

# Leadership Insight Report

for

**Joe Sample**



Provided by:

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## What You Will Learn



### Leadership Has Two Parts:



**Leading Yourself**  
(inner awareness)

**Leading Others**  
(outer awareness)



When you are able to ...

- 1) **Understand yourself** and your leadership style
- 2) **Understand others** and how they respond best to a leader
- 3) **Adapt your leadership style** best fit the needs of others

then you can experience:

**Better RESULTS** and higher productivity  
**More ENJOYMENT and FUN** in life  
**More PEACE**, harmony and cooperation with those you lead and care about  
**More UNDERSTANDING and CLARITY** when working with people

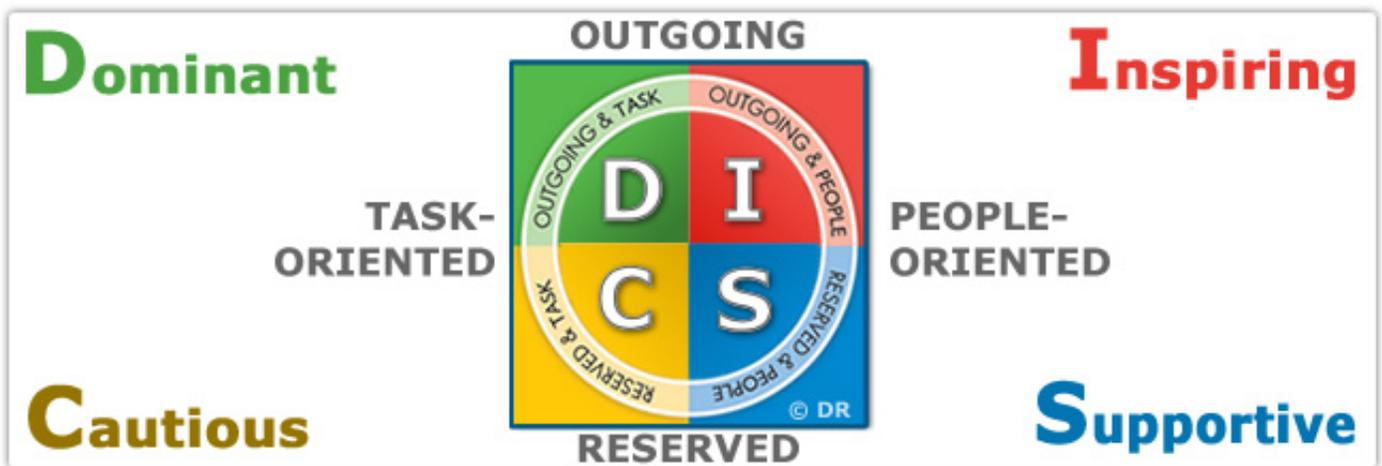
# Introduction to "DISC"



Joe, we will be using a concept called the "DISC" Model of Human Behavior in this report. Each letter (D, I, S and C) represents a main personality style. The DISC model is based on the fact that most people have predictable patterns of behavior. The first pattern reflects whether a person is more **OUTGOING** or **RESERVED**. The second pattern reflects whether a person is more **TASK-ORIENTED** or **PEOPLE-ORIENTED**. The two patterns can be visualized in circular diagrams as opposing traits and then combined as shown below.



The circular diagram in Step 3 has four sections like a pie. Each section is a combination of traits that can be described by the letters D, I, S and C. The main words that we use to describe each personality style are **Dominant** (D), **Inspiring** (I), **Supportive** (S) and **Cautious** (C) as shown below.



Each Person is a **UNIQUE BLEND** of ALL FOUR traits. The results of your assessment show that your personality can be described by these letters: "**D/I**", which is what we call your personality blend. You will learn more about your "**D/I**" blend in your Discovery Report.

# DISC is Easy to Remember

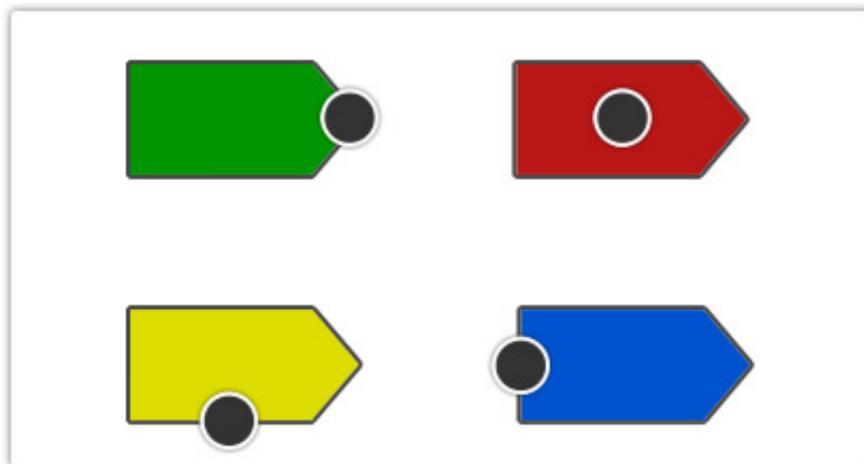


DISC is easy to remember using letters, colors and symbols.

Symbol	Behavior	Key Words	Color Meaning	Symbol Meaning
	<b>OUTGOING and TASK-ORIENTED</b>	<ul style="list-style-type: none"> <li>• <b>Dominant</b></li> <li>• Direct</li> <li>• Demanding</li> <li>• Decisive</li> <li>• Determined</li> <li>• Doer</li> </ul>	<p><b>GREEN</b> means <b>GO</b> - like a green light in traffic!</p> <p>They are always looking for a <b>TASK</b> to <b>GO DO</b>. They were born ready!</p>	<p>The <b>EXCLAMATION POINT</b> represents being emphatic!</p> <p>They like to face everything head-on!</p>
	<b>OUTGOING and PEOPLE-ORIENTED</b>	<ul style="list-style-type: none"> <li>• <b>Inspiring</b></li> <li>• Influencing</li> <li>• Impressionable</li> <li>• Interactive</li> <li>• Impressive</li> <li>• Involved</li> </ul>	<p><b>RED</b> is highly <b>VISIBLE</b> and <b>BRIGHT</b></p> <p>They are always easy to spot. The party begins when they show up!</p>	<p>The <b>STAR</b> symbol means they are the <b>star of the show!</b></p> <p>They make life <b>FUN</b> and <b>EXCITING!</b></p>
	<b>RESERVED and PEOPLE-ORIENTED</b>	<ul style="list-style-type: none"> <li>• <b>Supportive</b></li> <li>• Stable</li> <li>• Steady</li> <li>• Sweet</li> <li>• Status-quo</li> <li>• Shy</li> </ul>	<p><b>BLUE</b> is <b>PEACEFUL</b> like a clear blue sky</p> <p>They like things to be calm, relaxed and peaceful. They are so nice!</p>	<p>The <b>PLUS</b> and <b>MINUS</b> represents being <b>accommodating.</b></p> <p>Plus or minus, either way is okay. They like to please others!</p>
	<b>RESERVED and TASK-ORIENTED</b>	<ul style="list-style-type: none"> <li>• <b>Cautious</b></li> <li>• Calculating</li> <li>• Competent</li> <li>• Conscientious</li> <li>• Contemplative</li> <li>• Careful</li> </ul>	<p><b>YELLOW</b> means <b>CAUTION</b></p> <p>They like to approach <b>TASKS</b> <b>CAREFULLY</b>. They move through life one calculated step at a time.</p>	<p>The <b>QUESTION MARK</b> represents their <b>inquisitive nature.</b></p> <p>They have lots of detailed questions, and they need to think things through!</p>

# ***Leadership Introduction***

## **Leadership Patterns and Leadership Styles**



## Leadership is NOT What You Think it is!

Leadership is NOT what you think it is. Leadership is **MORE** than you think it is! Why is that? Because if Leadership is **ONLY** what you think it is, then you leave yourself no room to gain further understanding on this important subject. You do not want to undermine your own motivation to gain and apply new insights. Instead, you want to have a "hungry attitude" towards learning about this critical subject.

A healthy view of leadership is to tell yourself that you do not comprehend everything there is to know about the topic of leadership. An open mindset allows you to absorb new ideas and insights. Another healthy view of leadership is to realize that **EVERYONE** is a leader - including you. That is not to say that everyone functions as the same kind of leader. For the sake of being open to learn, you must realize that you lead and have some form of influence on those around you whether you realize it or not.

**Each person's view of leadership is naturally influenced by his or her own personality style and experiences - but mainly personality style. That is the key!** There are 4 primary views on leadership that correspond to each personality style. You may lean more heavily on one or more of these views. Here they are:

- The **DOMINANT** Style says, "Leadership is about Results and Productivity!"
- The **INSPIRING** Style says, "Leadership is about Inspiring Greatness and Building a Team!"
- The **SUPPORTIVE** Style says, "Leadership is about Helping Others and Building Harmony!"
- The **CAUTIOUS** Style says, "Leadership is about Doing Things Properly and Correctly!"

Are all these statements about leadership correct? Yes! Does each statement cover everything needed to be known about leadership? No.

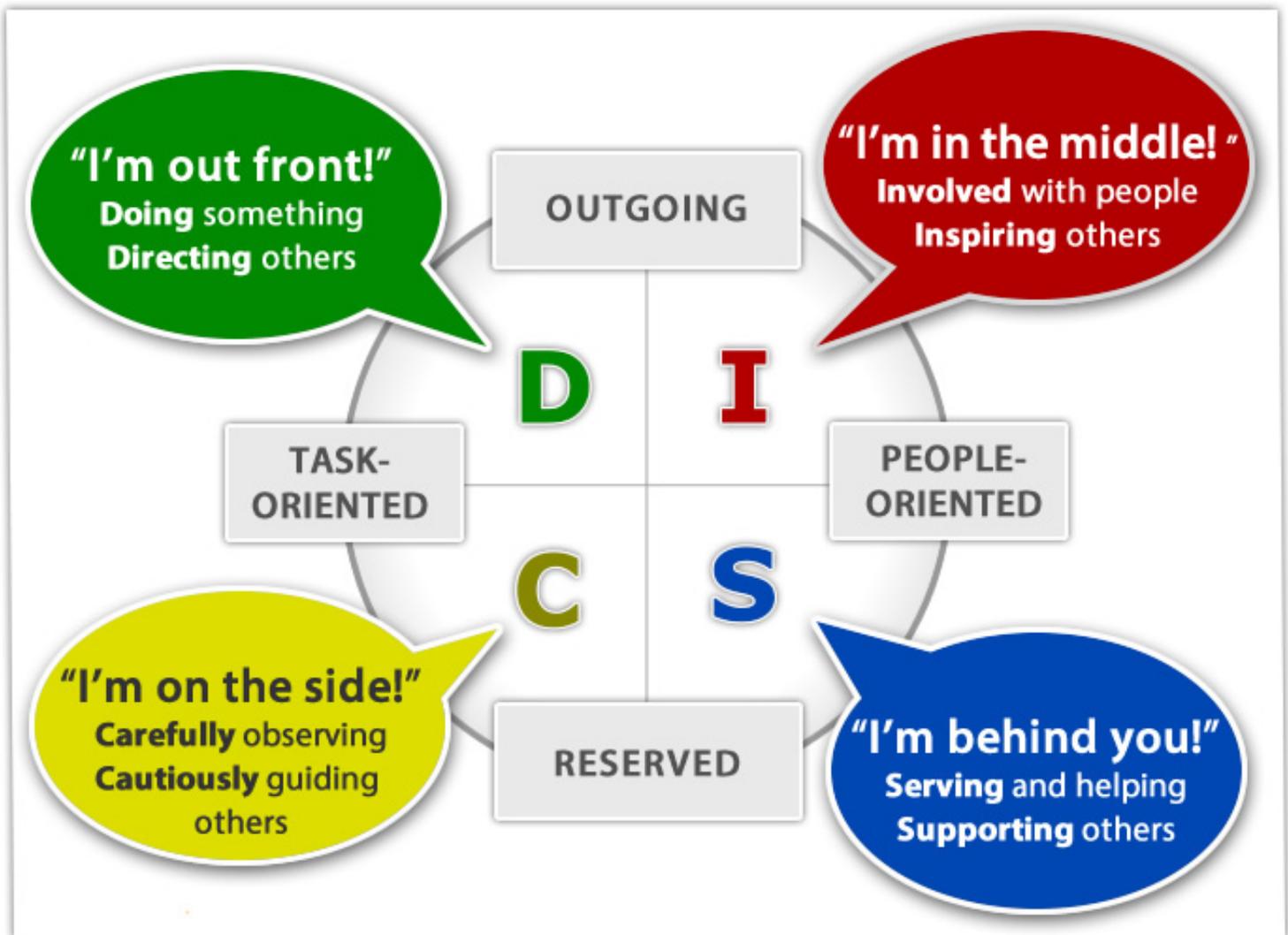
**It is important that we expand our view of leadership if we are going to grow in this area.** Whether we realize it or not, most books on the subject of leadership are written from only one or two of these vantage points by authors who value one or two aspects of leadership. That is not wrong, but it may result in the reader having a skewed or deficient view of leadership. If you read a leadership book by an author with a Dominant personality style, then you can almost certainly title the book, "How to lead like a D according to a D." And, oddly enough, D-type readers will love books that tell them how to lead like a D written by authors that lead like a D. But, the very aspects of leadership that can hold us back may never be addressed or may be glossed-over in such a book.

**Here is the main point: Leadership must encompass all aspects of what is important to those who are leading and those who are being led.** No sincere leader intentionally alienates or miscommunicates with those whom he or she leads. But, all leaders will fall short in meeting the needs and expectations of those he or she leads to some extent - especially, if you do not understand personality leadership styles. . Thus, the goal is to become **AWARE** of your leadership style as well as the needs and motivations of those you lead. It is also extremely important and helpful for each leader to learn to understand and adapt to other different leadership styles in order to help the entire team be the most productive when working together.

**The purpose of this report is twofold ...** First of all, this report will help you to identify the aspects of leadership that come naturally to you. Secondly, this report will help you to improve in the aspects of leadership that are least natural and most challenging to you in order to help you learn and grow to be the best leader possible!

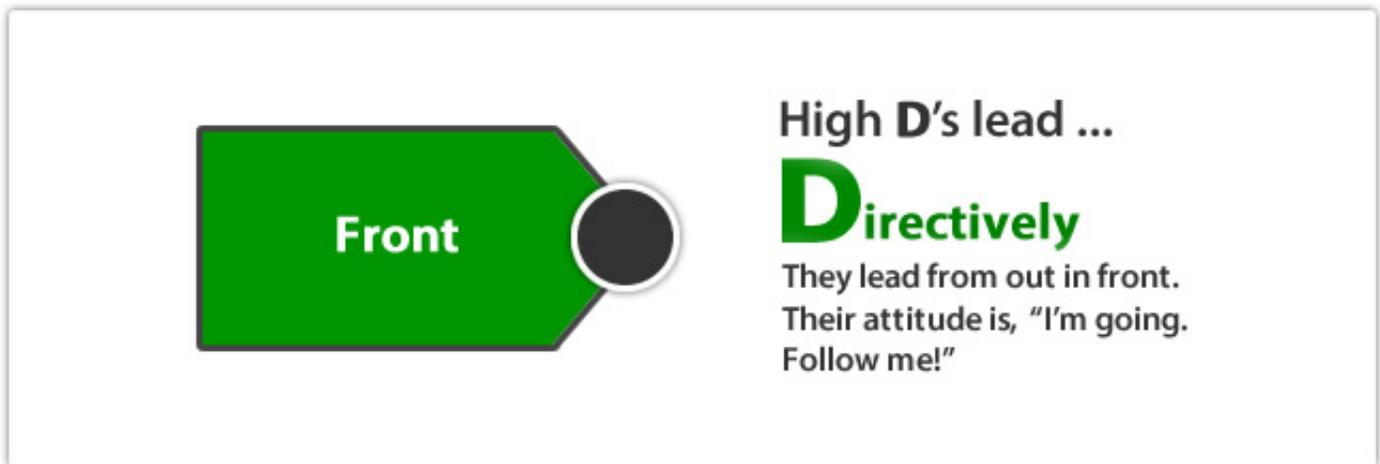
## The Concept of Leadership Positions

Personality influences everything we do - including how we lead. A person's tendency to be more OUTGOING or RESERVED influences whether he or she is inclined to take action or proceed more slowly as a leader. A person's orientation toward PEOPLE or TASKS influences his or her focus as a leader. **The concept of LEADERSHIP POSITION refers to how a person prefers to engage with those whom he or she leads.** We will break down the concept of Leadership Position for each personality style in the following pages. The diagram below expresses what each type of leader might say about the Leadership Position he or she prefers.



## Leadership Position of the Directive (D) Leader: "Moving Forward Out in Front"

A person with high "D" traits is **OUTGOING** and **TASK-ORIENTED**. This kind of person has a desire to get results quickly. As a result, there is a tendency for the D to *initiate action right away*. Therefore, the best way to visualize the **Leadership Position** of the "D" leader is **OUT IN FRONT** of those whom he or she leads as shown below:



The main motivation of the **Directive Leader** is to make progress and accomplish the goal at hand. Leading from "out in front" does not mean that the **Directive Leader** wants to be the main attraction in "front" of others. It simply means that he or she takes the initiative to move into action AND Direct others to move into action as well.

The **Directive Leader** is often thought of as a "natural-born leader," because he or she is very comfortable taking control of a project.

**You can expect a Directive Leader to have these "D" traits:**

- Dominant
- Direct
- Demanding
- Decisive
- Determined
- and a Doer!

## Leadership Position of the Inspirational (I) Leader: "Actively Involved In the Middle"

A person with high "I" traits is **OUTGOING** and **PEOPLE-ORIENTED**. This kind of person has a desire to engage with others and go where the excitement is! The "I" style is ready to *initiate interaction and involvement with others*. Therefore, the best way to visualize the **Leadership Position** of the "I" leader is **In the Middle** of everyone involved as shown below:



The main motivation of the **Inspirational Leader** is to *generate enthusiasm and a positive feeling within the environment*. The **Inspirational Leader** is energized by excitement and a sense of approval by those whom he or she leads. The **Inspirational Leader** has the power to rally others to become involved in a project by spreading his or her contagious brand of optimism.

The **Inspirational Leader** is often thought of as a "natural sales person," because he or she can seemingly talk others into almost anything!

**You can expect an Inspirational Leader to have these "I" traits:**

- Inspiring
- Influencing
- Impressionable
- Interactive
- Impressive
- Involved

## Leadership Position of the Supportive (S) Leader: "Supporting from Behind"

A person with high "S" traits is **RESERVED** and **PEOPLE-ORIENTED**. This kind of person has a desire to help others and, frankly, to go where everyone else wants to go. The "S" style is ready to *support others when called upon*. Therefore, the best way to visualize the **Leadership Position** of the "S" leader is **Behind** everyone involved as shown below:



The main motivation of the **Supportive Leader** is to *cultivate good-will and peace within the environment*. The **Supportive Leader** is motivated by *a sense of loyalty and the desire to preserve harmony* for his or her team. The **Supportive Leader** has an unassuming approach and is more comfortable serving others quietly and out of the limelight.

The **Supportive Leader** can often be "the glue" that holds an organization together, because he or she offers a genuine sense of warmth and caring.

**You can expect a Supportive Leader to have these "S" traits:**

- Supportive
- Stable
- Steady
- Sweet
- Status-quo
- Shy

## Leadership Position of the Cautious (C) Leader: "Carefully Guiding from the Side"

A person with high "C" traits is **RESERVED** and **TASK-ORIENTED**. This kind of person has a desire to do things properly. The "C" style *desires to proceed carefully and methodically to accomplish what is expected of him or her*. The best way to visualize the **Leadership Position** of the "C" leader is **on the Side** - observing everything that is going on as shown below:



The main motivation of the **Cautious Leader** is to *correctly carry out the task at hand*. The **Cautious Leader** is mainly driven by *logic and what makes the most sense to him or her*. The **Cautious Leader** has a procedural approach and is more comfortable doing things in a step-by-step fashion.

The **Cautious Leader** is often seen as a "strategic leader," because he or she prefers to lead according to a pre-calculated plan.

**You can expect a Cautious Leader to have these "C" traits:**

- Cautious
- Calculating
- Competent
- Conscientious
- Contemplative
- Careful

## When to Adjust Your Leadership Style

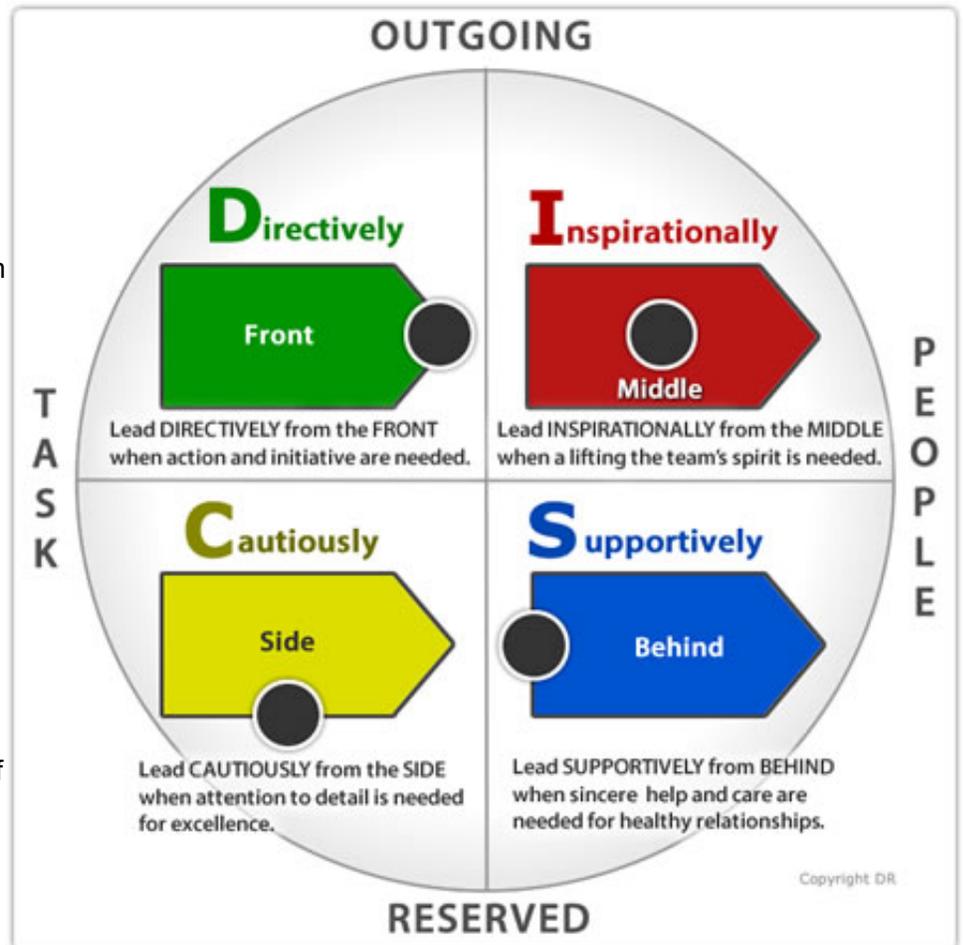
There are 4 basic **Leadership Styles**. Each person practices a **BLEND** of ALL 4 styles to some degree, depending upon what the environment requires. Understanding the benefits of the 4 different leadership styles makes you much better equipped to adjust to the needs of those you lead. The diagram below summarizes the 4 different leadership styles and when you might employ each style. **This is a key concept in applying true leadership!**

The **Directive Leadership Style** is needed when action and initiative are required. Delegation and direction are very effective and very needed at times. **Be Directive** to maximize productivity.

The **Inspiring Leadership Style** is needed to keep your team's spirit and attitude positive. Inspiration touches team members on an emotional level that will overcome challenges when nothing else will. **Be Inspiring** to maximize team involvement.

The **Supportive Leadership Style** is needed for healthy team relationships. Success at the highest level not only gets results, but also benefits the **PEOPLE** involved along the way. **Be Supportive** to maximize a sense of sincere care for others on the team.

The **Cautious Leadership Style** is needed to protect the organization from overlooking important details. This kind of leadership can be time-consuming and mentally exhausting. **Be Cautious and Careful** by paying attention to the finer details in any project for a higher degree of excellence.



**Remember: You have a BLEND of ALL FOUR leadership styles that you can ADJUST to get the best results with people. The next section provides a "Guide to Understanding Yourself" and your unique personality BLEND.**

# ***Guide to Understanding Yourself***

**Leading Others Begins with Leading Yourself**



## Your Personality Style Blend



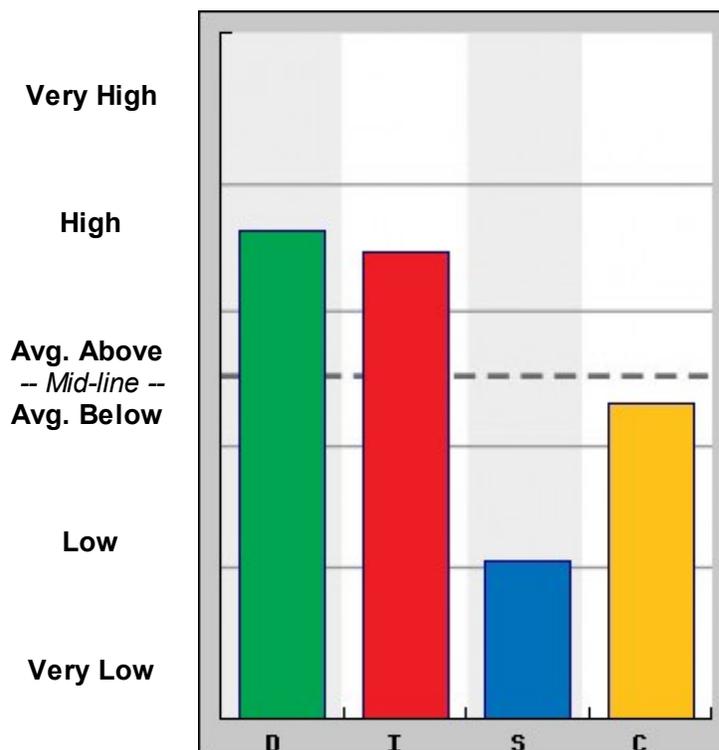
**Congratulations, Joe! Your personality style blend is D/I.** By having a DOMINANT / INSPIRING personality style, you're a person who seeks to lead - who likes to be in charge and get results quickly! You like producing tangible results. Your strengths are in generating high energy and action to get results. A graph of your personality style is shown to the right.

Note: This graph represents your D/I Style Blend. Please look in the "Graphs" section of this report to see your detailed graphs along with an explanation on how to understand your graphs.

"D" is the highest on the chart. You are task-oriented and outgoing. The Exclamation Mark is your symbol. You are extremely gifted at getting tasks done quickly. By being a visionary, you achieve your goals through people. Next, notice that in your graph, the I area is above the midline.

That means your I traits will support your primary type which is D. I traits are usually where you go under stress. Consider that some short-term solutions create long-term problems. The S and C areas in your graph are below the midline. These are blind spots in your life. Acting on these traits will accelerate your success and help you gain respect with others.

Personality Chart for Joe



## Words that Best Describe Joe



- Decisive
- Polished
- Domineering
- Determined
- Involved
- Spontaneous
- Bold
- Verbal
- Competitive
- Exaggerated
- Ambitious
- Independent
- Direct
- Driving
- Demanding
- Imaginative
- Persuasive
- Deliberate
- Emotional
- Impulsive
- Enthusiastic

Please keep in mind these words may describe you more or less depending on the situation. If you feel that some of the words above describe you very well, then circle them. If you feel like some of the words do not describe you well, simply cross them out. This information is usually 85-95% accurate, but you are welcome to mark it up to match your unique personality style.

**This report is NOT meant to label you! It is designed to HELP you UNDERSTAND and DISCover yourself. You can enjoy your unique personality and your strengths!**

## Joe's Strengths



The following section describes Joe's strengths based on the **D/I** personality blend. These strengths represent qualities resulting from blending the D, I, S and C personality traits. Remember, everyone is a unique blend of all four styles. In other words, everyone has some of each of the four major personality styles.

### **Determined, Energetic and Outgoing:**

Joe prefers to be on the go and prefers doing multiple tasks with people. Joe enjoys getting results by working with people to achieve goals. Joe looks for opportunities and is eager to get started on the next project.

### **Enthusiastic Leader:**

Joe can work with others in a fast-paced environment. Joe knows how to get people moving toward a goal. Joe works hard and inspires others to do their best.

## Joe's Keys to Excellence



The following section describes Joe's keys to maintain balance and excellence in life based on the dynamics of the **D/I** personality blend. These keys are important in adapting to the needs and perspective of others. Practicing these insights will cultivate teamwork, productivity, harmony and understanding with others.

### Be Patient With People

Your mindset is "let's go now!" Not everyone will want to move as fast as you do. Be patient with people who prefer to take their time.

### Adjust Your Pace

Adjust your pace and energy to those you interact with. Some people respond better to high energy and some people respond better in a calm environment.

### Inspire Others to Grow as Leaders

Inspire others to grow by encouraging them to take on leadership roles for future development.

### Consider Your Words

Be aware of your tone and intensity level when you communicate. Most people are sensitive to HOW things are said just much as they are to WHAT is being said.

## Joe's Basic Motivational Style



The following section describes your "Basic Style" which is how you behave most naturally. Everyone has areas that he or she is strong in and areas where there could be personal growth. The following section contains insights into your basic motivation and behavior.

As a person having a D/I style blend, you naturally act assertive, persuasive and responsive with others, because you want control, variety and at times, approval. It requires more self-control for you to remain calm at times, because you are a person who likes to take action. You are least comfortable when you perceive that you may face losing or being forced to conform. Remember: The keys to your success are being respected by others and staying under control. Adapt to others by BEING COOPERATIVE and choosing to be SUPPORTIVE at times.

## Joe's Basic Style - Visual Chart

The following section shows your "Basic Style" in the form of a visual chart. The areas in **BOLD** show how you behave most naturally. The following section contains insights into your basic motivation and behavior.

	Dominant	Inspiring	Supportive	Cautious
High Trait Behavior	<b>Tends to act Assertive</b> <b>Likes Control</b> <b>Dislikes Losing</b> <b>Guard against Anger</b>	<b>Tends to act Persuasive</b> <b>Likes Approval</b> <b>Dislikes Rejection</b> <b>Guard against Placing Blame</b>	Tends to act Patient Likes Routine Dislikes Change Guard against Nonparticipation	Tends to act Contemplative Likes Standards Dislikes Being Wrong Guard against Criticism
Low Trait Behavior	Tends to act Cooperative Likes Harmony Dislikes Confrontation Guard against Indifference	Tends to act Unemotional Likes Logic Dislikes Illogical Actions Guard against Suspicion	<b>Tends to act Responsive</b> <b>Likes Variety</b> <b>Dislikes Status Quo</b> <b>Guard against Impatience</b>	<b>Tends to act Free Spirited</b> <b>Likes Non-structure</b> <b>Dislikes Conforming</b> <b>Guard against Emotion</b>
	Dominant	Inspiring	Supportive	Cautious

## Joe's Communication Style



The following section describes how you tend to communicate and interact with others. Naturally, you like to communicate in a way that is most comfortable to you. Others may or may not understand you or your motivation. This page is designed to shed light on how your personality flavors the way you communicate with others. Please note that the following statements include areas for growth.

Because you have a D/I style blend, you communicate forcefully and at times informally. Others can perceive you as being pushy, talkative, impatient and unorthodox - especially if they do not understand you. Because you have a D/I style blend, you naturally want an environment that is results-oriented and people-oriented. You typically are motivated by challenges, positive feedback and new opportunities. Remember: The key to your success is to be under-control in order to get the results you desire. Do this by LISTENING more and communicating in a friendly manner with SOFTER TONES.

**Communication Tip:** Communicate effectively and act intelligently by adapting your words and actions to the personality style of others.

## Joe's Communication Style Chart

The following section shows your "Communication" in the form of a visual chart. The areas in **BOLD** show how you communicate most naturally.

	Dominant	Inspiring	Supportive	Cautious
High Trait Behavior	<b>Ideal Environment: Results-oriented</b> <b>Motivated by: Challenges</b> <b>Communication Style: Forceful</b> <b>Possible Perception: Pushy</b>	<b>Ideal Environment: People-oriented</b> <b>Motivated by: Positive Feedback</b> <b>Communication Style: Informal</b> <b>Possible Perception: Talkative</b>	Ideal Environment: Support-oriented Motivated by: Affirmation Communication Style: Friendly Possible Perception: Weak	Ideal Environment: Detail-oriented Motivated by: Structure Communication Style: Systematic Possible Perception: Critical
Low Trait Behavior	Ideal Environment: Team-oriented Motivated by: Cooperation Communication Style: Cooperative Possible Perception: Indecisive	Ideal Environment: Detached Motivated by: Logical Order Communication Style: Logical Possible Perception: Aloof	<b>Ideal Environment: Flexible</b> <b>Motivated by: Action</b> <b>Communication Style: Responsive</b> <b>Possible Perception: Impatient</b>	<b>Ideal Environment: Personalized</b> <b>Motivated by: Independence</b> <b>Communication Style: Free-spirited</b> <b>Possible Perception: Unorthodox</b>
	Dominant	Inspiring	Supportive	Cautious

## Priorities and Decision Style for Joe



The following section describes your decision-making style and what tends to be important to you. Your personality style influences how you make decisions based on your priorities. These insights reflect your most natural behavior when faced with choices.

Because you have a D/I style blend, your basic priorities in decision-making are power, control and people. In making decisions, your focus will be on the goal. At times, you want to win the approval of others. You make decisions to be innovative and promote change. You will usually decide quickly. You tend to interact with others while exploring your feelings in order to solve problems and persuade others. Remember: The key to you accomplishing your goals and being respected is to base more of your decisions on FACTS, CONSISTENCY and LOGIC.

Understanding your decision-making style can help you become more successful in balancing the issues involved in a situation while interacting with the people who are affected by your decisions.

## Joe's Priorities and Decision Style Chart

The following section shows your "Priorities and Decision-Making Style" in the form of a visual chart. The areas in **BOLD** show how you tend to process decisions most naturally.

	Dominant	Inspiring	Supportive	Cautious
High Trait Behavior	<b>Your priority is Power to act</b> <b>So you Decide</b> <b>In order to Solve Problems</b> <b>Because you Focus on The Goal</b>	<b>Your priority is People Involvement</b> <b>So you Interact</b> <b>In order to Persuade Others</b> <b>Because you Focus on The Popular</b>	Your priority is Predictability So you Seek Stability In order to Keep Status-Quo Because you Focus on The Accepted	Your priority is Procedure So you Seek Facts In order to Uphold Principles Because you Focus on The Rules
Low Trait Behavior	Your priority is Yielding to Power So you Participate In order to Be a Team Player Because you Focus on The Team	Your priority is less People Involvement So you Isolate In order to Be Self-Persuaded Because you Focus on The Logic	<b>Your priority is Not Predictability</b> <b>So you are Spontaneous</b> <b>In order to Promote Change</b> <b>Because you Focus on The Innovation</b>	<b>Your priority is Not Procedure</b> <b>So you Explore Feelings</b> <b>In order to Be Expressive</b> <b>Because you Focus on Your Feelings</b>
	Dominant	Inspiring	Supportive	Cautious

## Joe's High and Low Traits

<b>HIGH TYPE</b> Most Predominant	<b>DOMINANT</b> Comfortable working in charge	<b>INSPIRING</b> Comfortable working with people	<b>SUPPORTIVE</b> Comfortable working in a routine	<b>CAUTIOUS</b> Comfortable working in a defined system
<b>Very High Segment</b>	dominant driving demanding ambitious directing pioneering	inspiring political persuasive magnetic stimulating impulsive	supportive passive predictable loyal steady patient	cautious perfectionist precise exacting accurate theoretical
<b>High Segment</b>	<b>forceful adventuresome risk-taker challenging decisive determined</b>	<b>trusting enthusiastic expressive polished generous poised</b>	faithful enduring persistent cooperative kind relaxed	thorough contemplative conscientious proper diplomatic tactful
<b>Average Segment</b>	competitive convincing self-composed	charming sociable hopeful	amiable reliable stable	polite inquisitive sensitive
----- midline -----				
<b>Average Segment</b>	self-effacing hesitant evaluates risks	open-minded retiring assessing	mobile approachable alert	<b>self-affirmed instinctive self-convinced</b>
<b>Low Segment</b>	conserving unassuming realistic willing modest peace-keeping	reflective skeptical factual nonemotional suspicious aloof	<b>available eager responsive tense flexible impatient</b>	opinionated independent willful unconventional emotional free-spirited
<b>Very Low Segment</b>	team player avoids confrontation humble dependent self-denying participating	analytical withdrawn detached probing logical listening	testing changeable energetic reactionary dynamic spontaneous	uninhibited obstinate fearless defiant extremist self-expressive
<b>LOW TYPE</b> Least Predominant	<b>DOMINANT</b> Comfortable working on a team	<b>INSPIRING</b> Comfortable working alone	<b>SUPPORTIVE</b> Comfortable working spontaneously	<b>CAUTIOUS</b> Comfortable working instinctively

## Joe as a Team Member



### Joe's Main Strength:

You are great at working on projects that require a leader who will take charge, have intense drive and create enthusiastic energy.

**Main Motivation:** Producing tangible results through influence with people

**Individual Talents and Gifts:** Self-motivation, high energy to get results with people

**Value as a Team Member:** Initiates activities, motivates others to action

**Ideal Environment:** Where quick decisions are required; varied activities and roles with people

**Key to Motivate:** Authority to take risks to achieve results; no close supervision; excitement and prestige; opportunity to work hard and play hard; a new challenge

**Keys to Manage:** While working with others: D/I style blends need the ability to adjust personal intensity to match the situation; to be confronted when they break the rules; an appreciation of slower-pace people; periods of reduced activity to relieve stress

**How You Act Best Under Pressure (your perception):** Competitive; confident; pioneering; assertive; positive; winner

**How Others *May* MISUNDERSTAND and MISREAD Your Actions Under Pressure (if they do not understand you):** Egotistical; nervy; demanding; controlling; aggressive; opinionated

**Things to be aware of (possible blind spots):** Short term solutions creating long term problems

**Complementary Personality Styles:** S/CD, S/C, S/I, C/S

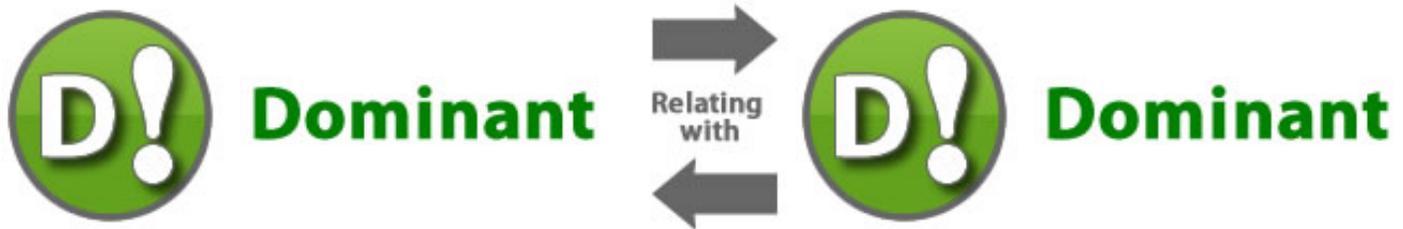
# Leadership Guide

## Leading Dominant-D Style People



Those who have Dominant-D style traits have a built-in desire to be productive and get RESULTS! You can help to lead this type of person by working with their goal-driven, never-quit mindset. This guide will help you to better understand and lead this powerful personality style!

## Leadership Strengths/Struggles/Strategies Working with Dominant-D's



**Because your primary style is D ...**

Remember the following when leading a **Dominant D-Style person**:

### **STRENGTHS you share as you lead:**

As long as you both share the same desires and direction, you will experience harmony, and you will be able to accomplish a lot as a team. Your mutual goals, admiration and desire to get results can be very positive and affirming.

### **STRUGGLES you may face as you lead:**

Power struggles over control are the most frequent source of friction and fighting. Since you both are competitive, you both want to win every battle at all costs; neither of you will want to give in or give up. You think, "If I give an inch, this person will take a mile," and in many cases you're right. But if you cannot reach compromises, your relationship may become a battleground.

### **STRATEGIES for leading and conflict resolution:**

Don't force issues. Don't threaten or give ultimatums. Balance holding a hard-line with allowing this team member some areas over which he/she can have control. Allow this person choices, control and authority whenever possible. Do not lecture. Be direct and stick to business. Don't argue with this person. If you do, he/she has won the battle because the team member was able to control your emotions and reactions.

## Leadership Keys for the D-Style



When leading, working with or communicating with a "D" type personality, remember they are **ambitious, forceful, decisive, strong-willed, independent and goal-oriented.**

### To be an effective leader you need to:

1. Be prepared with support material in a well-organized "package."
2. Be clear, specific, brief and to the point.
3. Stick to business.

### Additional factors that will create tension or dissatisfaction:

1. Talking about things that are not relevant to the issue.
2. Leaving loopholes or cloudy issues.
3. Appearing disorganized.

#### 10 words that a "D" likes to hear

1. Bottom line
2. Results
3. Goal
4. Winning
5. Accomplish
6. Confident
7. Dominate
8. Strong
9. Success
10. Action

#### 10 words that a "D" does NOT like to hear

1. Maybe
2. Probably
3. Perhaps
4. I think
5. Pretty good
6. I will try
7. I am not sure
8. Sometimes
9. I could
10. I am pretty sure

## Leadership Expectations

### Interacting with with Dominant-D's



How to relate best to someone who is primarily Dominant:

<b>They want to know:</b>	<b>WHAT</b>
<b>If they are interested, they will:</b>	<b>CHALLENGE YOU</b>
<b>They want you to:</b>	<b>BE DIRECT</b>
<b>Because they will:</b>	<b>DECIDE QUICKLY</b>

They want to be in control, and they will only decide about a matter if they can see how it relates to their goals. Their main motivation will probably be to solve some sort of problem or achieve something. Leadership with this personality style is primarily about presenting solutions that are relevant to them.

**Phrases to use:** (encourage their eagerness to lead)

- You are in charge.
- I have confidence in you.
- You have complete authority to make it happen.
- I'll give you whatever resources you need to meet the goal.
- I know that, if anyone can handle this situation, it's you.
- What do you need to move ahead?
- What would you like to do next?
- Your leadership in this matter is critical.
- See what solutions you can come up with, and go with whatever you think is best.

#### **In Summary:**

**Their issue is POWER. They will DECIDE in order to SOLVE PROBLEMS, because their focus is THE GOAL.**

Note: Review the page on Communication with a D-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.

## Leadership Communication Approach

### Talking with Dominant-D's



with someone who is primarily D (dominant)

Joe, because your primary style is **D**,

Please remember the following when communicating with a **D-style** person:

- 1) **Emphasize opportunities, results or solutions.**
- 2) **Look at the bottom line.**
- 3) **Be businesslike and direct.**

**INSIGHT: Be confident and sure of yourself. Your friend may be forceful. Show strength. Be direct. Emphasize results.**

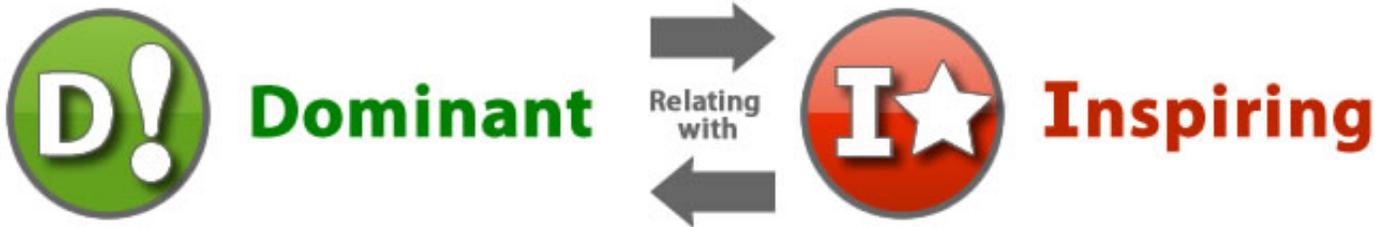
# Leadership Guide

## Leading Inspiring-I Style People



Those who have Inspiring-I style traits have a built-in attraction to excitement and interaction with people! You can help to lead this type of person by working with his or her upbeat, energetic enthusiasm. This guide will help you to better understand and lead this dynamic personality style!

## Leadership Strengths/Struggles/Strategies Working with Inspiring-I's



### Because your primary style is D ...

Remember the following when leading an **Inspiring I-Style person**:

#### **STRENGTHS** you share as you lead:

Both of you are confident and enjoy a fast-paced approach to life. The Interactive team member will want to please you so desperately that he/she will follow (or at least appear to follow) your leadership.

#### **STRUGGLES** you may face as you lead:

Your desire to accomplish goals and get results can easily be frustrated by the "take-life-as-it-comes" attitude of this team member. Frequent conflicts may occur when your focus on getting things done clashes with the person's focus on having fun. Also, this team member's tendency toward disorganization and not completing tasks may cause you to become angry.

#### **STRATEGIES** for leading and conflict resolution:

Realize that this person may never have the focus or the goal orientation that you do, but this does not make him/her a bad person. Make work fun. Do some projects with this person if possible. Provide ideas for transforming talk into action. Write down the details of what you expect, and keep instructions simple and easy to follow. Listen enthusiastically to your team member's stories and tales. His/her ability to communicate well can be helpful. Give a lot of praise and approval. Be accepting of their expressions of emotion and feelings.

## Leadership Keys for the I-Style



When leading, working with or communicating with an "I" type personality, remember they are **magnetic, enthusiastic, friendly, demonstrative and political.**

### To be an effective leader you need to:

1. Provide a warm and friendly environment.
2. Ask "feeling" questions to draw their opinions or comments.
3. Don't deal with a lot of details but when you do, put them in writing.

### Additional factors that will create tension or dissatisfaction:

1. Driving on facts and figures, alternatives, abstractions.
2. Controlling the conversation.
3. Being curt, cold or tight-lipped.

#### 10 words that an "I" likes to hear

1. Fun
2. Creative
3. Dream
4. Friendly
5. Variety
6. Flexible
7. Spontaneous
8. Popular
9. Upbeat
10. Entertaining

#### 10 words that an "I" does NOT like to hear

1. Plan
2. Schedule
3. Agenda
4. Budget
5. Commitment
6. Coordinate
7. Alone
8. Rigid
9. Timetable
10. Repetitive

# Leadership Expectations

## Interacting with Inspiring-I's



How to relate best to someone who is primarily Inspirational:

<b>They want to know:</b>	<b>WHO</b>
<b>If they are interested, they will:</b>	<b>TELL YOU HOW THEY FEEL</b>
<b>They want you to:</b>	<b>BE EXCITED</b>
<b>Because they will:</b>	<b>DECIDE EMOTIONALLY</b>

Their priority of people means that they want to feel good about you and the people you are associated with. Be excited with them. Talk energetically with them about other people, interesting stories and fun things to do. Leadership of this personality style is primarily about moving enthusiastically with them toward short-term goals that involve dynamic interaction with people.

**Phrases to use:** (encourage their energy with people)

Who can we get together to work on this project?  
 Who would you like to have on your team?  
 We are looking for someone with energy and enthusiasm like you!  
 How soon can you pull together a meeting with everyone?  
 Can you help me with some ideas to get this started?  
 I'm so excited that we get to work together!  
 You add so much fun to everything!  
 What would be a good way to reward ourselves when we reach our first goal?  
 Thank you for your positive attitude and outlook!

**In Summary:**

**Their issue is PEOPLE. They will INTERACT in order to PERSUADE OTHERS, because their focus is THE POPULAR.**

Note: Review the page on Communication with an I-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.

## Leadership Communication Approach

### Talking with Inspiring-I's



with someone who is primarily I (inspirational)

Joe, because your primary style is **D**,

Please remember the following when communicating with an **I-style** person:

- 1) **Emphasize enjoyment and people's success with your service.**
- 2) **Look at the recognition that he or she can receive with your information.**
- 3) **Be more friendly and upbeat.**

**INSIGHT: Be enthusiastic and complimentary. Your friend will talk and exaggerate a lot. Listen and don't try to control the conversation or prove your point.**

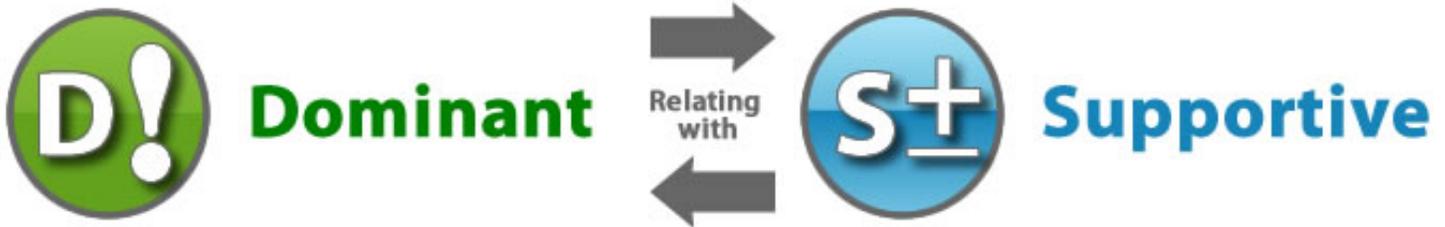
# Leadership Guide

## Leading Supportive-S Style People



Those who have Supportive-S style traits have a built-in desire to be helpful and cooperative. You can help to lead this type of person by relating to them according to their friendly, relaxed nature. This guide will help you to better understand and lead this dependable personality style!

## Leadership Strengths/Struggles/Strategies Working with Supportive-S's



**Because your primary style is D ...**

Remember the following when leading a **Supportive S-Style person**:

### **STRENGTHS you share as you lead:**

You like to lead, and this team member likes to follow and help. He/she will feel secure with you as long as you show controlled, stable behavior.

### **STRUGGLES you may face as you lead:**

If you come on too strong, this person will be intimidated and will take it personally. Also, hard-charging D leaders often misunderstand the softhearted, easygoing S team member and label him/her as "weak." This can easily lead to self-esteem problems and low performance for this person.

### **STRATEGIES for leading and conflict resolution:**

Do not expect this team member to figure out how to accomplish a task. Spell out, step-by-step, exactly what you want him/her to do. This person wants to please you, so wanting to know how you want something done is very important to him/her. Be careful how you say things. This team member is very sensitive and can be easily hurt by spontaneous, off-the-cuff negative comments and anger. Your voice tones are very important to this person. Avoid being confrontational or aggressive with this team member as this will cause him/her to withdraw or disengage. Never compare this person to anyone else. This is demotivating and can cause him/her to give up trying. Express appreciation often. Be sincere. Realize that procrastination is a real issue for this person, so help him/her plan ahead in order to decrease stress and pressure.

## Leadership Keys for the S-Style



When leading, working with or communicating with an "S" personality, remember they are **patient, predictable, reliable, steady, relaxed and modest.**

### To be an effective leader you need to:

1. Present your case softly, non-threateningly.
2. Ask "How?" questions to draw their opinions.
3. Begin with a personal comment in order to break the ice.

### Additional factors that will create tension or dissatisfaction:

1. Forcing them to respond quickly to your objectives.
2. Being domineering or demanding.
3. Rushing headlong into business.

#### 10 words that an "S" likes to hear

1. Easy
2. Guarantee
3. Family
4. Harmony
5. Together
6. Loyal
7. Traditional
8. Comfortable
9. Share
10. Team

#### 10 words that an "S" does NOT like to hear

1. Conflict
2. Change
3. Rush
4. Risk
5. Surprise
6. Uncertain
7. A new venture
8. Experimental
9. Confront
10. Difficult

# Leadership Expectations

## Interacting with Supportive-S's



How to relate best to someone who is primarily Supportive:

<b>They want to know:</b>	<b>HOW</b>
<b>If they are interested, they will:</b>	<b>TAKE THEIR TIME</b>
<b>They want you to:</b>	<b>BE SINCERE</b>
<b>Because they will:</b>	<b>DECIDE SLOWLY</b>

They want predictability, and they will need a friendly, comfortable environment to be in. Give them reassurance that what you are suggesting will be a good experience for them and others. They do not want to venture out of their comfort zone, so don't push or force anything. Leadership of this style is about being sincere and giving gentle encouragement to take small steps in a safe direction.

**Phrases to use:** (remember to be sincere, patient and supportive)

Thank you so much for helping me on this.  
How about if we just take a small step and try this approach to see how it works?  
Your contribution is so important. Everyone appreciates your input.  
It's ok to make a choice; we can always change our approach later on if we need to.  
Let's work on this together, and we can help each other.  
Someone will be there to personally guide you through the process.  
You can handle this - I have confidence in you. You can do it.  
That seems to be a very safe and sensible approach.  
Do you mind if we try it out?

### **In Summary:**

**Their issue is PREDICTABILITY. They will SEEK A STABLE ROUTINE in order to MAINTAIN STATUS QUO, because their focus is THE ACCEPTED.**

Note: Review the page on Communication with an S-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.

## Leadership Communication Approach

### Talking with Supportive-S's



with someone who is primarily S (supportive)

Joe, because your primary style is **D**,

Please remember the following when communicating with an **S-style** person:

- 1) **Emphasize team support.**
- 2) **Look at reliability and minimize challenges.**
- 3) **Be personable.**

**INSIGHT: Be sensitive. Let your friend share his or her feelings. Don't interrupt. Let your friend finish talking before your talk.**

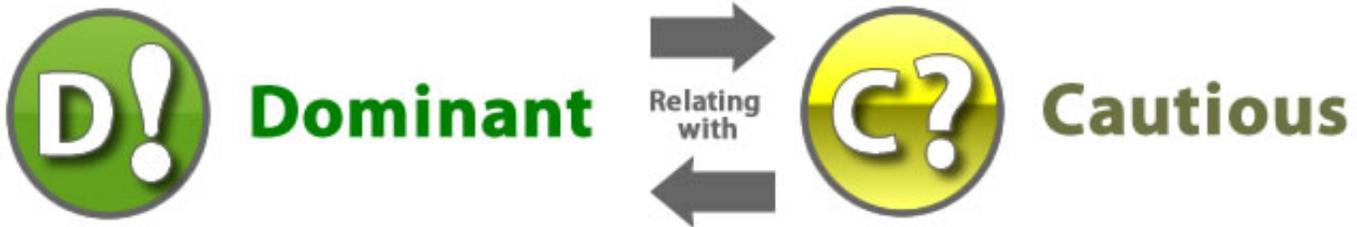
# Leadership Guide

## Leading Cautious-C Style People



Those who have Cautious-C style traits have a built-in ability to focus on fine details that others may miss! You can help to lead this type of person by working with their quality-driven, factual approach to life. This guide will help you to better understand and lead this detail-oriented personality style!

## Leadership Strengths/Struggles/Strategies Working with Cautious C's



**Because your primary style is D ...**

Remember the following when leading a **Cautious C-Style person**:

### **STRENGTHS you share when leading:**

Since both of you focus on tasks and enjoy working independently, you share some common ground. As a team, with your direction and this person's attention to detail, you can accomplish a lot together.

### **STRUGGLES you may face when leading:**

You tend to jump into a project quickly, whereas this team member likes to think things through in detail. You both want results, but this person wants things done right, and you want things done now. This difference in pace is a chief source of conflict. Also, your tendency to control things can be discouraging to this person who does not want to feel pressured.

### **STRATEGIES for leading and conflict resolution:**

Do not become impatient with this person. Don't rush or push him/her. Be patient and give this team member time to make decisions. Allow this person time to gather all the facts and do things correctly as he/she defines "correct." Be careful with criticism. While it may motivate you, he/she may internalize the criticism deeply. Callous comments or acts of aggression will immobilize him/her. Be willing to answer this person's questions and provide in-depth explanations patiently. Accept and affirm his/her cautious nature. Do not expect this team member to be a risk-taker like you.

## Leadership Keys for the C-Style



When leading, working with or communicating with a "C" type personality, remember they are independent, neat, conservative, perfectionistic, careful and studious.

### To be an effective leader you need to:

1. Be accurate and realistic.
2. Prepare your "case" in advance.
3. Stick to business

### Additional factors that will create tension or dissatisfaction:

1. Being silly, casual, informal and loud.
2. Being disorganized or messy.
3. Pushing too hard or being unrealistic with deadlines.

#### 10 words that a "C" likes to hear

1. Precise
2. Analyze
3. Structure
4. Rules
5. Proven
6. Details
7. Knowledge
8. Accurate
9. Method
10. Quality

#### 10 words that a "C" does NOT like to hear

1. Casual
2. Spontaneous
3. Flexible
4. Unorganized
5. Faster
6. Unscheduled
7. Carefree
8. Small errors
9. Failure
10. Hurry

# Leadership Expectations

## Interacting with Cautious C's



How to relate best to someone who is primarily Cautious:

<b>They want to know:</b>	<b>WHY</b>
<b>If they are interested, they will:</b>	<b>ASK QUESTIONS</b>
<b>They want you to:</b>	<b>BE CREDIBLE</b>
<b>Because they will:</b>	<b>DECIDE CAREFULLY</b>

Their priority for procedure and logic means that they will need good reasons why going in a particular direction makes sense. This personality style naturally asks questions as a way of thinking things through. Their areas of interest or focus may be very specific, so be patient as you answer questions. Leadership of this personality style is about being logical and providing enough time and information for them to think through options.

**Phrases to use:** (provide information, build credibility, be patient)

Our research shows that this is a good option.  
 What is the best option in your opinion?  
 What other information can I provide to help you?  
 What factors are most important to you right now?  
 You have done excellent work so far.  
 How can we apply what you have learned?  
 What do you see as the next step that needs to be taken?  
 How much time do you think you will need to think this over?  
 What are you most concerned about at this point?

### In Summary:

**Their issue is PROCEDURE. They will SEEK FACTS in order to UPHOLD PRINCIPLES, because their focus is THE RULES.**

Note: Review the page on Communication with a C-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.

## Leadership Communication Approach

### Talking with Cautious C's



with someone who is primarily C (cautious)

Joe, because your primary style is **D**,

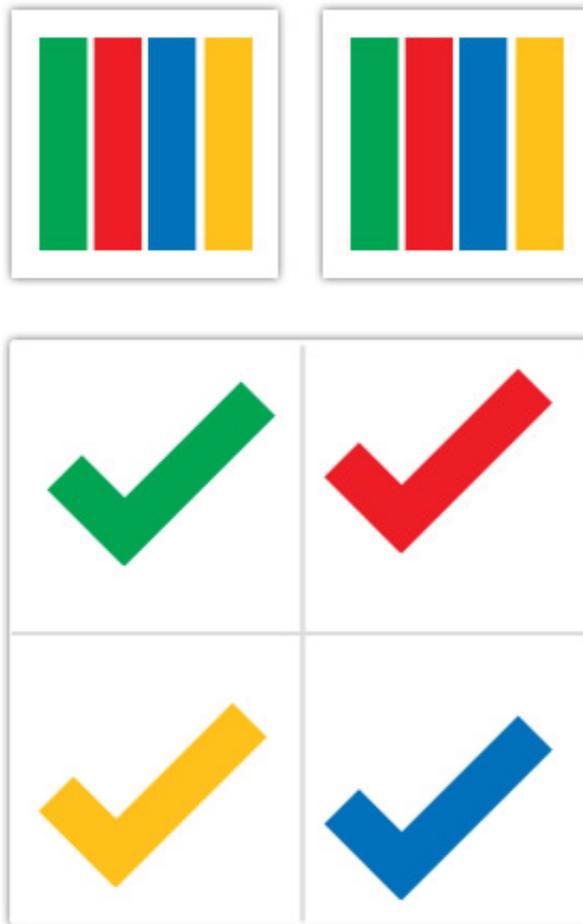
Please remember the following when communicating with a **C-style** person:

- 1) **Emphasize validating materials.**
- 2) **Look at and give time to analyze hard data.**
- 3) **Be patient and logical.**

**INSIGHT: Be factual and make sure of your facts. Ask for suggestions. Be open and respectful. Give details concerning problems. Be precise and methodical.**

# ***Graphs and Guides***

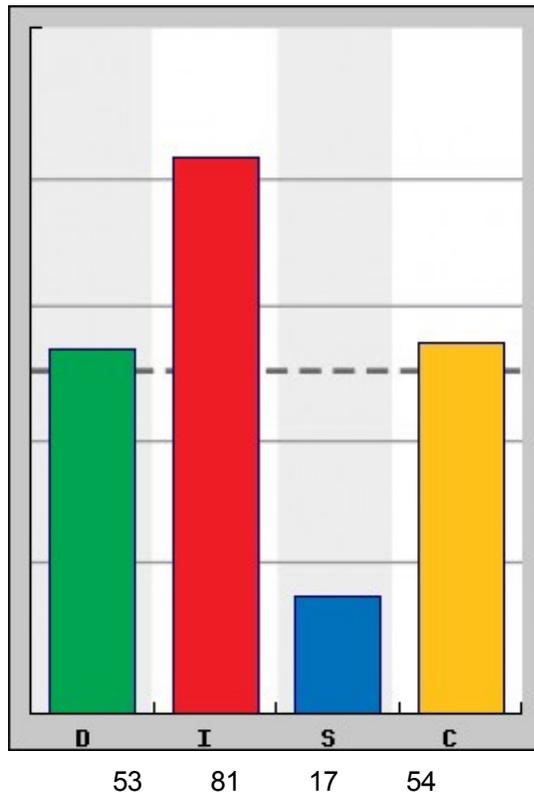
## **Personality Graph Details and Application Guides**



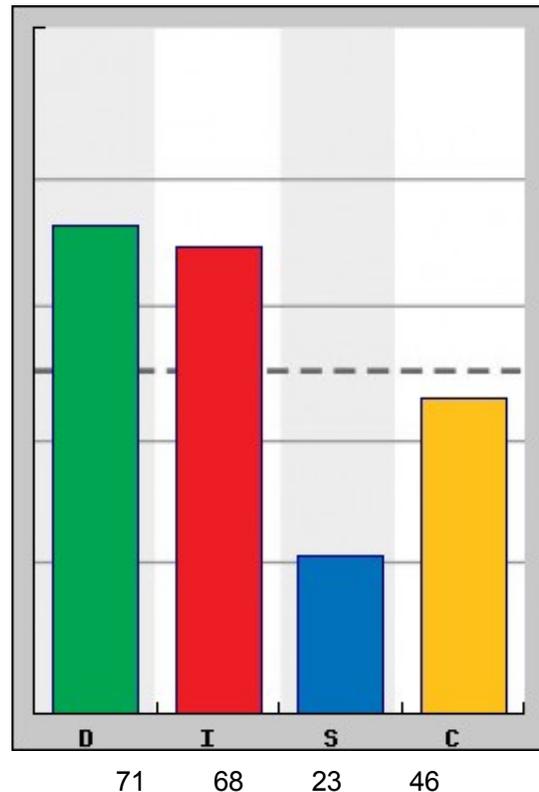
## Graphs for Joe Sample



**Your Environment Graph  
(How People See You)**



**Your Basic Graph  
(The Real You)**



### Overview of Your Graphs

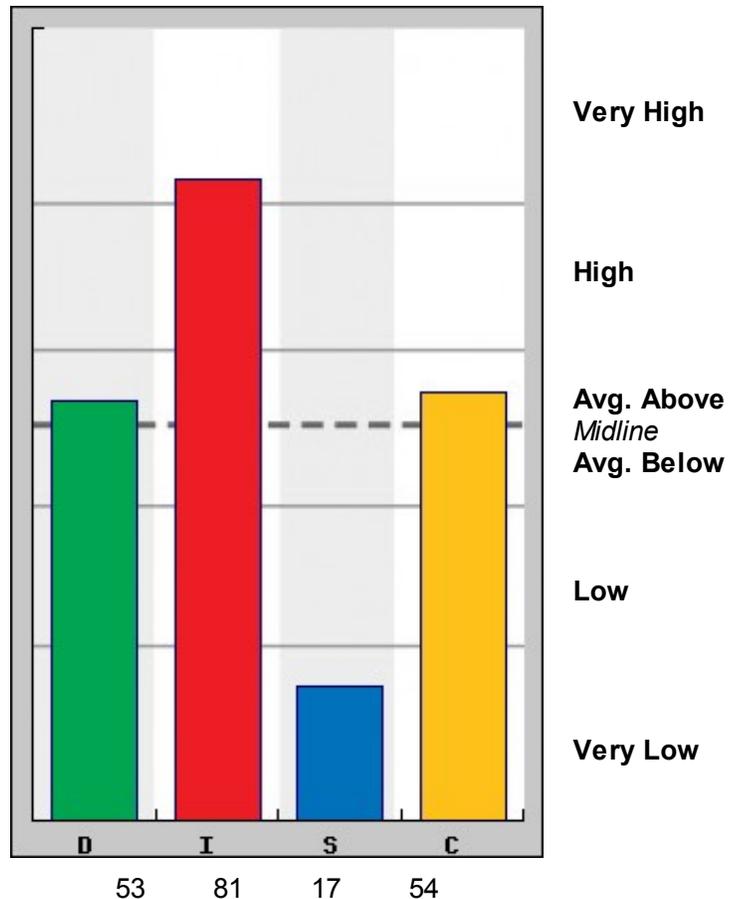
The graphs above show levels for your D, I, S and C personality traits. The higher the level of the trait, the stronger it is. The graph on the left is called **Your Environment Graph**. This graph shows how people see you. It shows how you tend to act with other people (in the environment). The graph on the right is called **Your Basic Graph**. This graph reflects how you see yourself. It shows how you are most comfortable acting when feeling free to be yourself. **This is the graph that was used to determine your personality blend as being D/I.** Keep in mind that **behavior in your environment is often different than your real personality preferences.** This report can give you insights into the dynamics of your personality style. You may observe that you exhibit very different personality traits in different situations. That is normal. **As you learn to see the patterns in your behavior, you will be able to interact more effectively with others.**

## Understanding Your Environment Graph

**Your Environment Graph** shows the way you have learned to function in your environment in order to achieve success. Your environment's requirements and expectations influence why you choose to act the way you do. The way you adapt to your environment can change depending on what you are going through in your life, changing role requirements, or major life-changing events. So, depending on the situation, you may respond with different personality traits to a greater or lesser extent. Therefore, your Environment Graph can vary some over time (months or years).

Your **Environment Graph** is based on answers you selected in the MOST category in the assessment (characteristics MOST like you). Your MOST choices are influenced by your environment. A simple illustration will explain why the Environment Graph comes from your MOST choices. What do you MOST want for dinner tonight? Pizza? Steak? A seafood salad? Your MOST choice for dinner is influenced by your environment. You might order pizza if you are in a hurry. You might choose steak to celebrate a special event. You might choose the seafood salad if you are on a diet. You make similar decisions in your behavior. You may need to be very decisive at work, so your Dominant (D) traits may score higher than they otherwise might in a more relaxed situation. Likewise, if your work requires you to be very exact and careful every day, then you would expect your Cautious (C) traits to score a little higher than they might otherwise. The more "MOST" choices you made for a given DISC type in your assessment, the higher your plotting point for that given DISC type would be in the graph.

**Your Environment Graph**  
(How People See You)

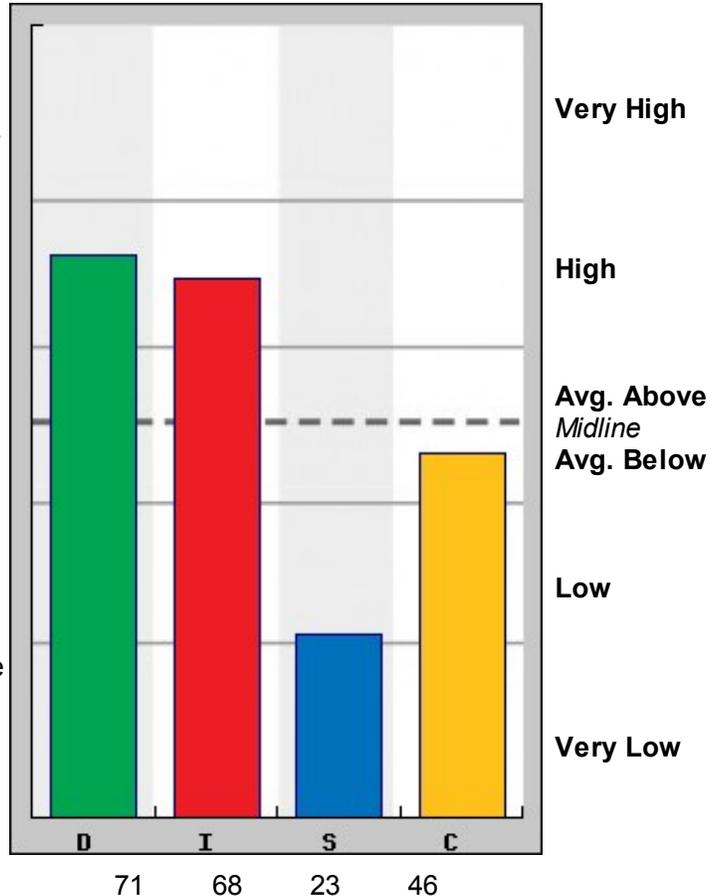


## Understanding Your Basic Personality Graph

Your **Basic Graph** shows your natural behavior. It shows how you are "wired" to behave when you are totally at ease. It is also the behavior you will gravitate to when you are under pressure, because it is the response that comes easiest to you. Your personality is built into who you are. You were designed a certain way from birth, before any outside influences occurred. Your natural personality traits vary less over time, because they are not significantly influenced by your environment.

Your **Basic Graph** is based on the choices you made in the LEAST category in the assessment (characteristics that were LEAST like you). Each time you made a LEAST choice for a given DISC type in your assessment, you indicated that you were least like that trait and the lower your plotting point for that trait would be. Do you remember our dinner illustration from the previous page? What if you were given the dinner choices of pizza, steak, or a seafood salad, but you hated seafood? Chances are good that you would choose seafood as your LEAST desirable choice. You probably would not change that choice, no matter where you were. You are usually very consistent in the things you do not like. Likewise, you are usually consistent in staying away from behaviors that are LEAST comfortable to you when you have a choice.

**Your Basic Graph**  
(The Real You)



### How many different graphs are there?

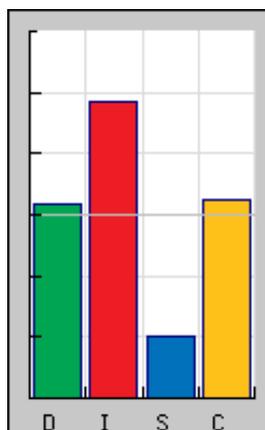
Some people associate DISC with only 4 personality styles. However, you are a BLEND of ALL 4 personality traits that each have their own levels. The personality assessment can yield over 39,000 possible graph combinations. The validity of these reports in a statistical study showed about eighty five to ninety percent accuracy rate. For a more in-depth discussion of DISC, or to understand your graphs more completely, please refer to the books **Positive Personality Profiles** and **Who Do You Think You Are, Anyway?** by Robert A. Rohm, Ph.D.

# Stress Potential Analysis for Joe

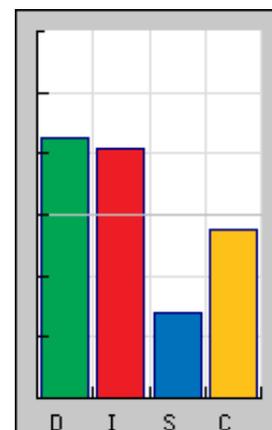


The two graphs shown on the right show levels for your D, I, S and C personality traits in your **Environment Graph** and your **Basic Graph**. Different levels for the same trait in each of the two graphs shown can indicate that the way you behave in your environment is different than your natural behavioral preferences. If the differences are great, then your environment may be "out of your comfort zone" and create a level of stress. You may not perceive your environment as stressful, but you may find that you are drained of energy when you adapt to your environment. For example a very task-oriented person may feel quite challenged speaking with people all day long. Likewise, a very people-oriented person may feel drained after working alone all day on something tedious.

**Environment Graph**



**Basic Graph**



Very High  
High  
Avg. Above  
-- *midline* --  
Avg. Below  
Low  
Very Low

**Joe's Stress Potential Levels:**

Area	Stress Potential	Observation
D Traits	low	You tend to slightly lower your D-style personality traits in your environment. You are very comfortable in your D-traits in your environment.
I Traits	low	You tend to slightly raise your I-style personality traits in your environment. You are very comfortable in your I-traits in your environment.
S Traits	very low	You tend to maintain your S-style personality traits in your environment, which indicates that you are very comfortable with the demands of your environment with regard to being reserved and people-oriented.
C Traits	very low	You tend to maintain your C-style personality traits in your environment, which indicates that you are very comfortable with the demands of your environment with regard to being reserved and task-oriented.

## What to Emphasize with Each Style

<b>With DOMINANT (D) Style People Emphasize:</b>	<b>With INSPIRING (I) Style People Emphasize:</b>
<ul style="list-style-type: none"> <li>• Results</li> <li>• Opportunities</li> <li>• Solutions</li> <li>• Goals</li> <li>• Plans</li> <li>• Wise use of time</li> <li>• Leadership role</li> <li>• Authority</li> <li>• Their bold nature</li> <li>• Bottom line</li> <li>• Ownership</li> <li>• Efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Fun</li> <li>• Enjoyment</li> <li>• Recognition</li> <li>• Dreams</li> <li>• People</li> <li>• Lifestyle</li> <li>• Energy</li> <li>• Enthusiasm</li> <li>• Their outgoing nature</li> <li>• Expectations</li> <li>• Stories</li> <li>• Success</li> </ul>
<b>With CAUTIOUS (C) Style People Emphasize:</b>	<b>With SUPPORTIVE (S) Style People Emphasize:</b>
<ul style="list-style-type: none"> <li>• Quality</li> <li>• Value</li> <li>• Logic</li> <li>• Principles</li> <li>• Honesty</li> <li>• Integrity</li> <li>• Consistency</li> <li>• Validation</li> <li>• Their inquisitive nature</li> <li>• Details</li> <li>• Loyalty</li> <li>• Correctness</li> </ul>	<ul style="list-style-type: none"> <li>• Support</li> <li>• Reliability</li> <li>• Teamwork</li> <li>• Service</li> <li>• Peace</li> <li>• Family</li> <li>• Steadiness</li> <li>• Relationships</li> <li>• Their cooperative nature</li> <li>• Understanding</li> <li>• Security</li> <li>• Friendships</li> </ul>
<p align="center"><b>Remember: Emphasize what others are interested in!</b></p>	

## 3 Special Tips to Remember



If Your Style is	Remember
 <b>Dominant</b>	<ul style="list-style-type: none"><li>• Don't push</li><li>• Give people time to process and think</li><li>• Use softer tones</li></ul>
 <b>Inspiring</b>	<ul style="list-style-type: none"><li>• Be organized</li><li>• Stay focused</li><li>• Be credible</li></ul>
 <b>Supportive</b>	<ul style="list-style-type: none"><li>• Be confident</li><li>• Remember that challenges are okay</li><li>• Don't be controlled by FEAR (False Evidence Appearing Real)</li></ul>
 <b>Cautious</b>	<ul style="list-style-type: none"><li>• Don't overdo details</li><li>• Remember the person, not the task</li><li>• Smile more and lighten up a little</li></ul>

## Review of DISC Traits



### Outgoing



**Style:** **DOMINANT**, Determined

**Main Features:** Good problem solver; risk taker; strong ego; self-starter; goal oriented

**Value to Group:** Good motivator; good at organizing events; high value on time; results-oriented

**Danger Zones:** Argumentative; does not like routine; oversteps authority at times; can be pushy

**Greatest Fear:** Someone taking advantage of them

**Style:** **INSPIRING**, Influencing

**Main Features:** Outgoing; talkative; enthusiastic; impulsive; persuasive; optimistic

**Value to Group:** Good encourager; good sense of humor; peacemaker; creative problem solver

**Danger Zones:** Inattentive to detail; prefers popularity to doing right; "convenient" listener; disorganized

**Greatest Fear:** Rejection; loss of social approval

### Task-Oriented

### People-Oriented

**Style:** **CAUTIOUS**, Correct

**Main Features:** Thinks things through; accurate; high standards; careful; systematic; precise

**Value to Group:** Good organizer; follows directions; even-tempered; clarifies situation well

**Danger Zones:** Finds fault easily; so focused on detail may miss big picture; too critical

**Greatest Fear:** Criticism of their work and effort

**Style:** **SUPPORTIVE**, Steady

**Main Features:** Warm; friendly; understanding; patient; easygoing; good follow-through

**Value to Group:** Good listener; team player; loyal; reliable; dependable; works well under authority

**Danger Zones:** Resistant to change; "stuffs it" inside; difficult establishing priorities; sometimes oversensitive

**Greatest Fear:** Loss of security and stability



### Reserved



## Reading Others - What to Observe

Use the chart below to help you quickly identify a person's primary personality style.

Observation		D	I	S	C
	Likes to do things	The <b>FAST</b> way	The <b>FUN</b> way	The <b>TRADITIONAL</b> way	The <b>PROPER</b> way
	Personal Decor	Large desk, awards, useful accessories	Flashy, trendy, with fun pictures	Family pictures, personal mementos	Aesthetically pleasing, unique, functional
	Body Language	Big gestures, leans forward, advancing	Expressive, friendly posture, amusing	Gentle gestures, reassuring	Unemotional, controlled gestures, assessing
	Speech Pattern	Directive tones, abrupt, interrupting, intentional	Talkative, varied tones, personal, easily distracted	Conversational, warm tones, friendly, prefers listening	Clarifying, monotone, logical, focused, questioning
	Processes by asking	<b>What?</b>	<b>Who?</b>	<b>How?</b>	<b>Why?</b>
	Personal Strength	<b>Firm</b>	<b>Fun</b>	<b>Friendly</b>	<b>Factual</b>

## D Styles: How Others Can Perceive Them



<b>Under Control</b> How you see yourself	<b>Out of Control</b> How others may perceive you
Outspoken	Rude
Assertive	Cruel
Productive	Inconsiderate
Straight-forward	Detached
Goal-oriented	Impatient
Confident	Conceited
Competitive	Ruthless
Bold	Arrogant
Deliberate	Dictatorial

### Insights into the "D" Personality Style:

"High D" personality styles are often misunderstood. A high D who is able to adapt to the pace of others and communicate on a personal level is much more likely to maintain good relationships (which ultimately leads to more productivity). They can be intense. They tend to know 2 speeds in life - zero and full throttle. Those who work with the high D can remember not to take everything personally. While high D personality styles can be seen as being all about "getting-it-done," it is important to remember that they also have feelings and personal needs. They can be very caring, but the way they express their feelings tends to be by doing something for the ones they care for. Show the high D some respect, pick up the pace a little, and you'll make a hard-working, loyal friend!

## I Styles: How Others Can Perceive Them



<b>Under Control</b> How you see yourself	<b>Out of Control</b> How others may perceive you
Friendly	Weak-willed
Carefree	Undisciplined
Optimistic	Unrealistic
Persuasive	Manipulative
Free-spirit	Impulsive
Imaginative	Day-dreamer
Outgoing	Overactive
Communicative	Self-promoter
Relational	Shallow

### Insights into the "I" Personality Style:

"High I" personality styles are the easiest to spot. They are expressive, interactive and engaging. They feel and outwardly express a wide range of emotions. Be open to "experience" being with them. Their world is more dramatic, their colors more intense, and they look at life through "positively enhanced" glasses. A high I who is able to adapt their behavior to be more serious when necessary will be well received and well liked. Give the high I the freedom to express themselves and try things out. They do life interactively, so engage with them, lighten up and enjoy the ride!

## S Styles: How Others Can Perceive Them



Under Control How you see yourself	Out of Control How others may perceive you
Reliable	Dependent
Listener	Fearful
Conservative	Resists Change
Quiet	Unemotional
Helpful	Push-over
Peaceful	Passive
Cooperative	Indecisive
Loyal	Possessive
Softhearted	Enabling

### Insights into the "S" Personality Style:

"High S" personality styles tend to be very quiet, softspoken and non-assuming. Their more gentle approach can be soothing. The high S who can look at challenges in life objectively and make difficult decisions will be more able to adapt to the inevitable challenges that occur in life. S personality styles can be easy to overlook. You can hurt their feelings and never know it. They add a measure of harmony that helps to maintain a peaceful environment. Turn your intensity level down a notch when you are around a high S. Relax, have a seat and visit with them to see how they are doing.

## C Styles: How Others Can Perceive Them



<b>Under Control</b> How you see yourself	<b>Out of Control</b> How others may perceive you
Observant	Intrusive
Questioning	Prying
Cautious	Distrustful
Efficient	Fixated
Orderly	Compulsive
Consistent	Rigid
Private	Unsociable
Excellent	Perfectionist
Reserved	Emotionless

### Insights into the "C" Personality Style:

"High C" personality styles tend to be more solitary. While high C's are reserved, they tend to act with purpose and focus when they reach a decision. In that way, a high C can come across as a high D (dominant, determined, doer) at times. A high C who can adapt their approach to life by seeing it through the eyes of other people can experience much more connection with others. Feelings are shared by high Cs only after trust is established, and that tends to take a long time. Be consistent with a high C. Getting into their personal space takes time. High C's have feelings like anyone else, but it tends to be harder to express them.

# Appendix

## Leadership Take-aways for Joe Sample

Date: \_\_\_\_\_

Review your Discovery Report and write the answers in the following worksheet in your own words.

**My Personality Blend is: (page 15) \_\_\_\_\_**

**My Strengths are: (page 17)**

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**Something important that I learned about how I work on a team is: (page 26)**

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**The leadership style that I most identify with is: (pages 7-12)**

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**Main points I need to remember when leading Dominant-D style people are: (pages 27-31)**

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**Main points I need to remember when leading Inspiring-I style people are: (pages 32-36)**

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**Main points I need to remember when leading Supportive-S style people are: (pages 37-41)**

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**Main points I need to remember when leading Cautious-C style people are: (pages 42-46)**

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## Terms for 'Guard Against' Responses



(Refer to the [Basic Style Chart](#) in this report)

The following words are used to describe behaviors that all personality styles should guard against (see the Basic Style Chart on page 19). Brief periods of quick reactions or out-of-control behavior are normal when a person is in a fearful situation; however, it is important to RESPOND instead of REACTING to situations. Responding allows a person to be in-control (exercise self-control). Fears may be a cause for concern, but they should not control a person.

**Anger** - A secondary response when you have experienced hurt or fear. Rather than getting angry, ask yourself who hurt you or what are you fearful of at the present moment. Dealing with your hurt or fear can help calm your anger.

**Blame** - Avoiding taking responsibility; a person can blame people or circumstances.

**Nonparticipation** - Not engaging, no response, minimal interaction.

**Criticism** - Not understanding the need to set realistic expectations of themselves and others.

**Indifference** - No emotion, a person just doesn't care; no importance or value one way or the other; disinterested; unconcerned.

**Suspicion** - Thinking that the other person has an ulterior motive or is not sincere.

**Impatience** - Feeling a strong need for some type of action or result.

**Emotion** - Personal feelings. High C styles (cautious, calculating) may allow reason (intellect, logic) to so rule over emotion that emotion is given no value at all. Low C styles may allow emotion to rule over reason so much that they are not rational.

## More Resources Available



Dear Joe,

We hope that you have enjoyed reading your **Discovery Report**.

Please contact us if we can be of assistance.

Thank you.

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