

Workplace Profile

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Introduction

WHAT IS EVERYTHING DiSC®?

Gary, have you ever wondered why connecting with some people is easier for you than with others?

Maybe you've noticed that you relate better to colleagues who focus more on creating momentum and inspiring others.

Or, maybe you're more comfortable working with those who take a spontaneous, energetic approach than those who work at a steadier, more cautious pace.

Or, perhaps you relate best to people who are more expressive than restrained.

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

CORNERSTONE PRINCIPLES

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

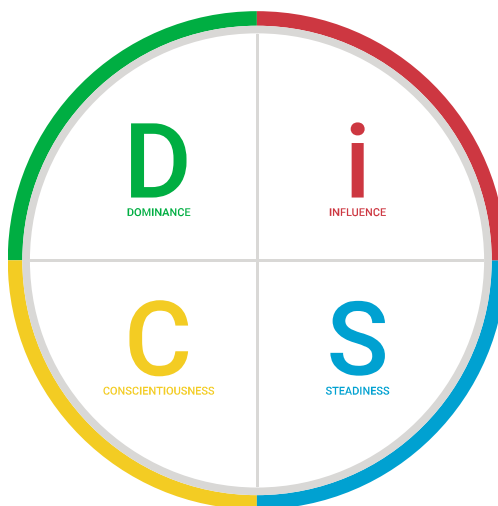
OVERVIEW OF THE DiSC MODEL

Dominance

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

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



Influence

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

Steadiness

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

Your DiSC[®] Overview

YOUR DOT

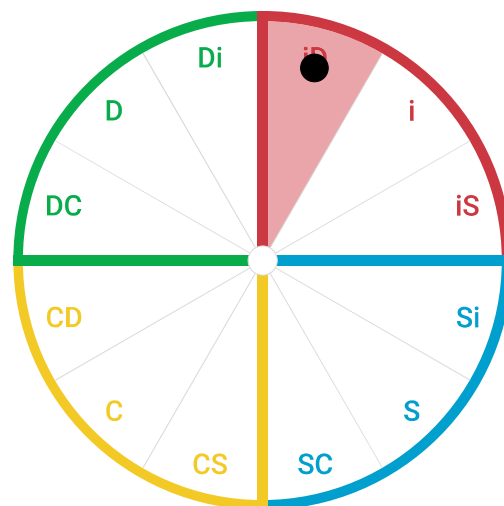
This report is personalized to you, Gary. In order to get the most out of your *Everything DiSC Workplace[®] Profile*, you'll need to understand how to read your personal map.

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

Your DiSC[®] Style: iD

Your dot location shows your DiSC[®] style. **Because your dot is located in the i region but is also near the line that borders the D region, you have an iD style.**

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



CLOSE TO THE EDGE OR CLOSE TO THE CENTER?

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

WHAT'S NEXT?

Now that you know more about the personalization of your Everything DiSC Workplace Map, you'll read more about what your dot location says about you. Then you'll learn about your personal map shading and priorities, and discover how this affects your preferences. After that, you'll learn some basics about the other DiSC styles and how to use that information to connect better with everyone in your workplace.

Your iD Style

YOUR DOT TELLS A STORY

Because you have an iD style, Gary, you're probably a goal-oriented person who seeks exciting breakthroughs. Most likely, you want to have the freedom to set your own course. You may have strong ambitions, and you're probably attracted to high-profile assignments that will allow you to maximize your talents.

Most likely, you're extremely passionate and expressive, and your enthusiasm is often contagious. You probably have a self-assured attitude that many people are drawn to. You often use gestures and anecdotes to emphasize your points, and you tend to speak freely with little concern about filtering your thoughts.

You probably have a strong ability to persuade others to adopt your vision. More often than not, your persuasive powers allow you to work toward your goals by gaining the buy-in of others. However, people who are more analytical may challenge some aspects of your plans that you have left unaddressed. While you're often able to create forward momentum in a group, you may need to delegate more in-depth responsibilities to others.

Like others with the iD style, you're very active and energetic. You have a strong need for variety, so you like to have multiple projects on your plate, and you probably dislike sitting still for long periods or being forced into monotonous routines. You enjoy the gratification of kicking off a new project, but after the excitement wears off, you may lose interest and fail to follow through on your plans.

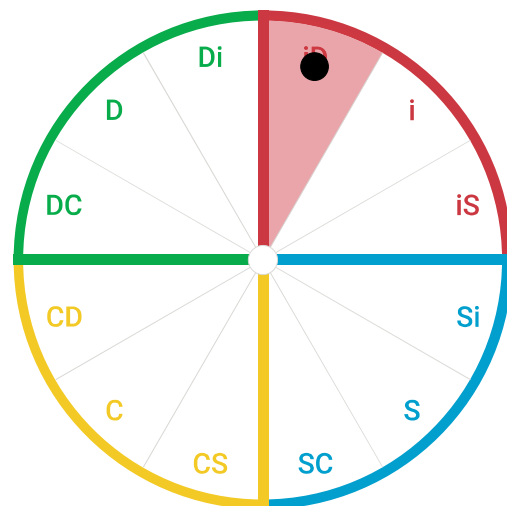
Because you enjoy having influence, you may strive to be among the inner circle in an organization. Most likely, you feel a strong need to be heard, and you do your best to make a favorable impression. You appreciate being recognized for your contributions, and you may thrive on public recognition. And, because you value such compliments, you're often generous with your praise of others.

Most likely, you enjoy meeting new people and building on your large network of friends and associates. You may be particularly drawn to other people who share your charisma. You're probably not afraid to share personal information, even with people you've just met. Because you enjoy making connections, you're happy to introduce people who may have common interests. Furthermore, you may embrace opportunities for friendly banter or brainstorming.

When conflict arises, you probably try to focus on the positive. In fact, you may try to brush unpleasant issues under the rug for as long as possible. However, you also have a tendency to jump to conclusions, and if you become very upset, you're more likely to express your anger than to shut down. In such cases, you may lash out at other people without trying to control your emotions. While unleashing your feelings may seem cathartic, you may underestimate the impact that this intensity can have on others.

You're not afraid of the unexpected, and you probably enjoy the excitement of being spontaneous. Because you're so adventurous, you're eager to seize new opportunities, even if it means changing directions quickly. You're open to taking risks and making decisions based on your gut instinct. Because you can be overly optimistic, you may dismiss potential obstacles too quickly.

Gary, like others with the iD style, your most valuable contributions to the workplace may include your ability to initiate change, your passion, and your drive to succeed. In fact, these are probably some of the qualities that others admire most about you.



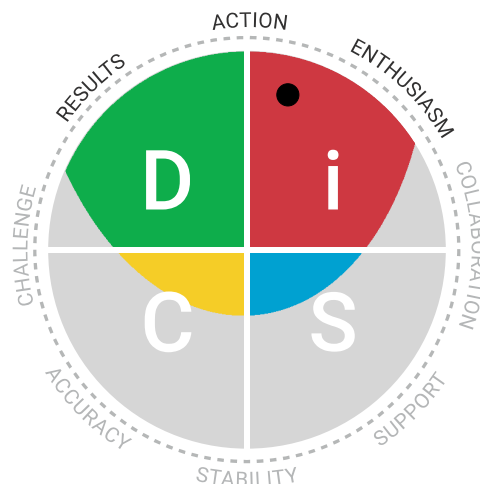
Shading & Priorities

YOUR SHADING EXPANDS THE STORY

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

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

Typically, people with the iD style have shading that touches Action, Enthusiasm, and Results. Your shading is characteristic of the iD style.



WHAT PRIORITIES SHAPE YOUR WORKPLACE EXPERIENCE?

Taking Action

Gary, you like to act fast and keep moving so that you can make quick progress. Hesitancy may frustrate you, and you grow impatient if rules or procedures threaten your rapid pace. Furthermore, you're probably more adventurous than most people, so you aren't afraid to take chances in the interest of saving time. Your focus on taking action can help the group get things done as quickly and efficiently as possible.

Generating Enthusiasm

People with the iD style tend to be optimistic, even when faced with adversity. You probably feel that staying upbeat prevents you from losing momentum. Furthermore, your passion often inspires people to share your excitement. Most likely, you have a knack for persuading people without coming across as pushy. Because you enjoy getting everyone on board, you focus on generating enthusiasm.

Getting Results

Like others with the iD style, you tend to be ambitious and focused on innovation. You're probably willing to take short-cuts and risky leaps if they could yield bigger, more immediate payoffs. Furthermore, you often set the bar high and won't settle for minor victories. You're focused on contributing to the team's success by implementing your ideas rapidly and getting results.

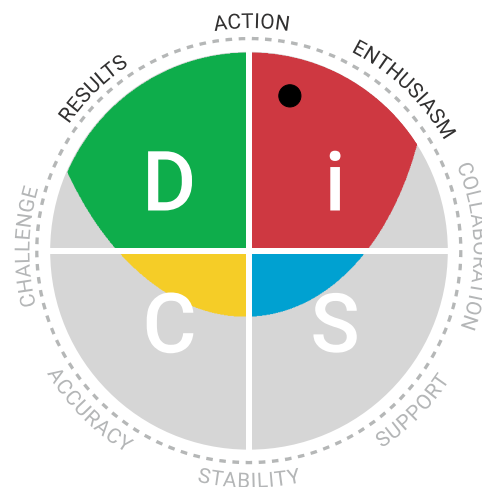
Motivators & Stressors

WHAT MOTIVATES YOU?

Different people find different aspects of their work motivating. Like other people with the iD style, you're probably attracted to projects that are adventurous and colorful. Most likely, you enjoy creative and energetic team environments where you can use your passion and charisma to lead the group toward major accomplishments.

You probably enjoy many of the following aspects of your work:

- Developing new relationships
- Persuading others
- Initiating colorful projects
- Achieving immediate results
- Creating enthusiasm and momentum
- Working toward challenging goals
- Inspiring others to do their best
- Being the center of attention
- Setting bold objectives



WHAT IS STRESSFUL FOR YOU?

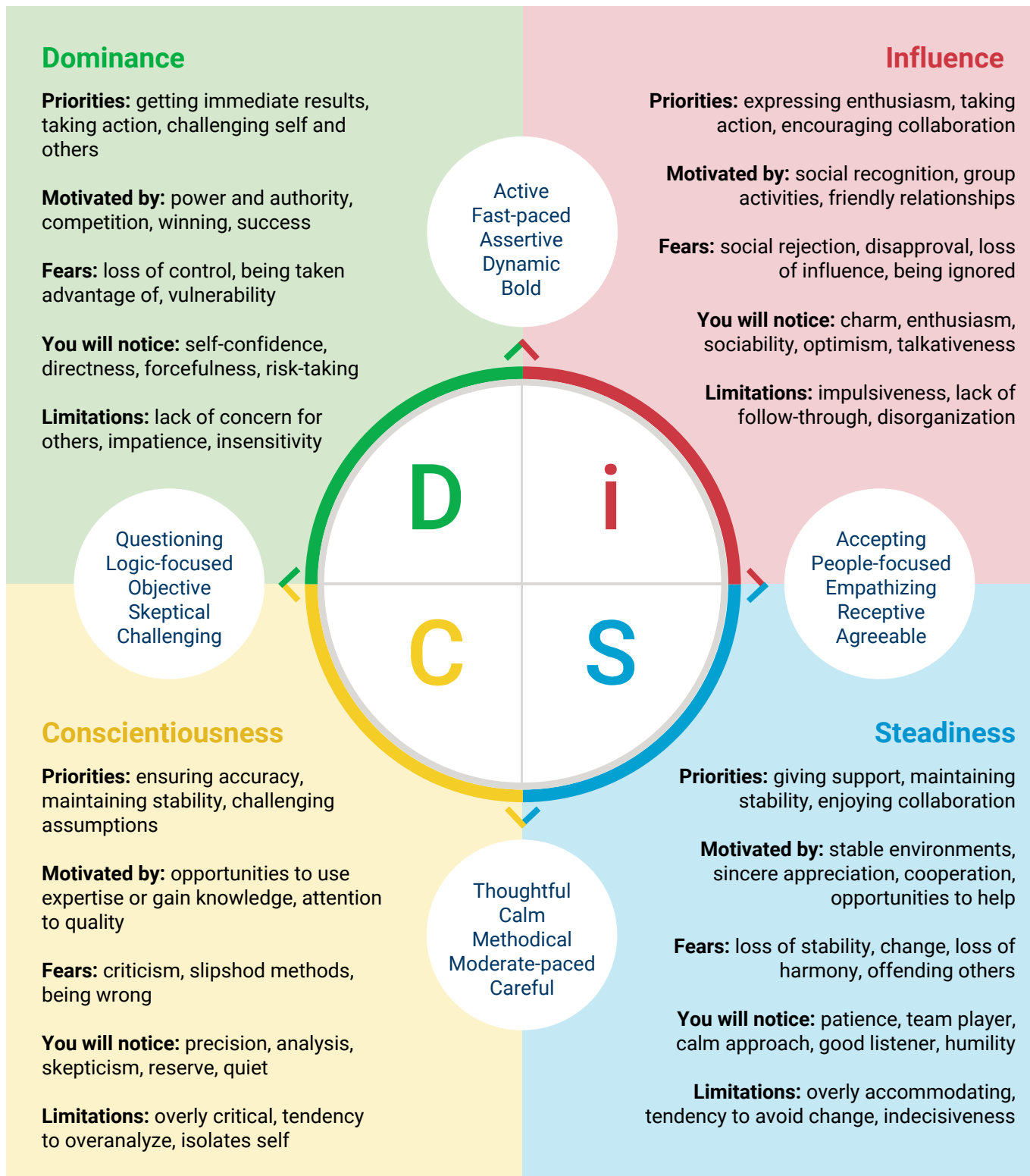
Then there are those aspects of your work that are stressful for you. Because you tend to maintain an energetic pace and strive for quick results, you may find routine work to be draining. Consequently, you may be more interested in starting new projects than following through on old ones. Furthermore, you may dislike it if you have to rein in your innovative plans because the organization has different priorities.

Many of the following aspects of your work may be stressful for you:

- Sustaining interest in routine projects
- Having to moderate your pace
- Partnering with overly cautious people
- Following strict rules or protocols
- Working steadily toward long-term goals
- Setting realistic limits
- Using a slow, systematic approach
- Slowing down to ensure accuracy and quality
- Analyzing options in-depth

Overview of DiSC®

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



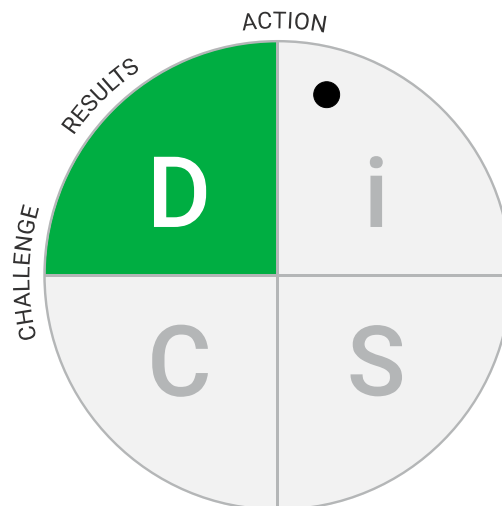
The D Style & You

HOW MIGHT YOU REACT TO THE D STYLE?

Imagine that you regularly interact with someone who has a D style and shares your focus on results. She's well-respected by the organization as a go-getter who delivers on her promises, and you can relate to her determination to succeed. However, there may be times when you find her direct, forceful approach to be a bit too aggressive.

Like you, this colleague prefers an action-oriented work environment, and you may appreciate her drive to keep things moving. She often seems intense and demanding, and you probably share her readiness to tackle anything head-on. However, because you like to leverage relationships, you may wonder why she seems so determined to go her own way.

Furthermore, you may find that she tends to challenge ideas. And while there are times when you share her skepticism, you may feel that she doesn't seem as interested in inspiring others and building team spirit as you are.



To you, people with the D style may seem:

- Driven
- Competitive
- Outspoken
- Forceful

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Results

People with the D style tend to be strong-willed individuals who prioritize **Results**. Because they are so driven, they constantly look for new challenges and opportunities. They strive for success and won't give up just because they run into a few obstacles. Since you also tend to be fairly competitive, you can probably relate to their determination.

Action

In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. Since you also prefer to move energetically toward your goals, you can probably relate well to their bold style.

Challenge

Furthermore, those with the D style also prioritize **Challenge**. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. Since you focus more on maintaining positive relationships, you may find it hard to relate to their sometimes challenging approach.

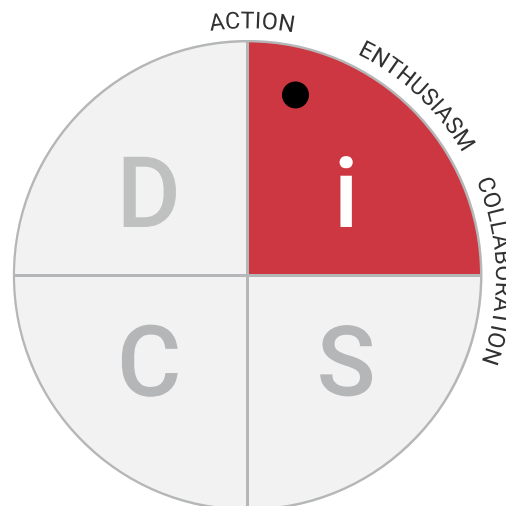
The i Style & You

HOW MIGHT YOU REACT TO THE i STYLE?

Now, imagine that you also work with someone who has an i style and shares your priority of enthusiasm. He seems to know everyone on a first-name basis and always has the latest scoop. Since you can identify with his positive outlook and high-spirited approach, you probably appreciate his passion for new ideas.

Because you share his priority of action and interest in rapid change, you probably admire his spontaneity and flexibility. However, because of your high energy, the two of you might have trouble sticking to routine tasks. And while you both enjoy coming up with adventurous ideas, you may be more driven to implement them.

To you, he seems comfortable in the spotlight, and because you also enjoy the social aspects of work, you probably appreciate his fun, outgoing nature. While you share his interest in cultivating relationships, there may be times when you would rather work independently, and you may not always appreciate his push to collaborate.



To you, people with the i style may seem:

- Passionate
- Fun-loving
- Adventurous
- Energizing

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Enthusiasm

People with the i style put a high priority on **Enthusiasm** and tend to maintain an upbeat attitude. Because they get excited about new possibilities, they may be very expressive when communicating their ideas. Although you tend to share their optimistic viewpoint, you may believe that they occasionally substitute high energy for results.

Action

In addition, they prioritize **Action**, so they focus on making quick progress toward exciting solutions. Because they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you tend to share their preference to hit the ground running, you may relate well to their spontaneous approach.

Collaboration

Furthermore, those with the i style also prioritize **Collaboration**. They enjoy meeting new people, and they probably have a talent for getting everyone involved and building team spirit. They appreciate teamwork and often gather the group to work on projects collaboratively. Although you tend to appreciate their efforts to get the best out of teamwork, you may sometimes find that they focus too heavily on the group at the expense of individual accomplishment.

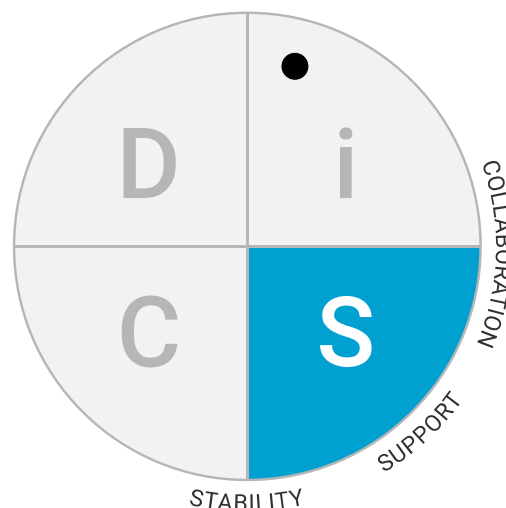
The S Style & You

HOW MIGHT YOU REACT TO THE S STYLE?

Now, let's imagine that you regularly interact with someone with an S style. To you, he seems humble and supportive, and whenever you ask him a question, he's always patient and happy to help. While you can identify somewhat with his desire to provide support to others, he probably doesn't share the sense of drive and passion you find critical to getting results.

He is well-liked by everyone and can always be counted on to perform his job consistently. But while he's certainly a "rock" around the office, he's not likely to be spontaneous or shake things up with daring ideas, like you tend to do. As a result, there may be times when you find him to be too cautious and tentative.

While you sometimes share his focus on teamwork, you tend to be much more assertive than he is. You probably like to make a strong impression in the workplace, while he tends to keep a low profile. In fact, he may seem embarrassed when someone showers him with praise. In response to this kind of recognition, he tends to say, "It's really not a big deal."



To you, people with the S style may seem:

- Soft-spoken
- Tactful
- Accommodating
- Unassertive

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Support

People with the S style place a high priority on providing **Support**. They tend to be good listeners, and as a result, they're often seen as patient and accommodating. They don't hesitate to help out when they can, and they value a warm and easygoing environment. Although you probably appreciate their friendly approach, you may view their laidback style as too soft-hearted.

Stability

In addition, they prioritize **Stability**, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they're probably methodical and avoid rapid change whenever possible. Because you probably embrace bold or exciting ideas, you may find it hard to relate to their caution and avoidance of change.

Collaboration

Furthermore, people with the S style also prioritize **Collaboration**. They enjoy working with others in a trusting, warm environment, and they may go out of their way to make sure people feel included and accepted. While you probably enjoy being at the center of a group working together, you may focus more on individual accomplishments than they do.

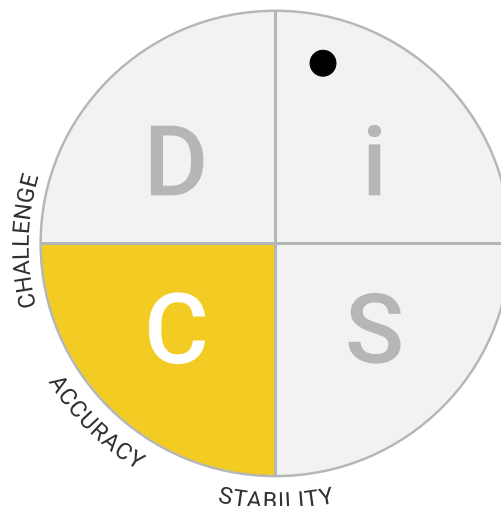
The C Style & You

HOW MIGHT YOU REACT TO THE C STYLE?

Imagine that you regularly interact with someone with a C style. She's not highly sociable, and you may have trouble relating to her private nature and her systematic approach. Because she wants quality and accuracy, she tends to hole up in her office for long stretches of time, checking her work two or three times before being satisfied, which may seem like overkill and a bit too perfectionistic to you.

To you, this colleague often seems too conventional and methodical. She wants a stable environment where she can ensure reliable outcomes. While you're often bold and adventurous, she seems to overanalyze big decisions. You may see her tendency to calculate risks as a barrier to the forward progress you prefer.

Furthermore, she prefers to ask a lot of skeptical questions. While you sometimes share her willingness to challenge ideas, you tend to be a bit more optimistic, so her skepticism may seem counterproductive to you at times. Still, you probably appreciate that she tends to pull her own weight and follow through on commitments.



To you, people with the C style may seem:

- Detached
- Precise
- Methodical
- Distant

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Accuracy

People with the C style place a high priority on **Accuracy**. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. They value being precise, and as a result, they will often ask in-depth or skeptical questions. Since you tend to respond to passion and bold ideas, you may grow weary with their orderly, systematic approach.

Stability

In addition, they prioritize **Stability**. Because they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. They tend to analyze all the options, and they often make decisions that promise predictable outcomes. Because you tend to appreciate spontaneity and immediate results, you may become frustrated with their cautious approach and moderate pace.

Challenge

Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you're probably more eager to move ahead with new ideas, you may think their skeptical approach could hamper forward progress.

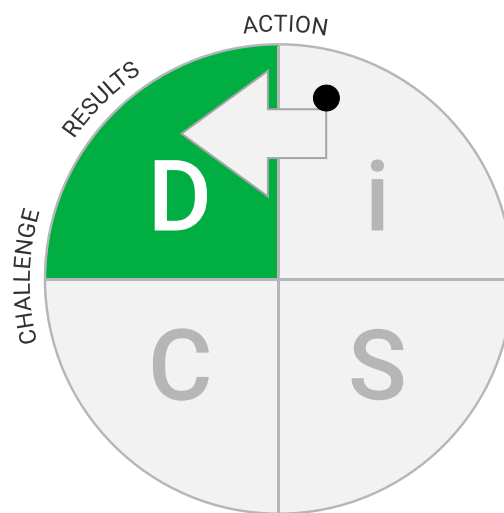
Connecting with D

WHEN YOU NEED TO BE MORE EFFECTIVE

Gary, people with the D style like to get right to the point, and this might affect the way you relate to one another. They want to get things moving, so they may be blunt when pushing their plans forward. You also tend to move quickly, but you're more likely to try to use charm to get others on board. Since they're more straightforward in their approach, your expressiveness is unlikely to sway them, and the two of you may end up talking over each other.

Therefore, when you need to be more effective with people who have the D style, consider the following strategies:

- Talk to them about how your adventurous ideas will lead to bottom-line results.
- Take the time to listen to their opinions rather than just trying to persuade them to go along with you.
- Let them present their case without interruption.



WHEN PROBLEMS NEED TO BE SOLVED

Compared to people with the D style, you're equally likely to make quick decisions and keep things moving. Because of your mutual appreciation for bold ideas and swift solutions, you probably agree on the need for immediate action when solving problems. However, because of your passion and their insistence, the two of you may get locked in a power struggle. In addition, your shared desire for fast answers can cause you to overlook potential complications.

Therefore, when solving problems with people who have the D style, consider the following strategies:

- Don't become so passionate about your ideas that you rush past potential issues.
- Keep in mind that the goal is to work together to find effective, long-term solutions.
- Take time to consider whether your speedy decisions might cause more problems in the future.

WHEN THINGS GET TENSE

While you share your "D" coworkers' tendency to be outspoken, you're more likely to focus on the positive when disagreements occur. While they may become very blunt or forceful at times, you're more inclined to try to win an argument through persuasion. However, you may lash out when pushed, and since you both like control, disagreements between the two of you may occasionally become heated, making it difficult to reach a resolution.

Therefore, when things get tense with people who have the D style, consider the following strategies:

- Resist the urge to reciprocate their aggression.
- Refrain from retaliating even if they make the argument personal.
- Stick to the facts and avoid hot buttons.

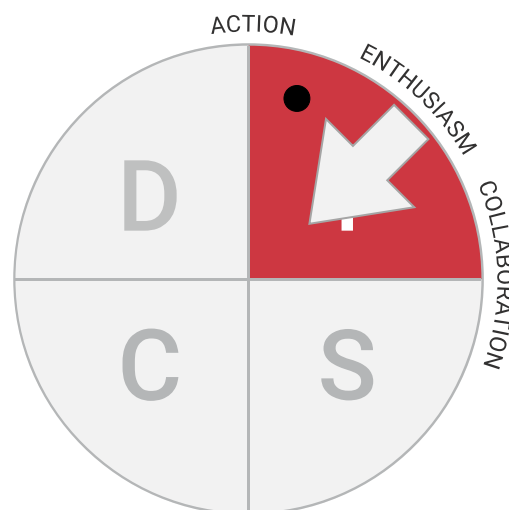
Connecting with i

WHEN YOU NEED TO BE MORE EFFECTIVE

Because people with the i style prioritize collaborating on exciting projects in high-energy environments, Gary, they may be a bit more interested than you are in being sociable. Although you probably share their enthusiasm for adventurous ideas, you may be more driven to achieve bottom-line results, while they focus on making personal connections. Therefore, your tendency to push for your own objectives may leave them feeling a bit overridden or underappreciated.

Therefore, when you need to be more effective with people who have the i style, consider the following strategies:

- Solicit their ideas rather than selling your own.
- Find ways to recognize them so they feel well-liked and appreciated.
- Avoid pressuring them to put success above personal connections.



WHEN PROBLEMS NEED TO BE SOLVED

People with the i style like to dive in and move quickly when confronting a problem, so your tendency to progress rapidly and optimistically toward solutions will likely resonate with them. However, because you're so passionate about your own solutions, they may think you aren't taking their ideas into consideration. In addition, because of your shared spontaneity, you both may fail to foresee potential complications.

Therefore, when solving problems with people who have the i style, consider the following strategies:

- Capitalize on your shared energy, but take time to consider pros and cons.
- Avoid letting your confidence in your own ideas keep you from hearing theirs.
- Balance your mutual eagerness with a clear look at your solution's potential consequences.

WHEN THINGS GET TENSE

Because people with the i style want to maintain friendly relationships, they're a bit more likely than you are to gloss over differences. However, self-expression is very important to them, so they may insist on being heard in confrontations, even if it means becoming emotional and lashing out. Since you tend to be outspoken and expressive in conflict situations, the two of you may sometimes say harsh things to one another that are difficult to take back.

Therefore, when things get tense with people who have the i style, consider the following strategies:

- Give them time to have their say and avoid purposefully escalating the argument.
- Show them that you share their interest in maintaining a good relationship.
- Remember that your outspokenness could be interpreted as a personal attack.

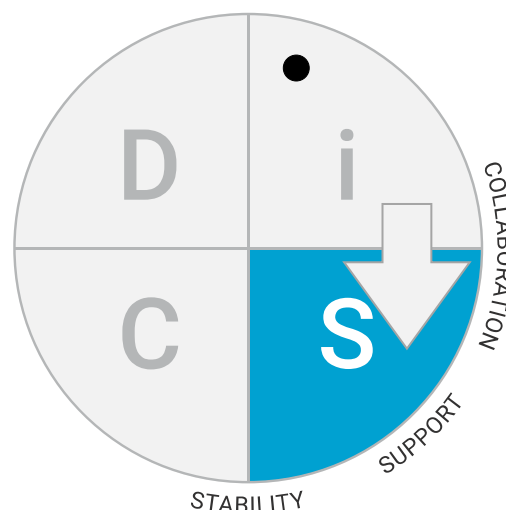
Connecting with S

WHEN YOU NEED TO BE MORE EFFECTIVE

People with the S style value cooperation and friendly interaction, Gary, and this might affect the way you relate to one another. They may be more interested in getting everyone involved than you are, while you're probably more comfortable speaking your mind and controlling discussions. In fact, since they're often content to step back and let others do most of the talking, the outgoing, energetic approach typical of the iD style may overwhelm them at times.

Therefore, when you need to be more effective with people who have the S style, consider the following strategies:

- Use your upbeat, charismatic approach to get to know them as individuals.
- Show concern for their feelings and encourage them to tell you when something is bothering them.
- Work collaboratively with them when possible.



WHEN PROBLEMS NEED TO BE SOLVED

Compared to people with the S style, you're probably more inclined to make swift decisions and be open to bold solutions when it comes to solving problems. Because they dislike dramatic change, they avoid rushing into things. However, you're probably quite willing to alter your course rapidly and act based on your intuition. As a result, their more cautious approach may seem indecisive to you, while your desire to create momentum may seem reckless or risky to them.

Therefore, when solving problems with people who have the S style, consider the following strategies:

- Show respect for their caution, and keep in mind that they enjoy making decisions collaboratively.
- Establish a mutually agreed-upon deadline to avoid any tension that could arise from your decision-making differences.
- Strike a balance between your more adventurous approach and their more careful one.

WHEN THINGS GET TENSE

Because people with the S style want to support others, they avoid rocking the boat and upsetting the people around them. You often prefer to confront issues more directly than they do, so when things get tense you probably focus on persuading them to accept your solutions. But because they're often simply trying to avoid conflict, you may think that you have convinced them when they're just hiding their true feelings to restore harmony more quickly.

Therefore, when things get tense with people who have the S style, consider the following strategies:

- Take a more diplomatic and patient approach.
- Don't interpret their silence as resolution, as they may be burying their feelings and allowing bitterness to build.
- Follow up to make sure the issue is resolved.

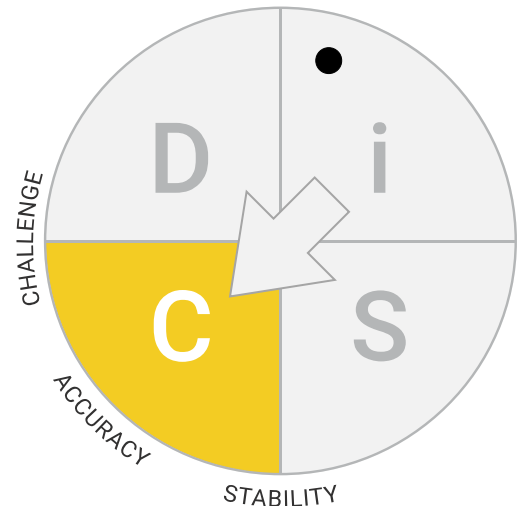
Connecting with C

WHEN YOU NEED TO BE MORE EFFECTIVE

Gary, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. Since they like to have time to analyze new ideas, they may find your more spontaneous approach to be frustrating or even reckless. Furthermore, because they tend to be skeptical and reserved, they may be put off by your expressive, energetic communication style.

Therefore, when you need to be more effective with people who have the C style, consider the following strategies:

- Avoid overwhelming them with too much enthusiasm.
- Give them time to analyze new ideas.
- Avoid pressuring them for immediate action.



WHEN PROBLEMS NEED TO BE SOLVED

When it comes to solving problems, your “C” coworkers want to thoroughly consider all the consequences before making a decision, while you’re more inclined to take risks and trust your gut instinct. As a result, you may become frustrated when they second-guess your plans. In turn, they may see your eagerness to pursue adventurous solutions as haphazard or reckless.

Therefore, when solving problems with people who have the C style, consider the following strategies:

- Reinforce the need for urgency if they seem bogged down, and work with them to set a mutually acceptable timeline.
- Back up your arguments with evidence rather than passion and intuition.
- Strike a balance between your adventurousness and their caution.

WHEN THINGS GET TENSE

Because people with the C style often view conflict as a disagreement over who is correct, they usually avoid direct aggression and focus on challenging the reasoning behind an argument. On the other hand, because you’re fairly expressive, you may become passionate or outspoken in a confrontation. Since they prefer more time to process and consider the situation objectively, they may withdraw or become defensive in response to your sometimes intense approach.

Therefore, when things get tense with people who have the C style, consider the following strategies:

- Avoid becoming impatient or lashing out emotionally.
- Focus on the facts at hand rather than arguing for your solution with too much passion.
- Give them space to process the situation before confronting the issue.

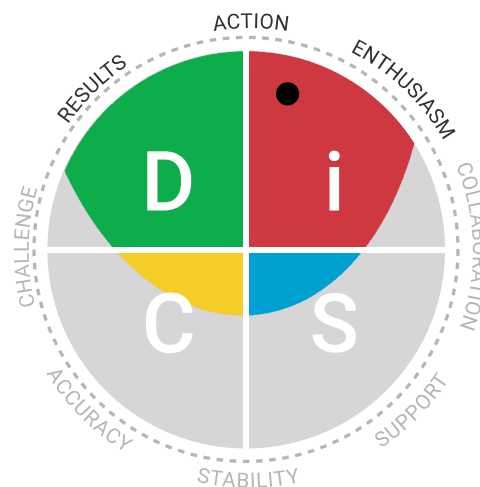
Taking Action

Gary, given everything you've learned about your style, what follows are **three key strategies** that might help you work more effectively with all the people in your workplace.

1 GIVE OTHERS TIME TO PROCESS YOUR MESSAGE

You tend to be very energetic, so you probably enjoy being spontaneous and processing information quickly. However, your fast pace may be overwhelming for others on your team. Because some people aren't able to put their ideas together as quickly as you do when making decisions, you may need to slow down to give them enough time to process so that things feel less chaotic for them.

- Allow for periods of silence so others have time to put their thoughts together.
- Remember to step back and show patience, since many people will not share their concerns when someone else is quick to take charge.



2 TAKE CARE TO GET THINGS RIGHT THE FIRST TIME

You probably want to move things along quickly, so you may get frustrated with delays caused by others' need for precision. However, people who are more accuracy-focused may feel that you don't respect their work if you move ahead too quickly, especially if it causes rework. Taking the time to analyze deeper issues will help you get to the root of problems and minimize wasted time and effort.

- Be willing to sacrifice immediate progress to examine the details and get things right.
- Give recognition to people for their focus on quality by letting them know that you value their precision.

3 GIVE OTHERS A CHANCE TO SHARE THEIR IDEAS

You may have a tendency to dominate conversations so that others don't have the opportunity to speak up. Keep in mind that not everyone is as outspoken as you tend to be, and you may end up missing out on their valuable insights. By inviting more collaboration and dialogue, you can benefit from the talents of those around you.

- Consciously seek out the opinions of those who tend to be more soft-spoken.
- Listen actively and acknowledge everyone's contributions, even if you disagree.

Personalized Index: D Styles

DC STYLE



**Challenge
Results
Accuracy**

Goals: Independence, personal accomplishment

Judges others by: Competence, common sense

Influences others by: High standards, determination

Overuses: Bluntness; sarcastic or condescending attitude

Under pressure: Becomes overly critical

Fears: Failure to achieve their standards

Would increase effectiveness through: Warmth, tactful communication

Gary, people with the DC style prioritize Challenge, so they want to explore all options and make sure that the best possible methods are used. As a result, they may be very questioning and skeptical of other people's ideas. While you're sometimes willing to challenge opinions, they may be somewhat more questioning than you.

In addition, they also prioritize Results, so they're often very direct and straightforward. When they're focused on the bottom line, they may overlook the feelings of others. You also tend to be driven, so you can probably relate to their desire for results.

Finally, those with the DC style also prioritize Accuracy. Because they want to control the quality of their work, they prefer to work independently, and they may focus on separating emotions from facts. You may have trouble relating to their analytical approach.

D STYLE



**Results
Action
Challenge**

Goals: Bottom-line results, victory

Judges others by: Ability to achieve results

Influences others by: Assertiveness, insistence, competition

Overuses: The need to win, resulting in win/lose situations

Under pressure: Becomes impatient and demanding

Fears: Being taken advantage of, appearing weak

Would increase effectiveness through: Patience, empathy

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. Since you also tend to be fairly competitive, you can probably relate to their determination.

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. Since you also prefer to move energetically toward your goals, you can probably relate well to their bold style.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you focus more on maintaining positive relationships, you may find it hard to relate to their sometimes challenging approach.

Di STYLE



**Action
Results
Enthusiasm**

Goals: Quick action, new opportunities

Judges others by: Confidence, influence

Influences others by: Charm, bold action

Overuses: Impatience, egotism, manipulation

Under pressure: Becomes aggressive, overpowers others

Fears: Loss of power

Would increase effectiveness through: Patience, humility, consideration of others' ideas

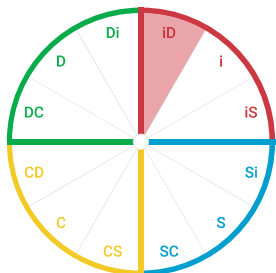
People with the Di style prioritize Action, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. Since you also like to maintain a fast pace, you can probably relate well to their high-energy approach to work.

In addition, they also prioritize Results, so they often work to accomplish their goals rapidly. While they are competitive, they can also use charm to persuade others to help them succeed. Because you are also results-oriented, you may respect their drive to succeed.

Finally, those with the Di style also prioritize Enthusiasm, so they may come across as charming and fun because of their high energy. They probably use their excitement to inspire others and to create a lively environment. Because you also tend to be positive and expressive, you probably appreciate their dynamic approach.

Personalized Index: i Styles

iD STYLE



**Action
Enthusiasm
Results**

Goals: Exciting breakthroughs

Judges others by: Ability to think creatively, charisma

Influences others by: Boldness, passion

Overuses: Impulsiveness, outspokenness

Under pressure: Becomes impulsive, lashes out at others

Fears: Fixed environments, loss of approval or attention

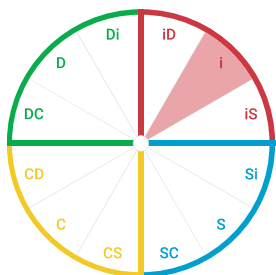
Would increase effectiveness through: Focusing on the details, patience, listening to others

Gary, people with the iD style prioritize Action, so they tend to focus on moving toward their goals quickly. They like to maintain a fast pace, and they're probably comfortable making decisions on the fly. Because you share their active pace, you may join them in working to create momentum.

In addition, they also prioritize Enthusiasm, and they may come across as high-energy people who like to rally others around a common goal. Most likely, they maintain an upbeat attitude and bring a genuine optimism to their work. You also tend to express yourself and stay positive, so you may appreciate their tendency to get people excited about ideas.

Furthermore, those with the iD style also prioritize Results, so they may come across as ambitious and goal-oriented. Most likely, they enjoy leveraging relationships to achieve new accomplishments. You also want results, so you can probably relate to their ambition.

i STYLE



**Enthusiasm
Action
Collaboration**

Goals: Popularity, approval, excitement

Judges others by: Openness, social skills, enthusiasm

Influences others by: Charm, optimism, energy

Overuses: Optimism, praise

Under pressure: Becomes disorganized, gets overly expressive

Fears: Rejection, not being heard

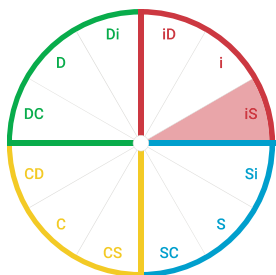
Would increase effectiveness through: Being more objective, following through on tasks

People with the i style put a high priority on Enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Although you tend to share their optimistic viewpoint, you may believe that they occasionally substitute high energy for results.

In addition, they prioritize Action, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you tend to share their preference to hit the ground running, you may relate well to their spontaneous approach.

Furthermore, those with the i style also value Collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Although you tend to appreciate their efforts to get the best out of teamwork, you may sometimes find that they focus too heavily on the group at the expense of individual accomplishment.

iS STYLE



**Collaboration
Enthusiasm
Support**

Goals: Friendship

Judges others by: Ability to see good in others, warmth

Influences others by: Agreeableness, empathy

Overuses: Patience with others, indirect approaches

Under pressure: Takes criticism personally, avoids conflict

Fears: Pressuring others, being disliked

Would increase effectiveness through: Acknowledging others' flaws, confronting problems

People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. While you sometimes share their desire to work with others, they may be more eager to turn tasks into group projects.

In addition, they also prioritize Enthusiasm, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others. Because you share their positive outlook, you probably find it easy to relate to their happy-go-lucky approach.

Furthermore, those with the iS style also value Support, so they tend to be flexible people who want what's best for the group. When others struggle, they tend to show concern and offer uncritical support. You sometimes share their desire to help others, but they are somewhat more patient and accepting than you tend to be.

Personalized Index: S Styles

Si STYLE



**Collaboration
Support
Enthusiasm**

Goals: Acceptance, close relationships

Judges others by: Receptivity to others, approachability

Influences others by: Showing empathy, being patient

Overuses: Kindness, personal connections

Under pressure: Avoids conflict, tries to make everyone happy

Fears: Being forced to pressure others, facing aggression

Would increase effectiveness through: Saying “no” if necessary, addressing issues

Gary, people with the Si style prioritize Collaboration, and they like to involve others in making decisions. Most likely, they try to build team spirit and are less concerned with individual accomplishment. While you sometimes share their desire to work collaboratively, they may be more interested in promoting team unity than you are.

In addition, they also prioritize Support, so they tend to place a high importance on the needs of others. Because they have an accommodating nature, they’re often willing to set aside their own opinions and needs to help others. While you sometimes share their interest in supporting others, they may spend more times focusing on people’s feelings than you do.

Furthermore, those with the Si style also value Enthusiasm, and they usually come across as cheerful. They tend to see the positive in most situations, and they’re encouraging of other people’s ideas. Most likely, you can relate well to their upbeat approach.

S STYLE



**Support
Stability
Collaboration**

Goals: Harmony, stability

Judges others by: Dependability, sincerity

Influences others by: Accommodating others, consistent performance

Overuses: Modesty, passive resistance, compromise

Under pressure: Gives in, avoids revealing true opinions

Fears: Letting people down, rapid change

Would increase effectiveness through: Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing Support. They tend to be good listeners, and as a result they’re often seen as patient and accommodating. Although you probably appreciate their friendly approach, you may view their laidback style as too soft-hearted.

In addition, they also prioritize Stability, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you probably embrace bold or exciting ideas, you may find it hard to relate to their caution and avoidance of change.

Furthermore, people with the S style also prioritize Collaboration. Because they value a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. While you probably enjoy being at the center of a group working together, you may focus more on individual accomplishments than they do.

SC STYLE



**Stability
Support
Accuracy**

Goals: Calm environment, fixed objectives, steady progress

Judges others by: Reliability, realistic outlook, even temperament

Influences others by: Diplomacy, self-control, consistency

Overuses: Willingness to let others lead, humility

Under pressure: Becomes inflexible, hinders spontaneity, complies

Fears: Time pressure, uncertainty, chaos

Would increase effectiveness through: Initiating change, speaking up

People with the SC style place a high priority on Stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won’t bring a lot of surprises. Since you’re probably willing to take risks, you may find it hard to relate to their focus on safe, dependable outcomes.

In addition, they also prioritize Support, so they tend to be accommodating and willing to forfeit their own needs and preferences when necessary. Most likely, they’re usually patient and diplomatic, and they aren’t likely to become overly emotional when pushed. While you sometimes share their willingness to support others, they may be more patient and obliging than you tend to be.

Furthermore, those with the SC style also value Accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. You may have trouble relating to their methodical approach and tendency to double-check their work.

Personalized Index: C Styles

CS STYLE



**Stability
Accuracy
Support**

Goals: Stability, reliable outcomes

Judges others by: Precise standards, orderly methods

Influences others by: Practicality, attention to detail

Overuses: Traditional methods, sense of caution

Under pressure: Withdraws, becomes hesitant

Fears: Emotionally charged situations, ambiguity

Would increase effectiveness through: Showing flexibility, being decisive, showing urgency

Gary, people with the CS style prioritize Stability, so they probably come across as orderly and precise. Since they prefer to be well-prepared, they tend to avoid taking risks or making rapid changes. Because you're probably more adventurous than they are, you may find it hard to relate to their cautious approach.

In addition, they also place a high priority on Accuracy, so they tend to spend time refining their ideas before moving forward. Most likely, they rely on data before making decisions and tend to take an objective approach. You may find it hard to relate to their insistence on careful analysis.

Furthermore, those with the CS style also value Support, and they're usually willing to help when their expertise is needed. They also tend to be even-tempered and patient with both people and difficult situations. While you sometimes share their obliging approach, they may be more likely to avoid rocking the boat.

C STYLE



**Accuracy
Stability
Challenge**

Goals: Accuracy, objective processes

Judges others by: Expertise, systematic processes

Influences others by: Logic, exacting standards

Overuses: Analysis, restraint

Under pressure: Overwhelms others with logic, becomes rigid

Fears: Being wrong, strong displays of emotion

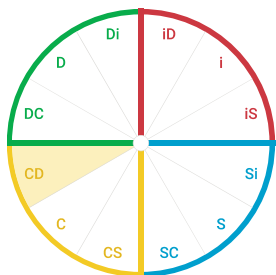
Would increase effectiveness through: Acknowledging others' feelings, looking beyond data

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. Since you tend to respond to passion and bold ideas, you may grow weary with their orderly, systematic approach.

In addition, they also prioritize Stability. Since they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Because you tend to appreciate spontaneity and immediate results, you may become frustrated with their cautious approach and moderate pace.

Furthermore, people with the C style also prioritize Challenge. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you're probably more eager to move ahead with new ideas, you may think their skeptical approach could hamper forward progress.

CD STYLE



**Challenge
Accuracy
Results**

Goals: Efficient results, rational decisions

Judges others by: Competence, use of logic

Influences others by: Strict standards, resolute approach

Overuses: Bluntness, critical attitude

Under pressure: Ignores people's feelings, moves ahead independently

Fears: Failure, lack of control

Would increase effectiveness through: Cooperation, paying attention to others' needs

People with the CD style prioritize Challenge and may come across as skeptical and determined. Most likely, they won't accept ideas without asking a lot of questions, and they like to uncover problems that could affect results. You sometimes share their tendency to question new ideas, but they may be more skeptical and challenging than you tend to be.

In addition, they also prioritize Accuracy, and they focus on thinking logically to create the best solutions. They tend to avoid letting their emotions get in the way of making rational decisions. To you, their approach may seem overly analytical and perfectionistic.

Furthermore, those with the CD style also value Results and tend to be determined to deliver quality outcomes efficiently. Most likely, they're also willing to take charge of projects when necessary, and they can usually be counted on to keep things on track. Since you tend to share their interest in efficient results, you likely appreciate their determination to succeed.