

THE BEHAVIORAL RESOURCE GROUP

BEHAVIORAL INSIGHTS & EMOTIONAL FRAMEWORKS

FULL BEHAVIORAL ANALYSIS WITH ATTITUDES & DRIVERS

Personalized Report For: Ben Greenfield
Focus: Work - 1/10/2016





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We believe relationships are primary not instrumental.

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Introduction to the DISCstyles™ Behavioral Report

Congratulations on your decision to take the DISCstyles™ Online Behavioral Assessment through The Behavioral Resource group Inc.

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

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

Our DISC Online System focuses on patterns of external, observable behaviors using scales of directness and openness that each style exhibits. Because we can see and hear these external behaviors, it becomes much easier to “read” people. This model is simple, practical, easy to remember and use. See The Four Basic DISCstyles™ Overview Chart section of this report for a summary of each of the styles.

BEHAVIORAL STYLES

Historical, as well as contemporary, research reveals more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into four basic categories. *The DISCstyles™ System* focuses on patterns of *external, observable* behaviors using scales of directness and openness that each style exhibits. See the table below. Because we can see and hear these external behaviors, it becomes much easier to “read” people. This model is simple, practical, and easy to remember and use. See page five of this report for a summary of each of the styles.

STYLES AND THEIR NATURAL TENDENCIES

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



HOW TO USE THIS REPORT

This DISC report is divided into two parts. **Part I** focuses on understanding your DISC style characteristics. Please note that there is no “best” style. Each style has its unique strengths and opportunities for continuing improvement and growth. Any behavioral descriptions mentioned in this report are only tendencies for your style group and may or may not specifically apply to you personally.

Part II discusses the concept of adaptability and offers several action plans for you and others who interact with you.

ADAPTABILITY

In addition to understanding your style, the report will identify ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of a particular prospect or customer. This is called adaptability. Social scientists call it “social intelligence.” There has been a lot written lately on how your social intelligence is just as important as your Intelligence Quotient (IQ) in being successful in today’s world. In some cases, social intelligence is even more important than IQ.

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

Adaptability is the key to building all successful business relationships. Adaptable people realize there is a difference between their *self* (who they are) and their *behavior* (how they choose to act). They consciously decide whether and how to respond to a person, a situation, or an event. You should commit to learn to be more adaptable; your relationship success depends on it.

The concept of adaptability is discussed in detail in the “***What is Behavioral Adaptability***” section of this report. How to actually practice adaptability on a day-to-day basis with others is covered in these sections of your report. Take the time to review these above sections carefully. Understanding how to modify your directness and openness can lay great errors to rest.

Part of self-understanding is the capability of adapting to diverse styles around you for the mutual benefit of all involved. This is the crux of Emotional Intelligence; understanding others and also managing your relationship with them more effectively.

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



General Characteristics

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

Ben, your responses to the instrument indicate that you tend to be more introverted, often asserting your ideas only when things are frustrating or vexing. Our coaching is meant to help you be more assertive and extroverted even when things are going smoothly.

You are generally direct, positive, and straightforward in your communication with others. Being able to "tell it like it is" can be a great asset, especially when coupled with a calm, objective presentation style. Others on the team may look up to you due to your diligence and sense of authority.

Your pattern of responses indicates that you score like people who are hard working, industrious, and resourceful. This comes in part, Ben, from your high ability to be patient, as well as to roll up your sleeves and lead others toward finding solutions.

Ben, you score like those who find satisfaction in hard work and individual action, rather than motivating others to achieve. At the end of the day, you may measure achievement by what has been done, rather than the number of people on board. Due to your high degree of patience, you may neglect to discipline or correct others along the way, perhaps choosing instead to complain in private, after the fact.

Others may perceive you as determined, analytical, and very independent in your thinking. Those who score like you tend not to be persuaded by the newest gadgets and gimmicks, instead making their decisions based on facts and results. You may sometimes find yourself in the minority on an issue, but since your opinion is based on factual analysis, your side may often win out.



Ben, you tend to judge others by their ability to achieve the bottom-line, concrete results that you expect from yourself. You also score like those who have the ability to detach emotionally from important decisions, and reach a judgment based on objective analysis of the facts.

You lead others by showing accountability for your own work, and expecting others on the team to do the same. This will generally be welcomed by team members, as they will realize that you are not asking more of them than of yourself.

You are naturally curious, usually willing to try your hand at any challenge. This is a strength that can impact the team in positive ways, perhaps motivating others to try new ideas or approaches. While you may not be the first to take up the reins, you are likely to embrace a task, roll up your sleeves, and stick with it until the work is done.



Your Strengths: What You Bring To An Organization

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

Your Strengths:

Your strengths represent the natural behaviors that tend to be *automatic* and play a critical role within your organization or team. Understanding *how* you bring things to the table and maintaining an awareness as to how that might effect others who's styles are different or how that might fit into your position or job description is essential for better success.

- You have the ability to find inefficiencies and overlapping efforts for a system or project.
- You gain respect of others by solving tasks yourself, as well as delegating them. You are always willing to pitch in and help.
- You strive continually toward achievement and take pride in being ready for anything.
- You value integrity in yourself and others.
- You tend to be self-directed with a strong sense of accountability. Your "The buck stops here" attitude is driven by the high "D" scoring.
- You readily voice opinions, after analyzing issues objectively.

Your Work Style Tendencies That You Bring To The Job:

Knowing your tendencies means understanding that we all have certain traits that are on automatic pilot and will consistently show up in our natural behavior. Making sure our environment is suited for such behaviors can make a big difference in how others receive your behavioral style.

- You motivate others on the team with a sense of competition and urgency.
- You are able to look at a project from a "big picture" perspective, while keeping track of the details and minutiae that contribute to each step.
- You are motivated to be an initiator of creative new ideas, and may be seen as an agent of change within an organization.
- You enjoy developing new systems and procedures to increase efficiency or quality control.
- You seek authority equal to your responsibility.
- You want to be seen as assertive, and at the vanguard of leadership regarding new ideas and solutions.



Communication Tips for Others To Follow

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

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

When Communicating with Ben, make sure you:

- Be clear, specific, brief, and to the point.
- Do your homework. Come prepared with objectives, requirements, and support materials in a well-organized package.
- Support the results if you agree, rather than supporting the person responsible for the results.
- Provide specifics about probability of success or effectiveness of options.
- Watch carefully for early signs of disagreement or dissatisfaction.
- Limit your conversation to business topics. Let Ben decide whether he wants to include "social" chat.
- Persuade by referring to objectives and results.

When Communicating with Ben, make sure you don't:

- Let disagreement reflect on him personally.
- Ask rhetorical or useless questions.
- Be vague.
- Come with a ready-made decision, or make a decision for him.
- Manipulate or bully him into agreement.
- Direct or give orders.
- Be demanding or domineering.

BEHAVIORAL TIP:

3 Keys in communication:

Communication is accomplished not only through words, but also through gestures and attitudes. We communicate 3 ways: *word, gesture and spirit*. If you understand that we consistently communicate, even though we may not be speaking words, you can increase your awareness and how others may be receiving your contribution. Knowing that we are always communicating and that others are always receiving messages from our body language, attitudes and words will help you understand why others act the way they do when they are around you. People always respond according to how they believe they are being treated.



Communication Between Styles...

DOMINANT STYLE

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

INFLUENCING STYLE

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

CONSCIENTIOUS STYLE

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

STEADY STYLE

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



Your Motivations: Ideal Work Environment

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

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

You Tend to Be Most Effective In Environments That Provide:

- Support of some occasional vacillation in decisions or ideas.
- Opportunity for advancement to positions allowing for creativity.
- Support which allows you to focus maximum effort on the job tasks, and not to be concerned with social protocol.
- Freedom to create in new and different ways.
- Time to react to alternatives, but also support for the fact that the clock is ticking.
- Opportunities for one to work alone, and to think things through.
- Security and confidence in quality control measures.

BEHAVIORAL TIP:

How Can I Be More Effective?

Remember, effectiveness is only effective when others see you as *helping* and not harming the team or situation. Many times we believe because we are good at certain tasks and we don't have to think about how to do something that we are benefitting the team.

The ability to know when your actions and attitudes are a plus is key to team success. Not being aware of our behaviors can become a roadblock to success especially if those behaviors are unwarranted or misplaced and creating dissension in others. Successful leaders tend to have an awareness of how their behavior is affecting those around them. They have the innate ability to take the behavioral cues from those around them as signs as opposed to missing critical cues from peers or subordinates.

When we understand that strong and subtle behavioral differences exist between team members or those around us and that we all think differently is the first step in communication effectiveness. Communication is essential to life and *how* we communicate our wants and needs is critical to relationship success. Some are verbally aggressive when communicating and some may be completely silent. If we are the silent type, we must understand that if we are not communicating our needs, it's more than likely others won't be aware of our needs. If we are verbally aggressive, chances are good we could be annoying and may even be frustrating those who appreciate silence.



The D's Behavior and Needs Under Stress

When under stress, we tend to revert to our natural style. It's like wearing our favorite pair of shoes. We tend to feel most comfortable in them...

Under Stress You May Appear:

- Pushy
- Uncooperative
- Aggressive
- Critical
- Restless

Under Stress You Need:

- Accomplishments
- Control of the situation and themselves
- A fast pace for moving toward goals

Your Typical Behaviors in Conflict:

- Since D's tend to focus on their own results, they may tend to become autocratic in order to get their way.
- Their anger is directed at the situation and the lack of desired results, not at anyone, personally. However, their outbursts and behaviors may appear to be a personal attack. They tend to react quickly and often may fail to choose their words appropriately.
- D's are quite comfortable with conflict, aggression and anger. Many times they may not realize the impact their behavior has on others. In other instances, however, they may consciously choose anger and aggression as a tactical weapon. In any case, they are likely to increase the level of aggression.

Strategies to Reduce Conflict and Increase Harmony with Others:

- D's need to take time to express their ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying their message up front will result in more efficient operations later.
- Avoid creating controversy or "stirring up the pot" just to keep things interesting. This may increase their own energy for the task; however it is likely to have a serious negative effect on many others.
- D's need to include all the people involved with a project in their decision-making process. Ask for their input on a regular basis and take it into consideration. D's can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.



Word Sketch - Adapted Style

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

	Dominance	Influencing	Steadiness	Conscientious
Disc Focus →	PROBLEMS/TASKS	PEOPLE	PACE (of environment)	PROCEDURES
Needs →	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow Data to analyze
Emotion →	Decisive, risk-taker	Optimistic, trusts others	Patience, stabilizer	Cautious, careful decisions
Fears →	Being taken advantage of / lack of control	Being left out / loss of social approval	Sudden change / loss of stability and security	Being criticized / loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical neat sensitive tactful
3	calculated risks moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic



Word Sketch - Natural Style

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

	Dominance	Influencing	Steadiness	Conscientious
Disc Focus →	PROBLEMS/TASKS	PEOPLE	PACE (of environment)	PROCEDURES
Needs →	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow Data to analyze
Emotion →	Decisive, risk-taker	Optimistic, trusts others	Patience, stabilizer	Cautious, careful decisions
Fears →	Being taken advantage of / lack of control	Being left out / loss of social approval	Sudden change / loss of stability and security	Being criticized / loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
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2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic



Your Motivations (Wants) and Needs

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

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

You Tend to Be Motivated By:

- Time to analyze facts and data prior to making a final decision.
- Freedom from control and close scrutiny. A lack of freedom implies a lack of trust.
- Direct, factual answers to questions, supported by accurate data.
- New experiences, and new challenges to meet.
- Authority equal to the responsibility you have been given.
- Efficient methods which get things done faster, without sacrificing quality.

People With Patterns Like You Tend to Need:

- A partner who understands your reasons for extra time devoted to your career.
- Specific reasons for making changes.
- To negotiate commitment on a one-on-one basis.
- Quality products and services to believe in.
- Introductions to new internal stakeholders, as well as outside groups.
- Practical and tangible rewards.

BEHAVIORAL TIP:

Unmet Needs Can Many Times Create Problems:

All problems occur when an important need is *not being met* within our lives or at work. We tend to focus on the problem that stems from the unmet need and never address the need that is not being met because the *problem* becomes louder than the *need*. The need may be that our hurt leg *needs* to be fixed and the *problem* is our incessant screaming for help. When we face problems and challenges with others, it helps to ask ourselves, “*What is it I or they are in need of?*”



Potential Areas For Improvement

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

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

Potential Areas For Improvement:

- You may give a false sense of compliance to your superiors.
- You may show outward contempt toward those who are critical of your efforts, or view such criticisms as personal attacks.
- You may have a tendency to take on too much, too often.
- You may have difficulty taking the time to delegate tasks. You don't have the patience, so you prefer doing it yourself.
- You may sometimes become blunt, tactless, and obstinate.
- When confronted, you may have a tendency to blame others, deny fault, and defend your position.
- You may require encouragement to consider alternative approaches to tasks.

BEHAVIORAL TIP:

We All Can Improve On Something:

We all could use some improvement now and again. Improvement means we see an area of our behavior that some times gets the best of us. Knowing which areas tend to run amuck is one of the keys to success. Ignoring these issues can many times be a key to failure.

Pay attention to those areas that tend to get you into trouble and make an effort to find ways to lessen the chances of that happening. Successful people don't have fewer problems, they just solve them faster. Part of behavioral success is a healthy awareness of your limitations and the desire to improve the ones that hurt the most. We never advocate rewiring the house, but it probably wouldn't hurt to change some of the wallpaper.



Summary of Ben Greenfield's Style

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

YOUR STRENGTHS: WHAT YOU BRING TO THE ORGANIZATION

1. _____
2. _____

YOUR WORK STYLE TENDENCIES

1. _____
2. _____

COMMUNICATION DO'S & DON'TS

1. _____
2. _____

YOUR MOTIVATIONS: IDEAL WORK ENVIRONMENT

1. _____
2. _____

YOUR MOTIVATIONS (WANTS)

1. _____
2. _____

YOUR NEEDS

1. _____
2. _____

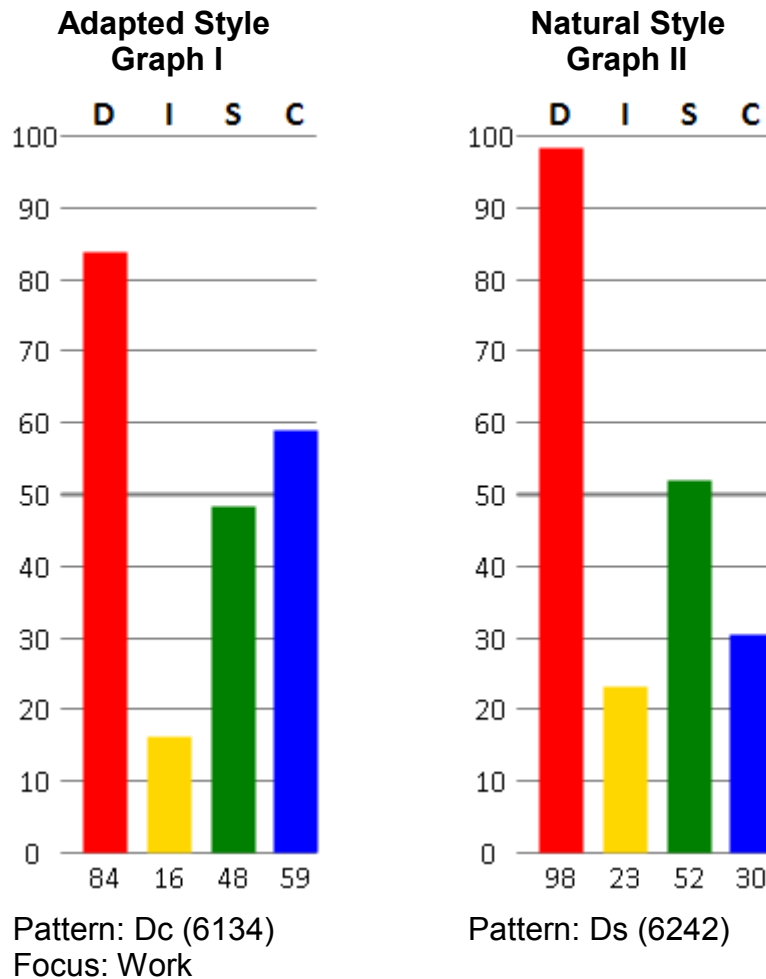
POTENTIAL AREAS FOR IMPROVEMENT

1. _____
2. _____



Behavioral Graphs for Ben Greenfield

Your Adapted Style indicates you tend to use the behavioral traits of the Dc style(s) in your selected Work focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the Ds style(s).



Graph I is your Adapted Style. It is your perception of the behavioral tendencies you think you should use in your selected focus (work, social or family). This graph may change in different environments. Graph II is your perception of the real you - your Natural Style. These are also behaviors you are most likely to exhibit when in stressful situations. This graph tends to be fairly consistent even in different environments. If Graphs I and II are similar, it means that you tend to use your same natural behaviors in that environment. If your Adapted Style is different from your Natural Style, this may cause stress if done over a long period of time. You are then using behaviors that are not as comfortable or natural for you. The four-digit numbers (under the graphs) represent your segment numbers in DISC order and dictate the adjectives highlighted on the Word Sketch pages.



Behavioral Pattern View - BPV

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

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

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

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

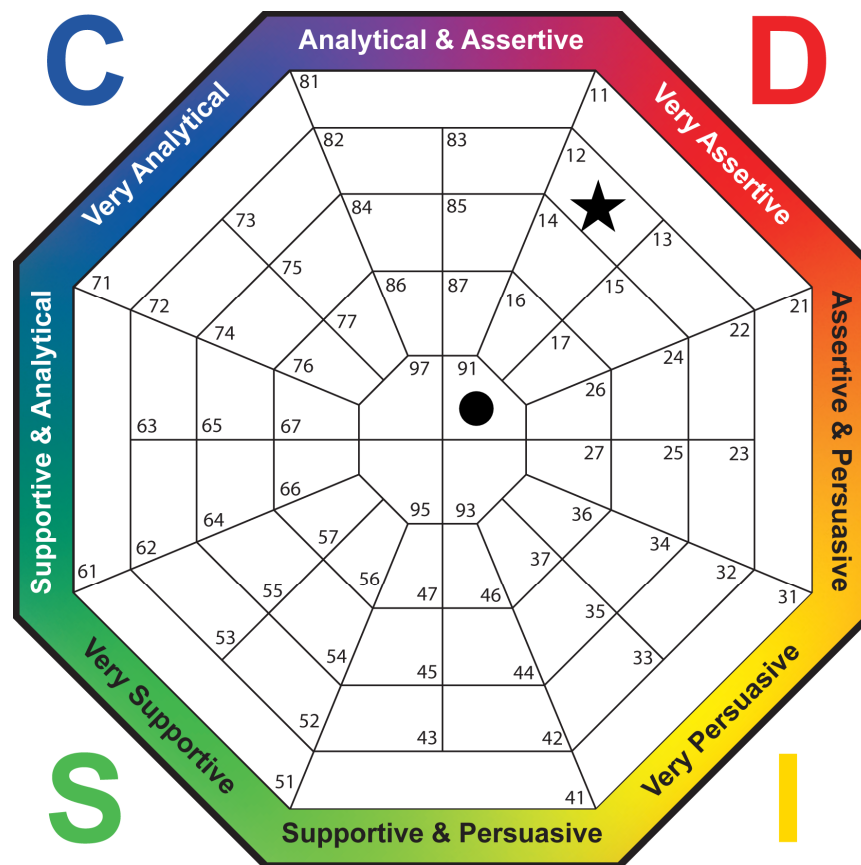
Assertive, Results Focused, Rapid Decisions, Will Seek Challenges, Can be Aggressive and Impatient, Desires to Lead.

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

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

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

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

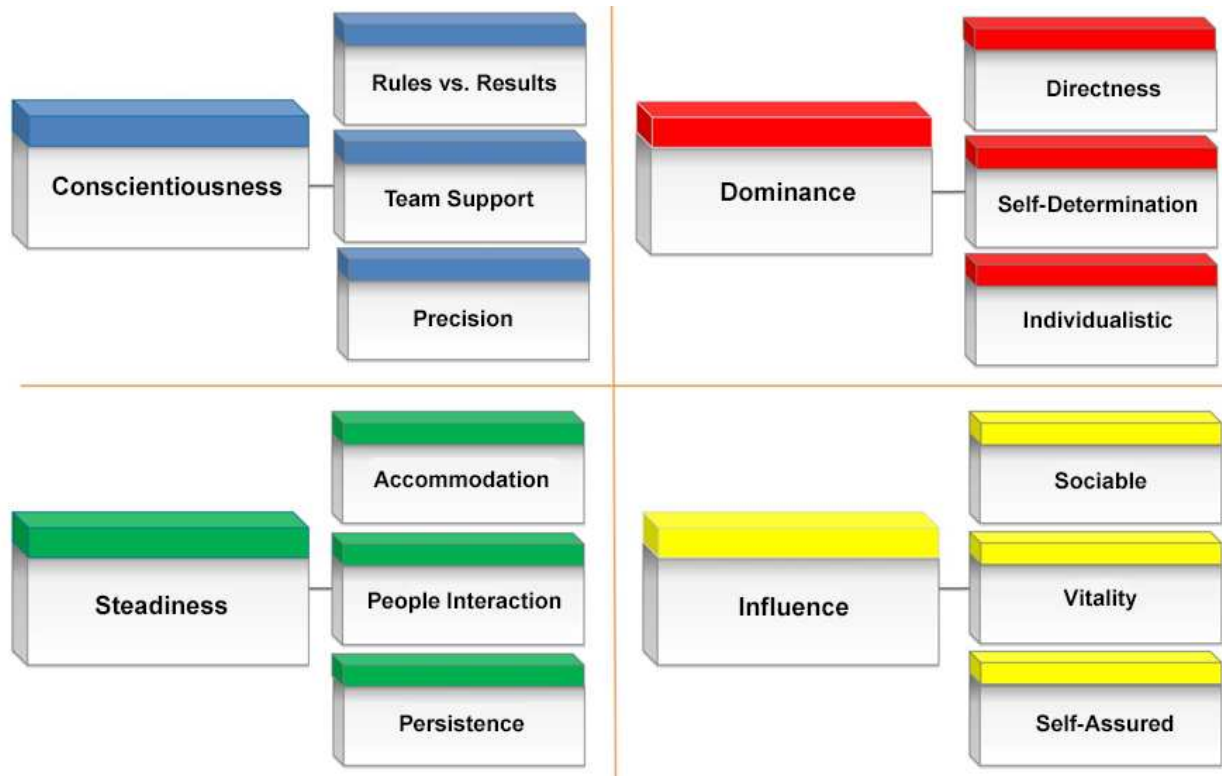


- = **Natural Behavioral Style**
- ★ = **Adapted Behavioral Style**

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



The 12 Integrated DISC Style Relationships



For a more complete understanding of a person's overall behavior style, you can view how each of the primary (4) four DISC factors interact to produce (12) twelve integrated behaviors.

When comparing each of the (4) four basic DISC factors with the others, a group of (12) twelve factors of individual behaviors can be identified. Each person will display some of these factors more strongly than the others.

Each of the (12) twelve factors has been assigned a specific descriptor(s) to help you naturally associate the factor to a specific behavior. The ability to identify and measure the relative interaction of the (12) twelve factors represents a dramatic improvement in the use and application of DISC to better understand human workplace behavior.

We can measure the strength of a factor in a person's overall behavioral style by viewing the intensity score. Intensity is a measurement of the relative contribution of a specific factor to a person's observable natural behaviors that are most often displayed in most situations.

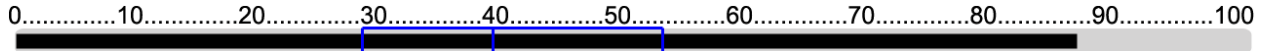
The (5) five intensity levels range from Low (absent in most situations) thru High (clearly displayed in most situations). This integrated behavioral view represents an improvement that contributes to the overall understanding of human behavior. Behaviors define how we deliver our thinking into the world.

We recommend you add this powerful new view to your tool kit and use it to assist you in understanding why and how people shape their communications and connections with the other people in their life.



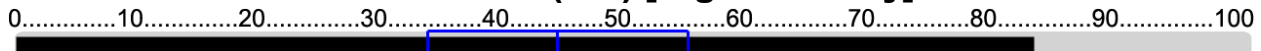
This list of (12) twelve Integrated DISC relationships reveals how the (4) four Primary DISC behaviors combine and work together to create the socialized behaviors others see and experience. The Length of the **black bar** shows the relative influence of the DISC factors in someone's overall observable behavioral style.

1. The Directness Behavior (D/I) [High Intensity]



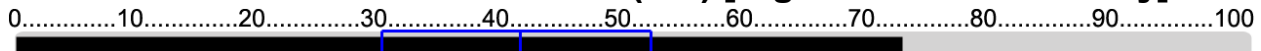
"How this individual's dominance and 'results now focus' is impacted by their desire to interact, connect and relate to others." The Directness behavior measures HOW the strength of this individual's direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others. Higher intensity scores identify a willingness to make and defend tough and even unpopular decisions while Lower intensity scores will identify an inclination to search for a more socially interactive, popular and accommodating solution.

2. The Individualistic Behavior (D/C) [High Intensity]



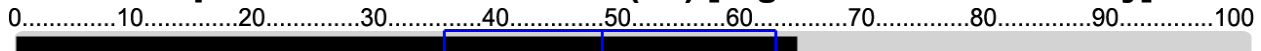
"How this individual's "results now" assertiveness is impacted by their desire to be accurate, analytical and structured." The Individualistic behavior measures HOW the strength of this individual's direct, assertive and "results now" is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives. Higher intensity scores will not likely be deterred by potential restraints or established policies especially if they are perceived to impede immediate results while Lower intensity scores will favor strong and precise compliance and adherence to established structure, rules, policy and procedures.

3. The Self-Determination Behavior (D/S) [High Moderate Intensity]



"How this individual's degree of assertive "results now" focus is impacted by their level of patience." The Self-Determination behavior measures HOW the strength of this individual's direct, assertive and "results now" oriented behaviors are influenced by their degree of patience and preferred pace. Higher intensity scores identify a preference toward a more "now oriented pace" that is keyed toward taking actions that achieve immediate results and goals while Lower intensity scores identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.

4. The People Interaction Behavior (S/I) [High Moderate Intensity]



"How this individual's need for a steady pace and exercise of patience is impacted by their desire to connect and engage in social interaction." The People Interaction behavior measures HOW the strength of this individual's degree of patience and preferred activity level are influenced by the strength of their extroversion and a desire to socially interact and accommodate others. Higher intensity scores will display a great deal of care and consideration when crafting the words and deeds that impact others while Lower intensity scores will reflect a freewheeling and confident belief that most if not all interactive social situations can be handled "on the fly."



5. The Persistence Behavior (S/C) [High Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



"How this individual's need for pace and patience is impacted by their need for accuracy, precision and planning." The Persistence behavior measures HOW the strength of this individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure. Higher intensity scores reflect an emphasis on supporting planned group and team efforts while Lower intensity scores reflect a need to follow established policies and procedures even if it requires running counter to the team's direction that may be advocating alternative or even potentially risky actions.

6. The Team Support Behavior (C/I) [Moderate Intensity]

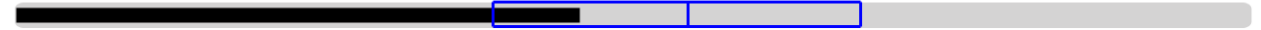
0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



"How this individual's need for accuracy, precision and following procedure is impacted by their desire for social connection and interaction." The Team Support behavior measures HOW the strength of this individual's desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people. Higher intensity scores display reliance upon structure, logic, facts and established data, procedures and protocols while Lower intensity scores display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.

7. The Self-Assured Behavior (I/C) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



"How this individual's people oriented extroversion is impacted by their need for accuracy and structure." The Self-Assured behavior measures HOW the strength of this individual's extroversion and desire for personal connection with others is influenced by their need for structure, detail, and accurate evidence prior to taking action. Higher intensity scores can sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning while Lower intensity scores reflect a cautious and conscientious approach that seeks to take actions that are supported by reliable tactics, trusted data and past successes.

8. The Precision Behavior (C/S) [Low Moderate Intensity]

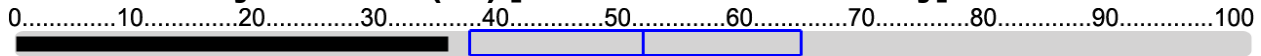
0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



"How this individual's need for accuracy, precision and planning is impacted by their desire for team support and accommodation." The Precision behavior measures HOW the strength of this individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation. Higher intensity scores reflect a desire to operate in a "fail-safe" environment supported by accurate data and through preparation while Lower intensity scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.

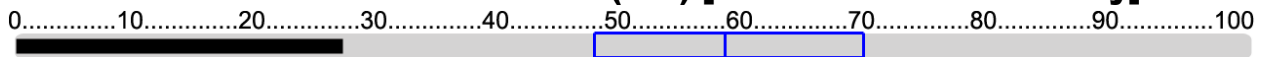


9. The Vitality Behavior (I/S) [Low Moderate Intensity]



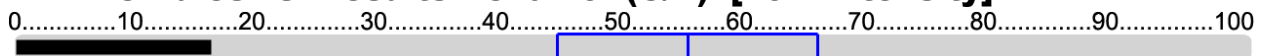
"How this individual's people focused extroversion is impacted by their preferred pace and activity level." The Vitality behavior measures HOW the strength of this individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level. Higher intensity scores reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts while Lower intensity scores reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.

10. The Accommodation Behavior (S/D) [Low Moderate Intensity]



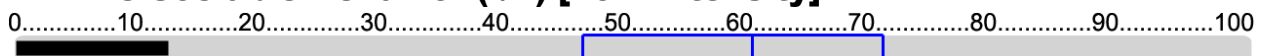
"How this individual's need to operate at a steady pace and innate degree of patience is impacted by their need for immediate results." The accommodation behavior measures HOW the strength of this individual's level of patience and activity level are influenced by the strength of their desire to lead, command and direct activities focused on immediate results and solutions. Higher intensity scores reflect a willingness to consider, accommodate and support alternative solutions and ideas while Lower intensity scores reflect a propensity to make difficult decisions, remain firm in supporting and defending them sustained by a strong focus on achieving immediate results and accomplishing assigned goals.

11. The Rules vs. Results Behavior (C/D) [Low Intensity]



"How this individual's need for accuracy, precision and guidelines is impacted by their need for immediate results." The Rules vs. Results behavior measures HOW the strength of this individual's need to precisely follow established structural and procedural guidelines, standards and codes is influenced by their need for direct "results now" actions that target immediate accomplishments. Higher intensity scores identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols and policies while Lower intensity scores suggest a more direct, immediate "result now" focus that will not likely be restrained by established protocols, procedures and policies.

12. The Sociable Behavior (I/D) [Low Intensity]



"How this individual's need for social interaction is impacted by their assertiveness and desire for immediate results." The Sociable behavior measures HOW the strength of this individual's preference for cordial social interaction and people connection is influenced by their need for immediate results. Higher intensity scores reflect an emphasis on seeking, building and sustaining personal relationships while Lower intensity scores reflect a much stronger competitive "result now" focus with less effort on accommodation and building relationships.

Intensity Scoring Legend – DISC Style intensity is a measure of how you will likely display the specific behavior when interacting and communicating with others in most situations

- **Low Intensity** - Low Intensity scores indicate the ABSENCE of this behavior in MOST situations.
- **Low Moderate** - Low Moderate Intensity scores are only SOMETIMES observable in SOME situations.
- **Moderate Intensity** - Moderate Intensity scores do not mean "mild." Moderate means the behavior is flexible and may or may not become observable based upon the requirements of the specific situation.
- **High Moderate** - High Moderate Intensity scores are frequently observable in many situations.
- **High Intensity** - High Intensity scores will be clearly observable, displayed more often and seen in most situations.



Application, Application, Application

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

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

This Application Section Includes:

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

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

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

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



The Four Basic DISCstyles™ Overview

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

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



How To Identify Another Person's Style

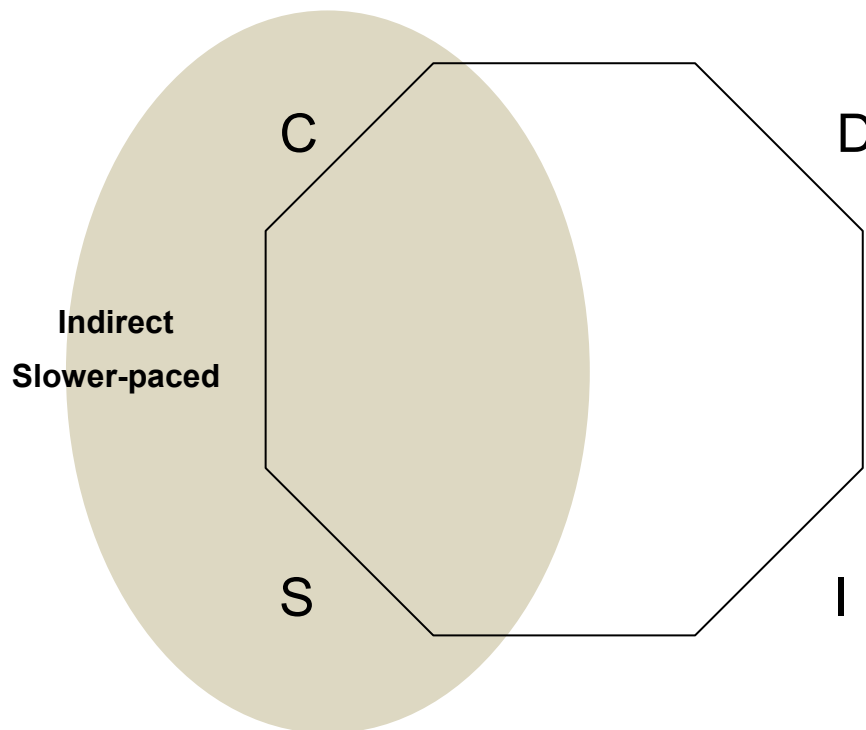
How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas of behavior – **directness and openness**.

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

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

Directness:

The shaded area indicates a more indirect style. The (S) and (C) tend to move more cautiously based upon the cautionary side within the compliant (C) style and the safety side within the (S).

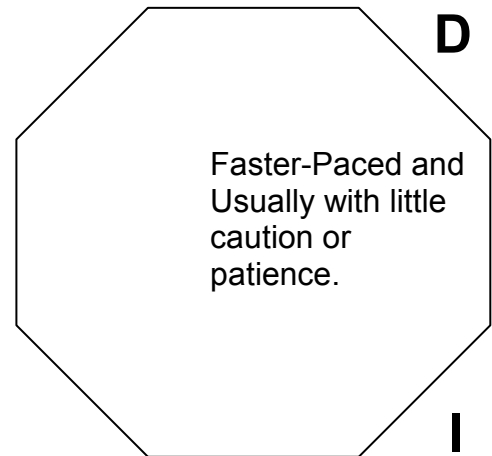




Direct/Faster-Paced People (D and I Styles right of the vertical line)

Direct Behaviors

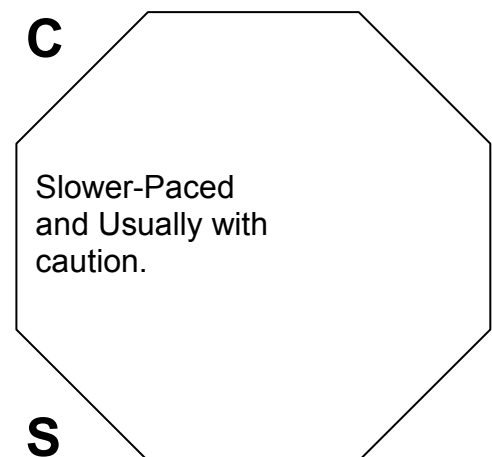
- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic statements
- Sustained eye contact
- Frequent contributor in groups
- Firm handshake
- Expresses opinions readily
- More likely to introduce self to others



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

Indirect Behaviors

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



BEHAVIORAL TIP:

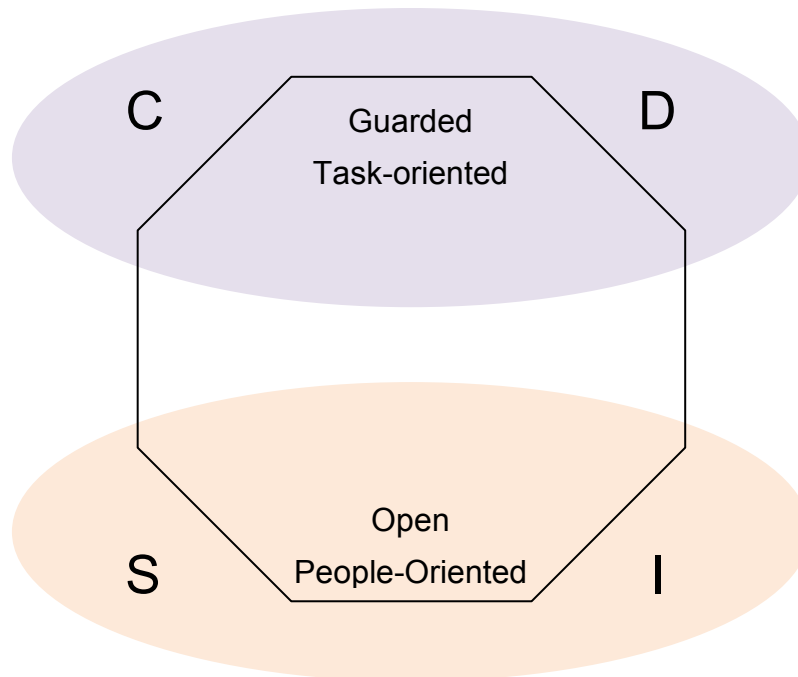
Direct and indirect communication styles will have some difficulty because indirect people see direct people as confrontational. Most everyone wants to avoid a conflict, but indirect people want to avoid conflict at *any cost* many times.

Avoiding conflict is usually a good thing when we think of it at face value, but healthy conflict is necessary for life. We can't avoid conflict if we're going to resolve the issues we face every day.



Openness:

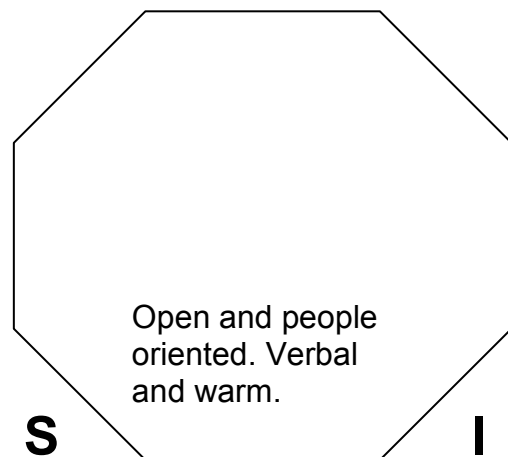
Open people are more emotionally/people based as opposed to task/thing based. They are more expressive, emotional and touchy/feely. Task people rarely show emotions.



Open/People-Oriented People (I and S Styles below the line)

Open Behaviors

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

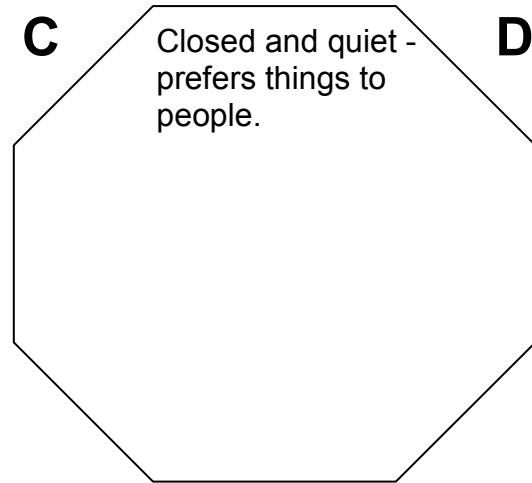




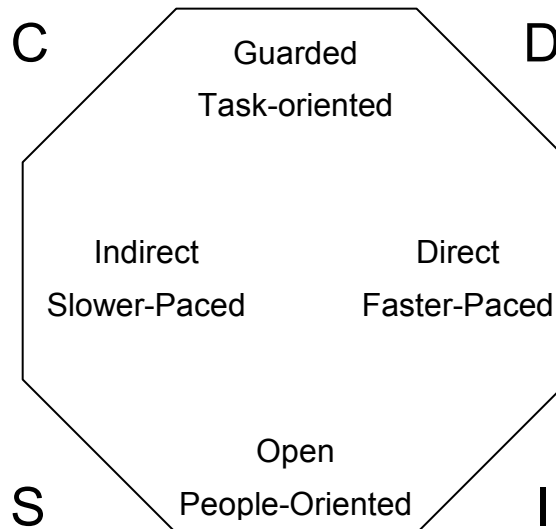
Guarded/Task-Oriented People (D and C Styles above the line)

Guarded Behaviors

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



The Whole Picture:



When you combine both scales, you create each of the four different behavioral styles. Individuals who exhibit guarded and direct behaviors are **Dominance Styles**; direct and open behaviors are **Influence Styles**; open and indirect behaviors are **Steadiness Styles**; and indirect and guarded behaviors are **Conscientious Styles**.



What is Behavioral Adaptability?

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

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

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

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

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

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

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

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



How to Modify Your Directness and Openness

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

TO INCREASE DIRECTNESS

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

TO INCREASE OPENNESS

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

TO DECREASE DIRECTNESS

- Talk, walk and make decisions more slowly
- Seek and acknowledge others' opinions
- Share decision-making
- Be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging, or acting pushy
- When disagreeing, choose words carefully

TO DECREASE OPENNESS

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



Tension Among The Styles

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

The **Tension Among the Styles Model** on the next page relates pace and priority characteristics to behavioral styles. Refer to this model while reading this section. Notice that the Dominant Style (D) and Influencing Style (I) tend to prefer a faster pace; the Steady Style (S) and Conscientious Style (C) both tend to prefer a slower pace. These style combinations will get along well as far as pace is concerned, but watch out for their priorities! Take a relationship with a Dominant Style and an Influencing Style (D-I).

Both are relatively fast-paced behavioral types. Yet the Influencing Style places more emphasis on people than on tasks, while the Dominant Style tends to pursue goals with less concern for relationships or feelings. Some degree of tension is likely to result in their interaction due to their difference in priority. Where priorities are concerned, the Influencing Style does better with the Steady Style. These two will still be getting to know each other while the Conscientious Style and the Dominant Style are headlong into the task. However, without some awareness and accommodation for their differences in pace, tension may build as well in the Influencing-Steady interaction when these two finally do get around to the tasks at hand. The Influencing Style usually wants it yesterday, whereas the Steady Style wants to take a slower and steady approach.

Consider the goal/task-oriented team of the Dominant Style and Conscientious Style (D-C), another example of pace-based tension. The faster-paced Dominant Style likes to make quick decisions. The slower-paced Conscientious Style gets uptight when having to make decisions without an opportunity to analyze fully all the alternatives. When dissimilar pairings occur, as they often do in many business and social encounters, one or the other of the individuals must make adjustments in his style to avoid increasing tension in the other person.

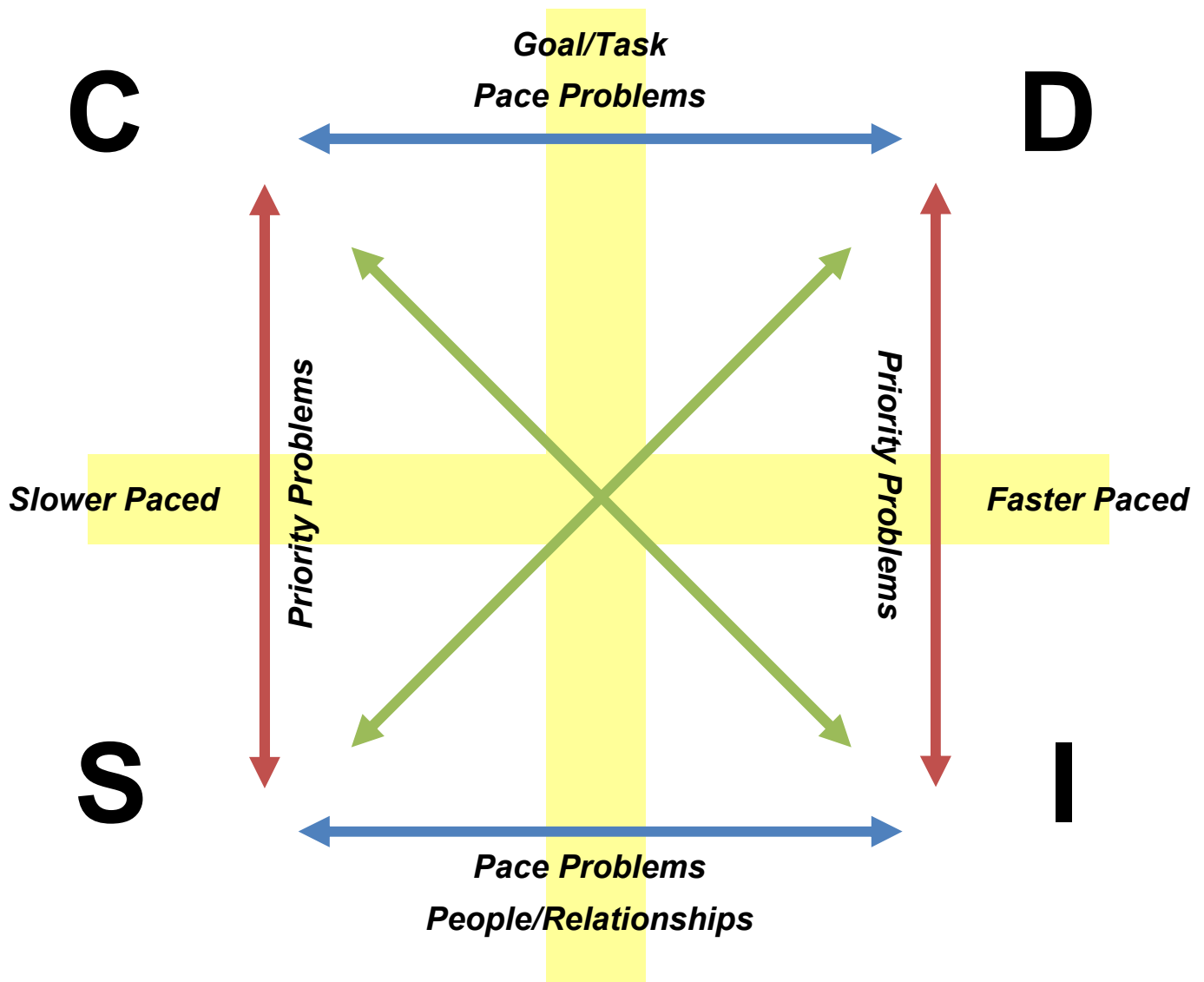
This does not mean you must sacrifice your personality or become something you are not. Ideally, both people would demonstrate some adaptability and move part of the way. Depending on the circumstances however, only one of the individuals may recognize the potential problem, or be sufficiently motivated to do something about it. When interactions join styles that differ in **both** their pace and priority preferences (a diagonal relationship on the model graphic), things really get interesting!

Here the probability of relationship tension is even greater. This occurs in the Dominant Style and Steady Style relationship, as well as in the Influencing Style and Conscientious Style relationship. Take the case of the Dominant Style and Steady Style interaction: the Dominant Style (D) should try to show some concern for people rather than appearing to treat them only as a resource toward goal accomplishment.

The Steady Style (S) should try to show more concern for task completion, even if it means putting the personal relationships aside temporarily. Both individuals should also attempt adjustments in pace, and perhaps, meet in the middle with a moderate pace. The same applies to the Influencing Style and the Conscientious Style (I-C) relationship. Adjustments should be made in both pace and priority. The key to managing tension is to know when to expect pace and priority problems, and have a strategy to prevent or deal with these differences.



Tension Among the Styles Model



- ↔ Pace Problems
- ↕ Priority Problems
- ↔ Pace and Priority Problems



Tension Among the Styles Worksheet

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

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

YOUR INFORMATION	SAMPLE RELATIONSHIP
MY STYLE: High C	Name: John Doe Style: High I
Pace: Slower Paced	Pace: Faster-Paced
Priority: Goal/Task Oriented	Priority: People Oriented

Difference:

Pace and Priority

Strategy:

Be more reasonable, social, upbeat and less critical. Understand that my teammate is a “feeler” and not a machine. Understand that my teammate is an emotionally based individual who will be much more expressive and talkative whereas I will tend to be less talkative, emotional and expressive.

BEHAVIORAL TIP:

Understand that simple adjustments to our behavioral language can speak volumes to those we are communicating with. When we adapt our style just a little when dealing with those who are different from ourselves, we then show respect to the difference and create synergistic relationships.



How to Adapt to the Different Behavioral Styles

THE DOMINANT STYLE (D)

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

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

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

At Work – Help Them To

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

Sales And Service Strategies With Dominant Styles

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

In Social Settings

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



THE INFLUENCING STYLE (I)

The Influencing Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them. The I Styles are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks. With the Influencing Styles, in general, be interested in *them*.

At Work – Help Them To

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

Sales And Service Strategies With Influencing Styles

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

In Social Settings

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



THE STEADY STYLE (S)

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

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

At Work – Help Them To

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

Sales And Service Strategies With Steady Styles

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

In Social Settings

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



THE CONSCIENTIOUS STYLE (C)

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

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

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

At Work – Help Them To

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

Sales And Service Strategies With Conscientious Styles

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

In Social Settings

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



Now What Do I Do?

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

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

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

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

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Motivators Assessment

Personalized Report For: **Ben Greenfield**

1/10/2016

This Innermetrix Values Index is a combination of the research of Dr. Eduard Spranger and Gordon Allport into what drives and motivates an individual. The seven dimensions of value discovered between these two researchers help understand the reasons that drive an individual to utilize their talents in the unique way they do. This Values Index will help you understand your motivators and drivers and how to maximize your performance by achieving better alignment and passion for what you do.



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About this report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their motivations. They also understand their limitations and where they are not effective and this helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

This report measures seven dimensions of motivation. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **Altruistic** - a drive for humanitarian efforts or to help others altruistically.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.



Seven Dimensions of Motivation

The Elements of the Motivation Index

This Values Index is unique in the marketplace in that it examines seven independent and unique aspects of value or motivation. Most other values instruments only examine six dimensions of value by combining the Individualistic and Political into one dimension. The Values Index remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique motivations and drivers.

Also, the Values Index is the first to use a click & drag approach to ranking the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen. Finally, the Values Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.

A closer look at the seven dimensions

Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values help to tell you why you prefer to do what you do.

It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

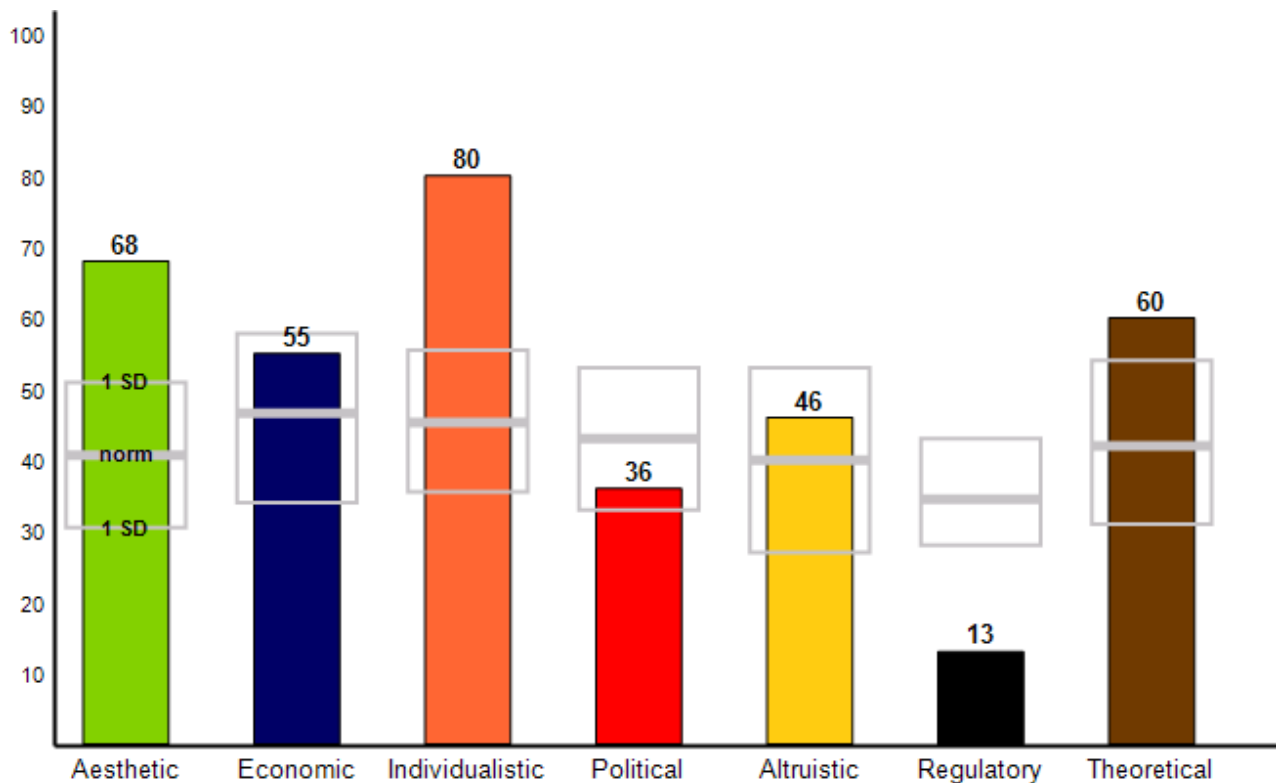
International Norms and Comparisons (averages)

Value	The Drive For
Aesthetic	USA - 40 Europe - 42
Economic	USA - 46 Europe - 44
Individualistic	USA - 46 Europe - 32
Political	USA - 44 Europe - 42
Altruistic	USA - 41 Europe - 39
Regulatory	USA - 36 Europe - 34
Theoretical	USA - 44 Europe - 46



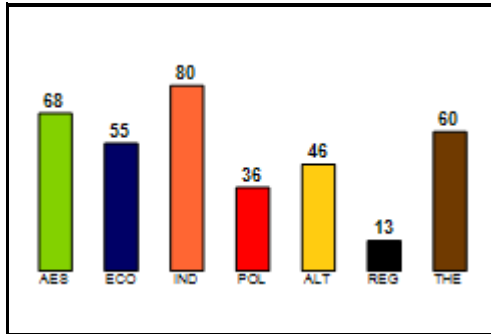
Executive Summary of Ben's Motivation

High Aesthetic	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
Average Economic	You are able to perceive and create a balance between the need for economic return and other needs as well.
Very High Individualistic	You demonstrate high independence and project self-confidence.
Average Political	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
Average Altruistic	You are concerned for others without giving everything away; a stabilizer.
Very Low Regulatory	You are an independent and autonomous agent, very flexible problem-solver, and able to craft a variety of solutions.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.





Your Aesthetic Drive



The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

General Traits:

- You enjoy helping, teaching, and coaching others, especially in areas of creative expression.
- You enjoy creative expression in both work and personal settings.
- You find rewards not just from pay for work, but in results that help protect the environment or achieve better balance in life or the world.
- You work better in surroundings that are pleasant aesthetically or environmentally responsible.
- You have a strong desire for harmony, balance and beauty in life.

Key Strengths:

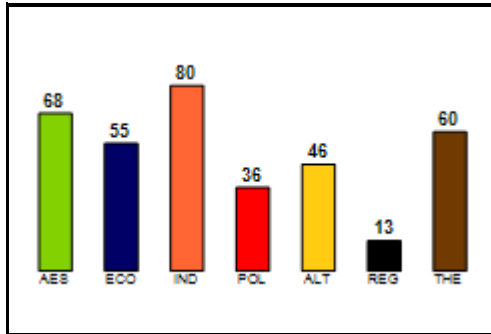
- You will bring a creative outside view to discussions.
- You like to believe that anyone can be creative - in their own way.
- You enjoy bringing people together who share common interests.
- You are often seen as one who shows interpersonal empathy in dealing with others.
- You demonstrate high personal and professional regard for others on the team.

Motivational Insights:

- You explore potential of more involvement with environmental or "green" initiatives.
- You ensure that creativity and form do not block function and results.
- You offer ample opportunity for adjustments in surroundings and approaches to getting things done.
- You show a genuine interest in the expressed thoughts or emotions of others.
- You make sure the environment allows for creative expression.



Your Aesthetic Drive (continued)



The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

Training/Learning Insight:

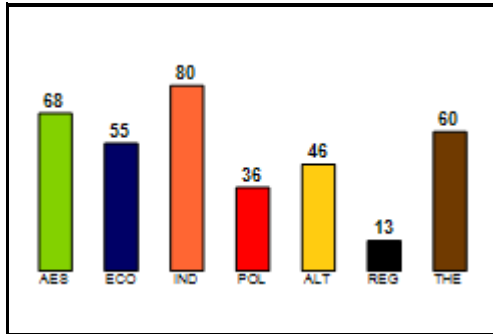
- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development, attempt to link those to your ability to see new or creative solutions in the future.

Continual Improvement Insights:

- You could use the creative mode as a safety blanket to avoid having to be overly practical.
- You might tend to get a little too creative or inventive sometimes, which can create unnecessary risks.
- You could benefit from being a little more pragmatic.
- You may need to focus on the practical or economic side of an issue more frequently.
- You could get lost in creativity and imagination if not kept somewhat reined in and on target.



Your Economic Drive



The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to.
- The drive and motivational factors which tend to lead people who score like you should be measured against other peaks on the Values graph.
- The pattern of responses when compared to others in the business community indicates that there would be no visible "greed factor" in the interaction you have with others.
- You have the ability to identify with and understand other individuals who have both a lower or higher Economic drive than your own.
- Regarding the Economic score, you would be considered rather practical and realistic about money.

Key Strengths:

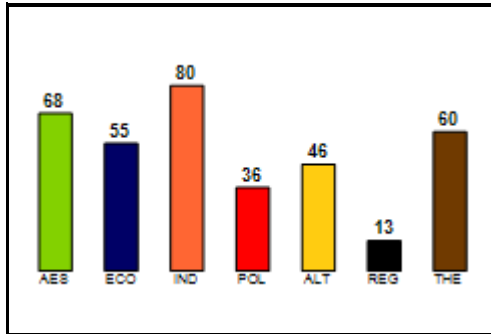
- What motivates people who score like you? It's more than money alone; it's some of the other peaks that occur on the Values graph.
- You are a good team player in helping others with projects and initiatives without requiring an economic return of your own.
- You are not an extremist and therefore a stabilizing force when economic issues emerge.
- You are able to balance both needs and perspectives of those with substantially different economic drives.
- You tend to be a good team player especially because you do not try to compete to the extent of creating dissension within the group, team or office.

Motivational Insights:

- Remember that your score range is near the national mean for Economic drive and that you don't score as an extremist on this scale.



Your Economic Drive (continued)



The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Training/Learning Insight:

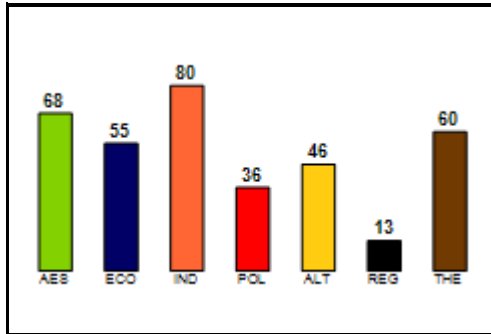
- You typically don't come to the training session asking, 'How much more am I going to earn as a result of this course?'
- You may be somewhat flexible in preferences both cooperative and competitive learning activities.
- Because your score is near the national mean, please check other Values graph peaks and troughs to obtain additional professional development insights.
- Your score is like those who engage in training and development activities in a supportive manner.

Continual Improvement Insights:

- You should assist in those areas or projects where there may be greater financial reward.
- You should allow space for those with higher economic drive factors to demonstrate their strengths or voice their ideas.
- If there is already a level of economic comfort, you may need to allow greater voice to those who haven't yet achieved their own economic comfort zone.
- There may be times when you may need to take a stronger stand on some issues related to economic drives or incentives.



Your Individualistic Drive



The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You bring a lot of energy that needs to be put to good use.
- You like freedom in your own work area.
- You thrive in a team environment.
- You enjoy work and assignments, which give you standing in the eyes of others and evokes respect.
- Your pattern of responses indicates that you have a very strong desire to be your own person.

Key Strengths:

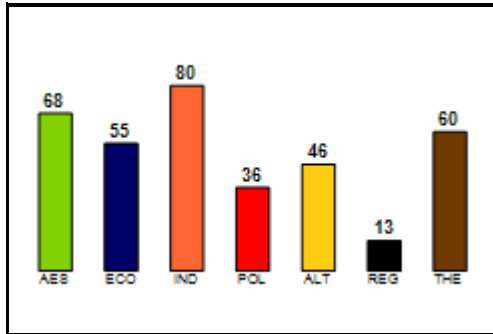
- You realize that we are all individuals and have ideas to offer.
- You desire to be an individual and to celebrate differences.
- You are not afraid to take calculated risks.
- You bring creative ideas.
- You have the ability to take a strong stand, and not be afraid to be different in either ideas or approaches to problem solving.

Motivational Insights:

- Many people who score like you enjoy making presentations to small or large groups. Explore this possibility.
- Be patient in allowing for expression of your uniqueness and sense of humor.
- Remember to look for continuous opportunities to learn and progress.
- You prefer an environment where you have space to demonstrate your unique contributions to the team.
- You should be allowed freedom to make your own decisions about how an assignment should be completed.



Your Individualistic Drive (continued)



The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Training/Learning Insight:

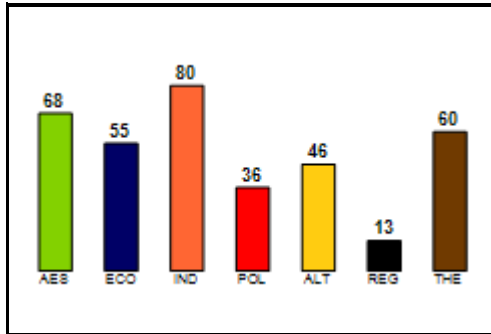
- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link the benefits of learning new things to a personal ability to enhance your performance.

Continual Improvement Insights:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.
- When presenting an idea you may spend a bit too much time telling (or selling) the audience about your own uniqueness, rather than discussing the topic of the presentation.



Your Political Drive



The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You demonstrate flexibility in being able to lead a team when necessary, and to support the team when necessary.
- Your score in this range is near the typical business professional's score.
- You are able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.
- You bring a sense of balance to some power-issues that may emerge occasionally.
- You show an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.

Key Strengths:

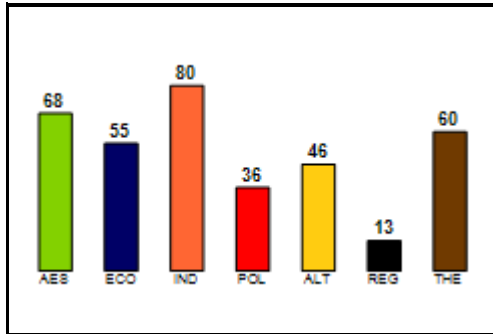
- You bring flexibility to the team. Able to lead when asked, but able to support when asked as well.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the higher and lower Political individuals on the team.
- You are perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.
- You show appropriate respect to leaders of a project, as well as ability to offer suggestions for change.

Motivational Insights:

- Don't forget that you have the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- You bring a power seeking drive typical of many business professionals, since your score is very near the national mean on this scale.
- Give your input to the team in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and motivating.



Your Political Drive (continued)



The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Training/Learning Insight:

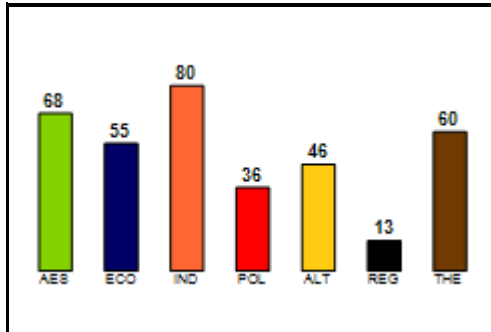
- You score like those who are supportive in a variety of work activities and development.
- You will respond with flexibility to either cooperative or competitive team activities.
- You score like those who participate openly in training activities without trying to dominate the event.
- You show ability to lead a training event as well as support and participate.

Continual Improvement Insights:

- You may need to shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, you may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continuous improvement.



Your Altruistic Drive



The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You are able to see the points of view from both the higher and lower Altruistic score locations.
- You will not create an imbalance between your own needs and those of others.
- You have a good sense for when to freely help others and when to say "No."
- You are very much in line with the average level of altruism seen in business environments.
- You balance helping others with personal concerns very effectively.

Key Strengths:

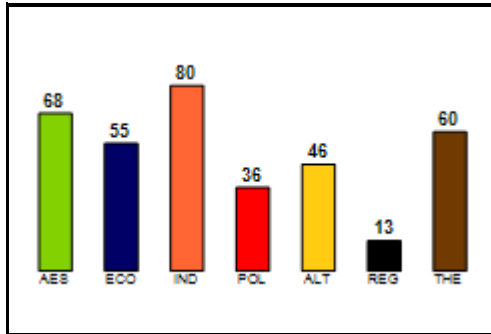
- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one's own self too much.
- You are willing to pitch in and help others as needed.
- You see value pitch in others through personal actions.

Motivational Insights:

- You are practical in how much to help others versus other objectives.
- You possess a healthy balance between a self focus and a focus on others.
- You will strike a moderate level of giving and taking in interactions with others.
- You have a very typical level of appreciation for others relative to the general working world.
- You will be a good judge of how much to involve others versus making the command decision.



Your Altruistic Drive (continued)



The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Training/Learning Insight:

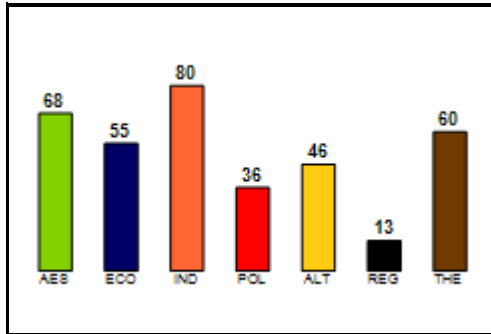
- You would be more motivated by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both your own personal gain and some altruistic aspect as well.
- You are likely supportive of the trainers themselves.

Continual Improvement Insights:

- You will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and deliver a business benefit as well.
- You should respect those who may not share your interest in understanding or benefiting others.



Your Regulatory Drive



The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You have a strong dislike for dogma, rigid rules or regulations that are set in stone.
- You are very much driven to express individuality and freedom.
- You do not feel compelled at all to conform to social or established norms all the time.
- You are not at all afraid to ask "Why?"
- You have a strong attitude that rules are only guide posts not hitching posts.

Key Strengths:

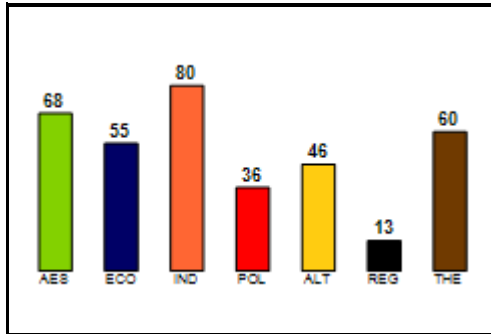
- You are very open and receptive to new ways of thinking, new methods, new direction.
- You have a very quick uptake on new concepts or complex problems.
- You approach solving problems from a very creative direction.
- You are not afraid to make mistakes in trying new things or approaches and develops creative strategies as a result.
- Your decisions will be very quick and without too much emotional involvement.

Motivational Insights:

- Play to your flexibility and adaptability strengths.
- You like to be very well informed and kept in the loop.
- You desire a work culture that is very varied and dynamic.
- You prefer set objectives, but want lots of flexibility in how they are achieved.
- You must have lots of opportunities for personal growth and development.



Your Regulatory Drive (continued)



The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Training/Learning Insight:

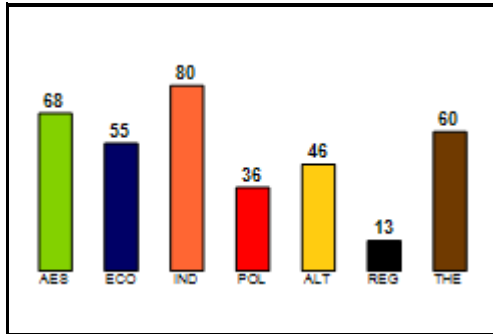
- You prefer very spontaneous, flexible and independent learning environments.
- You very much prefer multiple learning modalities instead of just one.
- You are very likely to learn new things in your own way, at your own pace and style.

Continual Improvement Insights:

- You should remember that sometimes rules or procedures exist for good reasons.
- When interacting with others, remember your natural tendency to express thoughts freely (especially dissenting thoughts).
- You should remember to be patient with others who are not as flexible or are more rules-oriented.
- You should consider resisting the urge to push the envelope just for the sake of pushing the envelope alone.
- You should stick to the important details primarily, avoid the minor bits.



Your Theoretical Drive



The Theoretical Dimension: The drive to understand, gain knowledge, or discover the "truth". This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You have an attitude of 'How do you do that? Can I do it too?'
- You have a 'cognitive' attitude: Looking for deeper meaning in things.
- You like visiting bookstores and may make some unexpected purchases.
- You have a strong personal belief in life-long learning.
- You may enjoy learning even for its own sake.

Key Strengths:

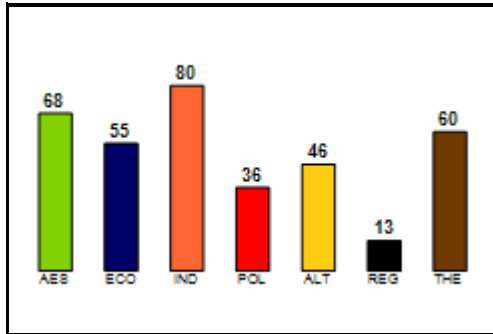
- When others (internal or external) have a question, even if you aren't familiar with it, you can usually create solutions.
- You demonstrate a logical approach to problem solving and patience to analyze all of the options for solutions.
- At a team meeting you will come prepared, with pre-work completed.
- You gather the maximum amount of information on an issue because you ask the necessary questions.
- You score as an active problem-solver, seeking solutions.

Motivational Insights:

- You need opportunities to explore a variety of knowledge-based areas and to act on them.
- Realize that as much as you have learned, you still want to learn more.
- If there is a learning-based event to be planned, be certain you are involved. If there is an external learning-based event on the calendar, be certain you have the opportunity to attend.
- You will provide technical credibility when dealing with customers or internal stakeholders who need detailed information for decision-making.
- Be certain to look for knowledge-based incentives, such as new training courses, books, subscriptions, and journals.



Your Theoretical Drive (continued)



The Theoretical Dimension: The drive to understand, gain knowledge, or discover the "truth". This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Training/Learning Insight:

- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off the job.

Continual Improvement Insights:

- You need to bring a balance, at times, between the strong desire to acquire new knowledge base and the reality of the practical applications, if any.
- You may have a tendency to wait on some projects, especially if more helpful information may be forthcoming if more time is allowed on the calendar.
- Your sense of urgency may vacillate, depending on the intellectual importance you assign to the issue.
- You have a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.
- You may sometimes bog down in details and minutia when needing to see the big picture.



Relevance Section

Use this sheet to help you track which motivators are well aligned and which are not, and what you can do about it.

Action Step: Looking at your Motivation Index report, find which motivators are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these motivators (i.e., how well what you do satisfies what you are passionate about).

		Alignment				
		Poorly			Highly	
Motivator #1:	_____	1	2	3	4	5
Motivator #2:	_____	1	2	3	4	5

Legend:

2-4 = Poor	8-9 = Excellent
4-5 = Below Average	10 = Genius
6-7 = Average	

Tally Your Score Here

To reach Genius levels of passion, you must increase alignment of your environment with your passions.

Motivator #1: what aspects of your company or role can you get involved in that would satisfy this motivator?

Motivator #2: what aspects of your company or role can you get involved in that would satisfy this motivator?



Success Connection

Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

Supporting Success: Overall, how well do your motivators and drivers help support your success? (cite specific examples):

Limiting Success: Overall, how do your natural drivers or motivators not support your success? (cite specific examples):
