Because of your desire for completeness, you may encounter some difficulty in meeting deadlines.
- You may react on impulse rather than thinking things through before responding.
- You may become verbally aggressive when the climate becomes unfavorable.
- You may demonstrate a "superior" attitude, especially toward those whom you may perceive as having lower skills, or lower attention to quality.
- When pressured or faced with sudden change, you may become indecisive.



## Summary of Sample Report's Style

Communication is a two-way process. Encourage others to complete their own Perception360 Online 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 Perception360 information. Complete the worksheet below from the previous pages of this report.

### YOUR STRENGTHS: WHAT YOU BRING TO THE ORGANIZATION

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

### YOUR WORK STYLE TENDENCIES

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

### COMMUNICATION DO'S & DON'TS

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

### YOUR MOTIVATIONS: IDEAL WORK ENVIRONMENT

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

### YOUR MOTIVATIONS (WANTS)

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

### YOUR NEEDS

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

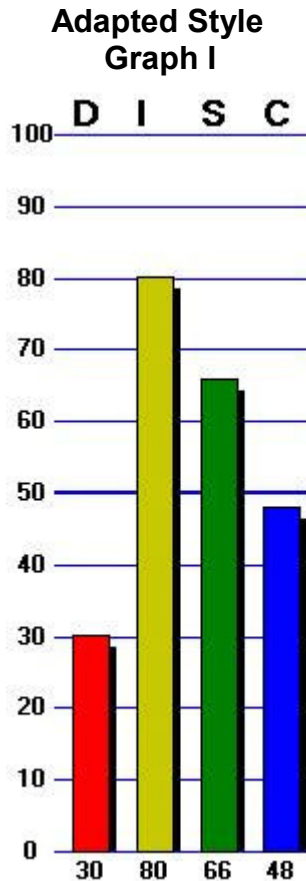
### POTENTIAL AREAS FOR IMPROVEMENT

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

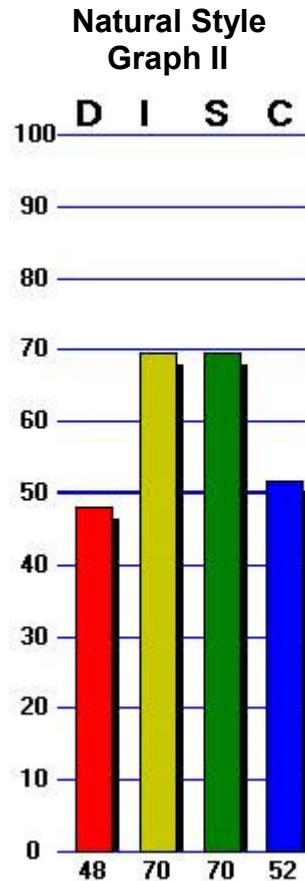
## Perception360 eGraphs for Sample Report

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

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



Pattern: IS (2653)  
Focus: Work



Pattern: ISc (3554)

Graph I is your Adapted 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.

If Graphs I and II are similar, it means that you tend to use your same natural behaviors in that environment. If your Adapted 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.

The four-digit numbers (under the graphs) represent your segment numbers in DISC order and dictate the adjectives highlighted on the Word Sketch pages.

## Behavioral Pattern View - BPV

The Behavioral Diamond has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the diamond identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the diamond two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone.

**The Scoring Legend:**

The D = Dominance (How you deal with Problems); the I = Influence/Extroversion (How you deal with Other People); the S = Steadiness/Patience (How you deal with your Activity Level); and the C = Conscientious/Compliance/Structure (How you deal with the "Organization's Rules" as well as the focus on details, accuracy and precision).

**Efficient, Analytical, Organized, Factual,  
Aware of the Consequences of their Actions,  
Practical and Innovative.**

**Data, Fact & Analysis Based. Precise & Accurate Trusts in the Value of Structure, Standards & Order. Sees the value of "Rules"**

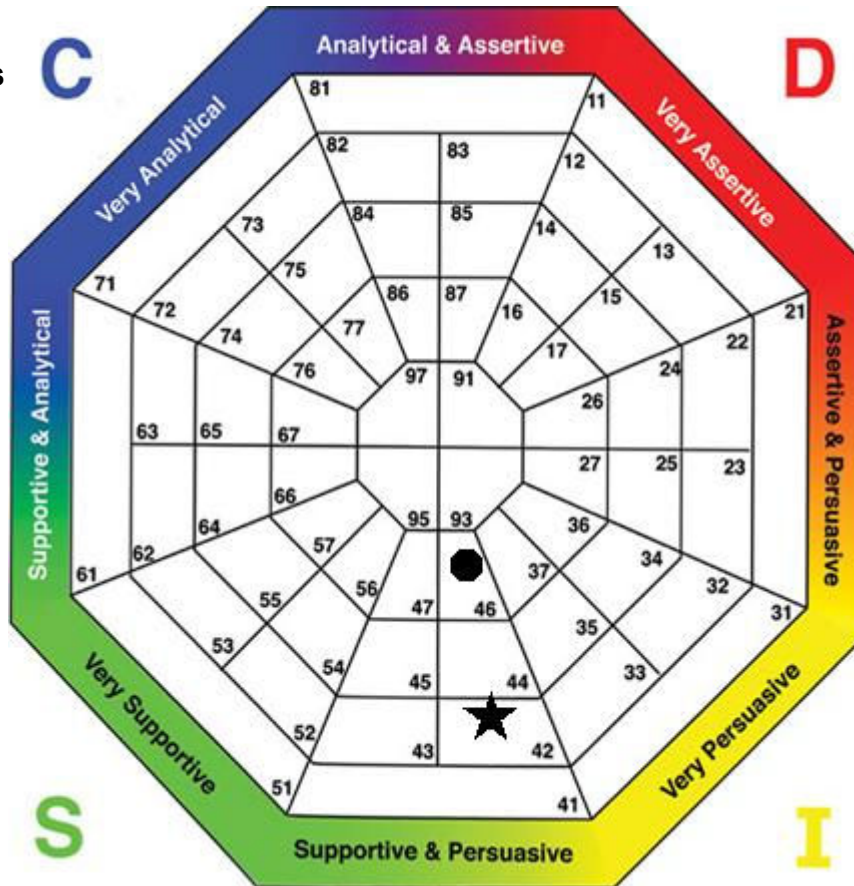
**Assertive, Results Focused, Rapid Decisions, Will Seek Challenges, Can be Aggressive and Impatient, Desires to Lead.**

**Balances & Values Data & Diplomacy, Mindful of the "Rules". Will be Goal Focused, Dislikes Confusion and Ambiguity.**

**Both Assertive and Persuasive, Likely to embrace New Concepts, Often a Mover and a Shaker, Can be very outgoing with High Energy and Engaging Effort.**

**Very Patient & Favors Stability and Structure. Not a Risk Taker, Likes to operate at a Steady, Even Pace.**

**Very Outgoing & Persuasive, Very People Oriented, Quite Optimistic Outlook, Strong Communication Skills, Likes to have Variety in their day.**



● = Natural Behavioral Style

★ = Adapted Behavioral Style

**Supportive & Persuasive, Good Team Player, Creates Good Will & provides Good**

## 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 Perception360 Overview
- How To Identify Another Person's Behavioral Style
- What is Behavioral Adaptability
- How to Modify Your Style
- Tension Among The Styles
- 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 Perception360 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. 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 Perception360 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 INFLUENCING STYLE</b>	<b>HIGH STEADY STYLE</b>	<b>HIGH CONSCIENTIOUS 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	Perfectionist 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

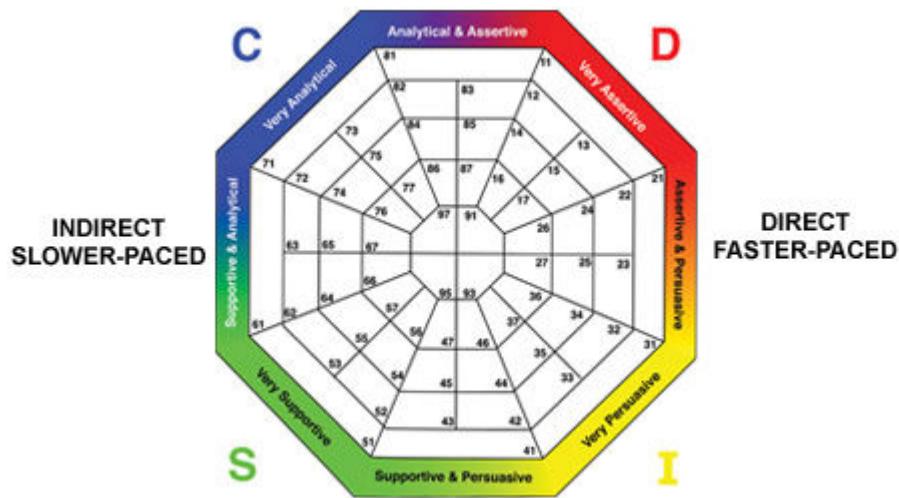
## How to Identify Another Person's Behavioral Style

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?

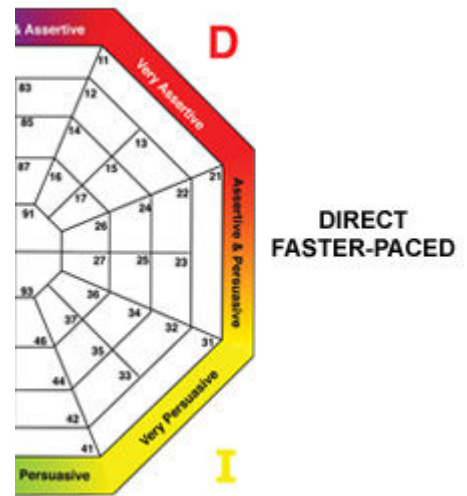
### Directness



## Direct/Faster-Paced People (D and I Styles right of the vertical line)

### Direct Behaviors

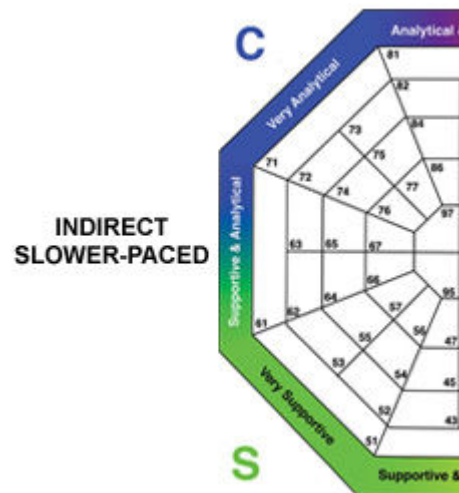
- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic statements
- Sustained eye contact
- Frequent contributor in groups
- Firm handshake
- Expresses opinions readily
- More likely to introduce self to others



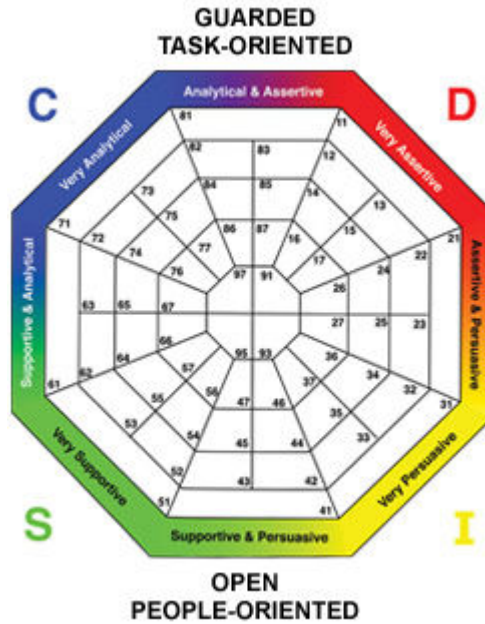
## Indirect/Slower-Paced People (S and C Styles left of the vertical line)

### 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



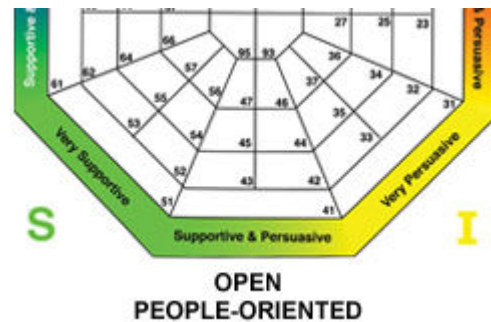
## Openness



### Open/People-Oriented People (I and S Styles below the horizontal 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



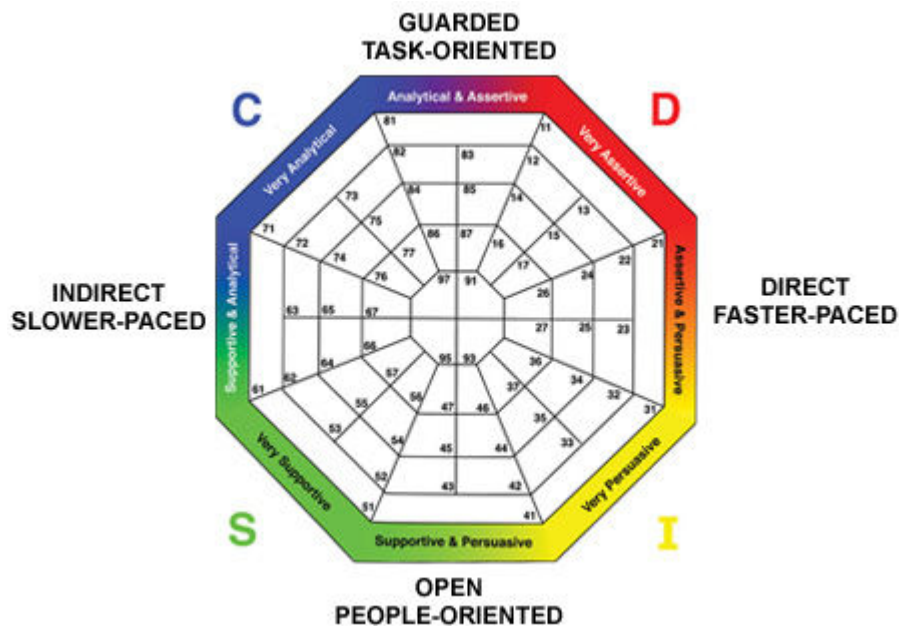
## Guarded/Task-Oriented People (D and C Styles above the horizontal line)

### 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 Dominance Styles; direct and open behaviors are Influence Styles; open and indirect behaviors are Steadiness Styles; and indirect and guarded behaviors are Conscientious 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. 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 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, move and make decisions 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 clash with the person
- Increase your eye contact

### TO DECREASE DIRECTNESS

- Talk, walk and make decisions more slowly
- Seek and acknowledge others' opinions
- Share decision-making
- 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 Influencing Style (I) tend to prefer a faster pace; the Steady Style (S) and Conscientious 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 Influencing Style (D-I). Both are relatively fast-paced behavioral types. Yet the Influencing 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 Influencing Style does better with the Steady Style. These two will still be getting to know each other while the Conscientious 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 Influencing-Steady interaction when these two finally do get around to the tasks at hand. The Influencing 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 Conscientious Style (D-C), another example of pace-based tension. The faster-paced Dominant Style likes to make quick decisions. The slower-paced Conscientious 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.

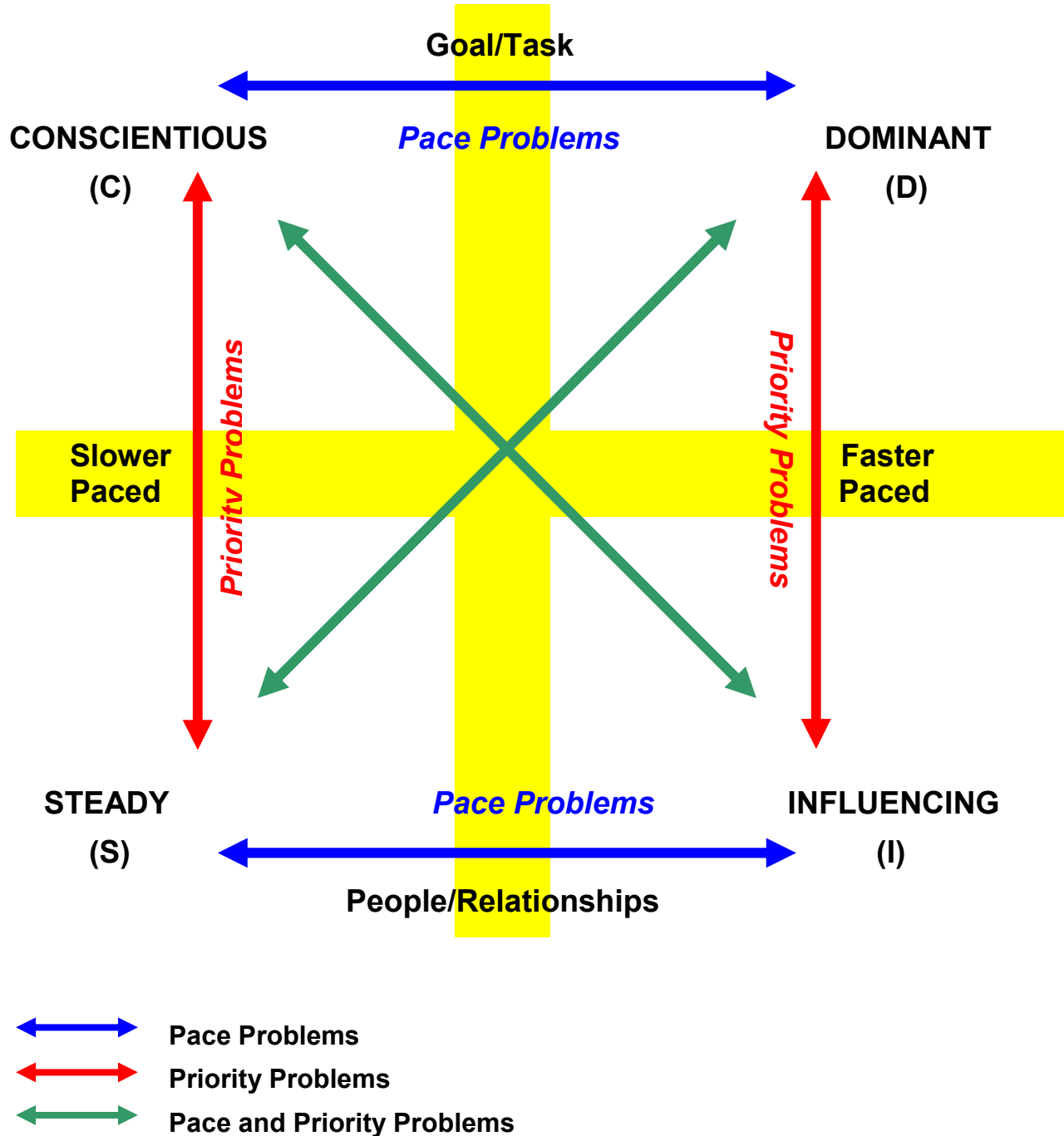
When interactions join styles that differ in **both** their pace and priority preferences (a diagonal relationship on the model graphic), things really get interesting! Here the probability of relationship tension is even greater. This occurs in the Dominant Style and Steady Style relationship, as well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



## 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. 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 to 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:** \_\_\_\_\_

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### RELATIONSHIP 2

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

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

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

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

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

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# 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 your time and undivided attention
- Appreciate and acknowledge them when possible

## THE INFLUENCING STYLE

The Influencing 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 Influencing 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 Influencing 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 toward 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
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings
- Modify their tendency to automatically 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 CONSCIENTIOUS 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 Influencing Styles, it is not a prerequisite.

Support the Conscientious 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 C Styles like to be complimented on their brainpower, so recognize their contributions accordingly.

With the C Styles, 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 Conscientious 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 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 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®**: "Treat others the way THEY want to be treated." You will have much more success in all your relationships!

## Disclaimer

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