

Everything DiSC[®]

Sample Report Guide

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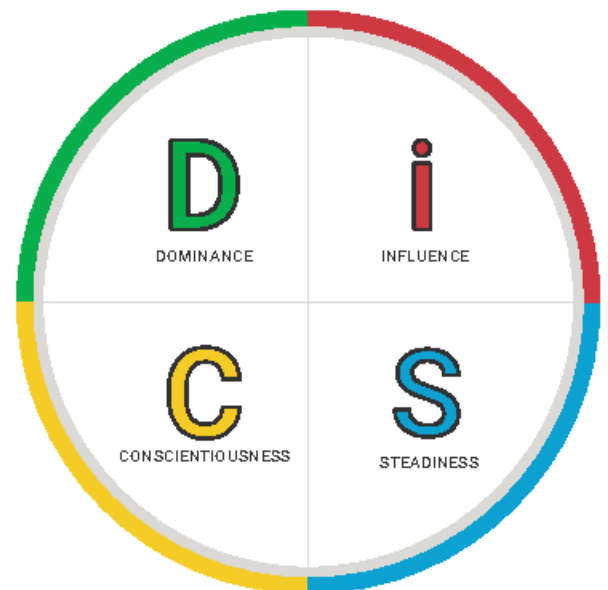




Start your people on the path from
personalized insights to culture change.

Everything DiSC[®] offers a suite of personal development learning experiences that measure an individual's preferences and tendencies based on the DiSC[®] model.

This simple yet powerful model describes four basic styles: **D**, **i**, **S**, and **C**, and serves as the foundation for the Everything DiSC Application Suite. Participants receive personalized insights that deepen their understanding of self and others, making workplace interactions more enjoyable and effective. The result is a more engaged and collaborative workforce that can spark meaningful culture improvement in your organization.



Transformational Learning

Using the DiSC[®] model, Everything DiSC[®] has built six distinct learning applications using a transformational learning approach. These end-to-end learning experiences are rich with “aha!” moments that inspire behavior change.



The Assessment:

- Powered by 40+ years of research
- Adaptive testing and sophisticated algorithms
- Precise, personalized insights for each participant



The Profile:

- Personalized content that utilizes the DiSC model
- Insights on personal preferences and tendencies as well as relating to and working with others
- Actionable strategies for improving interactions and, ultimately, performance



The Facilitation:

- Classroom experience that engages and educates
- Easy-to-use facilitation tools (scripted content, contemporary video, activities, and more)
- Customizable to meet the needs of your people and your organization



The Follow-Up Tools:

- Allow participants to go deeper into their DiSC style
- Provide real-world tips for connecting with colleagues
- Help participants gain insight into their team or department's DiSC culture

The Everything DiSC[®] Application Suite

Each distinct Everything DiSC[®] application is designed to have an immediate and lasting impact on the performance of people and the cultures of organizations.

AGILE EQ™

Develop the emotional intelligence necessary to build a thriving agile culture.



PRODUCTIVE CONFLICT

Harness the power of conflict by transforming destructive behavior into productive responses.



WORKPLACE

Engage every individual in building more effective relationships at work.



WORK OF LEADERS[®]

Create impactful leaders through the process of Vision, Alignment, and Execution.



MANAGEMENT

Teach managers to successfully engage, motivate, and develop their people.

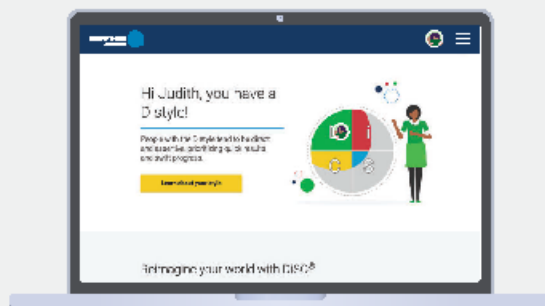


SALES

Provide salespeople with the skills to adapt to customers' preferences and expectations.



Catalyst.



Ask Me About Catalyst™

Catalyst™ is a personalized learning platform that acts as each learner's home base throughout their DiSC[®] journey. It integrates DiSC seamlessly into the flow of work and inspires better collaboration in the workplace.



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Agile EQ

Sabina Spencer

Wednesday, December 08, 2021

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SAMPLE

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Introduction

WHAT IS AGILE EQ?

Sabina, our workplaces ask us to navigate all sorts of complex interactions, and there's no one-size-fits-all way to respond to them. One moment requires you to stand firm with your opinions. The next asks you to stay open to a colleague's ideas. One situation benefits from an objective focus on facts. The next calls for care with a coworker's emotions.

Most of us, however, get stuck in patterns of behavior that make it hard to choose the most effective response every time. We rely on familiar responses not because they're the best choices, but because they're what we know.

By developing your emotional intelligence, *Everything DiSC® Agile EQ™* helps you reach for new responses that can take you places your instinctive ones won't let you go. The more comfortable you grow with these responses, the more agile you'll become, flexing and adapting to meet the needs of any situation.

Using your DiSC® assessment results, this report will teach you to navigate outside your comfort zone so you can choose the most effective response every time. With the flexibility and freedom this agility brings, you can adapt to your circumstances, rise to meet new challenges, and get the most out of every interaction.

CORNERSTONE PRINCIPLES

- Agile emotional intelligence (EQ) is the ability to read the emotional and interpersonal needs of a situation and respond accordingly.
- Your EQ is not fixed. Developing your EQ can improve your interactions, productivity, and outcomes.
- There are different ways to be emotionally intelligent. Some of these ways will come naturally to you. Others are more of a stretch.
- DiSC helps you understand the EQ mindsets that come naturally to you and how to stretch to those beyond your comfort zone.
- Learning to stretch to different mindsets gives you the agility to adapt your responses to whatever situation you're facing.

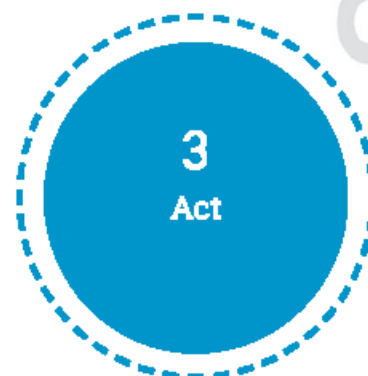
OVERVIEW OF THIS REPORT



The first section of this report provides insight into your DiSC style and the EQ mindsets and needs that shape your interactions with others.



The second section introduces you to other EQ mindsets and helps you recognize the value in each of them.



The third section includes steps you can take to start adopting these other EQ mindsets so you can reach for the most effective responses.

1 Discover

Everything DiSC®

WHAT IS EVERYTHING DiSC®?

How is it that you can see the best in people where others might judge? Where does your easygoing nature come from? Why are you so interested in collaborating rather than going it alone?

Everything DiSC® is a personal development tool that measures your preferences and tendencies according to the DiSC® model. It helps you better understand yourself and improve your workplace performance and relationships in a variety of contexts.

This Agile EQ report uses your DiSC assessment results to support your understanding of your EQ strengths and challenges and how they shape your responses to various situations. Strategies based on your DiSC style can increase your comfort navigating among responses outside your comfort zone, so you can effectively meet the demands of any interaction or challenge.

Below you will see an overview of the four basic styles of the DiSC model that describe how people approach their work and relationships. **Keep in mind that all DiSC styles are equally valuable. No DiSC style is better than any other style at being emotionally intelligent.**

You'll learn about your own style on the next page.

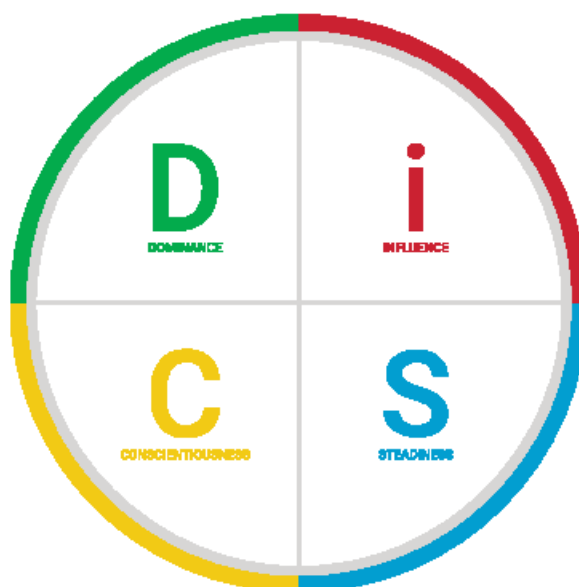
OVERVIEW OF THE DiSC® MODEL

Dominance

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

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



Influence

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

Steadiness

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

1

Discover

Your DiSC® Style

YOUR DOT

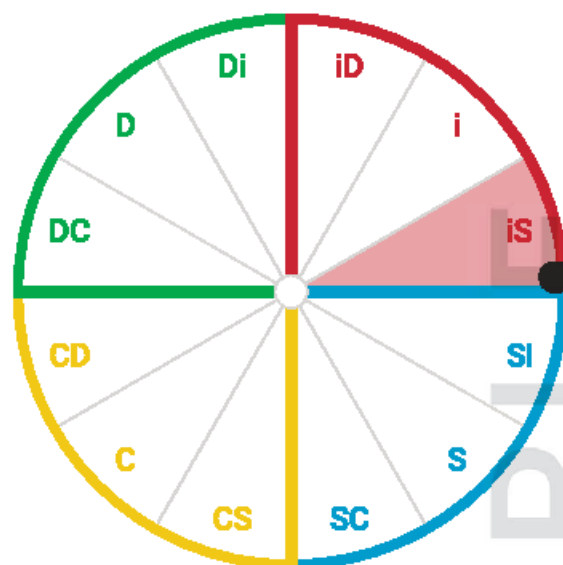
This report is personalized to you, Sabina. In order to get the most out of your *Everything DiSC® Agile EQ™* profile, you'll need to understand your personalized DiSC® map, pictured to the right.

As you saw on the previous page, the DiSC model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The map illustrates the 12 different regions where a person's dot might be located.

Your DiSC® Style: iS

Your dot location shows your DiSC style. **Because your dot is located in the iS region, you have the iS style.**

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



CLOSE TO THE EDGE OR CLOSE TO THE CENTER?

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

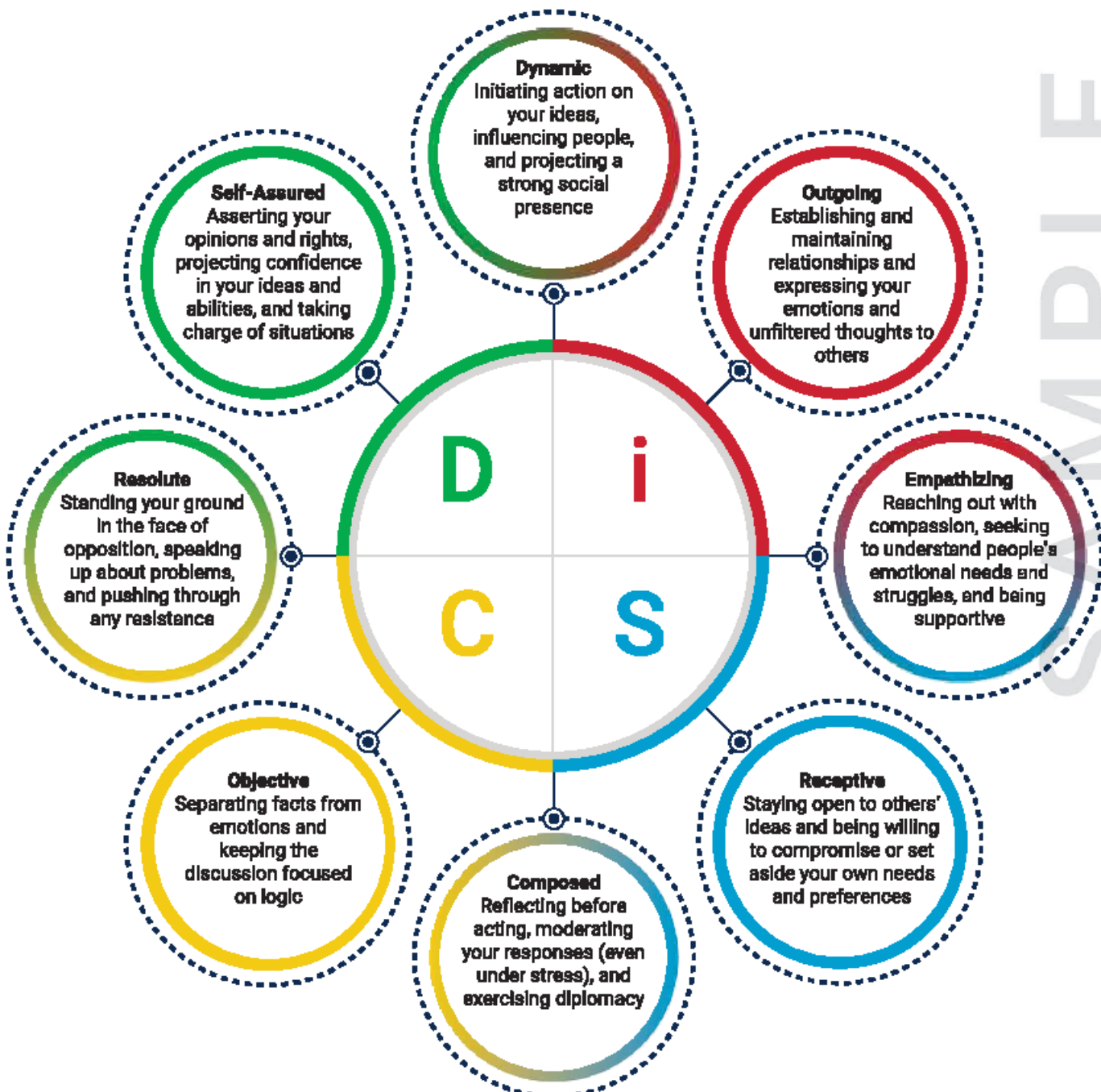
WHAT'S NEXT?

Now that you know more about the personalization of your *Everything DiSC* map, you'll read about the Agile EQ mindsets that are associated with the different DiSC styles. Then you'll learn more about the mindsets that may come most easily to you based on your DiSC style and how they might shape your interactions. You'll then read about those mindsets that are outside your comfort zone, and will learn steps you can take to stretch to them.

1 Discover

DiSC® & Agile EQ

There are eight Agile EQ mindsets you can call on to guide your interactions. No one mindset is more valuable than the next; rather, the needs of a particular situation will dictate which is appropriate. Learning when and how to adopt each mindset will let you take an agile approach to your interactions.



1 Discover

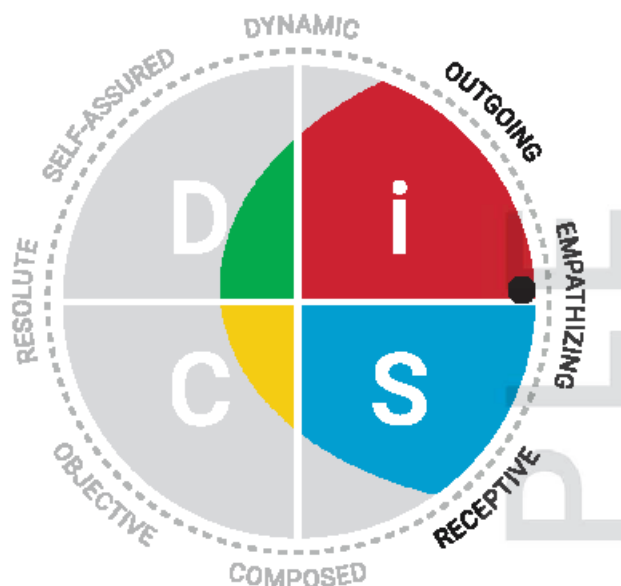
Your EQ Mindsets

WHAT MINDSETS MAY COME NATURALLY TO YOU?

Sabina, we all gravitate toward certain mindsets in our interactions. The shading at right shows those mindsets you may adopt most frequently. Because you have an iS style, you may be inclined to assume the Empathizing, Outgoing, and Receptive mindsets.

Think of these three mindsets as your comfort zone. They're the lenses through which you view various situations and interactions. And they influence the responses you automatically reach for, without conscious thought.

The text below will help you understand more about these mindsets as well as the emotional and social needs that may drive you to them. You'll also learn how these mindsets shape your tendencies and preferences, how they benefit you, and where they may hold you back.



EMPATHIZING MINDSET

Like others with the iS style, you probably care deeply about the needs and emotions of others. You may be naturally attentive to what people are going through. And when you see someone struggling, you may reach out with support and a readiness to treat their needs with compassion. A strong desire for connection likely fuels your empathy. You're focused on building relationships, so you may maintain an openness toward others that enables you to quickly notice when someone is in trouble. You may even draw people out with your warmth and ready acceptance. Your own need to be accepted may play a role in your empathy: making people feel cared for helps cement your value. A desire for harmony is also key. You're likely distressed when those around you are unhappy, so you may prioritize people's emotional needs in order to set things right and create a caring, friendly environment.

This mindset's benefits include being able to

- relate better to others and develop stronger working relationships
- stay open to and respectful of the concerns and perspectives of others
- contribute to a supportive environment where people feel safe speaking up about their concerns

If you get stuck in this mindset, you might

- become so focused on feelings that you excuse poor behavior or performance, perhaps even allowing your judgment to be compromised
- rush in to soothe someone when a different response might be more helpful or appropriate to the situation
- regularly minimize your own needs to attend to those of others

Your EQ Mindsets (continued)

OUTGOING MINDSET

You tend to be cheerful and sociable, readily reaching out to others with easygoing kindness. Given your strong need for connection, you likely put a lot of energy into creating and nurturing relationships. So you may approach people with a readiness to like them and to be liked and accepted in turn. And since you're genuinely focused on getting to know people, you're probably comfortable letting down your guard and sharing your honest thoughts and feelings. You may have a knack, in turn, of putting others at ease because it's clear you have a sincere interest in them. Your outgoingness may also, in part, be fed by your need for harmony: you may create a sense of community and goodwill by drawing people out and bringing them together.

This mindset's benefits include being able to

- create stronger, more rewarding relationships and reinforce existing bonds
- foster a sense of camaraderie and inclusion
- build trust by encouraging open and honest interactions

If you get stuck in this mindset, you might

- be overly trusting when more caution is called for, or simply overshare in ways you later come to regret
- allow a focus on your relationships to overshadow other important considerations or responsibilities
- press people to open up before they are ready



RECEPTIVE MINDSET

The openness that you bring to your interactions probably helps you stay receptive to other people's ideas. Because you're looking to connect with others, you may genuinely listen to what they have to say with the intent of understanding their perspective. In fact, you probably really want to support their ideas, and you may even encourage people to share them. In addition, you may easily compromise or even set aside your own preferences to make space for the needs and ideas of others. You might gravitate toward this mindset because it encourages the harmony you value: an environment where people patiently hear each other out, make space for multiple perspectives, and emphasize cooperation and collaboration. Receptivity also gains you acceptance: supporting people's ideas and showing flexibility can earn the approval of your colleagues.

This mindset's benefits include being able to

- tap into the insight, knowledge, and experiences of your colleagues
- arrive at stronger solutions that draw on the benefit of multiple perspectives
- contribute to an environment of collaboration, cooperation, and goodwill

If you get stuck in this mindset, you might

- support mediocre ideas or watered-down compromises to avoid tension or hurt feelings
- give up too readily on your own ideas
- sacrifice your own needs, leading to resentment or frustration on your part



Style

My EQ Snapshot

MY EQ STRENGTHS

**I'm outgoing**

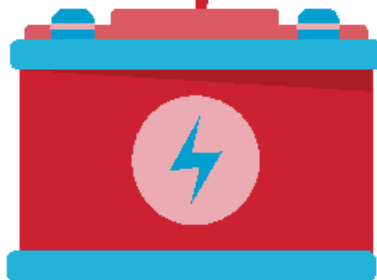
I'm upbeat and welcoming
I make people feel included

**I empathize**

I notice how others are feeling
I provide emotional support

**I'm receptive**

I make people feel heard
I'm open to new ideas



MY NEEDS POWER MY EQ

I need...

to connect with others

a friendly, upbeat
environmentto be helpful and
supportive

to be accepted

MY EFFECT ON OTHERS

Other people...

- feel encouraged
- open up about themselves
- feed off my optimism and team spirit
- may find me too trusting
- can think I'm too lenient



2

Recognize

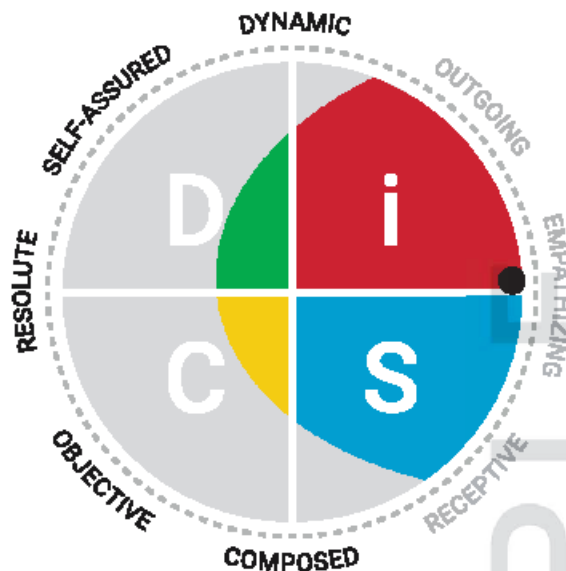
Agile Opportunities

WHAT MINDSETS MIGHT TAKE MORE EFFORT FOR YOU?

Now that you know a little bit more about the mindsets in your comfort zone, you're ready to start learning about the other mindsets shown here around the DiSC® circle.

For you, Sabina, the mindsets that might take more effort are

- Composed
- Objective
- Resolute
- Self-Assured
- Dynamic



Let's start by considering why you even need to stretch to these other mindsets. You probably derive satisfaction out of being empathizing, outgoing, and receptive. But you can likely think of occasions where these qualities didn't work all that well for you. Maybe you got so caught up in helping someone that you overextended yourself. Or maybe you were so intent on creating a friendly atmosphere that you lost focus on your work.

Like everyone else, when you over-rely on the mindsets that are comfortable for you, it can distort the way you look at the world. You might start to see other people's wishes as more important than your own, for example, or you may become so focused on protecting feelings that you overlook problems. And you may end up choosing ineffective or unhealthy responses—and not getting the results you want.

Learning to stretch to other mindsets, on the other hand, expands your range, giving you the agility to reach for a healthy, effective response whatever the circumstance. The pages that follow will help you understand more about the mindsets and how they can help you navigate your various interactions.

2 Recognize

Composed Mindset

TRY THIS ON

A coworker is coolly confronting you about a problem with your work that's creating rework for some of your teammates. You're instantly dismayed, both because you've let people down and because your coworker's matter-of-fact delivery feels like it's intended to point that out. Don't they get how awful you already feel about it? You'd never give critical feedback in such an uncaring way, particularly not to someone you work so closely with.

You're immediately tempted to just shut down, answer in monosyllables, maybe find some subtle way to let them know they've hurt you. Alternatively, you can take a moment to consider the situation, think about what you want the long-term outcome to be, and choose a thoughtful response.

The Composed mindset

- allows you to insert some space between your instinctive response and your actions, even when you're upset
- keeps you from charging forward with a knee-jerk reaction
- helps you think through what you want to say and exercise diplomacy

WHY DO IT?

When strong emotions start crowding out other thoughts, they can be hard to resist. But giving way to them may not serve your best interests or those of others. You may respond in ways you wouldn't choose in a calmer state of mind: shutting down, becoming defensive, or issuing sharp words you later come to regret. Taking a moment to reflect helps you stay focused on the big picture, so you can choose intentional, thoughtful responses. This helps you safeguard your relationships and maintain harmony in your interactions.

You might need to be Composed when

- avoiding rash choices in the heat of the moment
- allowing yourself or others space for careful thought and consideration
- de-escalating tension
- discussing a sensitive topic
- keeping those around you calm

WHAT IS IT?

Reflecting before acting, moderating your responses (even under stress), and exercising diplomacy

How much effort does this take for you?



2 Recognize

Objective Mindset

TRY THIS ON

A coworker is passionately pitching an idea in a brainstorming session, and they seem pretty excited about it. You don't think it's a *terrible* idea—just not a very good one. If you were being completely honest about it, you'd reject it flat out. But you know they'll be crushed. So you're searching your mind for a way to make this idea work.

You can support the idea—making your teammate happy but also enabling a poor outcome that may create problems for everyone down the road. Or you can set aside your desire to protect their feelings, tactfully explain your real opinion, and encourage a more fruitful direction.

The Objective mindset

- encourages a focus on facts and logic over emotions or intuition
- helps lift some of the emotional fog that can keep you from seeing things clearly
- helps you recognize when emotions, bias, or personal affiliations might be impacting your and others' judgment

WHY DO IT?

It may sometimes be a struggle to prioritize logic over others' feelings, a fear of disappointing people, or a strong desire for things to work out. But if you let emotions color your judgment, you may end up overlooking key facts or the long-term impact on goals. And you may find that decisions made to accommodate these feelings aren't always in your or others' overall interest. Objectivity helps you develop a more balanced view of a situation and ensures that you don't lose sight of the big picture.

You might need to be Objective when

- stepping back from your emotions or those of others
- distancing yourself from your own biases
- gaining insight into a subject that creates strong emotions in others
- convincing someone who tends to be objective
- identifying the critical facts in a complicated or confusing situation

WHAT IS IT?

Separating facts from emotion and keeping the discussion focused on logic

How much effort does this take for you?



2 Recognize

Resolute Mindset

TRY THIS ON

You've been working on an assignment, and you've just presented it to the team for feedback. You feel pretty good about it, but a teammate suggests a change, and then someone else seconds the idea. At first you push back gently, because you've put a lot of thought into this and you genuinely think your approach is better. But they seem pretty excited about this different direction, and the rest of the group is warming up to the idea. You don't want to make waves, and it feels selfish to keep pushing back when it's clear this is what the group wants.

So, you can swallow your disappointment and agree to the change. Or you can keep pushing for people to see why your way is the better choice for the team.

The Resolute mindset

- Is about standing by your ideas and needs in the face of opposition
- helps you speak up about problems, even if it causes some interpersonal discomfort
- involves maintaining confidence in your perspective and opinions, even when others are casting doubt on them

WHY DO IT?

Standing firm protects your needs and beliefs and can head off long-term problems or headaches down the road for you and others. It also makes it clear to people that you care about your ideas and that your rights and views matter as much as anyone else's. Keep in mind, too, that yielding when you know you're right can create unhealthy team dynamics and resentment on your part—both of which can cast a pall over your relationships.

You might need to be Resolute when

- defending your ideas
- standing up to strong personalities
- resisting the influence of others
- Initiating critical feedback
- protecting your time

WHAT IS IT?

Standing your ground in the face of opposition, speaking up about problems, and pushing through any resistance

How much effort does this take for you?



2

Recognize

Self-Assured Mindset

TRY THIS ON

Lately it feels like a colleague has been undermining you during team meetings. It's never anything big. Just subtle, underhanded comments that call your work into question. At first you thought you were reading things wrong and just laughed it off. But it's happened often enough that you're starting to wonder. Still, you don't want to rock the boat. So, you're tempted to just keep smiling through it until the project is over.

Alternatively, you could confront the coworker, make it clear their behavior is unacceptable, and press them to find more productive ways to share their concerns.

The Self-Assured mindset

- conveys to others your conviction about your opinions and ideas
- ensures that others take what you say seriously and treat your rights with respect
- can inspire confidence in your ideas and abilities

WHY DO IT?

You may avoid asserting your rights or opinions in order to keep the peace, support the group, or avoid coming across as overbearing. But you risk signaling a lack of interest or conviction, and your rights and ideas may ultimately get overlooked. This can lead to frustration on your part, not to mention a power imbalance where some voices dominate the group. Being clear, direct, and firm about your opinions and needs gives them a fighting chance. It ensures that people stop and listen to what you're saying and take your words seriously.

You might need to be Self-Assured when

- making a case for a course of action
- making your needs known
- signaling your conviction in an idea or belief
- leading a team or project
- inspiring a sense of confidence in your abilities

WHAT IS IT?

Asserting your opinions and rights, projecting confidence in your ideas and abilities, and taking charge of situations

How much effort does this take for you?



2 Recognize

Dynamic Mindset

TRY THIS ON

You've been working with your team for ages, and you've become a tightknit group. You work well together, but sometimes you feel like your team's processes are cumbersome. In chatting with a coworker from another department, it occurs to you that it might be worth trying out some of their methods. But it would mean shaking things up a bit. Plus, it feels a little presumptuous to tell everyone you've got a better way to do things.

You could float the idea and see if anyone thinks it's worth pursuing. Or you could take the initiative to advocate for this change, paint a vivid picture of how it can help you all work better together, and take steps to make it happen.

The Dynamic mindset

- Is about taking action to transform your ideas into reality
- creates interest and momentum to help move your ideas forward
- paves the way for you to take advantage of opportunities that might otherwise go untapped

WHY DO IT?

You value harmony and connection, so tending to your relationships might be a higher priority for you than pushing your ideas forward. But if you only make a half-hearted effort to execute on your ideas, they may be getting buried. And you may be missing out on opportunities to make a contribution. No one else will ever be as invested in your vision as you are, so it's up to you to bring it about. This might mean taking the lead on an initiative, sharing your passion with your colleagues, and investing time and energy in driving your ideas forward.

You might need to be Dynamic when

- persuading others
- promoting your ideas
- advocating for a change in your department or organization
- making an impression
- moving from an idea into execution

WHAT IS IT?

Initiating action on your ideas, influencing people, and projecting a strong social presence

How much effort does this take for you?



3 Act

Becoming Agile

WHAT DOES IT TAKE TO STRETCH TO THE OTHER MINDSETS?

Now that you've read about the different mindsets available to you, you can start learning how to stretch to them. The pages that follow include concrete steps you can take to increase your comfort with these other mindsets.

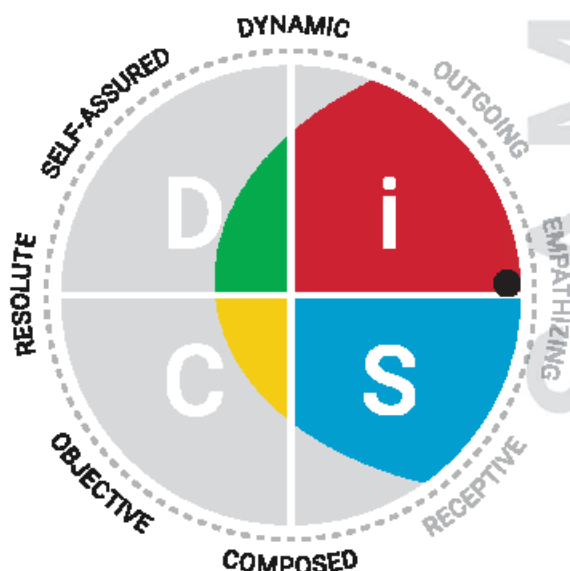
We all have the ability to stretch when the situation calls for it. But that doesn't mean it's easy. Even when you know what the healthy emotional response is, it might be a struggle to actually use it, in part because it's hard to change habits that have become ingrained over a lifetime.

For example, you're naturally inclined to cooperate and keep things friendly. Standing firm against the group can be challenging when every instinct in your body is telling you to just go with the flow. And in the beginning, you're going to have to work against your instincts and suppress the voices in your head urging you to stick to your familiar patterns.

Developing Agile EQ is a process that takes time, effort, and practice. You need to keep an open mind and try things that may feel a little uncomfortable. Progress will come in small steps rather than leaps and bounds, until you start to gradually increase your comfort adopting different mindsets. With that increased comfort level, you'll more easily move from one mindset to the next, effectively responding to whatever situation you're facing.

Sabina, learn how you can stretch to the other mindsets on the following pages:

- **Composed**
pp. 16–17
- **Objective**
pp. 18–19
- **Resolute**
pp. 20–21
- **Self-Assured**
pp. 22–23
- **Dynamic**
pp. 24–25



WHAT'S NEXT?

You can start with the mindset of your choosing. Turn to the pages indicated above for the mindset and determine whether you should start with the Beginner, Intermediate, or Advanced step. Then read the strategies for that step. The action plan on page 26 can help you think through your approach.

3 Act

Composed Mindset

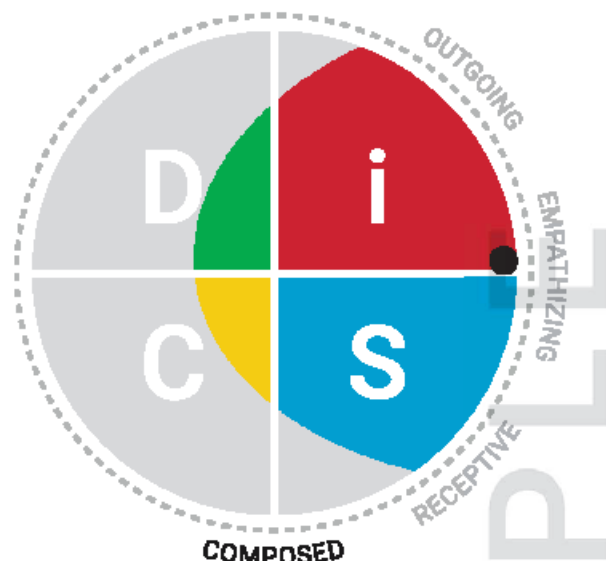
GETTING INTO THE MINDSET

You generally try to stay positive and avoid conflict, but you also tend to be expressive. So, occasionally, when your emotions are strong enough, you may feel like you can't keep them bottled up—which can lead you to say things you regret. More often, a lack of composure might be an internal struggle, in which you ruminate or assume the worst when confronted with criticism or aggression. You might take negative feedback as a personal attack, for example, or wonder how an overly blunt coworker could have so little regard for your relationship. To others, this might come across as defensiveness. Or you might instead withdraw or shut down rather than engage further, since your need for harmony may steer you away from confrontation. But underneath the surface, you may be struggling with a world of tension.

To stay composed, you may need to fight thoughts like:

- They have to understand what they're doing to me.
- This wasn't my fault!
- I can't believe they care so little about my feelings.
- I just want this to be over.

These are normal thoughts, and you should expect it to take some work to overcome them. The steps on the next page can help you get started.



WHERE SHOULD YOU START?

Start from the top of the list below. Is this something you already do? If so, go to the next item. Keep going down the list until you get stuck. Don't feel comfortable doing that one? Is it in the Beginner, Intermediate, or Advanced category? Go to that area on the next page for strategies to help you improve.

Beginner

- I understand the things that tend to set me off.
- I do what I can to be prepared for situations that are likely to upset me.

Intermediate

- I notice early on when my attitude or composure is starting to deteriorate.
- I typically catch myself when I'm in a bad mood before it gets to the point where I shut down.

Advanced

- I stay calm—even on the inside—when faced with something that bothers me.
- I know how to lift myself up and remain unshaken in most situations.

Take Action to Be Composed

BEGINNER STEP

Identify your triggers. The first step in learning to stay calm under stress is understanding the kinds of situations that are most likely to upset you. For example, as someone with the iS style, you might feel particularly tense if you think someone is angry with you or if you feel unfairly criticized. On a separate sheet of paper, complete the following exercise:

- Make a list of recent situations where you had difficulty maintaining your composure.
- Look for common themes across the incidents. Are there certain personalities, circumstances, or environments around which you find it particularly difficult to remain calm?
- Consider whether any of these triggers are optional or avoidable. Are there any changes you could make to your schedule or habits that would address the triggers you identified?

INTERMEDIATE STEP

Learn the signs of emotional exhaustion. The surges of emotion that can prevent you from communicating as clearly as you want to often seem like they come out of nowhere, but in reality they tend to be the last straw in a series of events, or the result of emotional exhaustion—when stress, fatigue, and other factors wear away your defenses and make you more vulnerable to losing your composure. Here are some warning signs that you're in an emotionally exhausted state:

- You feel physically tired or ill.
- A type of conversation or meeting that you don't typically mind feels unbearable.
- You doubt the motivations or judgment of someone you normally trust.

When you find yourself feeling this way, consciously acknowledge to yourself, *I am emotionally exhausted*. Recognizing this can help you step back and reconsider the situation before you react or shut down. If needed, postpone a tense discussion or difficult task until you can think more clearly.

ADVANCED STEP

Create space between the stressor and your response. Interrupting your natural response to stressful situations, even by delaying an instinctive reaction by just a few seconds, can be the difference between staying calm and open, and closing yourself off from the conversation or saying something you'll regret. Here's how:

- **Buy time with a diplomatic default response.** Think of a neutral word or phrase, like "Okay," "Interesting," or "Let me think about that," that you can use reflexively in a conversation when you might otherwise be tempted to lose your cool.
- **Remember that your judgment might be clouded in the moment.** When you're in the middle of an intense emotion, it may seem like you'll always feel the way you do right then, but that is rarely true. Knowing this, fight the urge to act on your immediate reactions.

3 Act

Objective Mindset

GETTING INTO THE MINDSET

It may be hard to remain objective when you're swept up in a strong desire for something to work out. And given how much you care about people's emotional well-being, you may also struggle to leave their feelings out of your decision-making. It might seem wrong to make a choice you know will disappoint someone or upset the warm, cheery atmosphere you prefer. Your concern might even cloud your view of the situation, making it hard to weigh the facts properly. This is probably also true when you face criticism: you may take feedback far harder than the situation warrants because it pains you to lose a colleague's approval.

When trying to stay objective, you may need to fight off thoughts like:

- How can I ignore what they're going through?
- I have to make them feel better.
- It's not worth the upset this will cause.
- If I feel this strongly, it has to be right.

These are normal thoughts, and you should expect it to take some work to overcome them. The steps on the next page can help you get started.

WHERE SHOULD YOU START?

Start from the top of the list below. Is this something you already do? If so, go to the next item. Keep going down the list until you get stuck. Don't feel comfortable doing that one? Is it in the Beginner, Intermediate, or Advanced category? Go to that area on the next page for strategies to help you improve.

Beginner

- I recognize when I am overly concerned about protecting people's feelings.
- I will make a logical decision, even if it makes some people unhappy.

Intermediate

- I invite critical feedback from others.
- I'm good at separating out the content of feedback from the tone and style in which it's delivered.

Advanced

- I often consider my own biases when making decisions.
- When forming opinions, I take the time to research the relevant facts.



Take Action to Be Objective

BEGINNER STEP

Recognize that it isn't your job to please everyone. Like others with the iS style, people's feelings and preferences probably count for a lot with you. But this might leave you worried about disappointing others, making it hard for you to evaluate situations objectively at times. The exercise below can help you get a clearer sense of what your priorities should be.

- **Make a list of primary priorities**—items that fall within your job responsibilities. This might include things like “completing my projects on time,” “giving our clients the best possible service,” or “treating my coworkers with respect.”
- **Below that, make a second list of things that you also value, but that fall outside of your core responsibilities.** This might include things like, “helping my coworkers get along,” or “saving other people hassle or extra work.”
- **Keep these lists handy as you make decisions and weigh in on discussions going forward.** Remember that accomplishing the objectives on the first list should take priority over the second.

INTERMEDIATE STEP

Take critical feedback less personally. You probably value having lots of friendly, positive relationships, and at times, hearing critical feedback—or even an opposing view—from a friend or colleague can feel like a threat to your standing with the other person. In these cases, you might be tempted to shut down or gloss over unwanted information rather than really taking it in.

One way to get better at considering different viewpoints and feedback objectively is to proactively create opportunities to solicit honest opinions from others. To practice, the next few times you're completing a project or making a decision, invite friends or colleagues to critique your work or your thinking. Make notes about what they say, and review them afterward to determine which ideas are valuable and which you can set aside, based on the feedback itself, not how it made you feel or your relationship with the person.

ADVANCED STEP

Learn to balance emotion and logic when making decisions. Feelings and facts both have important roles to play in decision-making, but finding the right balance between them can be difficult. Look for three opportunities in the next month to try out the following strategy when you're making a decision:

- **Set a primary goal or objective.** Write down the one or two main things you're trying to accomplish with your decision.
- **Consider multiple angles.** Set a timer for three minutes and brainstorm all the arguments in favor of one side or alternative. When time runs out, reset another three minutes to do the same for a different side. Repeat as many times as there are alternatives.
- **Separate out emotional arguments.** When you've considered all the different angles, go back and underline or highlight all of the ideas that seem to stem from your emotions, biases, or interests outside of your primary goal. Imagine that, when making your decision, you could only consider the factors that you didn't highlight. Would this change your decision? For better or worse?

3 Act

Resolute Mindset

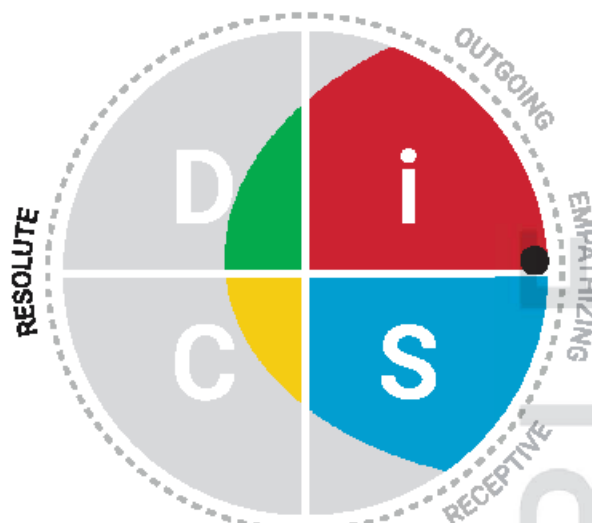
GETTING INTO THE MINDSET

You strive to cultivate warm, supportive relationships and keep things positive. So you may struggle to speak up about problems or hold your ground if there's a risk of creating tension or disappointment. And since you want to be cooperative, it may seem right to just go with the flow, particularly if pushing your ideas goes against the will of the group. You're also attentive to others' needs, so it may feel selfish to insist on your preference when it obviously comes at the expense of someone else's wishes. Furthermore, since you crave acceptance and approval, it might be hard to say no when your peers pressure you to change directions.

To show resolve, you may need to overcome thoughts like:

- If I give in, things can go back to normal.
- This isn't as important as protecting our relationship.
- I'm not going to fight this because I want to be a team player.
- It's rude and selfish not to budge.

These are normal thoughts, and you should expect it to take some work to overcome them. The steps on the next page can help you get started.



WHERE SHOULD YOU START?

Start from the top of the list below. Is this something you already do? If so, go to the next item. Keep going down the list until you get stuck. Don't feel comfortable doing that one? Is it in the Beginner, Intermediate, or Advanced category? Go to that area on the next page for strategies to help you improve.

Beginner

- I understand when it's important to stick to my viewpoint.
- I usually push back—at least a little—if an idea I believe in gets rejected too quickly.

Intermediate

- In most meetings, I tend to believe I'm as capable as anyone else there.
- I rarely give in to self-doubt about my abilities or ideas.

Advanced

- I stand behind my opinions, even if other people disagree with me.
- When appropriate, I set aside outside opinions and act independently.

Take Action to Be Resolute

BEGINNER STEP

Understand the consequences of giving in too easily. At times, it might feel like yielding to the pressure to align with someone else's view is the easiest and even the right thing to do. But in many cases, both you and your colleagues would benefit from your willingness to stand firm in your opinion rather than giving in.

Think of a time when you had a different viewpoint than the majority of your peers or teammates and you didn't speak up or push hard enough for your stance, only to find out in the end that you were right. Answer these questions about that experience.

- What made you reluctant to speak up?
- How might advocating more forcefully for your perspective have changed the outcome?
- What could you do differently the next time a similar situation arises?

INTERMEDIATE STEP

Challenge undermining thoughts. At times, you may think more highly of others than you do of yourself, so you might be susceptible to the doubts that creep in when you really should be standing firm. Learn to identify undermining thoughts and start challenging them with these steps:

- Take note of negative self-talk and critical thoughts as they come. These can be things like, "Do I really know what I'm talking about?" "I'm not qualified for this," or "My idea isn't that great."
- Counter those thoughts with affirming statements, like "Yes, I know what I'm talking about," "I'm as qualified as anyone else," or "My idea is valuable." Say them aloud or in writing if needed. Over time, consciously counteracting undermining thoughts with positive ones can reduce their power.

ADVANCED STEP

Stand behind your opinions, even if they are unpopular. Sticking to your decisions and viewpoints can be difficult, especially if a consensus opinion points in a different direction. In situations where other people's opinions are holding you back from making a choice you think is right, ask yourself these questions:

- Do the people who disagree with me genuinely have insight into the situation that I lack?
- Am I truly convinced by the opposing arguments, and not just giving in to avoid unpleasantness?
- Are the consequences of acting alone severe enough to merit giving in for the sake of unity?

Unless the answer to at least two of these questions is "yes," hold firm in your viewpoint.

3 Act

Self-Assured Mindset

GETTING INTO THE MINDSET

You tend to be flexible and easygoing in part because you value cooperation and a congenial environment. Asserting your ideas or rights may feel aggressive because it seems to elevate your needs above those of the group. You're so considerate of other people that it may feel wrong to promote your rights or views over theirs. This may be particularly true if you fear injuring a relationship or disrupting group harmony in any way. Your receptivity could also hold you back in these situations: your ability to see the value in others' perspectives may make you less likely to assert your own.

To be self-assured, you may need to push against thoughts like:

- It's not that big of a deal if I don't get what I want here.
- It's just not worth the mess this will create.
- I want to do what's best for the team.
- I can see how their way makes sense.

These are normal thoughts, and you should expect it to take some work to overcome them. The steps on the next page can help you get started.

WHERE SHOULD YOU START?

Start from the top of the list below. Is this something you already do? If so, go to the next item. Keep going down the list until you get stuck. Don't feel comfortable doing that one? Is it in the Beginner, Intermediate, or Advanced category? Go to that area on the next page for strategies to help you improve.

Beginner

- In meetings, I generally contribute clear ideas of what I want and how to make it happen.
- I make sure my comments are focused and relevant to the subject at hand.

Intermediate

- I'm comfortable questioning ideas or policies that don't make sense to me.
- I tend to state my opinions firmly and confidently, even if I know they will be unpopular.

Advanced

- I have no problem handing off tasks to colleagues if they aren't my responsibility.
- I push back if I think I'm handling a bigger workload than is fair.



Take Action to Be Self-Assured

BEGINNER STEP

Develop clear ideas of what you want. In order to state your ideas and opinions firmly and directly to others, you must first have a clear sense of them yourself.

Before going into a meeting to discuss a particular project or initiative, take a few minutes beforehand to outline your hopes and goals for the project, and any resulting opinions you have about how things should be done. Refer back to these ideas once you're in the meeting to keep your comments in line with the overarching objectives you identified. Having your thoughts and priorities organized can also help you decide where your energy is best spent, and which battles are worth fighting.

INTERMEDIATE STEP

Use language that projects confidence and expertise. You might naturally bring a lot of positivity when you communicate your ideas to others. But it's also important to focus your energy into shaping the conversation and demonstrating your knowledge of the subject at hand. Use these suggestions to help ensure that your perspective receives the consideration it deserves.

- **Ask more "why" questions.** Asking "why" questions is a way to be more assertive in conversations without feeling like you're overstepping. By doing so, you question the reasoning behind opinions or circumstances rather than accepting them at face value. Look for opportunities to ask follow-up "why" questions regarding plans or decisions you might otherwise have avoided challenging.
- **Limit filler phrases and embrace the power of silence.** State your views clearly without undermining phrases like, "If that make sense," or "you know." Work on ending with a firm statement rather than trailing off, segueing into a question, or trying to fill the silence.

Over the next week, pay attention to how well you currently follow the best practices above. Over the course of the following month, work on eliminating these pitfalls from your typical speech patterns.

ADVANCED STEP

Get better at delegating. Part of learning to take charge is saying no to extra duties that fall outside of your responsibilities, and even handing off tasks that you should no longer be handling yourself. This may be difficult at first, or even feel selfish, but keep in mind that it's to everyone's benefit that tasks be distributed as efficiently and fairly as possible.

Make a list of tasks that you handle that fall outside the scope of your job responsibilities. These might be carryovers from a previous role, duties that no one else wanted to take ownership of, or slack you've picked up to help a coworker. Choose at least one item from your list that can and should be handled by someone else. Then, make a plan to hand it off. This might be a decision you can make more or less independently, or it might involve a conversation with your manager or other colleagues.

3 Act

Dynamic Mindset

GETTING INTO THE MINDSET

Most likely, you value working closely with your colleagues and like to think of everyone as being in it together. So you may not be comfortable driving your vision forward because it feels high-handed, like you're trying to go it alone. Your instinct instead may be to float an idea with the group to determine whether others see its value as well. And if they don't, your heart may tell you the right thing to do is let it go rather than try to bring people around. In addition, promoting your idea may simply take a back seat to fostering group cohesion or tending to your relationships. Particularly when things are going well in your work relationships, it might be hard to feel a sense of urgency to make your ideas happen.

To be dynamic, you might need to overcome thoughts like:

- If this is worth pursuing, we'll do it together.
- Things are going so well right now, I don't think we need this.
- If I move on this, it will inconvenience a lot of people.
- I don't want to push people into this if they're not interested.

These are normal thoughts, and you should expect it to take some work to overcome them. The steps on the next page can help you get started.

WHERE SHOULD YOU START?

Start from the top of the list below. Is this something you already do? If so, go to the next item. Keep going down the list until you get stuck. Don't feel comfortable doing that one? Is it in the Beginner, Intermediate, or Advanced category? Go to that area on the next page for strategies to help you improve.

Beginner

- When I have a good idea, I share it with others to generate excitement.
- I often encourage people to take action on new projects.

Intermediate

- I'm quick to share my ideas, even when they're a little off-the-wall or not fully thought out.
- I'm someone who tends to shape the direction of meetings.

Advanced

- I act decisively when needed.
- I'm comfortable taking action and working out the details later.



Take Action to Be Dynamic

BEGINNER STEP

Ask questions that create momentum, not uncertainty. In general, you probably dislike telling other people what to do. So when discussing projects, you may default to using open-ended questions that invite others to set the course of action, rather than being the one to shape what happens next. Rephrasing the questions you ask is one way of encouraging action while still allowing other people to push back as needed. For example:

- Instead of, "What do you think is realistic?" ask, "How can we make this happen?"
- Instead of, "When can you get to this?" ask, "Can you get this done by _____?"

Write down two open-ended phrases or questions that you use regularly and think of alternatives that better communicate your wants or point of view.

INTERMEDIATE STEP

Be the first one to speak up with an idea. In many meetings, you may be someone who tends to let others speak first. At times, you may even be reluctant to share an idea or opinion unless you already sense that people will be receptive to what you have to say. But those who speak up quickly often play an outsize role in shaping the overall direction of conversations, decisions, and projects. So, if you want that to be you, it's important to get comfortable with putting your ideas on the table. To practice, challenge yourself to be one of the first two or three people to speak up—if not the very first—in a discussion in each of your meetings for the next two weeks. Then pay attention to the way your ideas get incorporated into the rest of the conversation.

ADVANCED STEP

Make decisions quickly and independently. Part of adopting the Dynamic mindset is learning to reduce time spent evaluating and seeking outside opinions before making decisions so that you can take action more quickly. Give yourself a time limit for each decision, with an actual timer set—preferably one that feels uncomfortably short. If you're feeling stuck and unable to move forward without input from others, ask yourself these questions:

- Is a wrong decision really worse than making a delayed decision or no decision at all?
- What is the one (not two, or three, or seven) biggest objective I'm trying to accomplish?
- What would I advise a friend or colleague to do in this situation?

Tip: If you feel that you absolutely need another perspective in order to make a decision, limit it to one, rather than trying to gather a larger collection of opinions.

Action Planning

By increasing your comfort with adopting different mindsets, you can increase your agility and therefore your ability to navigate countless situations. To get started, fill out this action plan for the mindset you want to work on first. You'll need to refer back to the appropriate "Take Action" page and the rest of this report.

List the mindset you've chosen to work on first:

Why did you choose this mindset? List 1–2 examples, either from past interactions or future opportunities, where this mindset would be valuable.

1

2

Based on the corresponding "Where should you start?" statements, list the step you will start with:

What is your biggest obstacle to completing this step?

How will you overcome this obstacle?

Write down some changes you hope to see as you work on adopting your chosen mindset. What are some signs you will look for to know you're on the right track?

SAMPLE

Productive Conflict Profile

Ruby Prescott

Wednesday, December 08, 2021

This report is provided by:

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SAMPLE

WILEY

Introduction

WHAT IS CONFLICT?

Ruby, when you think of workplace conflict, what comes to mind? Arguing? Compromise? Finding solutions? Do you think of gossiping and hurt feelings? Or colleagues taking ownership for mistakes?

Whatever you think of, conflict comes down to a **difference of opinions involving strong emotions**. It can range from brief, explosive disputes to subtle, long-lasting issues. Either way, conflict triggers different behaviors in each of us, from destructive to productive responses. And while conflict can be very uncomfortable, it is a natural and inevitable part of relationships.

Because conflict will look different depending on the people and situations involved, there is no one-size-fits-all answer to making it productive. Instead the solution starts with you.

Everything DiSC® Productive Conflict is designed to improve self-awareness around conflict behaviors. It isn't about conflict resolution; rather, it's focused on helping you curb destructive thoughts and behaviors so that conflict can become more productive, improving your workplace results and relationships.

CORNERSTONE PRINCIPLES

- Conflict is an **inevitable** part of workplace relationships, and it can also be **productive**.
- Your conflict interactions may be influenced by **other factors**: hierarchy, culture (organizational or social), business atmosphere, personal experiences, etc.
- Your response to conflict situations is **in your own control**. You cannot control how others respond to conflict.
- Learning about other people's DiSC® styles can help you **understand their conflict behaviors** and how they may differ from your own.
- You can have **productive conflict** by using DiSC to more effectively engage with others.

OVERVIEW OF THE DiSC® MODEL

Dominance

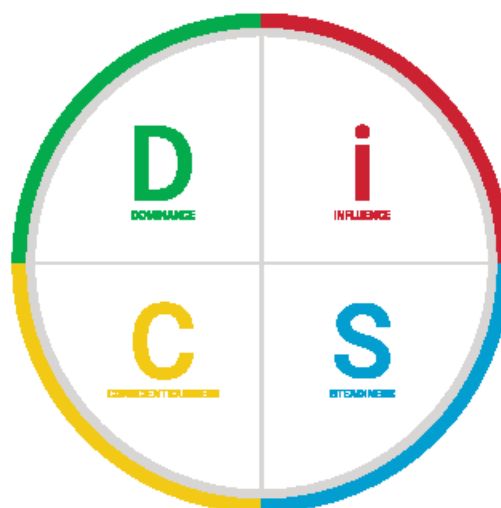
- Direct
- Tough-minded
- Strong-willed
- Forceful
- Firm

In conflict, focuses on:
logic and victory

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic

In conflict, focuses on:
justice and logic



Influence

- Outgoing
- Enthusiastic
- Optimistic
- Lively
- High-Spirited

In conflict, focuses on:
expression and feelings

Steadiness

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

In conflict, focuses on:
feelings and consensus

Your DiSC® Style in Conflict

Your DiSC Style: D

Ruby, your dot and shading say a lot about how you respond in conflict. Because your dot is located in the middle of the D region, you have a D style. Your shading indicates your priorities and where you focus your energy. During conflict, you prioritize control, assertion, justification, and objectivity.

As someone with the D style, because you have a strong vision of how things should be, you likely have a desire to take **control** of conflict situations. Therefore, to prevent others from influencing your agenda, you may take charge of the conversation and do what needs to be done to stay in the driver's seat. Your candid and focused approach can help minimize any misunderstandings and help direct others to focus on the task at hand. At the same time, some people may withdraw or become defensive when you're perceived as dominating, impatient, or overly blunt. These reactions could ultimately stall progress, which is counter to your intent.

Most likely, you want to be seen as projecting strength and as someone of authority. Therefore, when there is a difference of opinions, your instinct may be to try to influence others by **asserting** your views in a forceful, dominant way. While this approach is likely due to the confidence you have in your ideas, others may feel overpowered or disregarded by this behavior at times.

Similar to others with a D style, you may have little self-doubt, and, as such, you tend to **justify** your side of the story while challenging or dismissing others' misgivings. In fact, you may handle differences with people in a competitive way, viewing the situation as a personal challenge that you want to win by finding ways to support your opinions. At times, this could lead to some destructive arguments where you may say things just to get the upper hand and uphold your position. However, your natural inclination to say exactly what's on your mind and challenge others can get people to not only focus on what needs to be done but also to acknowledge the tough issues, both of which can be very productive.

You tend to take an **objective** approach when engaging with others. You likely analyze things carefully so you can make precise, logical decisions. During conflict, you are probably good at separating emotions from facts. However, when this is taken too far, you may appear unsympathetic. And, because you don't like to be wrong, your instinct will often be to use your prowess with logic to justify your position, overpower others with facts, or disregard other points of view that you believe to be unsound.

While conflict can be uncomfortable and unwanted, it can help solve problems, as long as everyone feels heard and issues are resolved in a healthy way. When used constructively, your willingness to take control and be assertive with your ideas as well as your ability to challenge others and justify your point of view can be great assets in resolving conflict.



Your dot location is near the edge of the circle, so you probably relate well to the characteristics associated with the D style.

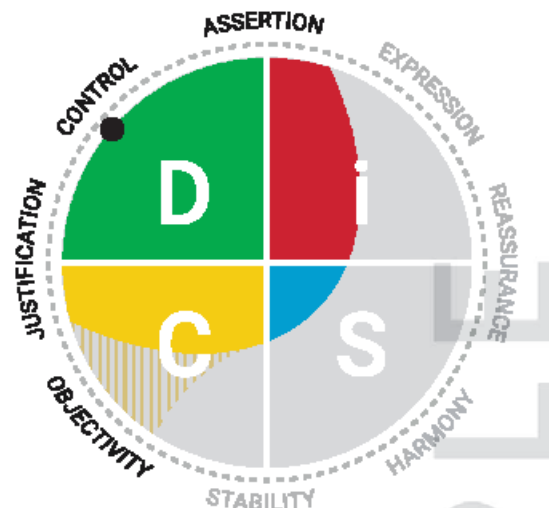
Your DiSC[®] Style in Conflict

WHAT IS IMPORTANT TO YOU DURING CONFLICT?

Different people find different aspects of conflict to be most significant. For instance, like other people with the D style, you probably feel it's important to take charge of discussions and have some level of control. You also want your opponent to justify their position, as you tend to do, in a convincing way. And, since you're prepared to hear it like it is, you also want the freedom to assert your opinions directly. Finally, you may also place more weight on arguments that are logical and objective, which is less typical of the D style.

You may value many of the following approaches during conflict:

- Standing up for your point of view
- Appearing confident or self-assured
- Having authority
- Calling it like you see it
- Convincing others
- Winning arguments
- Using sharp, critical-thinking skills
- Emphasizing objectivity and precision
- Using logic to solve problems



WHAT DRAINS YOUR ENERGY DURING CONFLICT?

Then there are also those aspects of conflict that are particularly stressful for you. Because you tend to focus on the end result and achieving your goals, you may find it particularly frustrating when your authority is challenged or you feel you don't have control over the situation. In addition, you probably get irritated when you have to take time to deal with misunderstandings or people's hypersensitivity. At the same time, unlike others with the D style, you have a strong appreciation for objectivity during conflict. And so, when emotions die down, you may find it frustrating when people are still unwilling to separate feelings from facts.

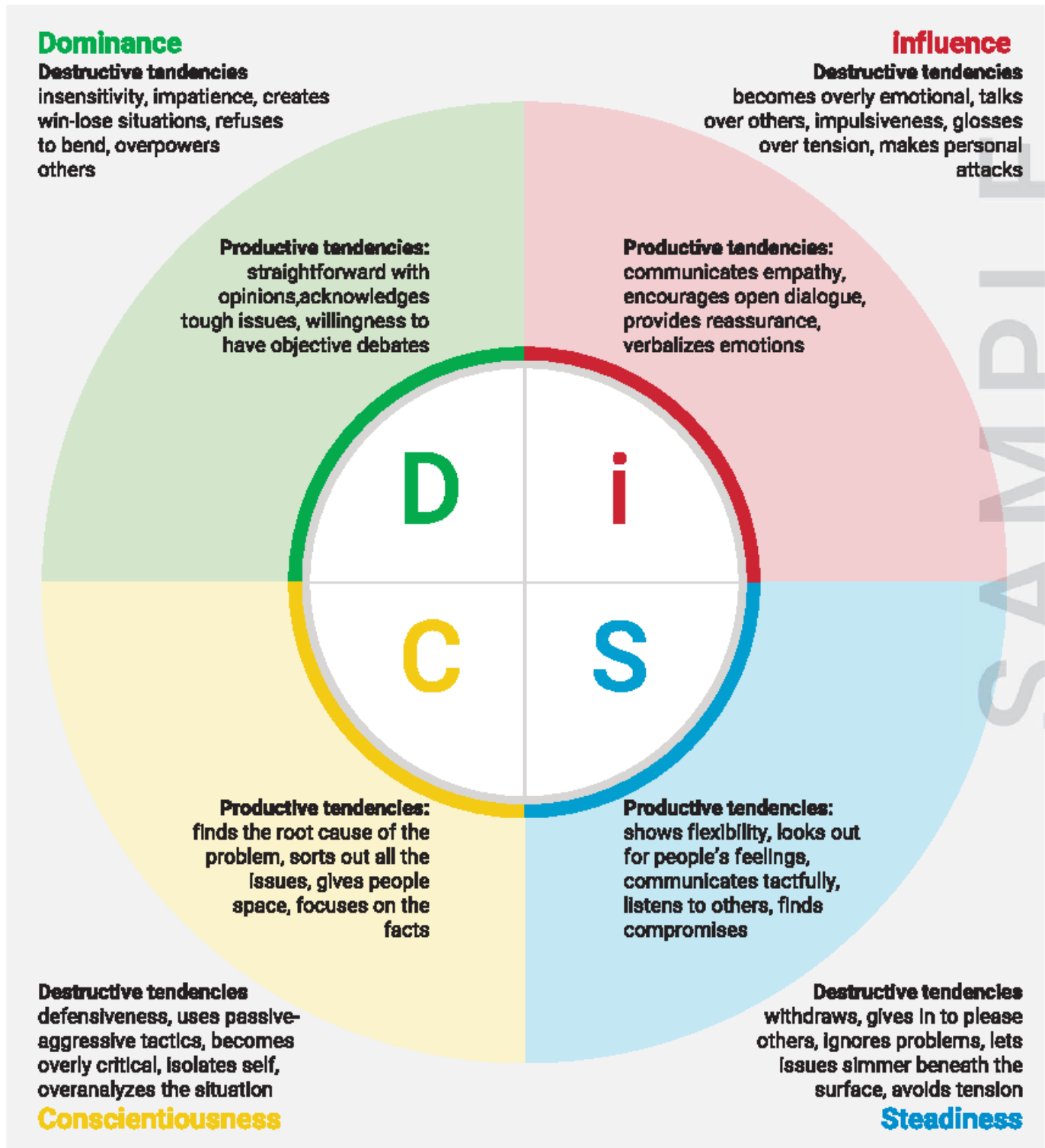
Many of the following approaches or behaviors may be stressful for you during conflict:

- Feeling like you have to censor everything you say
- Being unable to interrupt or defend yourself
- Lacking control over situations
- Keeping opinions and skepticism to yourself
- Feeling like the argument keeps going around in circles
- Having your ideas or authority challenged
- Dealing with people who aren't straightforward
- Dealing with illogical arguments
- Being wrong or unprepared

1 Part One

Overview of DiSC[®] in Conflict

Just like DiSC[®] can help you understand how you handle conflict, it can also help you understand others. The overview below shows the destructive and productive conflict tendencies that are typical for each DiSC style.



1 Part One

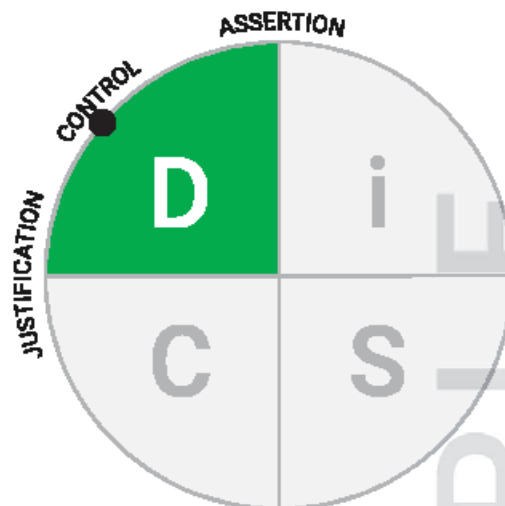
Conflict with the D Style

WHAT DRIVES THE D STYLE IN CONFLICT?

Imagine you're entangled in a conflict with someone who has the D style and shares your priority of having **control**. She cuts right to the chase and pushes really strongly for her opinions. While you may appreciate her straightforward, no-nonsense approach, the two of you may compete to take charge of the conversation.

Like you, this individual tends to **assert** herself during conflict. When she sees a problem, she's not afraid to tackle it head-on. She doesn't spend a lot of time hemming and hawing over what should be said or done—she just takes care of it. It's the same way with you, which is probably something you can appreciate about each other.

Furthermore, you may appreciate that she doesn't take things at face value. Her tendency to come up with airtight **justification** for her side of the story matches your own tendency to offer a rationale for your argument. Similarly, she will often dissect and counter your position, which you will likely find fair and reciprocate.



COMPARED TO YOU

Compared to you, people with the D style tend to be:

- Just as likely to address issues head-on
- Equally direct or blunt
- Similarly prone to control the discussion
- Equally focused on getting to the point
- Just as likely to question others' conclusions
- Similarly interested in compelling arguments

HOW CAN YOU HAVE PRODUCTIVE CONFLICT WITH THE D STYLE?

Like you, your "D" coworkers tend to be very direct and opinionated, often saying exactly what's on their minds. In fact, you both may be so focused on your own message that you don't stop to consider the other's point of view. Therefore, to have productive conflict with the D style, consider the following:

- Refrain from getting into a power struggle.
- Reflect on the situation and be willing to compromise.
- Take turns speaking, and avoid talking over each other.

1 Part One

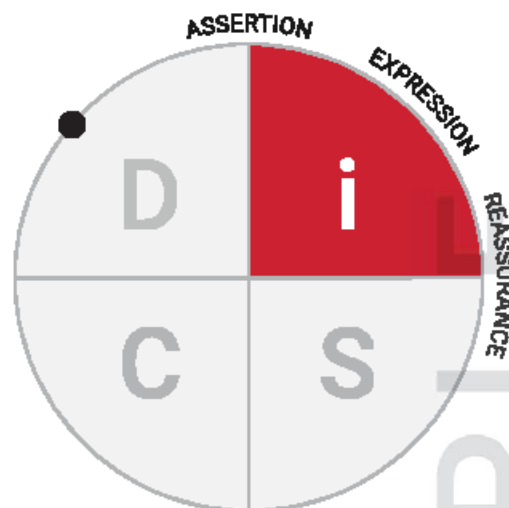
Conflict with the i Style

WHAT DRIVES THE I STYLE IN CONFLICT?

Now, imagine you are in a conflict with someone who has an i style. He does his best to keep things friendly and upbeat. However, it's also important to him to be able to **express** his honest thoughts and feelings, while you prefer to keep emotions out of it. He may insist on being heard in confrontations and you may argue forcefully for your opinion, which could escalate the situation.

Whereas you may have a little bit of a skeptical or tough side, you'll probably notice that he comes across as more accepting and warm. Because being on good terms and well-liked is important to him, he'll want **reassurance** during or after the conflict that your relationship is still okay. Since you tend to let go and move on from conflicts quickly, providing this comfort probably doesn't seem necessary to you.

Like you, this individual tends to easily **assert** his opinions during disagreements. He is usually confident and optimistic about his perspectives and willing to share what's on his mind. In this way, the two of you are likely to be up-front about tough issues. However, in your mutual desire to address problems, you may not encourage each other to take a step back and reflect on the disagreement.



COMPARED TO YOU

Compared to you, people with the i style tend to be:

- More likely to verbalize feelings and emotions
- More worried about interpersonal turmoil
- Just as likely to speak up with opinions
- Similarly likely to let frustration show
- Less focused on winning
- Less blunt or aggressive

HOW CAN YOU HAVE PRODUCTIVE CONFLICT WITH THE I STYLE?

People with the i style may find it natural to openly express their feelings and opinions during conflict. They may appreciate that you say what's on your mind, but they also want to avoid tension and keep things chummy. Therefore, to have productive conflict with the i style, consider the following:

- Approach them informally and keep the dialogue light.
- Let them verbalize their thoughts and feelings.
- Don't focus so intently on your goal that they feel ignored or disrespected.

1 Part One

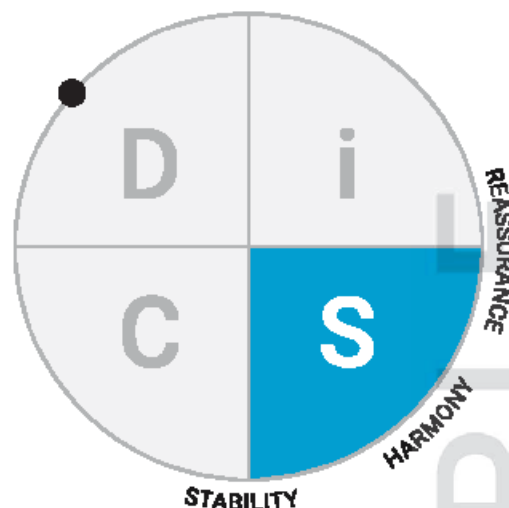
Conflict with the S Style

WHAT DRIVES THE S STYLE IN CONFLICT?

Now, imagine you're in conflict with someone who has the S style. He prioritizes **harmony**, so there is probably nothing he wishes more than to *not be* in a disagreement with you. While you tend to address problems directly, he'd rather turn the other cheek. Therefore, when you confront him, he will likely cave in quickly, even if he doesn't really agree with what you say.

You probably notice that he makes attempts to smooth things over with you during and after conflict. This is because providing and receiving **reassurance** is important to him. While you tend to move past disagreements quickly, he tends to hang on to hurt feelings and may worry that your relationship has been irreparably damaged.

Furthermore, he prioritizes **stability**, so when tension arises, he may want to return things to normal as soon as possible. He isn't comfortable with the unknowns inherent in conflict—both in the exchange itself and the outcomes it brings. On the other hand, change and chaos do little to unnerve you, so you may handle disagreements with much more confidence than he does.



COMPARED TO YOU

Compared to you, people with the S style tend to be:

- More concerned about hurting people's feelings
- More likely to spend more time listening than talking
- More focused on remaining calm
- Less likely to initiate a tense discussion
- Less concerned about proving they're right
- Less skeptical of people

HOW CAN YOU HAVE PRODUCTIVE CONFLICT WITH THE S STYLE?

People with the S style want to be agreeable and cooperative. They choose their words carefully, which is contrary to your straightforward approach, and their tiptoeing around issues may baffle or even irritate you. Therefore, to have productive conflict with the S style, consider the following:

- Convince them of the value of differing opinions.
- Communicate calmly and with sincerity.
- Don't overpower them or dominate the discussion.

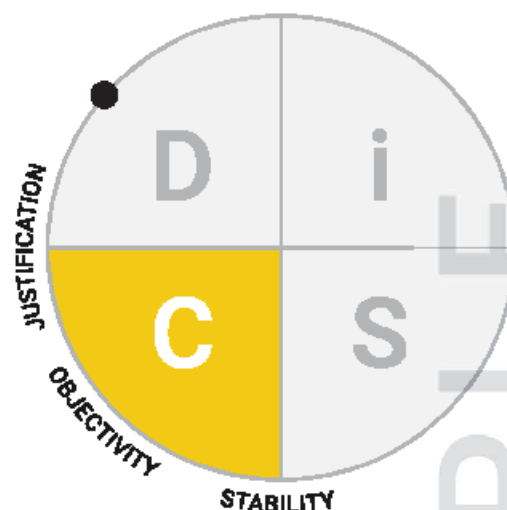
Conflict with the C Style

WHAT DRIVES THE C STYLE IN CONFLICT?

Finally, imagine you're in conflict with someone who has the C style and shares your priority of staying **objective**, which is not typical for someone who has the D style. You may appreciate that she keeps emotions out of the discussion and tends to stick to the facts instead. She will engage in a logical debate with you, but if you get angry and the situation escalates, she may put up a wall and refuse to engage further.

At the same time, like you, this individual tends to **justify** her claims and dig for answers rather than just accept other people's arguments at face value. She prides herself on her critical-thinking skills, so she may respond negatively if you contradict her. However, she probably appreciates that you answer her questions in a straightforward way.

This individual also prizes **stability**, so she does her best to avoid the unpredictability of conflict. During a disagreement, she may concede, even if she doesn't think she's wrong in her way of thinking, simply to calm the waters. This is especially likely to happen if you raise your voice or forcefully push for your views.



COMPARED TO YOU

Compared to you, people with the C style tend to be:

- More self-controlled and restrained
- Similarly analytical and logic-focused
- Just as good at breaking down irrational arguments
- Just as likely to question others' motives
- Less interested in controlling outcomes
- Less forthright and forceful

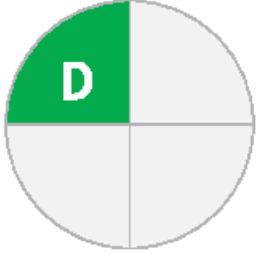
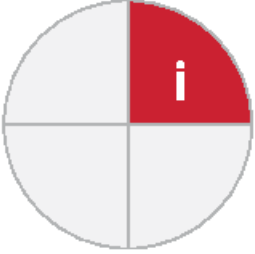
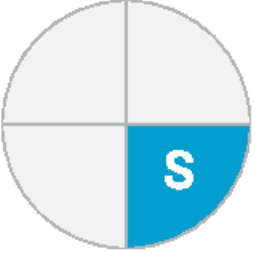
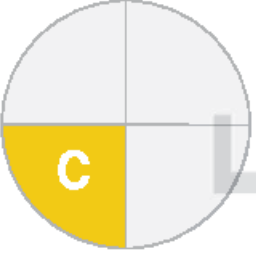
HOW CAN YOU HAVE PRODUCTIVE CONFLICT WITH THE C STYLE?

In conflict, people with the C style prefer to tell their side of the story in a clear and logical way, which you may appreciate. However, if you are too overpowering, they may become prickly and rigid, or withdraw completely while clinging to resentment. Therefore, to have productive conflict with the C style, consider the following:

- Use logic rather than force to make your points.
- Give them time and space to double-check their misgivings.
- Be prepared for their discomfort with ambiguity.

1 Part One

Summary of DiSC[®] in Conflict

D style in conflict	I style in conflict	S style in conflict	C style in conflict
			
Goals: Victory, results, personal accomplishment	Goals: Approval, understanding, openness	Goals: Agreement, acceptance, peace	Goals: Fairness, rational decisions, accuracy
Overuses: The need to win, impatience, bluntness	Overuses: Passion, impulsivity, outspokenness	Overuses: Passive resistance, compromise	Overuses: Restraint, analysis, rigidity
Fears: Being taken advantage of, appearing weak	Fears: Rejection, not being heard, disapproval	Fears: Letting people down, facing aggression	Fears: Being wrong, strong displays of emotion
  	  	  	  

REFLECTION

Think of a conflict situation you were in that you wish you would have handled better. Briefly describe it below.

What Impact do you think your DiSC[®] style had on the situation?

Destructive Responses

Now that you know more about DiSC® and conflict, let's look at why we sometimes respond destructively instead of productively to conflict. For most of us, conflict situations are threatening, and it's our instinct to protect ourselves. We may react so quickly that we don't even think about what we're doing. But beneath the surface, there's a process playing out: a conflict event triggers an automatic thought, which in turn triggers a destructive response.



WHAT ARE SOME COMMON DESTRUCTIVE RESPONSES?

To change our responses in conflict, we need to recognize both the automatic thoughts that lead to the behaviors and the responses themselves. Let's start by looking at typical destructive behaviors.

- First, put a **checkmark** in the circle next to the three behaviors **others** do that bother you the most in conflict.
- Then, put a **star** next to the three behaviors that **you do most often** in conflict.

Note: You can learn more about these destructive responses on pages 12–18.

Arguing	☐	☐	Gossiping/complaining about someone
Belittling	☐	☐	Becoming hypercritical
Caving in	☐	☐	Overpowering
Defensiveness	☐	☐	Passive-aggression
Dismissing others' opinions	☐	☐	Revenge/looking to even the score
Becoming overly dramatic	☐	☐	Sabotage/introducing obstacles
Exaggerating the problem	☐	☐	Sarcasm
Exclusion/leaving people out	☐	☐	Stonewalling/becoming non-receptive
Finger-pointing/blaming/scapegoating	☐	☐	Withdrawing

2

Part Two

Why Do I Do This?

Destructive responses can range from immediate reactions in the heat of the moment to delayed or drawn-out responses that prolong the conflict. The following descriptions provide information about what's behind the behaviors listed on page 11, as well as some common automatic thoughts that might lead to each response.

ARGUING



Exchanging differing points of view in a heated or tense way

Like others with the D style, you may sometimes have so much confidence in your vision that it's frustrating when others can't or won't see what's so obvious to you. As that frustration grows, you may defend your position more and more aggressively, especially if you believe that pushing hard enough will make people back down. If that doesn't happen, it may intensify your need to assert yourself. The result may be an unhealthy exchange that centers more on winning than finding the best solution. At this point, it may actually be about protecting your ego, putting others in their place, and giving up as little ground as possible. And as things grow heated, it becomes less likely that you'll be able to step back and evaluate the other person's ideas or emotions objectively.

Automatic thoughts that may lead to this response:

- There's no way I'm backing down
- I don't get it/you; I'm obviously right

BELITTLING



Making someone or something feel unimportant

By belittling others, we create a demeaning, one-dimensional caricature of them that sums up all of the negative attributes we want to call out. Not only does this make it easier to dismiss their opinions, but it can be satisfying to channel our frustration in this way. Belittling may seem like a powerful tool to gain the upper hand in a tense situation. When a heated debate isn't going your way, belittling may be tempting because it can shut a person down, put you on top, and let you steer things back to your vision. Even if you know belittling crosses the line, it may be hard to resist when you're caught up in frustration and the urge to assert yourself.

Automatic thoughts that may lead to this response:

- I'm going to make you look like a fool
- I'm going to show you that your idea doesn't matter

2

Part Two

Why Do I Do This?

CAVING IN



Giving in to something after originally opposing it

Caving in can be particularly tempting because it often feels like the absolute quickest path to ending a disagreement. Even though it typically means sacrificing our legitimate rights, the pain of being in a conflict can be so excruciating that we take immediate shelter in this option. Of course, this short-term gain is often at the expense of long-term satisfaction and can eventually create very unbalanced, unhealthy power dynamics within a relationship. Given your assertive and strong-willed D style, caving in may not be the norm for you. Nevertheless, there are times for all of us when we simply want the quickest way to escape an emotional, chaotic, or just plain messy situation.

Automatic thoughts that may lead to this response:

- I don't want to upset anyone
- Putting up a fight just isn't worth it

DEFENSIVENESS



Becoming anxious or protective in the face of criticism

When we trust that things will be okay no matter what the outcome of the conflict, there's no reason to be defensive. We can be open to different opinions. On the other hand, at the heart of defensiveness is insecurity. We don't want to admit failure or shortcomings. When our brain is telling us that the stakes are incredibly high, we cover up any vulnerabilities or weaknesses. As someone with the D style, you may sometimes see conflict as a win-lose situation and, so, may find yourself getting defensive when you sense another person is gaining the upper hand. Even when you do recognize your defensiveness, it can still be difficult to ask yourself what, beneath it all, you're really afraid of.

Automatic thoughts that may lead to this response:

- I shouldn't be blamed for this
- This isn't my fault

DISMISSING OPINIONS



Treating other people's views as unworthy or unimportant

Like others with the D style, in some conflict situations you may be prone to dismissing others' opinions to ensure that the outcome swings in your favor. That's what dismissing opinions is—a blocking strategy to win an argument. But it's also a common way to protect our ego. We do this when we're scared of the thoughts or views expressed by another person. We are afraid to give them space to paint a picture that we don't like. And because we feel challenged, insecure, or fearful, we adopt the strategy of overriding the other person. We exude absolute certainty in our position and effectively relieve ourselves of any obligation to hear the other side of the story. And by making the conversation as one-sided as possible, we feel empowered and righteous.

Automatic thoughts that may lead to this response:

- Nothing that anyone says will change my mind
- There's really no other way to think about this

Why Do I Do This?

DRAMA

Displaying an over-the-top reaction to a situation

People with the D style typically have a strong instinct to control their environment, and in the heat of conflict, sometimes it can feel like a grand gesture of anger or impatience will give us that control. In essence, when we create drama, we are drawing attention to a situation that is troubling for us. This attention validates that the dilemma is, in fact, extremely important and that the injustice that's been done to us is, in fact, extremely unjust. Creating drama can also produce a feeling of control in a situation where we otherwise feel powerless.

Automatic thoughts that may lead to this response:

- Everyone hates me!
- This situation is awful/hopeless

EXAGGERATING

Representing something as being worse than it really is

Sometimes a minor offense can still make us extremely upset. In fact, sometimes it's tough to justify the intensity of our emotions given the actual situation. Exaggeration is a way of making a situation sound as bad as it feels. Exaggeration is also empowering. It makes our case seem that much more powerful and defensible because it makes the other person's behavior seem that much more awful. Since people with the D style often see conflict as a win-lose situation, you may use exaggeration as a tool to "win," even if that means that you have to bend the truth a bit.

Automatic thoughts that may lead to this response:

- I need to get your attention
- This needs to sound as bad as it feels

EXCLUSION

Deliberately leaving someone out

During a conflict, it's not uncommon to exclude someone because we simply don't want to spend time with them. But even if we don't want to admit it, exclusion is also a means to emotionally hurt the other person and an attempt to damage their connection to other people in the group. Given your D style, you may use exclusion in conflict to control your surroundings and assert yourself within the relationship. By disrupting another person's standing in the group, you likely gain support for your side of the story by shaping how people perceive the conflict. We're most likely to use this strategy if we have greater social status than the other person.

Automatic thoughts that may lead to this response:

- Maybe you'll get the message if I don't invite you
- Leaving you out will prove that everyone's on my side

2

Part Two

Why Do I Do This?

FINGER-POINTING



Blaming someone for a particular situation or issue

As someone with the D style, in the heat of conflict you want to be right and, so, pointing the finger or blaming is a way to make sure others know they are in the wrong. Finger-pointing feels like a very aggressive behavior, but it usually stems from defensiveness. We're diverting attention away from our own shortcoming or failure by pointing it out in someone else. Often, we'll home in on one particular action of the other person that contributed to a problem. The goal is to make this action seem as awful as possible, to make it seem like this action is, in fact, the heart of the problem. As a result, our contributions don't seem nearly as bad. By shifting the blame, we've saved our reputation in the short term, but may have also unwittingly damaged our integrity.

Automatic thoughts that may lead to this response:

- I shouldn't get in trouble for this...It's all their fault
- This is because of you, not me

GOSSIPING



Engaging in idle talk about someone else's private affairs

Gossiping can feel good for a lot of reasons. First of all, venting our frustrations can be cathartic. And because we tend to gossip with people we trust, they usually validate our opinion. Not to mention, it can be deeply satisfying to tear down someone who has hurt us. But gossip can also be about power, and since you have the D style, you may be tempted to gossip during conflict as a way to guarantee that your side of the story is heard early on. Gossiping can help rally people to your side by getting your perspective out into the world first and most convincingly. For people who are insecure about their status in the organization, gossiping can also create a perceived sense of authority as coworkers turn to them for inside knowledge.

Automatic thoughts that may lead to this response:

- I'm going to tell everyone what so-and-so did to me
- I probably shouldn't say anything, but they deserve it

HYPERCRITICISM



Becoming overly judgmental about someone else's work or actions

Hypercriticism is an attempt to undermine someone by objecting to as much as possible about them: shooting down their suggestions, finding holes in their logic, scrutinizing their output for mistakes. Because conflict likely tends to bring out your competitive instincts, you and others with the D style may resort to this strategy when you're in "attack mode." You may go on the offensive, preventing the other person from scoring a point while also scanning for any weaknesses or opportunities to take them down a peg. Not only does this help you gain control over a debate, but it also serves as a way to vent anger.

Automatic thoughts that may lead to this response:

- I need to knock you down a peg or two
- I need to look like the smartest one here

2

Part Two

Why Do I Do This?

OVERPOWERING

Overwhelming others with superior force

Overpowering involves drawing on all the sources of power at our disposal to defeat someone during a conflict. Sometimes that power is social status or organizational authority, but sometimes it's simply using the force of a strong, vocal personality. Overpowering deliberately keeps others off balance and attempts to eliminate the possibility of a fair, even-handed discussion. Because you, like others with the D style, may be inclined to view conflict as a win-lose situation, this can be a tempting strategy. If other people's opinions feel like a distraction from your views or, worse, a challenge to your ideas or authority, you may feel justified in using this strategy to take control and drive the debate where you want it to go.

Automatic thoughts that may lead to this response:

- I won't quit until I win; I don't care what it takes
- I'll use intimidation to get my way

PASSIVE-AGGRESSION

Expressing negative feelings in a subtle or indirect way

We can all think of occasions when we desperately wanted to express anger at someone, but didn't want to be direct about it. Passive-aggression can feel like the perfect solution. We get to subtly punish someone—enough that they notice, but not so much that they can call us on it. Its many forms (e.g., ignoring, eye-rolling, nit-picking) make it endlessly flexible, and it often gives us more satisfaction than we care to admit. Sometimes, the goal is to bother someone enough that they initiate the confrontation, at which point we have invitation to let loose on them. In fact, since you, like others with the D style, don't generally shy away from direct confrontation, you may turn to passive-aggression to bring others into a contentious situation so that you have a chance to assert yourself.

Automatic thoughts that may lead to this response:

- I'm going to make my point without looking like the bad guy
- I don't want to talk about it, but I can't act like nothing happened

REVENGE

Looking to even the score or get retribution for a wrongdoing

Revenge in the workplace is usually fairly subtle, but we do it to restore justice and/or reassert ourselves. And even though taking revenge is technically an external action, it's usually the end result of some pretty deep internal rumination. We stew over being hurt or mistreated, and fantasizing about getting even can feel good—even if we don't like to admit it. Of course, acting on those fantasies takes things to a whole different level. Most of us recognize that overt revenge won't be tolerated, but this still leaves plenty of creative, backhanded, and petty ways to inflict damage on someone. Of course, given that people with the D style typically want to deal with issues head-on, you may only be tempted toward revenge when all of your other options have been cut off.

Automatic thoughts that may lead to this response:

- I need to get even
- You're going to regret what you did to me



2

Part Two

Why Do I Do This?

SABOTAGE



Deliberately obstructing or destroying someone's work

Sabotage is about making sure someone else fails. It can be social in nature (e.g., lying, spreading rumors) or can actually involve physical tampering. Sometimes we choose this extreme path when we lack the power to truly confront the other person and sometimes it's simply because we want to express our anger without a direct clash. Either way, there is usually a satisfaction in seeing the other person fail. Ultimately, sabotage usually requires us to suspend our normal understanding of right and wrong so that we can rationalize a behavior that, under normal circumstances, we would find reprehensible. While sabotage is an atypical response for people with the D style, when used, it likely stems from your competitive drive to ultimately win a conflict.

Automatic thoughts that may lead to this response:

- You should be punished for what you did to me
- I have to regain the upper hand

SARCASM



Ridiculing someone using mockery or derision

In conflict, sarcasm is a close cousin to passive-aggression. It allows us to take a shot at someone or express our hostility without being too obvious about our real motivations. It's for when we're not quite committed enough to yell at someone, but still want to take them down a peg or two. And sarcasm is such a tempting tool in the midst of conflict because we can always claim that "I'm just joking...seriously, lighten up." Like others with the D style, you may actually see sarcasm as a useful way to soften the blow after you've been overly assertive during conflict. In particular, you may feel like the "just kidding" excuse gives you immunity after subtly attacking or demeaning someone.

Automatic thoughts that may lead to this response:

- That idea is obviously ridiculous
- Why would anyone say something so stupid?

Why Do I Do This?

STONEWALLING



Refusing to answer, show emotion, or respond to someone

As someone with the D style, you may be tempted to stonewall only after you've burned through your initial flare of anger and passion in an argument. When we stonewall, we make it clear to the other person that communication is completely shut down. We deliberately let them know that their behavior is so unacceptable that we are unwilling to compromise or even discuss a resolution. And although we may hate to admit it, stonewalling can be gratifying. We get to punish the other person while telling ourselves that our behavior is strong and dignified. This can become a self-preservation strategy when we feel overwhelmed by a swirl of uncomfortable emotions.

Automatic thoughts that may lead to this response:

- You don't get to know what I'm feeling
- I'm not responding to this

WITHDRAWING



Drawing back or removing oneself from a situation

Not many people actually enjoy conflict, but it is much more painful to some of us than others. We may not even know why conflict is so uncomfortable. It just feels like a whirling jumble of anxiety, anger, insecurity, and danger. Every instinct is urging us to return to stability and safety. Withdrawing or clamming up can provide immediate relief by simply shutting out the turmoil. Of course, given your assertive D style, retreating may not be your first instinct. For certain people with this style, however, the chaos and emotional messiness of conflict can be exhausting. Not to mention, the chaos diverts attention away from other important projects. Withdrawing is a way of signaling "I don't have time for this." It not only calms the nerves, but it can feel more efficient in the moment.

Automatic thoughts that may lead to this response:

- This needs to end as soon as possible
- I'm just going to stay quiet until this thing is over

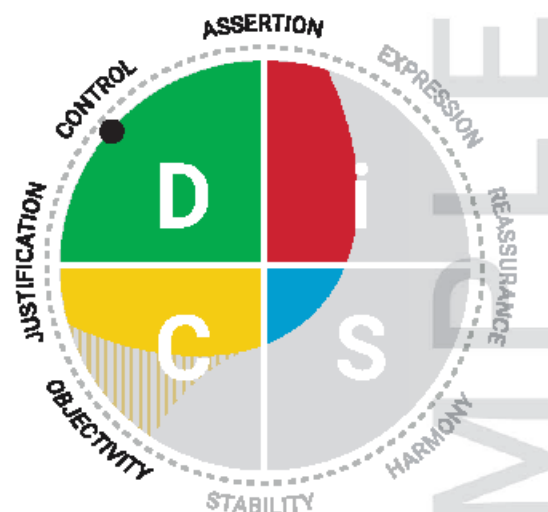
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Recognizing Automatic Thoughts

YOUR D STYLE AND AUTOMATIC THOUGHTS

Ruby, like others with the D style, you may find some common themes shaping your automatic thoughts, such as projecting strength, being respected, and having control. Take a look at the list below. When you find yourself tempted toward a destructive reaction, which (if any) of the following automatic thoughts do you sometimes find going through your head?

- I need to come out on top.
- Why don't you get that I'm right?
- If you push me, I'll push back harder.
- You're being completely unreasonable.
- You're not in charge of me.
- You have no idea what you're talking about.
- I can use intimidation to win.
- You're showing me no respect.
- You're not hearing a word I'm saying.
- How dare you challenge me?
- I need to get control of this again.



REFLECTION

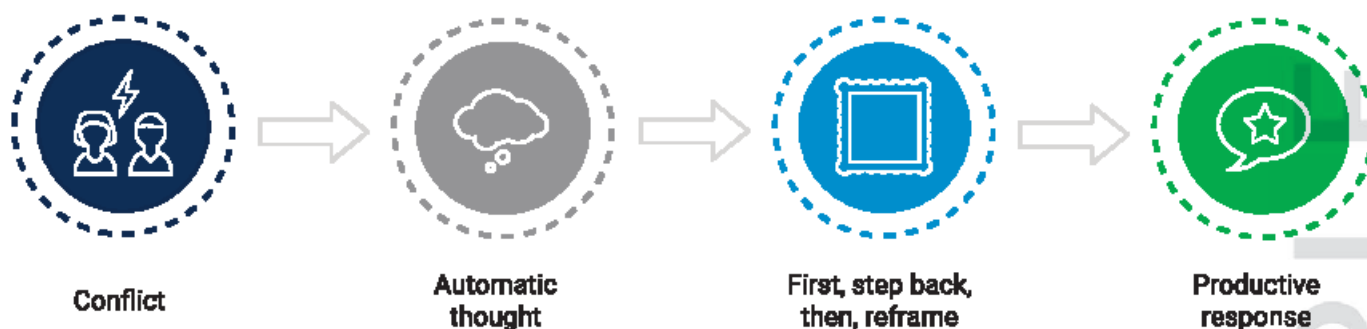
Think back to the conflict situation you described on page 10. What were some automatic thoughts you had?

What was your response to the situation? How did your automatic thoughts influence that response?

3 Part Three

Changing Your Response

If automatic thoughts can lead to knee-jerk responses, how do we change our behaviors? As shown in the diagram below, the trick is to disrupt this process—to stop our automatic thoughts before they push us toward a destructive response. If we can **step back** from the automatic thought and the emotions around it, we can then **reframe** it. Doing so will put us back in control, so we can choose a more productive path forward.



STEPPING BACK FROM YOUR EMOTIONS

It's tough to step back in the midst of a conflict, but it becomes easier if we first acknowledge our emotions and how they might influence our judgment. During conflict, our emotions can sometimes cloud our perspective and hinder our ability to make choices that are healthy and in our long-term best interests. Many of the emotions at play during conflict fall into two broad categories: **anger** and **anxiety**. Ruby, your D style can give some key insights into how these two emotions may affect you.

Anger and your D style

Anger: frustration, resentment, outrage, aggression

Anger is a normal emotion that compels us to stick up for our rights. But in its unhealthy form, it tempts us to punish or strike back at the person who we think has wronged us. With your D style, it may be particularly hard for you to resist this temptation because you have such a strong need for control. Stepping away from anger can feel like giving in to the other person and letting them have their way at the expense of your rights. "I shouldn't have to let it go! They're the one who should change!" As a result, you might feel entitled to your anger, and stepping back from it may require a great deal of willpower.

Anxiety and your D style

Anxiety: fear, panic, worry, upheaval, disorientation

For people with the D style, anxiety can be subtle, often covered up by the more potent, outward feeling of anger. Even if it's only in the background, however, anxiety often compels us to avoid a topic or person. And so, when you find yourself tempted to do this, you can actually take it as a sign that there might be an undercurrent of fear or worry beneath the more overt feelings of frustration or resentment. Using this insight can help you better identify your automatic thoughts.

Changing Your Response

ARE YOU SURE?

Once we're able to step back from any anger or anxiety that may be driving our automatic thoughts, the next step is to **reframe**—to change the way we think about the situation. The following questions can help us in this process.

1. Is this thought actually valid/true?
2. Am I overreacting or exaggerating the problem?
3. Is there another way I could look at the situation?

REFRAMING YOUR AUTOMATIC THOUGHTS

Ruby, because you have the D style, you tend to be very straightforward when relating your thoughts and opinions about problems. However, since you tend to be so fast-paced and self-assured, you may not always stop to consider other angles, especially in the heat of the moment. So once you've stepped back, you'll need to consciously challenge yourself to re-evaluate the situation. Below are two **examples** of automatic thoughts that are common for your D style and ways to reframe them.

Automatic thought: They have no idea what they're talking about.

Reframed thought: They're coming at this from a completely different angle than me.

Automatic thought: If they push me, I'll push back harder.

Reframed thought: Maybe they don't realize how aggressively they're coming across.

Thinking about your own experiences, **choose two automatic thoughts** that resonate with you. (For reference, you may want to look back at the "Why Do I Do This?" section on pages 12–18 or the list of automatic thoughts and the Reflection activity on page 19.) Like in the examples above, come up with a way to reframe each automatic thought. Is there another way you could think about it?

Automatic thought:

Reframed thought:

Automatic thought:

Reframed thought:

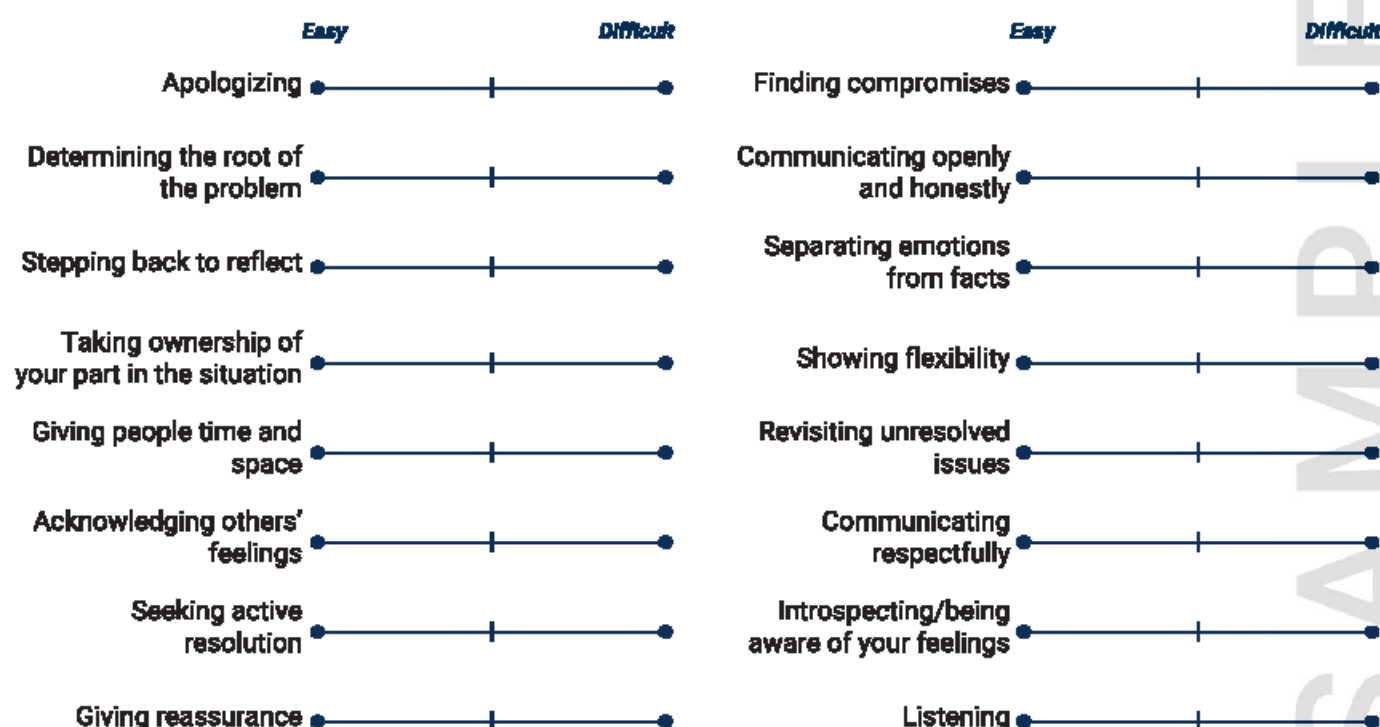
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Part Three

Choosing Productive Responses

Once you have reframed your automatic thought, you can choose to respond in a more productive way. There are many different ways to respond productively to conflict, and some behaviors are probably easier for you than others. Given your D style, you may find, for example, that revisiting unresolved issues comes more naturally to you than giving reassurance. Take a moment to rate how easy each behavior listed below is for you. This can help you identify behaviors you'd like to work on as well as productive responses you can call on during future conflicts.

On each continuum, plot how easy or difficult each productive response is for you.



REFLECTION

Think back again to your conflict situation from page 10 and the automatic response you described on page 19. How could you reframe your automatic thought(s)?

With your new way of thinking, what productive response might you have chosen? (Refer to the list above or choose a different productive response.) How would that response have changed the conflict?

Hey! You're not done yet.

It may be tempting to ignore this page, but getting better at productive conflict takes time and continuous practice. Use this page to log and reflect on the next conflicts you have. Learning to step back and reframe your thoughts will ultimately help you have more productive conflict in the workplace.

1 Briefly describe your conflict situation.

2 What were your automatic thoughts? What was your response?

3 How did you reframe your automatic thoughts? Could you have done better?

1 Briefly describe your conflict situation.

2 What were your automatic thoughts? What was your response?

3 How did you reframe your automatic thoughts? Could you have done better?

SAMPLE

Work of Leaders Profile

Denard Harris

Wednesday, December 08, 2021

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SAMPLE

WILEY

Introduction

WELCOME TO WORK OF LEADERS®

Everything DiSC Work of Leaders® provides a simple, compelling process that helps leaders get real results. The program improves self-awareness in key areas that will help you get better outcomes as a leader.

Where did Work of Leaders come from? This program is based on a four-year development effort that began by analyzing and distilling the work of leadership researchers from the last three decades. With the help of 300 subject matter experts from more than 150 organizations, we identified a specific set of leadership best practices.

How do we define leadership? Work of Leaders approaches leadership as a one-to-many relationship, as opposed to the one-to-one relationship of management.

How does leadership connect to DISC®? Your DISC style influences how you approach each of the steps of the process. DISC doesn't imply that you can or can't do any of the steps. It simply tells you how much energy will be required to do the different aspects of each step.

How is this different from other DISC profiles? Unlike other DISC reports, which emphasize understanding the differences between people, Work of Leaders focuses on understanding how your tendencies influence your effectiveness in specific leadership situations.

CORNERSTONE PRINCIPLES

- Work of Leaders focuses on tangible steps directed at **leading a group or organization** toward desired outcomes.
- The concepts in this report are relevant for **leaders at all levels**.
- Your leadership is influenced by a **variety of factors** such as character, life experiences, cognitive abilities, and maturity.
- All four DISC styles **contribute to leadership success**, and most likely your strengths reflect **your own DISC style**.
- Your report focuses on developing **preferred behaviors** that are based on **best practices**.
- The best practices are **context specific**, so the preferred behaviors will change depending on the needs of the situation.

WORK OF LEADERS: VISION, ALIGNMENT, AND EXECUTION

Work of Leaders provides a simple, three-step process to help you reflect on how you approach the most fundamental work of leaders: Creating a Vision, building Alignment around that vision, and championing Execution of the vision.



Vision

The work of leaders includes crafting a vision of new possibilities for the future through exploration, boldness, and testing assumptions.



Alignment

Leaders build alignment by communicating with clarity, engaging in dialogue, and providing inspiration, so everyone is moving in the same direction.



Execution

Finally, leaders need to champion execution through momentum, structure, and feedback, to enable the group to capitalize on its talents while making the vision a reality.

Your DiSC® Overview

YOUR DOT

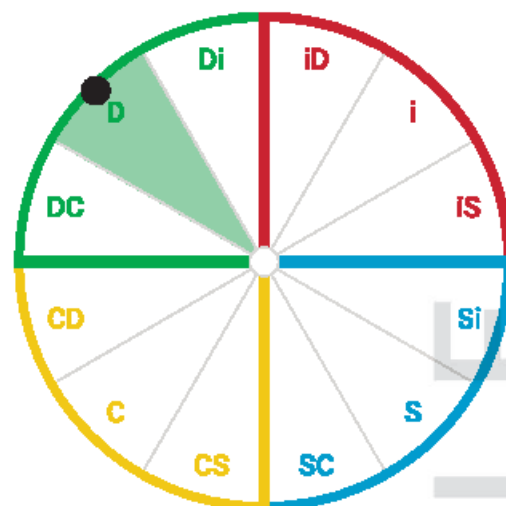
This report is personalized to you, Denard. In order to get the most out of your Everything DiSC Work of Leaders® Profile, you'll need to understand your personal map.

The Everything DiSC® model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.

Your DiSC® Style: D

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

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



CLOSE TO THE EDGE OR CLOSE TO THE CENTER?

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

WHAT'S NEXT?

Now that you know more about the personalization of your Everything DiSC Map, you'll read more about what your dot location says about you. Then you'll learn about your personal map shading and priorities and discover how this affects your leadership style.

Your D Style

YOUR DOT TELLS A STORY:

Because your style is D, your natural ambition helps you blaze a trail toward your goals. The promise of victory compels you to move quickly and to set high expectations for yourself and others.

Most likely, you're driven to accomplish great things. In fact, this might be the **first thing people notice about you**. Leaders with the D style are rated by their followers, peers, and managers as being more results-focused than any of the other DiSC® leadership styles. Because of this determination to triumph, you may become impatient and in turn frustrated if your expectations aren't met. In your pursuit of measurable results, you don't hesitate to pressure the group to keep pushing forward. You tend to exhibit a direct, take-charge approach, and people probably know what you expect of them.

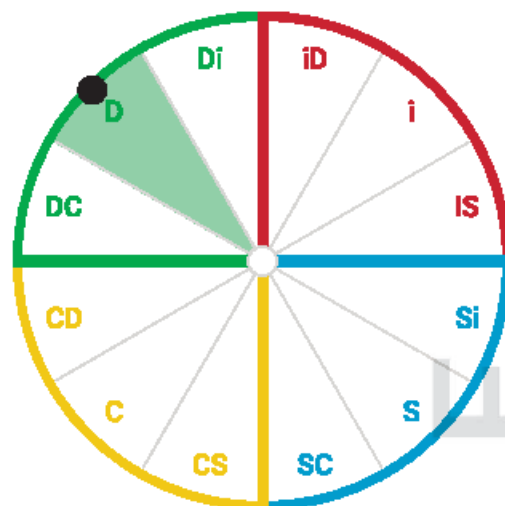
Like other leaders with the D style, you initiate action and help the group maintain momentum. You're probably comfortable introducing abrupt change, especially if it will get ideas off the ground. In addition, you're a quick thinker, so you have little trouble making on-the-fly decisions based on gut instincts. You're eager to find new opportunities, and you possess the courage to act on them quickly. Furthermore, you instill a sense of urgency in the group, pushing them to reach deadlines and achieve speedy results.

You gain satisfaction from clearing a path through obstacles, doubt, and resistance. You tend to wear your skepticism on your sleeve, and you're often the first to point out flaws and inconsistencies in other people's arguments. Research shows that the most pronounced strength of leaders who share your D style is a willingness to speak their minds. However, you're so focused on the challenge of finding flaws that you may not stop to think about the impact of your words. In fact, one of the most common pieces of constructive feedback for leaders with your style is that they sometimes fail to take other people's feelings into account.

Furthermore, because you have a competitive edge, you likely have a high tolerance for conflict. In fact, you may sometimes be eager to engage in a battle of rapid-fire ideas. Most likely, you'll fight tenaciously for your viewpoints in order to satisfy your win-at-all-costs instincts, especially if you see your ideas as most beneficial for the organization.

Leaders with the D style have a high level of confidence. This allows you to act decisively and maintain your drive to achieve. You strongly believe in your abilities, so once you've chosen a direction, you likely bury any pesky doubts that surface. However, keep in mind that at least 50% of leaders who share your D style get low marks for not being able to recognize their limitations and acknowledge when they're wrong. Still, because you have such a firm, steadfast approach, people often instinctively trust that you have a solid understanding of what's important, which may give you more credibility.

Denard, your most valuable contributions as a leader may be your tendency to move forward quickly, speak with conviction, make tough decisions, and step up to the plate when the group lacks direction. In fact, these are probably some of the qualities that others admire most about you.



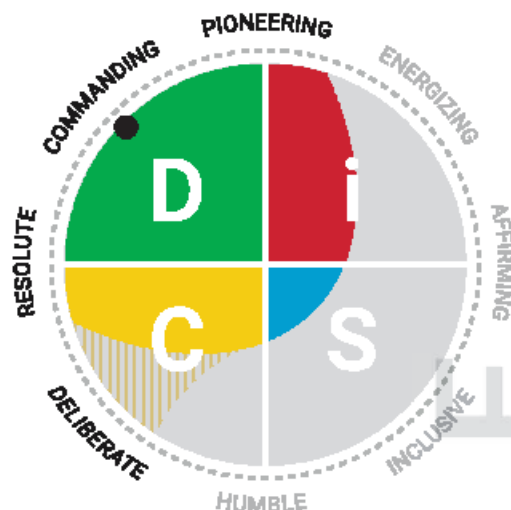
Shading & Priorities

YOUR SHADING EXPANDS THE STORY

Denard, while your dot location and your DiSC® style can say a great deal about you, your map shading is also important.

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

Typically, people with the D style have shading that touches Commanding, Pioneering, and Resolute. Your shading stretches to include Deliberate, which isn't characteristic of the D style.



WHAT PRIORITIES SHAPE YOUR LEADERSHIP EXPERIENCE?

Being Commanding

Denard, leaders with your D style feel a strong sense of responsibility to get results, and you expect others to share your focus on achievement. At times, your confident and driven style may cause you to come across as somewhat demanding or intimidating. And once you accomplish your goals, you may strive toward the next objective rather than taking time to celebrate.

Being Pioneering

As a leader who values innovation and growth, you prefer to seek out bold new opportunities rather than rely on steady progress from existing methods. You probably avoid getting bogged down in details and tend to act decisively. And because you like to hit the ground running, you may become frustrated with people who appear to be standing in the way of rapid forward progress.

Being Resolute

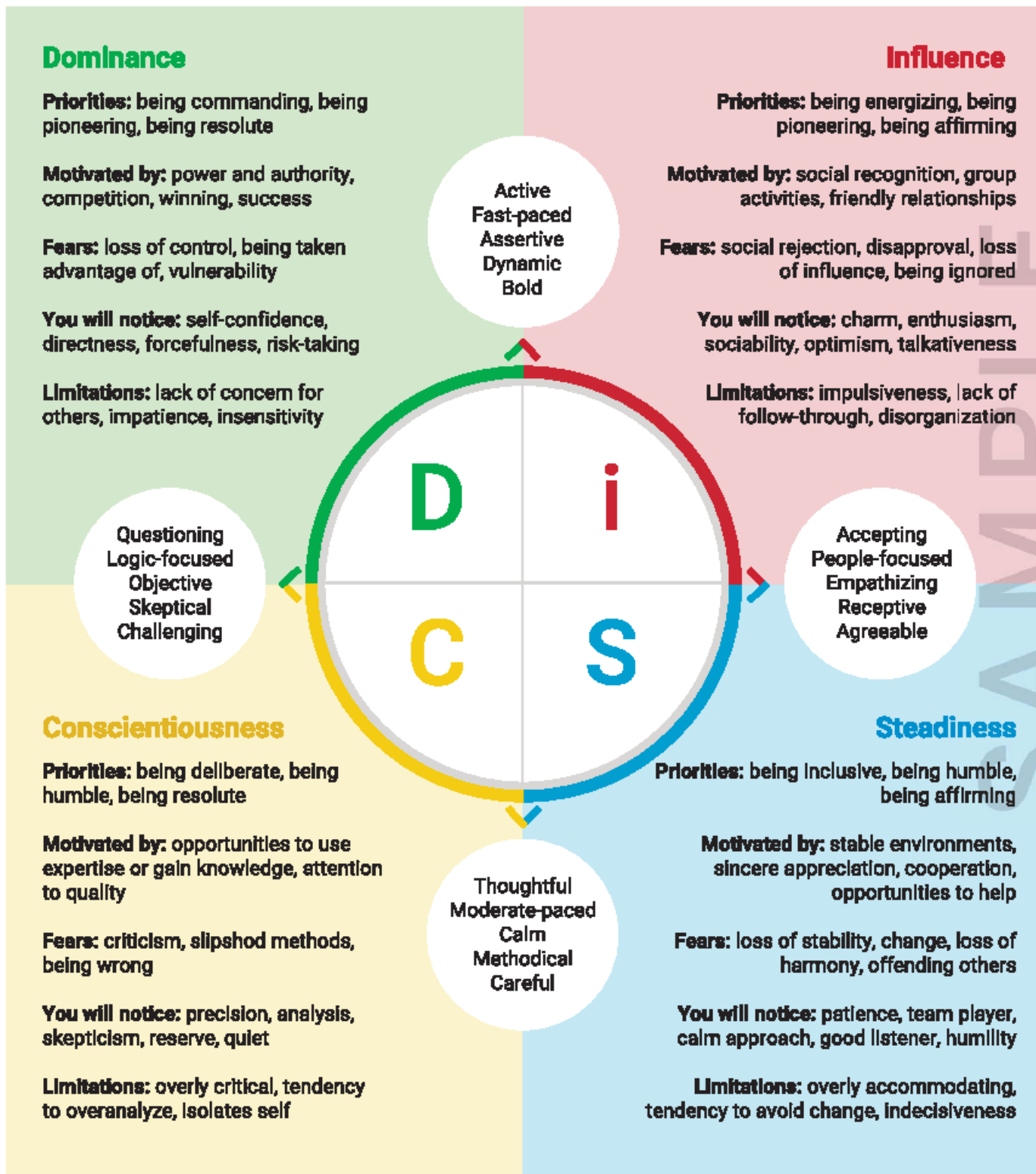
Leaders with your D style are often very strong-willed about their beliefs, and they may hold their ground even when others don't share their goals. You tend to show great persistence to overcome any obstacles that stand in your way. Most likely, you set high expectations for yourself and others, and you aren't afraid to speak up when you spot a flaw or inefficiency.

Being Deliberate

You tend to value being deliberate as well, which isn't typical for someone with your style. Most likely, you prefer to give people the time to make thoughtful decisions based on facts and logic. Quality outcomes are important to you, and because you want to ensure efficient and accurate results, you probably strive to communicate your expectations as specifically as possible.

Overview of DiSC®

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



Vision, Alignment, & Execution

HOW THE PROCESS WORKS

- Three steps: Vision, Alignment, and Execution
 - Three drivers for each step (e.g., Exploration, Boldness, Testing Assumptions)
 - Two behavioral continua for each driver (e.g., Remaining Open, Prioritizing the Big Picture)



What is “Vision”?



VISION is an **IMAGINED FUTURE CONDITION** for the organization or team

At any level of leadership, a vision is a *condition that is imagined—a future state* in which the organization or team creates something of unquestionable value, serves customers in unparalleled fashion, or reinvents the way it does business.

A well-crafted vision is broader in scope than a typical goal. For example, a goal might be: “Sell 20 million widgets this year.”

Whereas, a vision is: “Be the world leader in widgets while maintaining the highest safety standards in the industry.”

The terms “vision,” “mission,” “goals,” and “values” are sometimes used interchangeably. However, in the context of this report, we will focus our discussion around the term “vision.”

VISION IS IMPORTANT BECAUSE

- It **expands assumptions** about what can be done.
- It **provides purpose** for organizations, teams, and individuals (including the leader).
- It **drives the development** of specific, vision-supporting **goals**.
- It **unifies people**.

LEADERS AT ALL LEVELS HELP CRAFT THE VISION

While we think of vision as coming from the top down, crafting a vision is ideally a **shared process** that combines contributions from leaders at all levels. While visions may seem to spring full-blown from one person’s head, they are generally the result of ongoing efforts over a period of time by a larger group.

While the CEO may be responsible for the overall vision, each leader within the organization needs to define a vision for their group that supports the main vision.

For example, the CEO’s vision for the organization may be, “We will grow from domestic leader in the industry to international leader in the industry within five years.”

A customer service manager within the same organization might have the following supportive vision: “Our customer service will grow to offer 24-hour support in six major languages in the next three years.”

Now that you have a better idea of what we mean by vision, let’s look at each of the **three drivers** of vision: **Exploration, Boldness, and Testing Assumptions**.

Vision > Exploration

HOW EXPLORATION DRIVES VISION

Although a great vision often sounds simple and elegant, a good deal of effort and insight has usually gone into developing it. There is a discipline to exploring new ideas that involves thinking at a big-picture level. It also involves resisting the temptation to choose the "right" idea too quickly.

- Leaders need to be intentional about exploring new directions.
- It may help to suspend judgment and consider a variety of ideas.
- Exploration involves giving oneself the time to weigh options.



REMAINING OPEN & PRIORITIZING THE BIG PICTURE

When we talk about driving a vision by exploring, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to remain open, and others seek closure. Also, some leaders prioritize the big picture, while others prioritize the details. **In the context of exploration, the behaviors on the right-hand side of these scales are leadership best practices.** Any movement toward remaining open and prioritizing the big picture will help when exploring a vision.



Denard, you probably like to remain open and unstructured. This can pose some leadership challenges, but when it comes to creating a vision, your tendency to avoid locking in on one idea too quickly is a real benefit. You don't need to fully understand how an idea could be executed to explore and appreciate it. Rather, you continue to develop the concept and gain understanding of the logistics as you go. Because you don't rush for closure, you're less likely to settle on a less than ideal solution, and this willingness to explore often leads to a solid vision.



You tend to focus more on the big picture than on the details. This means that you think broadly about how everything fits together rather than concentrating on individual elements. This perspective allows you to better understand the relationships among different ideas and goals. When it comes to exploration, you are well equipped to see where a particular course *might* lead in the future or how new ideas *might* fit into current plans. Further, when you embrace a big-picture view, you are more likely to notice when outdated assumptions or practices are hindering your team or organization.

Since you see yourself as open and big-picture focused, you may already be doing a good job of exploring new ideas to create a vision.

Vision > Boldness

HOW BOLDNESS DRIVES VISION

Creating a bold vision doesn't necessarily mean doing something on a big scale. But it does mean that the leader has a willingness to go out on a limb to champion bold new directions. Great leaders stretch the boundaries of what seems possible and challenge people to rise to the occasion.

- Leaders don't make a big impact without being a little adventurous.
- People look to leaders for a compelling vision that excites them.
- Every great accomplishment begins with a bold idea.



BEING ADVENTUROUS & SPEAKING OUT

When we talk about driving a vision with boldness, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to be adventurous, and others are more cautious. Also, some leaders aren't afraid to speak out with their bold ideas, while others tend to hold back. **In the context of boldness**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward being adventurous and speaking out will help when creating a bold vision.



Denard, you probably don't mind trying new things, as long as there is a reasonable chance of success. Because you fall somewhere between being cautious and adventurous, you are usually willing to take chances when you have ample information and the right people in your corner. In situations where there are too many unknowns, you may be hesitant to create a bold vision. To help your group expand its reach, you may need to take more chances, even in the face of uncertainty.



You're usually ready to speak out, particularly when you feel that you have something important to say. Because you're willing to take chances socially and put your credibility on the line, you're likely to speak up about your ideas, even if some people may not agree with you. Your willingness to go out on a limb probably helps create a culture where others feel comfortable suggesting unconventional ideas as well. When crafting a vision, this quality no doubt helps you push toward new directions.

Since you see yourself as willing to speak out but only moderately inclined to be adventurous, you may need to be a bit more willing to take chances to create a bold vision.

Vision > Testing Assumptions

HOW TESTING ASSUMPTIONS DRIVES VISION

Creating a vision requires exploring ideas and being bold, but it's also crucial that the vision be grounded. Leaders can test their assumptions through several means, including seeking others' advice and doing more formal research. This is not about looking for support, but instead is about soliciting objective input and surfacing potential problems.

- Leaders need to look beyond their own thinking to test assumptions.
- It's important to recognize obstacles when developing a vision.
- Consider a variety of methods in checking your hypotheses.



SEEKING COUNSEL & EXPLORING IMPLICATIONS

When we talk about driving a vision by testing assumptions, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to seek counsel, and others like to decide independently. Also, some leaders focus on exploring implications, while others prefer to push forward. **In the context of testing assumptions**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward seeking counsel and exploring implications will help when it's time to evaluate the vision.



Denard, you tend to process your decisions independently, and this makes it easy to rely too heavily on your own assumptions. As a leader, you may believe that you have a handle on the issues that will affect the vision. While you may enjoy the responsibility of making major decisions autonomously, you may miss out on tapping into valuable resources. Seeking counsel may make the process less smooth in some ways, but it's a great way to get the fresh perspective that is often needed to make sound decisions.



You have a tendency to jump right into a project, and you may not always take the time to explore the implications by carefully examining your ideas. Leadership is often about pushing forward, but when you are creating a vision for your group, gathering objective data is an important step. Doing your homework takes time, and you may see it as unnecessary busy work when you are eager to keep things moving. However, evaluating your ideas helps test your assumptions against reality, and it also gives you the facts you need to gain alignment.

Since you see yourself as tending to decide independently and push forward, you'll need to test your assumptions more by seeking counsel and exploring implications as you create a vision.

What is “Alignment”?



ALIGNMENT is **GAINING BUY-IN** from the organization and your team

Alignment refers to the act of getting buy-in for the vision from everyone who will have a role in making it a reality. Alignment ensures that people are on the same page, both from a task and an emotional perspective.

Alignment requires ongoing one-way and two-way communication. In fact, the failure of a vision, no matter when it happens, can often have more to do with a lack of alignment than with the strength of the vision or the efficiency of execution.

Too often, leaders treat alignment as something to check off a to-do list. In reality, alignment is a dynamic, ongoing process that requires the leader to continually monitor and realign as conditions and needs change.

ALIGNMENT IS IMPORTANT BECAUSE

- It **sets the stage** by proposing a plan for effective implementation.
- It **provides a forum** for questions and concerns.
- It **brings people together** behind the vision.
- It **generates excitement** for the vision.

ALIGNMENT IS FOR LEADERS AT ALL LEVELS

Gaining and maintaining alignment is a critical role for leaders at all levels. Alignment requires attention to upward, downward, and lateral communication. Leaders in certain positions may need to use more time and energy to maintain alignment at all levels.

ALIGNMENT IN YOUR ORGANIZATION

A number of structural and cultural factors can affect how you go about creating and maintaining alignment. Consider how these affect alignment within your organization.

- Formal vs. informal communication
- Face-to-face and virtual environments
- Lateral and hierarchical organizational structures
- Negotiating competing interests

Now that you have a better idea of what we mean by alignment, let's look at each of the **three drivers** of alignment: **Clarity, Dialogue, and Inspiration.**

Alignment > Clarity

HOW CLARITY DRIVES ALIGNMENT

When communicating with others, it's important to deliver a rational, structured message. Some leaders have trouble translating their great ideas into words. Others struggle to stay on topic or fail to relay the most important points. When people don't understand your vision, how can you expect them to get on board?

- Clear communicators explain the reasoning behind their ideas.
- When people understand a message, they can more easily buy in.
- Consider thinking the message through all the way to the end.



EXPLAINING RATIONALE & STRUCTURING MESSAGES

When we talk about driving alignment with clarity, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to explain their rationale, and others offer their intuition. Also, some leaders tend to deliver structured messages, while others tend to deliver impromptu messages. In the **context of clarity**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward explaining your rationale and structuring your message will help when you need to be clear to get people's buy-in.

Offer Intuition ● ———— ● ———— | ———— | ———— ● Explain Rationale

Denard, you tend to be highly intuitive when making decisions, and this can make it more challenging to communicate the vision with clarity. While relying on your personal experience and insight can have many advantages for you as a leader, when it's time to get alignment, you also need to be able to explain the rationale behind the vision to others. When not checked against logic, your intuitive approach can fail to give people the data and reasoning they need to truly buy in to the vision.

Impromptu Messaging ● ———— ● ———— | ———— | ———— ● Structured Messaging

You have a tendency to deliver your ideas without a lot of structure, and this might cause people to get lost in your message. You may be quite good at thinking on your feet, but this communication style doesn't always help when the goal is gaining alignment. Leaders who tend to deliver impromptu messages often provide unnecessary details and go off on tangents. If people have trouble identifying your main point, you may lose their attention. To improve your communication when it's time to get buy-in, take the time to fully organize your thoughts before presenting the vision.

Since you see your communication style as intuitive and impromptu, you may need to put more effort into explaining your rationale and structuring your messages to provide the clarity that others need.

Alignment > Dialogue

HOW DIALOGUE DRIVES ALIGNMENT

One of the simplest ways to get others aligned around the vision is to engage them in a rich dialogue about the “who,” “what,” “why,” “where,” “when,” and “how” questions. When leaders involve others in two-way conversations like this, it not only increases buy-in, but also gives leaders invaluable information.

- True alignment requires openness to others' ideas and concerns.
- People want the chance to ask questions and share their insights.
- Dialogue helps leaders identify potential problems or disconnects.



EXCHANGING PERSPECTIVES & BEING RECEPTIVE

When we talk about driving alignment with dialogue, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to exchange perspectives, and others present information. Also, some leaders tend to be receptive to input, while others tend to challenge new ideas. In the **context of dialogue**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward exchanging perspectives and being receptive will help when creating an atmosphere of open dialogue.

Present
Information



Exchange
Perspectives

Denard, because you tend to be more directive when communicating, you probably don't focus on soliciting others' opinions and input. This can be a positive thing when you need to deliver a straightforward message, but when it comes to gaining alignment around a vision, a participatory approach is often more effective. When you communicate the vision without inviting people to respond, they may think their perspectives or concerns don't matter. And if they don't feel like they're part of the process, engagement and morale can suffer.

Challenging



Receptive

You have a tendency to challenge other people's ideas. While this helps ensure that your solutions are logical, it can also leave people feeling deflated when their ideas or concerns are criticized or minimized. This may create a culture where people are afraid to share, even if they are asked, and it could limit the exchange of knowledge that can be so valuable in gaining alignment. People want to know that their words will be met with openness when they decide to speak up.

Since you see yourself as challenging and inclined to present information, you may need to be more receptive to ideas and focus on exchanging perspectives to provide the dialogue that others need.

Alignment > Inspiration

HOW INSPIRATION DRIVES ALIGNMENT

How do leaders get people truly excited to start a new project or initiative? They inspire others by painting an exciting picture of the future, sharing their own passion, and showing confidence in the team's ability to succeed. Leaders who are able to inspire others in this way are much more successful in gaining and maintaining buy-in.

- Real buy-in isn't just getting people to go through the motions.
- When you express your passion, others become more committed.
- People need to see how their efforts will contribute to success.



BEING EXPRESSIVE & BEING ENCOURAGING

When we talk about driving alignment with inspiration, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to be expressive, and others are more reserved. Also, some leaders tend to communicate encouragement, while others tend to be more matter-of-fact. In the context of inspiration, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward being expressive and encouraging will help when people need to be inspired to get on board with the vision.

Reserved ●—————●—————●—————● Expressive

Denard, you probably don't worry about filtering your emotions, and when you're excited, your passion can be contagious. When people see your confidence about an idea, they're more likely to believe the vision is worthy of their attention. With your expressive approach, you help create a dynamic environment that brings up the group's energy level. Your willingness to share your emotions makes it easier for people to relate to you, and it also makes it clear that you really care about the vision for the group.

Matter-of-Fact ●—————●—————●—————● Encouraging

You probably provide encouragement to others when you spot a specific need for it. For example, you may concentrate more on encouraging those who are down rather than making a point to provide steady encouragement. Because you don't tend to place a heavy focus on this kind of support, you may miss out on opportunities to inspire others to try new things or help people find their inner strength when things get difficult. When it comes to gaining alignment around a vision, you may find it more effective to show more support by maintaining a consistently positive tone.

Since you see yourself as expressive but only moderately encouraging, you may need to place a bit more emphasis on optimistic support to provide the inspiration that others need.

What is “Execution”?



EXECUTION is turning the **IMAGINED FUTURE CONDITION** into reality

At the most basic level, execution is making the vision a reality. The leader must make sure that all conditions are in place so that everyone can do the work necessary to fulfill the vision.

Often people think of execution as something that happens in the trenches, while the leader sits in an office thinking up the big ideas. But the truth is that successful execution of a vision can't happen without the deep commitment and support of the leader.

EXECUTION IS IMPORTANT BECAUSE:

- It propels the development of concrete strategies.
- It makes the vision actionable.
- It gives people a sense of achievement.
- It fulfills the promise of the vision.

EXECUTION IS FOR LEADERS AT ALL LEVELS

The role of the leader at every level is to make sure the strategies and people are in place for the vision to become a reality. However, certain aspects of this role may look different depending on where you are in the organization.

YOUR ROLE IN EXECUTING THE VISION

Your position in the organization can affect how you participate in ensuring execution. Consider which of the following best describe your role in the process.

- More hands-on or less hands-on
- Advocating for resources or providing resources
- Creating strategy or following strategy
- Establishing culture or supporting the culture

Now that you have a better idea of what we mean by execution, let's look at each of the **three drivers** of execution: **Momentum, Structure, and Feedback.**

Execution > Momentum

HOW MOMENTUM DRIVES EXECUTION

Leaders often set the pace for the group, so when they tend to be too low-key, people may not feel the sense of momentum that's needed to realize the vision. By being driven and proactive—and also by acknowledging others who take initiative—leaders send the message that getting things done at a brisk pace is important.

- Leaders often set an example when it comes to momentum.
- People tend to perform to the level of momentum that's expected.
- Without a sense of momentum, projects can stall out and fail.



BEING DRIVEN & INITIATING ACTION

When we talk about driving execution with momentum, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to be driven, and others are more low-key. Also, some leaders tend to initiate action, while others tend to be more reactive. **In the context of momentum**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward being driven and initiating action will help create the momentum your group needs.

Low-Key ● ————— ● Driven

Denard, creating a sense of momentum is probably second nature to you. Because you like to make rapid progress, you may grow restless when energy seems to lag. As a leader, you tend to create a culture with a substantial focus on results. This keeps people on their toes and provides a sense of drive and a competitive spirit. You tend to root out complacency and inaction, and you expect people to strive to succeed, even if it means going beyond their comfort zones. By creating a sense of momentum for others, you encourage them to push themselves to do their best.

Reactive ● ————— ● Initiating

As a leader who tends to initiate, you identify fresh opportunities, call attention to areas for improvement, and kick off new projects. Your entrepreneurial spirit probably helps create a culture where being proactive is valued. In this kind of climate, people don't just wait for their next responsibility—they are constantly on the lookout for new ways to contribute. When a leader shows initiative, the group is more likely to grow and extend its reach rather than simply maintain the status quo.

Since you see yourself as driven and initiating, you may already be doing a good job of providing a sense of momentum.

Execution > Structure

HOW STRUCTURE DRIVES EXECUTION

To execute on a vision effectively, leaders need to ensure that people have enough structure to follow. Without appropriate processes, policies, and expectations in place, teams operate inefficiently and are less likely to create high-quality outcomes. To create structure, leaders need to make well thought-out plans and analyze complex problems.

- To work productively, people need to know what is expected.
- Effective leaders respond to the structure needs of their teams.
- Structure helps to produce predictable, reliable outcomes.



PROVIDING A PLAN & ANALYZING IN-DEPTH

When we talk about driving execution by providing structure, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to plan, and others like to improvise. Also, some leaders tend to analyze in-depth, while others tend to follow their first impressions. **In the context of structure**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward planning and analyzing in-depth will help when it's time to create the structure needed to execute well.

Improvise ●—————●—————|—————|—————● Plan

Denard, you have a tendency to improvise and figure things out along the way. This can be beneficial in situations where preparation isn't possible, such as in emergencies or social situations. On the other hand, even if a lack of planning doesn't bother you, many people get very anxious when they don't have a well-defined structure to depend on. Without clear processes, your group can suffer considerable inefficiencies, redundancies, and frustrations that can threaten the successful execution of the vision.

Follow First Impressions ●—————|—————|—————● Analyze In-Depth

Even though you're not inclined to provide a structured plan, you still tend to dig deep and analyze the complex issues surrounding systems and policies. By thinking through all of the implications and contingencies associated with a decision, you get a better handle on all of the moving parts. You can anticipate problems, and you aren't afraid to do the messy, oftentimes consuming work of analyzing root causes. When necessary, you're probably willing to stop progress to make sure that a problem is really understood before moving on.

Since you see yourself as having a tendency to analyze in-depth but also an inclination to improvise, you may need to spend more time planning in order to provide the structure that others need.

Execution > Feedback

HOW FEEDBACK DRIVES EXECUTION

In order to ensure that the vision is executed, leaders must provide both critical and positive feedback. When inefficiencies and complications are evident, leaders need to be willing to speak up. And, when people are performing well, it's equally important to provide the appropriate praise and recognition to keep everyone engaged.

- Feedback from leaders helps people know how they're performing.
- Leaders need to be willing to address problems head-on.
- Recognizing contributions encourages ownership and engagement.



ADDRESSING PROBLEMS & OFFERING PRAISE

When we talk about driving execution by providing feedback, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to address problems, and others like to maintain harmony. Also, some leaders tend to offer more praise, while others tend to offer less praise. In the **context of feedback**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward addressing problems and offering more praise will help you be more effective with feedback.

Maintain
Harmony



Address
Problems

Denard, when you see a problem, you're unlikely to sweep it under the rug. In fact, because you're so focused on successfully executing the vision, the problem will probably bother you until it's fixed. When it comes to giving feedback, you're usually willing to let people know when things aren't being done to your standards. In fact, you may be more concerned with things being done right than with protecting people's feelings. As a leader, this quality helps you ensure that inefficiencies in processes get addressed.

Offer Less Praise



Offer More Praise

You don't see yourself as particularly open with praise and recognition. Perhaps giving praise just doesn't occur to you since you have little need for it yourself. Or, you may be so task-oriented that recognition seems like a distraction. It's also possible that you feel that compliments aren't meaningful unless they're used sparingly. Be honest with yourself about what keeps you from showing your appreciation for others' work. If you don't positively reinforce good behavior, people are less likely to be motivated, loyal, and engaged.

Since you see yourself as ready to address problems but less inclined to offer praise, you may need to spend more time giving positive feedback to make people feel appreciated.

Your Leadership Strengths

Playing to your strengths is an important starting point for improving your leadership effectiveness. Below you will find descriptions of your three strongest areas in the process of Vision, Alignment, and Execution. Take a moment to read and reflect on how to maximize your use of these strengths in your current role.

● Vision > Boldness > **SPEAKING OUT**

Hold Back ●—————● **Speak Out**

You're not afraid to say what you think, and as a result, you are likely to champion a bold vision. You're willing to take chances socially, even if it means sharing ideas that might put your credibility on the line. You may often step forward with thoughts and theories that others would hold back, and this can have a big impact. People probably appreciate that you:

- Set an example for others to be bold
- Show your passion by putting your credibility on the line
- Speak up with possibilities that excite the team

● Execution > Momentum > **INITIATING ACTION**

Reactive ●—————● **Initiating**

You like to initiate action and get new projects moving. Leaders like you don't sit around waiting for someone else to tell them what to do—they act. Because you're often so proactive, you help create a sense of momentum for others, and your colleagues probably appreciate that you:

- Provide an entrepreneurial spirit
- Encourage others to find new ways to contribute
- Create an environment conducive to initiative and growth

● Alignment > Inspiration > **BEING EXPRESSIVE**

Reserved ●—————● **Expressive**

You're not afraid to be expressive when interacting with others. Your passionate, enthusiastic approach can help people feel good about the group's direction, and this is invaluable when it comes to gaining alignment around a vision. Your energy and excitement can inspire others, and people probably appreciate that you:

- Create an open, energetic environment
- Readily share your positive emotions with the group
- Rally others around an exciting vision for the future

Your Leadership Challenges

Now that you have a better idea of your strengths as a leader, let's take a closer look at the three behavioral continua where you have the greatest opportunities for improvement: **Being Receptive**, **Exchanging Perspectives**, and **Offering Praise**.

● Alignment > Dialogue > **BEING RECEPTIVE**

Challenging ●●—————● Receptive

Since you see yourself as challenging, you may need focus on being more receptive to provide the dialogue that others need.

TIPS FOR IMPROVEMENT

- Avoid challenging or completely dismissing other people's opinions. Being receptive will create a culture in which the group feels comfortable contributing.
- Be proactive about thanking people for their feedback, even if you don't agree with what was said. This will help people feel that it's worth their efforts to be a part of the dialogue.
- Make sure your tone of voice and your body language verify your receptiveness. It's not always what you say but how you say it that will have the biggest impact.

CASE IN POINT

Evelyn's Example:

When Evelyn's colleague, Ian, pointed out problems with the new direction she had proposed for her team, her initial reaction was to argue with him. However, she took a step back and remembered that Ian had a unique perspective on the work they did. Instead of pushing back, she urged him to elaborate on his concerns.

Michael's Example:

As Michael communicated a new vision to the team, people shared ideas that he and other senior leaders had already worked through and rejected. Rather than dismissing the ideas outright, he tried to make the team members feel valued and included by thanking them for contributing to the discussion and taking the time to explain the rationale behind the vision.

HOW CAN YOU ADAPT YOUR BEHAVIOR TO BECOME A BETTER LEADER?

How would your group and/or organization benefit if you were doing more of this behavior?

Write action steps based on the tips you found most useful.

Your Leadership Challenges

● Alignment > Dialogue > **EXCHANGING PERSPECTIVES**

Present
Information



Exchange
Perspectives

Since you see yourself as inclined to present information, you may need to focus more on exchanging perspectives to provide the dialogue that others need.

TIPS FOR IMPROVEMENT

- Even if your first instinct is to dismiss an opinion, encourage a discussion so you can understand what's behind it. Not only will this help people feel that they are being heard, it might give you fresh insights as well.
- Highlight great ideas that people bring to the table, even if they don't end up being implemented. If you show your appreciation when people weigh in, they'll feel more comfortable participating in the discussion.
- Remember that you may have to give up some control in order to facilitate discussions along the way. If new information arises, be flexible to changing directions.

CASE IN POINT

Evelyn's Example:

Evelyn worried that open dialogue would invite criticism, so she was tempted to explain her department's new direction without leaving room for comments. However, because she needed the team's buy-in, she urged them to express their concerns, even though it made her nervous. This led to a lively dialogue, and afterward, Evelyn realized that she had gained some new understanding that would make the change more effective.

Michael's Example:

When Michael presented the idea to his team members, their body language suggested that they weren't on board. He urged them to voice their hesitations, and after a few denials, one member of his team finally admitted that they were concerned about the effect that the potential changes could have on morale. After clearing up some misunderstandings, Michael continued the dialogue until he was certain they were on the same page.

HOW CAN YOU ADAPT YOUR BEHAVIOR TO BECOME A BETTER LEADER?

How would your group and/or organization benefit if you were doing more of this behavior?

Write action steps based on the tips you found most useful.

Your Leadership Challenges

● Execution > Feedback > OFFERING PRAISE

Offer Less Praise ● ————— ● Offer More Praise

Since you see yourself as less open with praise, you may need to spend more time giving positive feedback and making people feel appreciated.

TIPS FOR IMPROVEMENT

- When you notice that improvements have been made, commend the people responsible for a job well done. If an accomplishment is significant enough to be noticed, then it's significant enough to be applauded.
- Ease into the habit of giving recognition by regularly praising someone you're more comfortable with, or someone you're less familiar with, whichever helps make the process more rewarding.
- Build recognition into your plans and remind yourself to celebrate accomplishments before moving on. Placing praise on your to-do-list might prevent you from overlooking it.

CASE IN POINT

Evelyn's Example:

Evelyn came to realize that she needed to give more frequent recognition to the people on her team, so she decided to start small. She set a goal of complimenting each person's performance at least once a week, and after a while, she found herself looking for even more opportunities to praise others. It no longer felt like a chore, and she didn't have to remind herself to do it.

Michael's Example:

Michael outlined his plans for a new project, and at the end of each step, he tacked on a note that said, "acknowledge a job well done." After each phase of the project had been accomplished, his notes reminded him to thank the team and applaud specific contributions that had led to meeting the benchmark.

HOW CAN YOU ADAPT YOUR BEHAVIOR TO BECOME A BETTER LEADER?

How would your group and/or organization benefit if you were doing more of this behavior?

Write action steps based on the tips you found most useful.

Sales Profile

Taylor Meyer

Wednesday, December 08, 2021

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Introduction

WHAT IS EVERYTHING DiSC® SALES?

Taylor, have you ever wondered why connecting with some customers is easier for you than with others?

Maybe you've noticed that you have an easier time working with customers who are interested in competency and want to be well-informed.

Or, maybe you'd rather interact with customers who take an efficient, professional approach than those who want to engage in small talk or unproductive conversation.

Or, perhaps you relate best to customers who are naturally more skeptical than accepting.

Welcome to Everything DiSC® Sales! The DiSC® model is a simple tool that's been helping people connect better for over thirty years. This report uses your individual assessment data to provide a wealth of information about your sales priorities and preferences. In addition, you'll learn how to connect better with customers whose priorities and preferences differ from yours.

CORNERSTONE PRINCIPLES

- All DISC styles are **equally valuable** and everyone is a blend of all four styles.
- Your DISC style is also influenced by **other factors** such as life experiences, education, and maturity.
- **Understanding yourself** better is the first step to becoming more effective when working with others.
- Learning about other people's DISC styles can help you **understand their priorities** and how they may differ from your own.
- You can improve the quality of your sales interactions by using DISC to build more **effective relationships**.

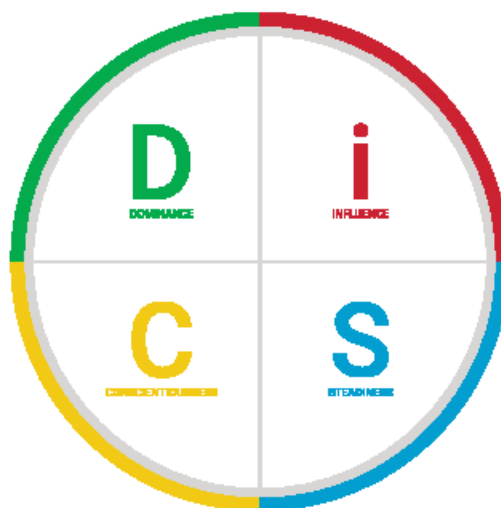
OVERVIEW OF THE DISC® MODEL

Dominance

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

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



Influence

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

Steadiness

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

Your DiSC® Overview

YOUR DOT

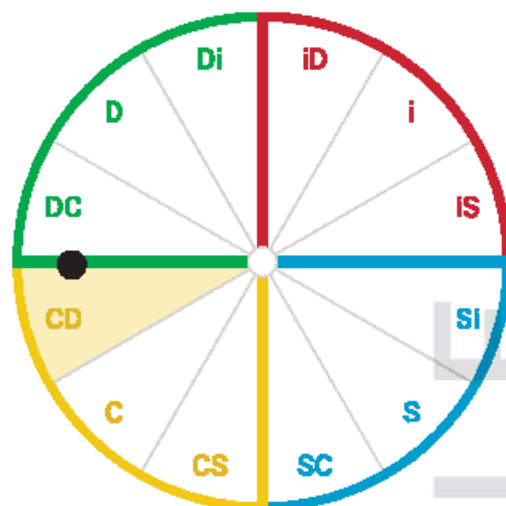
This report is personalized to you, Taylor. In order to get the most out of your *Everything DiSC® Sales Profile*, you'll need to understand your personal map.

As you saw on the previous page, the Everything DiSC model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.

Your DiSC® Style: CD

Your dot location indicates your DiSC style. Because your dot is located in the C region but is also near the line that borders the D region, you have a CD style.

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



CLOSE TO THE EDGE OR CLOSE TO THE CENTER?

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

WHAT'S NEXT

Now that you know more about the personalization of your Everything DiSC Sales Map, you'll read more about what your dot location says about you. Then you'll read about the sales priorities and preferences associated with the CD style. Using this knowledge, you'll learn how to use Everything DiSC principles to improve your understanding of customer buying styles and how to adapt your sales style to your specific customer's buying style.

Your CD Style

YOUR DOT TELLS A STORY

Because you have a CD style, Taylor, you probably take an efficient, no-nonsense approach to your work. You likely have high expectations for yourself and your customers. Since you value expertise, people who consistently demonstrate competence are most likely to gain your respect. And because you want to reach superior results efficiently, you work to balance speed and quality. You may be drawn to positions of authority that give you the freedom to ensure that things are done correctly.

Because of your strong desire to control outcomes, you may struggle to share responsibility, and it can be difficult for you to depend on others. You have little patience for disorganization and nonessential appointments. You're probably tempted to just take charge and finish matters your own way, and you may fail to recognize when you've stepped on someone's toes.

Like others with the CD style, you probably avoid showing too much emotion. In fact, you may come across as restrained and difficult to read when you first meet a customer. Perhaps you're simply sizing up the situation, but your unexpressive demeanor may seem unfriendly to people who are more outgoing.

You're not afraid to be blunt and forceful with your opinions because you're unwilling to compromise what you see as the truth. And, when things don't go as you think they should, you may struggle to contain your displeasure. Most likely, you tend to project firmness and confidence in your product or service, and you may become frustrated when customers seem less decisive.

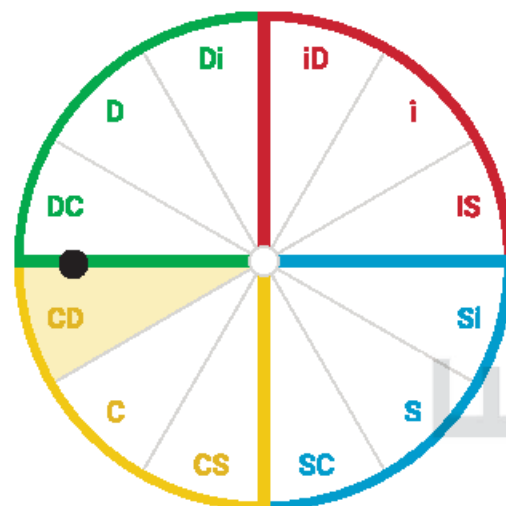
You probably pride yourself on your ability to face challenges head-on. When you've set a goal, you're not easily swayed by obstacles or disapproval from others. At times, you may get so immersed in a deal that customers may wonder if you're irritated with them.

Because you tend to be skeptical, you may foresee problems that others miss. Likewise, you may pride yourself on your ability to separate your emotions from the facts. But because you tend to focus on problems, you may come across as constantly dissatisfied. Your customers may find this intimidating, and they may be less likely to suggest new ideas to you for fear of rejection. You also may question the intentions of your customers, particularly if they come across as excessively friendly or enthusiastic.

Like others with the CD style, you probably don't enjoy conflict, but you usually don't let it stop you from doing what you think is right. You're likely to have a stubborn streak, and when a customer challenges you, you may dig in your heels even further. When situations escalate, you may overlook social niceties or let your tone or body language express your disapproval. At times, you may resort to shutting down entirely or hindering progress.

Although you pride yourself on the quality of your work, you may shy away from public recognition. If you receive praise that seems overly emotional, you may question its validity. Because you probably assume that others share this preference, it may not occur to you that certain people may want more open praise or compliments from you.

Taylor, like others with the CD style, your strongest assets as a salesperson may include your problem-solving skills, your high standards, and your determination. In fact, these are probably some of the qualities that customers admire most about you.



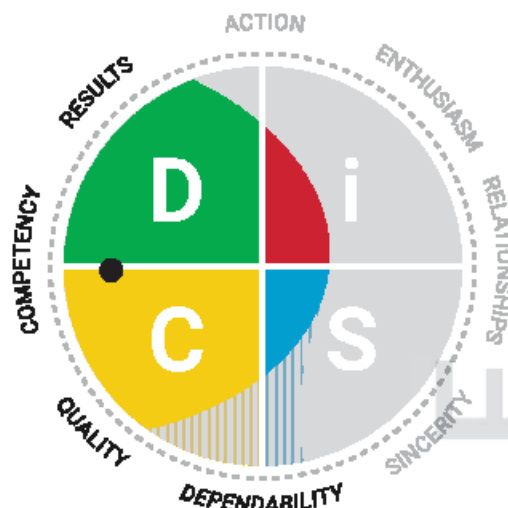
Shading & Priorities

YOUR SHADING EXPANDS THE STORY

Taylor, while your dot location and your DiSC® style can say a great deal about you, your map shading is also important.

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

Typically, people with the CD style have shading that touches Competency, Quality, and Results. Your shading stretches to include Dependability, which isn't characteristic of the CD style.



WHAT PRIORITIES SHAPE YOUR SALES EXPERIENCE?

Displaying Competency

Taylor, you tend to be straightforward and confident in sales situations. Because you believe it's important to be knowledgeable about your business, you're probably very well informed about what you're selling. Furthermore, you may often take control of discussions to help lead your customers toward logical conclusions. You tend to be well informed and self-assured because displaying competency is important to you.

Ensuring Quality

You probably make it clear to customers how your product or service is superior, reinforcing your claims with facts and data. Furthermore, you're unlikely to make an assertion without solid proof, and you won't promise more than you can deliver. Because ensuring quality is important to you, you do your best to convince your customers of the value in your offering.

Getting Results

You tend to emphasize the ways in which your product or service will impact the customer's main objectives. Most likely, you're specific when you explain the payoff you can deliver if customers commit, focusing on realistic and rational goals. You tend to show your customers precisely how your product or service will help them get the impressive results they want.

Emphasizing Dependability

You tend to emphasize the reliability of your product or service as well, and this is not typical for someone with your style. Most likely, you encourage customers to ask you questions, and you're willing to provide them with the evidence needed to illustrate the security in what you're offering. You strive to show people that when they work with you, they're making a dependable choice.

Your Sales Strengths

HOW DO YOU EXCEL AS A SALESPERSON?

Taylor, because you have the CD style, you probably emphasize the **quality** of your offer. You may work to win people over with your extensive knowledge and command of details. You likely lay out a convincing argument for why your product is uniquely suited to help them achieve their goals. In the process, you probably impress customers as **competent** to handle their business.

In addition, you tend to avoid excessive small talk and focus on the bottom line. Many people will appreciate that you are determined to get them **results** and don't waste time trying to charm them. Therefore, you may be seen as a well-prepared individual who takes the process seriously. Furthermore, unlike others with the CD style, you have an additional priority that may impact your strengths. To prove your **dependability**, you likely make it clear that people can count on you to keep your promises.

You may identify with some of the following statements:

Competency

- I do my homework so that I understand the customer's business and needs.
- I come across as knowledgeable and confident.
- I don't get flustered if people ask a lot of questions.
- I don't become emotional in business situations.
- People can see that I'm competent to take care of their needs.
- I don't allow my personal feelings to affect my presentation.

Results

- I don't waste the customer's time on small talk.
- I keep the discussion on track and focused.
- I quickly see the connections between the customer's needs and my product or service.
- I keep an eye on the bottom line.
- I'm persistent and assertive in securing the deal.
- I help my customers focus on results.

Quality

- I back up claims about the quality of my product or service with data and evidence.
- I'm orderly and well-organized.
- I'm realistic about the customer's issues and problems.
- I keep careful track of important details.
- I avoid making outlandish or exaggerated claims about the offer.
- I look for logical answers to the customer's questions.

Dependability

- I plan ahead to avoid surprises when I meet customers.
- People know that I'll be there to support them if things don't go as planned.
- I emphasize the dependability of my product or service.
- I don't promise more than I can deliver.
- People sense that I am honest and reliable.
- I work hard to deliver a secure product or service.

Your Sales Challenges

WHAT IS DIFFICULT FOR YOU AS A SALESPERSON?

Just as there are areas where you excel as a salesperson, there are other aspects of your job that you may find more challenging. Based on your answers to the assessment, your lowest three priorities are highlighted below. It's impossible to focus on everything, but that doesn't mean you can't learn to understand and overcome these challenges.

You're probably good at pointing out the quality of your product or service, but your detailed explanations may cause more fast-paced customers to grow impatient. Furthermore, your indifference to forming personal relationships with customers may leave some of them feeling disconnected from you. And because enthusiasm is a low priority for you, you may fail to generate much excitement for your product or service.

You may identify with some of the following statements:

Action

- I sometimes take the process too slowly.
- I sometimes approach conversations in an overly logical or analytical way.
- I can get bogged down in specifics.
- I may not always emphasize the innovative aspects of my product or service.
- I may provide too much extraneous information.

Relationships

- I may ignore a customer's attempts to get to know me better.
- I may neglect to establish a personal relationship with customers.
- I have trouble reading the customer's body language or mood.
- I sometimes neglect to empathize with customers.
- I may become impatient with the customer's small talk or indecision.

Enthusiasm

- At times, I can appear to be aloof or distant to customers.
- I can go into lengthy analyses that bore or confuse customers.
- I may emphasize facts and figures rather than intuition and passion.
- I can come across as pessimistic or skeptical.
- I may fail to get customers excited about my product.



SAMPLE

DiSC® Buying Styles

RECOGNIZING THE DISC® BUYING STYLES

Just as your sales style can be described by the Everything DiSC® Sales Map, your customers can be placed on the map as well. This section will help you recognize the different DiSC buying styles and better understand the different priorities of each type of customer.

D Style

As you can see on the map, customers who tend toward D (Dominance) are both **fast-paced & outspoken** and **questioning & skeptical**. In general, they tend to be assertive, confident, and bold, and they are not afraid to express their opinions. These customers often know what they want and make up their minds quickly, even if the decision is important or complicated. In addition, D style individuals have a take-charge attitude that may cause them to dominate conversations with others.



I Style

Customers who tend toward I (Influence) are both **fast-paced & outspoken** and **accepting & warm**. In general, they tend to be extroverted, optimistic, and energetic. They may see the sales process as an opportunity to socialize with others and, therefore, they may try to establish a personal relationship with the salesperson. For this reason, I style people are likely to appreciate small talk or even tangential conversations that have little to do with what you're selling. They may be more interested in creating a friendly, informal atmosphere.



S Style

Customers who tend toward S (Steadiness) are both **accepting & warm** and **cautious & reflective**. In general, they tend to be accommodating, soft-spoken, and humble. Even though they are friendly and agreeable, they also tend to be careful, sometimes reluctant, decision makers. Most likely, they want to be absolutely sure that a decision is the right one before they commit. In addition, they often avoid change and are hesitant to take on new ways of doing things.



C Style

Customers who tend toward C (Conscientiousness) are both **questioning & skeptical** and **cautious & reflective**. In general, they tend to be reserved, analytical, and systematic. They carefully consider all their options, and they are unlikely to display great enthusiasm or animation, even if they like what they see. C style customers want to stick to the facts, and they have little use for small talk or attempts to steer the discussion into more personal territory. In fact, they feel manipulated if a salesperson attempts to get too personal too quickly. These customers base decisions on objective information rather than emotion or intuition.



Recognizing the D Buying Style

What are some behaviors that can help you identify D style customers?

With D style customers, you may notice

- Assertive, results-oriented demeanor
- No-nonsense attitude
- Fast, action-oriented pace
- Straightforward or even blunt way of speaking
- Willingness to take risks
- Open skepticism
- Impatience with small talk
- Eagerness to control discussions
- Tough-minded approach
- Quick, decisive style



To you, people with the D style may seem:

- Driven
- Rash
- Forceful
- Strong-willed

Imagine you are interacting with a customer who has the D style and shares your priority on results. You probably notice right away that she is a go-getter who is interested in what your product or service will do for her. She cuts right to the chase and wants you to tell her the bottom line, and you probably have no trouble relating to her direct, businesslike approach. Also, because you share her desire for successful outcomes, you probably appreciate her determination to reach her goals.

This individual appears fast-paced and outspoken. While you probably share her tendency to say it as you see it, she's likely to move faster than you do. She wants to get to the point quickly and makes up her mind swiftly and decisively, which may strike you as somewhat reckless. Because she's so concerned with immediate results, your efforts to analyze issues and go over options may be lost on her. As a result, she may try to control the discussion to keep things moving.

Furthermore, she seems to share your preference to be questioning and skeptical. She may need to be convinced that a product or service is as good as presented, and she tends to examine people's motivations before making any commitments. Therefore, she's unlikely to immediately accept your opinions, even if you've had a long-term relationship with her. She's just as likely as you are to be straightforward when looking at issues and making decisions, and she probably appreciates your tendency to avoid emotional appeals and stick to the facts.

Recognizing the i Buying Style

What are some behaviors that can help you identify i style customers?

With i style customers, you may notice

- Upbeat and enthusiastic approach
- Positive outlook
- Friendly demeanor
- Reliance on intuition or gut instinct
- Fast, action-oriented pace
- Interest in forming personal relationships
- Consideration of other's feelings
- Eagerness to meet new people
- Tendency to make small talk
- Willingness to try innovative or groundbreaking ideas



To you, people with the i style may seem:

- Emotional
- Talkative
- Naïve
- Scattered

Now, imagine you are interacting with a customer who has an i style. He seems to love meeting new people and engaging in friendly chitchat. You notice right away that he is full of energy and wants to be excited about your product or service. However, you probably don't relate to his outward enthusiasm, and you may be skeptical of his optimistic approach. Furthermore, you may have trouble with his frequent attempts to make small talk, preferring to keep the discussion focused on business instead.

This individual appears fast-paced and outspoken. He gets excited about potential breakthroughs, and he may be very interested in products or services that can lead to innovative developments. Because he tends to be spontaneous and flexible, you will probably notice that he becomes restless or bored if you stick strictly to business and structure. He wants to keep the atmosphere light, so he may quickly move from one idea to the next, which may seem careless to you.

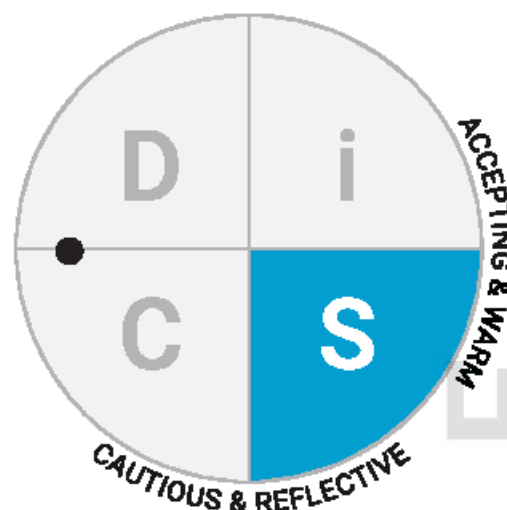
Furthermore, he may come across as more accepting and warm than you usually are. He tends to give people the benefit of the doubt, which is in contrast to your naturally skeptical nature. Also, he prioritizes the value of relationships and may take time to socialize or ask personal questions in an effort to form a bond. He feels he has to know the person as an individual before signing on for the product or service, but to you, this may seem irrelevant or unprofessional.

Recognizing the S Buying Style

What are some behaviors that can help you identify S style customers?

With S style customers, you may notice

- Agreeable and welcoming manner
- Softer way of speaking
- Moderate, methodical pace
- Attentive, patient listening skills
- Calm, gentle demeanor
- Frequent displays of modesty and accommodation
- Reluctance to commit quickly
- Caution or hesitancy when making decisions
- Even temper
- Avoidance of change



To you, people with the S style may seem:

- Uncritical
- Unassertive
- Easy-going
- Soft-spoken

Now, let's imagine you are interacting with a customer who has the S style. To you, he seems soft-hearted and even-tempered, and he is always looking for opportunities to make your interactions feel more comfortable. He tends to be a very patient and attentive listener, and he is more interested in hearing what a person has to say than in talking about himself. In fact, he will rarely challenge anyone directly, even when he has reservations, which is probably not something you can identify with.

He has a very accepting and warm demeanor, which may clash with your tendency to be more reserved and formal with people. This individual wants to establish a relationship based on sincerity and trust, while you usually want to stick to the facts and move toward definitive commitments. As a result, you may notice that he is accommodating and polite, but he could be holding back his true concerns. This is because he wants to please and appease people, and he may be intimidated by your frequently blunt approach.

You may appreciate this customer's slower and more careful pace. He is cautious and reflective, and while it's uncommon for someone with the CD style, you share his preference for dependability. Therefore, his inclination to choose steady, reliable options may resonate with you. He wants time to think carefully before committing to a product or service, and will probably be hesitant to make a big change or move into uncharted territory. As a result, he may respond well to your tendency to explain details and specifics.

Recognizing the C Buying Style

What are some behaviors that can help you identify C style customers?

With C style customers, you may notice

- Professional, even stoic demeanor
- Slow, methodical pace
- Reliance on logic and reason
- Avoidance of emotional expressions
- Discomfort with small talk or personal questions
- Open skepticism
- Caution when making decisions
- Private, reserved nature
- Desire to have things be exact
- Interest in details



To you, people with the C style may seem:

- Logical
- Systematic
- Task-oriented
- Analytical

Imagine you are interacting with a customer who has the C style and, like you, tends to be very analytical and focused on quality. She keeps the facts of the situation in mind and carefully studies her options without losing track of the details. Furthermore, she doesn't respond well to emotional appeals or overly friendly approaches. In fact, she may become quite annoyed with these tactics. Therefore, she probably appreciates your tendency to be straightforward and focus on the specifics.

This individual tends to share your questioning and skeptical nature. As with you, having competency is important to her, so she usually does her research and enters discussions with at least a basic understanding of the situation. As such, she probably shares your tendency to look at ideas objectively and avoid letting personal feelings have much of an influence. Furthermore, she tends to identify potential issues that other people would never notice, and she will appreciate your tendency to answer her questions in a straightforward manner.

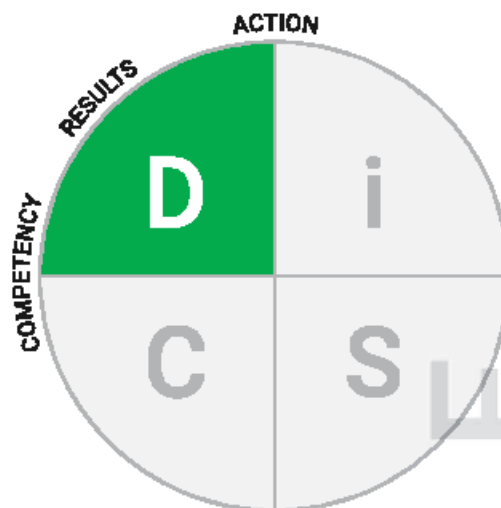
You'll probably notice that this customer is cautious and reflective, and unlike others with the CD style, you share her preference for dependability. Like you, she wants to know that a product or service is as error-free as possible and the chance of unpleasant surprises has been minimized. Therefore, she wants to thoroughly analyze her options, and she will probably appreciate your tendency to supply her with details and specifics. However, she doesn't like being pressured or rushed, so she may pull back if you demand definitive answers.

What Drives D Style Customers?

WHAT DO D STYLE CUSTOMERS PRIORITIZE?

They expect bottom-line results

Like you, D style customers prioritize concrete **results**. They can be insistent in wanting to know the direct effect that a product or service will have on their business, and they look for immediate developments and quick, uncomplicated returns on their investments. Similar to you, these individuals are skeptical of emotional appeals, but they may take it a step farther by actively displaying impatience with people who try to schmooze them. D style customers keep their goals in mind, and their decisions are based on how they can best achieve tangible success.



They expect competency from a salesperson

Like you, D style customers prioritize **competency** in both themselves and others. However, while you are likely to consider people's expertise and knowledge when assessing their competence, these individuals look more for confidence and a "can-do" approach. They want to know that a person will fulfill his or her side of the deal, and they may be reluctant to give second chances to people who make mistakes at crucial points. They expect others to do some homework to understand their business needs without a lot of hand-holding.

They expect quick action and forward motion

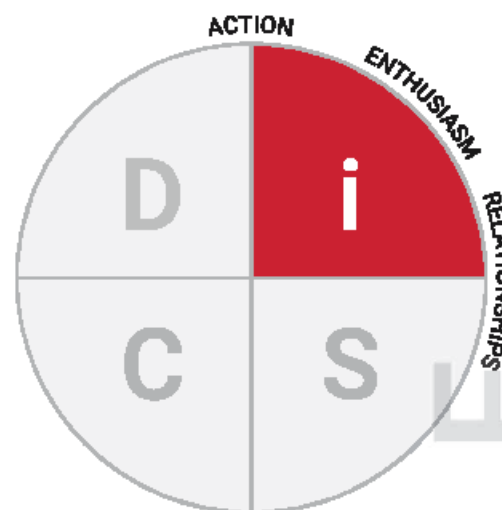
D style customers take **action**, and they have little patience for lengthy discussions or complicated analyses, which is in contrast to your tendency to go over options with some attention to detail. These individuals want to know the key points and essential components, which often helps them make up their minds quickly. Once they have reached a decision, D style customers may have trouble changing their opinions, and they may express irritation if asked to reconsider or pressed to discuss additional options. They like to make a decision and see an immediate effect.

What Drives i Style Customers?

WHAT DO I STYLE CUSTOMERS PRIORITIZE?

They expect enthusiasm and excitement

Customers who tend toward the i style appreciate **enthusiasm**, and for this reason, they want to feel excited about a product or service. They rely on their intuition to tell them if an offer is what they're looking for, which is in contrast to your tendency to base your decisions on facts and data. These individuals need to become inspired about an idea to fully commit to it, so they want people to display outward passion or enthusiasm about their own products or services. Also, when making decisions, they're particularly attracted to options that are fun and exciting as opposed to your frequent emphasis on logical and practical considerations.



They expect quick action and an immediate impact

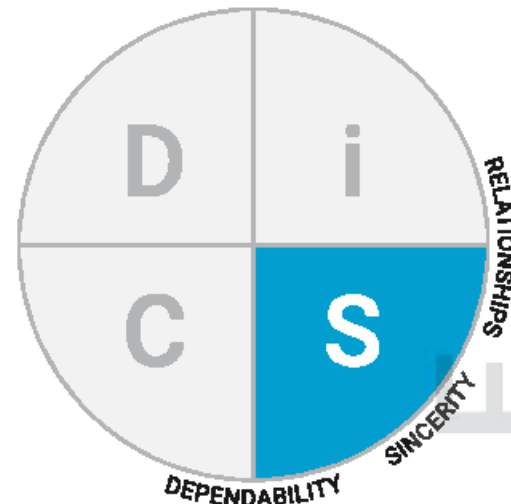
Furthermore, i style customers appreciate **action**, so they may want to know only the key points of a product and service to help them reach their intuitive decisions. They may grow bored with the kind of detailed analysis that you sometimes prefer. In addition, these individuals may see offers that are long on practicality but short on innovation as bland or insufficient for their needs. They tend to be most attracted to options that provide an immediate and energizing impact, compared with your focus on high quality and concrete results. In general, they want to be motivated by the promising possibilities of your product or service.

They expect friendly and trusting relationships

Unlike you, i style customers prioritize personal **relationships**, which means that they want to get to know the person they are doing business with before committing to anything. They place a strong value on trust, and they rely on friendly interactions to create a personal bond, which is in contrast to your tendency to remain logical and keep the focus on business considerations. As such, they tend to devote much of the interaction to discussing feelings, opinions, and ideas that are not strictly related to the offer, which may not always align with your emphasis on the bottom line.

WHAT DO S STYLE CUSTOMERS PRIORITIZE?

S style customers want to know that you are sincere and heartfelt before they can truly feel comfortable during your interactions, and this may conflict with your more reserved approach and focus on the bottom line. In their desire to appease people, they may allow others to dominate the conversation, which gives the impression that they can be easily persuaded. However, these individuals want people to be thoughtful and genuine, and they are unlikely to make a full commitment unless they feel that they can really trust a person.



These individuals strive for the comfort of trustworthy **relationships**, while you tend to focus on logic and the bottom line. They want to know that you care about them as individuals, not just customers, and that you're interested in their unique situations. Despite their interest in establishing personal relationships, S style customers may be slow to open up, and they often look for others to reveal their personal sides first.

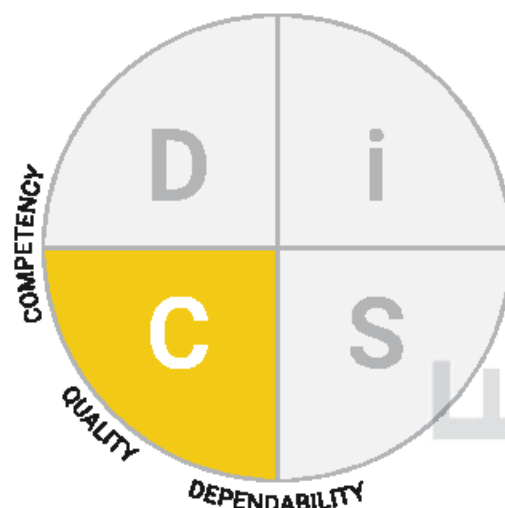
Like you, S style customers want assurances of **dependability**, which is a priority less common for someone with the CD style. Because these individuals are naturally cautious, they need to know that you'll be around to give them support if things don't go as planned. Like you, they are unlikely to be satisfied with vague promises or unexplained details. However, while you are likely to promote the quality of your offer and your own expertise, S style customers tend to focus on specifics and guarantees to get the concrete reassurance they need.

What Drives C Style Customers?

WHAT DO C STYLE CUSTOMERS PRIORITIZE?

They expect high-quality products and services

Like you, C style customers value **quality**. They may analyze the specifics of an offer and ask probing questions about its features, as you tend to do. They're unlikely to be satisfied with responses that fail to provide the details or evidence that they need to evaluate the effectiveness of a product or service. These individuals share your tendency to maintain high standards, so they have to be confident in an offer's merit before they commit.



They expect dependability and accountability

These individuals look for **dependability** in products, services and the people they do business with, which is a priority you share even though it's uncommon for someone with a CD style. Like you, they do not like to be surprised, and they want to be sure that there will not be problems down the line, such as hidden charges, flawed products, or inferior service plans. Similar to you, C style customers are naturally skeptical, so they want to be assured that people do not promise more than they can deliver. Therefore, they need to know that you'll be around to take responsibility if things don't go as planned.

They expect competency and expertise from salespeople

Like you, C style customers want to see **competency** during their interactions. They know their business and expect the people they do business with to be knowledgeable about it as well. They like working with experts who can support their claims with evidence and details, especially if bold or daring plans are being discussed. Furthermore, they like to see that a person can talk through an idea in a logical and analytical manner, which may match your tendency to rely on facts and data.

Adapting to Different Customers

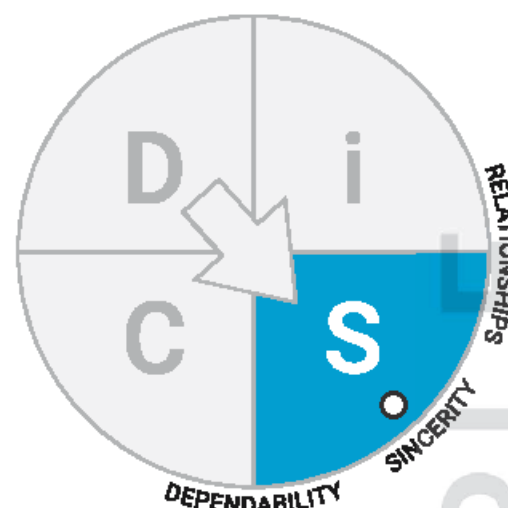
Now that you recognize your priorities and have an idea of what motivates different types of customers, we'll look at how to adapt your behavior in order to get the most out of the sales process.

FINDING COMMON GROUND

On the following pages, you will find out how your selling priorities mesh or clash with the tendencies of different customers.

Your position on the DISC® Sales Map indicates a natural inclination toward certain priorities, so you may find that adapting to customers with these same preferences is somewhat easy.

For example, as shown in the illustration to the right, the salesperson tends toward the S style. As such, he or she may find it relatively easy to adapt to customers who prioritize Sincerity, Dependability, and Relationships.

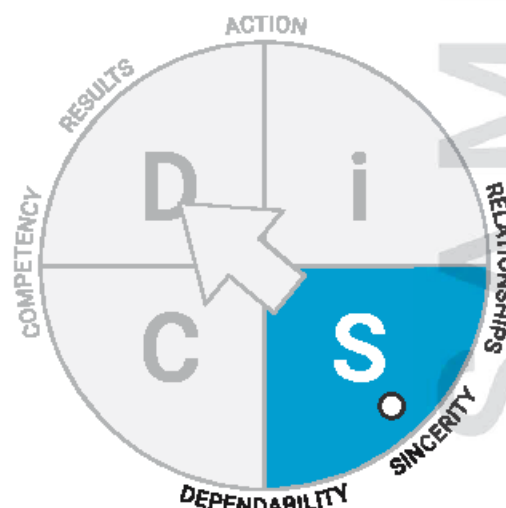


LEARNING TO ADAPT

However, your three lowest priorities (as discussed on page 7) may present you with the most difficulty when it comes to adapting your behavior.

For example, the same S style salesperson may find it more difficult to adapt to the D style customer who prioritizes Results, Action, and Competency, because these happen to be the S style salesperson's lowest priorities.

Still, it is always possible to adjust our preferences to meet the needs of our customers, especially if we are aware of these differences and are committed to doing what it takes to make the sale.



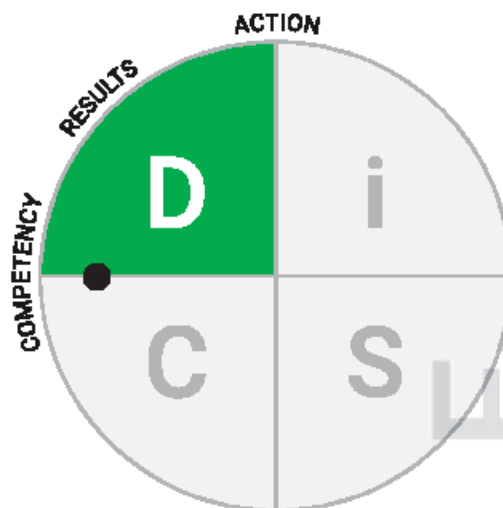
The following pages provide specific strategies you can use to stretch beyond your natural preferences to make the selling process more productive, regardless of the type of customer you are interacting with. In essence, you will learn how to adapt for the benefit of your customer.

Adapting to D Style Customers

ADAPTING YOUR CD STYLE TO D STYLE CUSTOMERS

Compared to you, D style customers tend to be:

- More likely to move at a fast pace
- Just as likely to question others' conclusions
- Equally likely to be skeptical
- Similarly focused on the task at hand
- Just as likely to avoid small talk
- Less concerned with quality



STRATEGIES FOR INTERACTION

Address the need for Results

D style customers have a strong drive to get immediate results and achieve success quickly. Because they want to know about the concrete impact of your product or service, you might want to spend less time discussing the quality of your offer and more time showing how you can affect their bottom line. These individuals share your preference for practical accomplishments, so keep the discussion focused on how your product or service can help them accomplish their goals simply and efficiently.

- Provide them with plenty of options.
- Show a desire to help them get immediate results.
- Demonstrate how your offer can improve their bottom line.

Move toward definitive Action

D style customers make quick decisions about whether a product or service can help them, so their desire for immediate action and forward momentum could clash with your tendency to go over details and specifics. Get to the gist of your offer quickly because they may get impatient discussing the nuances. Show them how you can get the ball rolling quickly, and let them know that they won't have to wait to see positive outcomes.

- Get to the point.
- Create an urgent, rapid pace.
- Be as concise as possible.

Prove your Competency

D style customers are self-assured and confident, so they do not respond well to people they have to coddle. Show these individuals that you can take control of the situation and get things done without a lot of hassle on their part. They are more likely to trust your abilities if you project a "can-do" attitude that does not cross over into arrogance.

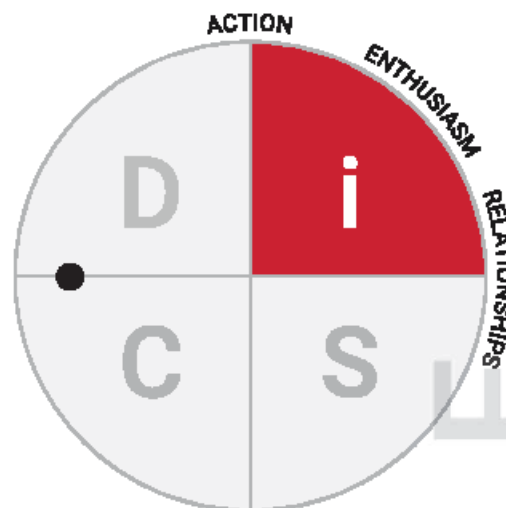
- Gain respect by appearing confident.
- Be straightforward and frank when appropriate.
- Show respect for their authority.

Adapting to i Style Customers

ADAPTING YOUR CD STYLE TO I STYLE CUSTOMERS

Compared to you, i style customers tend to be:

- More interested in bold or daring plans
- More interested in establishing personal relationships
- More optimistic
- Less logic-focused and objective
- Less focused on the bottom line
- Less blunt or challenging



STRATEGIES FOR INTERACTION

Increase Enthusiasm for the process

These individuals are frequently energetic and upbeat, while you are more likely to be logical and no-nonsense. As a result, you may have difficulty matching the i style customer's high level of enthusiasm, and he or she may view you as too focused on logic to appreciate passion. It may be helpful, therefore, for you to reinforce their naturally optimistic point of view, which may get them to focus their excitement on your offer.

- Capitalize on their natural optimism.
- Allow them to express their thoughts.
- Avoid becoming negative or pessimistic or dampening their enthusiasm.

Move toward productive Action

These customers want to know about the exciting possibilities of your product or service so they can hit the ground running, and they don't want to dwell on the specifics or study complicated analyses. Your tendency, therefore, to emphasize the quality of your offer and back it up with data may cause them to lose interest in your product or service. Instead, try to summarize as much information as you can and avoid coming across as a know-it-all.

- Don't give more detail than is necessary.
- Avoid presenting too much analysis.
- Communicate excitement for new possibilities.

Build a positive Relationship

These individuals want to get to know the person behind the product or service before committing, which could clash with your tendency to focus on results and objective facts. While their emphasis on a personal relationship may make you uncomfortable, they may feel slighted if you rebuff their attempts at friendship. Consider joining in with the i style customer's small talk, as long as the conversation doesn't go off on unproductive tangents.

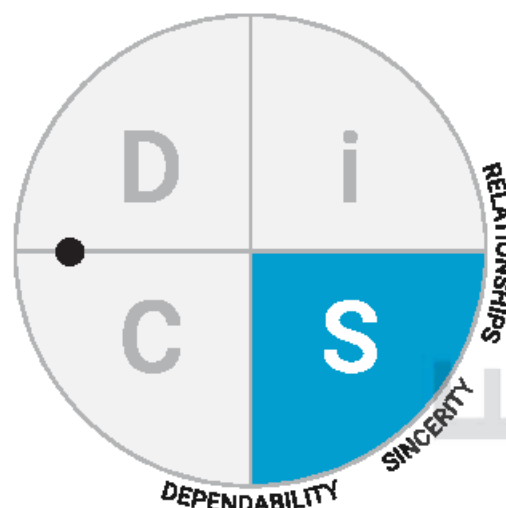
- Ask casual, open-ended questions that allow them to talk and tell their stories.
- Answer their questions about you, if appropriate, before returning to business.
- Find ways to make their small talk relate to their business.

Adapting to S Style Customers

ADAPTING YOUR CD STYLE TO S STYLE CUSTOMERS

Compared to you, S style customers tend to be:

- More focused on building friendly relationships
- More accepting and welcoming toward others
- Just as focused on the consistency and dependability of products and services
- Less analytical and logic-focused
- Less concerned about bottom-line results
- Less skeptical of people



STRATEGIES FOR INTERACTION

Address the need for Sincerity

S style customers want to know that you have their best interests in mind. Because you are usually reserved in your approach and focused on the bottom line, however, these customers may have trouble accepting that what you have to say is genuine and heartfelt. It may be helpful, therefore, for you to express your thoughts in personal terms rather than in a strictly logical, business-focused manner.

- Show that you empathize with their problems.
- Explore their doubts and address their concerns.
- Show that you're willing to listen.

Build a trustworthy Relationship

S style customers want to establish a friendly relationship with people before they make a commitment, while you are more likely to focus on objective matters such as quality and results. These individuals may be hesitant to communicate their real concerns if they believe that you are only interested in convincing them of your offer's superiority and going through the motions quickly. Therefore, try to spend more time making them comfortable with you personally before getting into the specifics of your product or service.

- Respond to their efforts to get to know you, to the degree that you feel comfortable.
- Ask them questions and give them space to talk.
- Do your best to connect with them on a personal level.

Give assurances of Dependability

S style customers focus on dependability, a priority you share even though it's less common for someone with the CD style. Because you tend to lay out information in a systematic and clear manner, you may appeal to their sense of stability and consistency. However, your tendency to appear reserved and results-focused may cause them to doubt that you will continue to offer service and support once they have committed. Providing solid evidence of reliability may help put these individuals at ease.

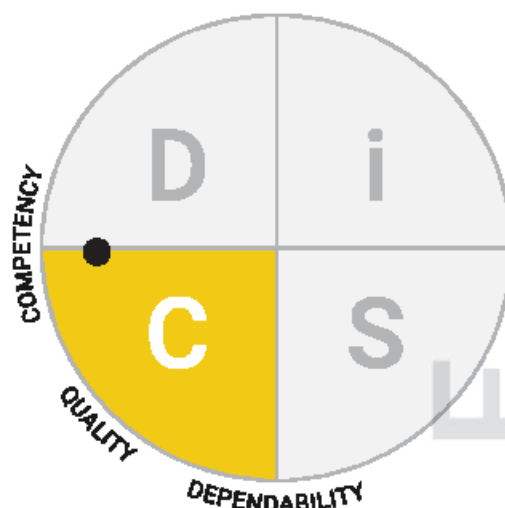
- Provide concrete demonstrations when appropriate.
- Draw their attention to guarantees, testimonials, or other specifics that offer security.
- Provide assurances of support during and after the deal.

Adapting to C Style Customers

ADAPTING YOUR CD STYLE TO C STYLE CUSTOMERS

Compared to you, C style customers tend to be:

- Just as focused on the reliability of products and services
- Similarly dismissive of small talk
- Equally likely to avoid personal questions
- Just as likely to question others' conclusions
- Similarly interested in the quality of products and services
- Less focused on results



STRATEGIES FOR INTERACTION

Emphasize high Quality

C style customers place great value on the quality of a product or service, which lines up well with your own high standards. These individuals may scrutinize an offer for flaws or deficiencies, and you are likely to meet any of their objections head-on and present facts and figures that support your position. In fact, you may even encourage these customers to analyze your offer, which may ease their concerns about quality.

- Acknowledge their concerns without coming across as aggressive or defensive.
- Have as many details and facts at your fingertips as possible.
- Emphasize the advantages of your product or service.

Display expertise and Competency

C style customers like to work with people who can present their offers in a logical and rational manner, which matches your own tendency to be objective and focus on data. They're much more likely to believe you to be competent and trustworthy if they see you can make a logical case. They will likely respond positively if you show them that you're knowledgeable about your business and have evidence to support your position.

- Use a factual, somewhat unemotional approach.
- Prove your expertise by referring to your track record.
- Provide the logic and reasoning behind your suggestions or conclusions.

Address the need for Dependability

C style customers are very logical and rational, so they want to see evidence that a product or service is dependable and sound. While it isn't typical of someone with the CD style, you share their focus on dependability. However, while you may relate to their preference to carefully go over options and details, you are also more results-focused than they are, to the point that you might push them for a decision. Be sure to give them space to study your track record or the history of your product or service so they will be comfortable that they are making a solid, long-term choice.

- Present information methodically, clearly, and logically.
- Encourage them to analyze and reflect on the information you're presenting.
- Use examples of dependability from the past.

Customer Interaction Mapping

STEP ONE

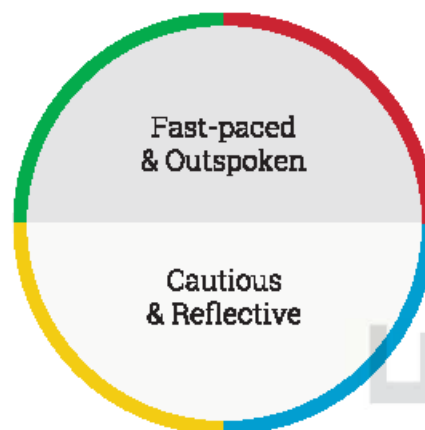
First, think about a key customer. Consider whether this person tends to be more:

Fast-paced & Outspoken

OR

Cautious & Reflective

(Circle a group of words on the top or bottom.)



STEP TWO

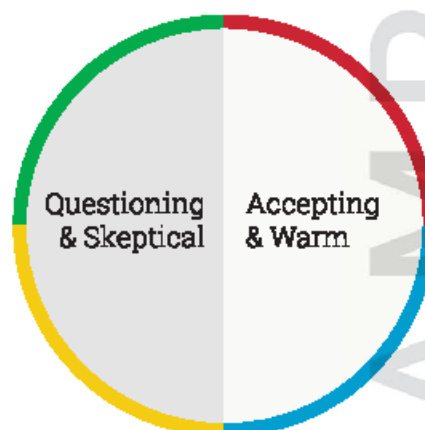
Second, consider whether this customer also tends to be more:

Questioning & Skeptical

OR

Accepting & Warm

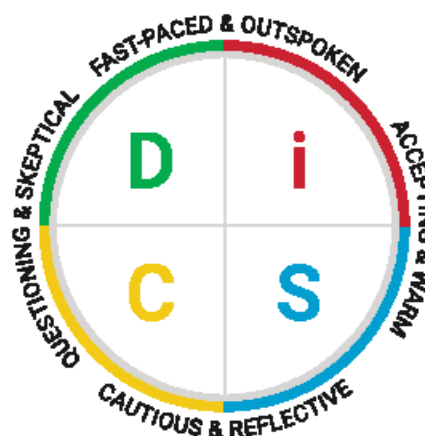
(Circle a group of words on the left or right.)



STEP THREE

Now, combine your customer's tendencies to determine his or her DiSC® style.

(Circle the customer's DiSC style.)



Action Planning

UNDERSTAND YOUR PROFILE

After gaining a better understanding of the different styles and priorities described on the previous pages, think about how you may best interact with a particular customer. Then, answer the questions below.

- 1** What are your customer's priorities?
- 2** If these priorities are different than your own, which come most naturally to you, and which come the least naturally to you?
- 3** If you share the same priorities, what might be the source of your challenges?
- 4** How might your awareness of the differences or similarities in your priorities affect your relationship?

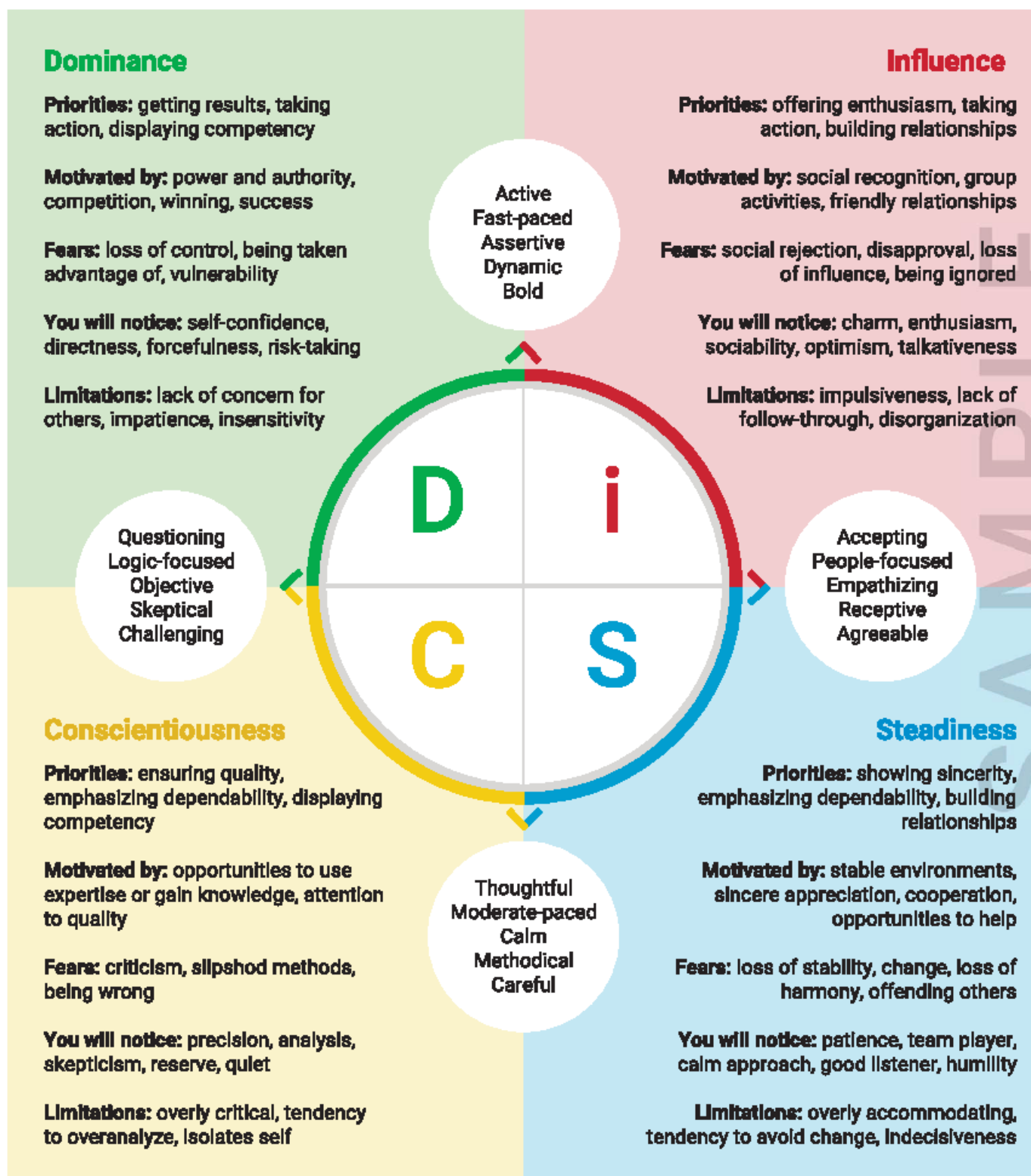
DEVELOP AN ACTION PLAN

Choose one of your customer's priorities to focus on and answer the questions below to create an action plan for a successful selling interaction.

- 1** What steps can you take to address your customer's expectations?
- 2** How might you rephrase or reposition your typical delivery to be more compatible with this priority?
- 3** What resources or options do you have for trying to address his or her expectations?
- 4** How and when can you practice meeting this priority?
- 5** How might you solicit feedback on how well you are meeting your customer's priorities?

Overview of the DiSC[®] Styles

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



Appendix

ADAPTING TO ALEX BRADLEY, YOUR S STYLE CUSTOMER

Taylor, you indicated that your customer, Alex Bradley, is highly cautious and reflective and highly accepting and warm. Therefore, he probably has an S style. Because you have a CD style, the two of you have some different priorities. Take a look at the comparison and strategies below.

Compared to you, S style customers tend to be:

- More focused on building friendly relationships
- More accepting and welcoming toward others
- Just as focused on the consistency and dependability of products and services
- Less analytical and logic-focused
- Less concerned about bottom-line results
- Less skeptical of people

Alex Bradley ○
You ●



STRATEGIES FOR INTERACTION

Address the Need for Sincerity

S style customers want to know that you have their best interests in mind. Because you are usually reserved in your approach and focused on the bottom line, however, Alex Bradley may have trouble accepting that what you have to say is genuine and heartfelt. It may be helpful, therefore, for you to express your thoughts in personal terms rather than in a strictly logical, business-focused manner.

- Show that you empathize with his problems.
- Explore his doubts and address his concerns.
- Show that you're willing to listen.

Build a Trustworthy Relationship

S style customers want to establish a friendly relationship with people before they make a commitment, while you are more likely to focus on objective matters such as quality and results. Alex Bradley may be hesitant to communicate concerns if he believes that you are only interested in convincing him of your offer's advantages and settling the deal quickly.

- Respond to his efforts to get to know you, to the degree that you feel comfortable.
- Ask him questions and give him space to talk.
- Avoid relating everything to business.

Give Assurances of Dependability

S style customers focus on dependability, a priority you share even though it's less common for someone with the CD style. Because you tend to lay out information systematically and clearly, you may appeal to Alex Bradley's sense of stability. However, your tendency to appear reserved and results-focused may cause him to doubt that your support will continue once he has committed. Providing solid evidence of reliability may help put him at ease.

- Provide concrete demonstrations when appropriate.
- Use examples of dependability from the past.
- Provide assurances of support during and after the deal.