

“A persons actions will tell you everything
you need to know.”

DISC Report for: John Smith

Evaluation Date: February
05, 2019

Responsible: Juliana Silva

DISC REPORT FOR: John Smith

Welcome JOHN SMITH!

You've just completed the first step of our Assessment. You are now on your way toward increased self-awareness and personal effectiveness.

Now, let's get started.

The DISC system is a model of human behavior that can help you understand yourself and others in a specific environment or situation. The DISC system does not reveal your core personality type per se, as the other systems do. It reveals how your personality is responding in a given situation or environment. While people can behave differently in varying situations and environments, it is fairly well-known that people tend to have a preferred, natural behavioral style. The DISC system not only helps you identify your preferred behavioral style and traits but it can also help you improve your self-management and interpersonal relationships (among other things) across the four primary DISC dimensions: Dominance (D), Influence (I), Steadiness (S), and Conscientiousness (C).

The DISC system is one of the oldest, most widely used, most validated, and reliable systems of human behavior. It is also one of the simplest to learn because there are only 4 primary dimensions that everyone can readily relate to. While you can't change your personality, you can choose to change the way you respond to your environment and any situation you find yourself in. That difference makes the DISC system an extremely popular and practical tool, as will be seen in the next section.

As you read your report, please keep in mind that no dimension or pattern in DiSC Classic is better or worse than another and there are no right or wrong answers. Rather, the report shows your unique responses to your environment. You may want to read your report through once, then use a pen or highlighter to customize the results by crossing out any statements that don't apply and highlighting all those that do.

DISC REPORT FOR: John Smith

Additional Note: Behavior vs Personality Assessment

A behavior assessment measures specific personality traits in a more comprehensive way, and then determines how a given personality will react or behave in certain situations, circumstances or scenarios. Behavior tests focus on how one behaves.

A person generally described as "calm, warm and friendly" might become "tense and explosive" in a stressful situation. Another person appearing to have the same personality traits may thrive and do amazing things in the same situation. It all depends on the specific circumstances that the behavior assessment is asking about.

Personality assessments are designed to understand the character traits of an individual. However, any given personality type is likely to behave differently in a favorable environment than in a stressful environment. Simply profiling one's personality does not reveal behavioral tendencies.

Personality is a stable, consistent pattern of thoughts, behaviors and emotions. Behavior is an expression of personality.

What They Both Measure

A behavior test measures what we can see. That behavior test also measures both behavioral tendencies and priorities—it measures aspects of personality, the observable traits of our behavior such as the words we express, the tone of the voice we use and the body language we show.

DiSC does not measure all aspects of our personality and behavior that also impact how we express ourselves. DiSC does not measure attitudes, values, needs, core personality, upbringing, experiences, demographics or culture. DiSC does not measure skills or ability and is not predictive of success in a particular role.

The Differences - Behavior versus Personality

Simply understanding one's personality traits has limited value in the workplace, team environment, or relationship. Behavior assessments provide much more value in improving the effectiveness of human interaction in any environment. That's the main difference between a pure behavior assessment and a personality assessment.

DISC REPORT FOR: John Smith

Sections

Section 01 Your DISC Pattern, Summary Profile.....	page 05
Section 02 Your DISC Pattern, Internal and External Profiles.....	page 06
Section 03 Profile and Highest Dimension.....	page 07
Section 04 Your DISC Pattern Style.....	page 09
Section 05 Your Intensity Index.....	page 13
Section 06 Dimension Descriptions.....	page 22
Section 07 DISC for Personal Development.....	page 28



Stark HR
Helping you go farther

DISC REPORT FOR: John Smith

Your DISC Pattern - Summary Profile

Section 01

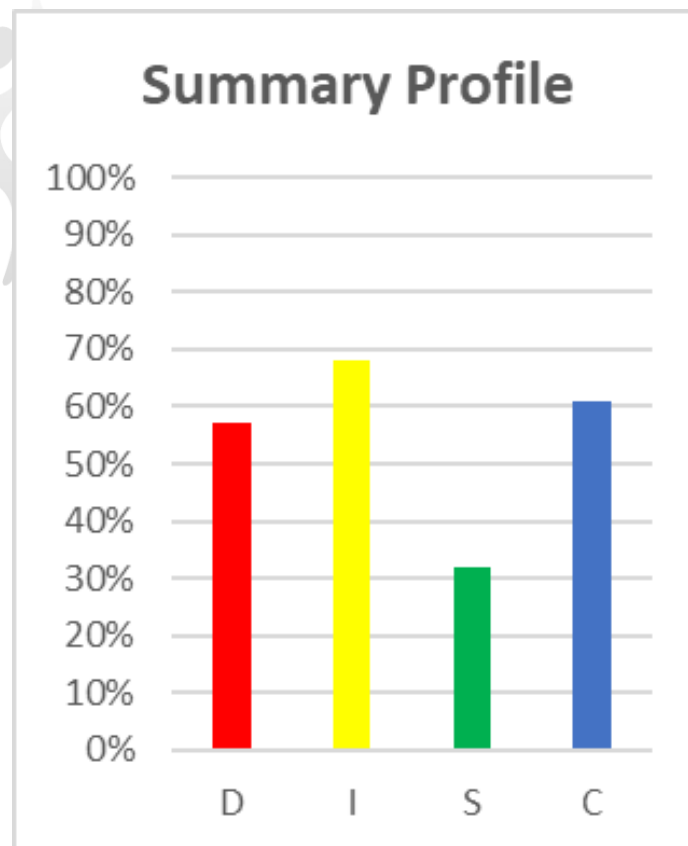
Your Pattern: APPRAISER

The way in which a person's four dimensions of Dominance, Influence, Steadiness, and Conscientiousness combine creates a profile pattern that is different for each combination. Research has discovered 15 unique patterns that most commonly occur. Additional theoretical and clinical research then helped develop descriptions for each "classical profile" pattern to help individuals understand and describe their styles.

JOHN, your Classical Profile Pattern is the Appraiser Pattern

The Summary Profile combines your "More" and "Less" answers to present a view of a person's actual behaviour. Among the many variant titles of this profile are the 'Basic' Profile, the 'Composite' Profile and the 'Snapshot' Profile. Below is your DISC Graph, which shows your scores on each of the DiSC dimensions based on your responses. Read on to learn about your highest DiSC dimension(s), your potential strengths and weaknesses, and your Profile Pattern APPRAISER.

This profile pattern represents you today

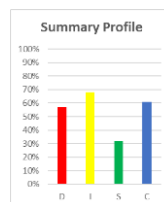
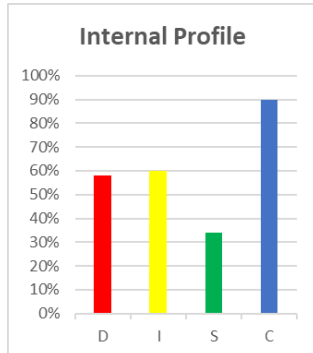


DISC REPORT FOR: John Smith

Your DISC Pattern, Internal and External Profiles

Section 02

Here is a summary that shows how your personal report was generated. Your Summary Profile is the result of combining your "Most" choices (Internal Profile) with your "Least" choices (External Profile) and is used to determine your highest DiSC dimension, your Intensity Index scores, and your Profile Pattern. If you would like more information about how your personal report was built, please talk to your facilitator.

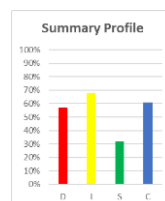
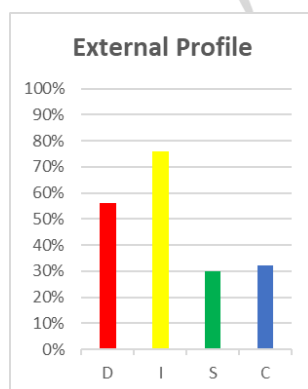


The Internal Profile

This graph describes a person's 'inner' style, the type of behaviour that can be expected when they feel completely at ease. Conversely, this style can also sometimes be seen when certain people are placed under severe pressure, because such pressure limits their capacity to adapt their style.

The Internal Profile tends to remain more

Very few people maintain the same approach regardless of circumstance; instead, they adapt to situations and others' requirements. The purpose of the External Profile is to describe the style of behaviour that an individual feels is appropriate to their current circumstances.



The External Profile can change considerably over time, as a person's situation and environment changes - such modifications often accompany major life events, such as starting a new job or moving house. The External Profile is also known as the 'Work' Profile or the 'Mask' Profile.

DISC REPORT FOR: John Smith

Profile and Highest Dimension(s)

Section 03

JOHN, your highest dimension(s) - based on your responses to your perceptions of the environment and the amount of control you feel you have in that environment - are Influence (i) and Conscientiousness (C). Read the description of Influence and Conscientiousness and see how each fits with the way you see yourself. Then read about the other dimensions to become familiar with them.

Influence and Conscientiousness (iC)

JOHN, you are high in both the Influence and Conscientiousness dimensions. This means that these dimensions work together to form your style.

Those who are strong in Influence (“high i’s”) seek contact with all types of people and enjoy making favorable impressions. They often look for opportunities to generate enthusiasm and gain popularity. Those who are strong in Conscientiousness (“high C’s”) like to be precise and keep their focus on key details while working in an environment that values quality and accuracy.

High i’s seek to accomplish goals with and through others. They appreciate freedom of expression without the need for much detail or control, and their decision-making style is often based on emotions or “gut feel.” In contrast, High C’s like to be accurate and make decisions in an analytical way. They prefer to control factors that affect their performance and seek opportunities to demonstrate their expertise.

People high in Influence have little difficulty pitching their ideas to others. However, it’s helpful if they have others to help them support their proposals with facts and data, as well as to develop systematic, logical approaches that will help them stay on task once the project gets going. People high in Conscientiousness tend to be analytical thinkers who want to understand the parameters of a problem before they tackle it.

When working with others, those high in Conscientiousness tend to be diplomatic and use an indirect approach to avoid conflict. Developing a higher tolerance for dissension could make them more effective. They may also find it helpful to have colleagues who are able to initiate and facilitate discussions, and to state controversial opinions.

When managing others, high i’s are sometimes concerned about respecting others’ freedoms and may intentionally take a “hands-off” approach so that individuals have plenty of room to create. It may benefit them to take a slightly more proactive approach and offer realistic feedback as needed. Again, these dimensions are not in conflict within you. Aspects of each dimension combine to form your overall style.

DISC REPORT FOR: John Smith

Profile and Highest Dimension(s)

Section 03

Appraisers need to take the initiative when needed. A great strength of the Appraiser style is their adaptability – the ability to move quickly, from the people oriented I tendency to the task oriented C tendency. Instead of standing by until something changes, Appraisers should jump in and express their own ideas and insights for their own good and the good of the group. Appraisers would be well served to self-pace, and be more realistic about what's possible. And with people it is important to maintain sensitivity when things go wrong. They can be critical of self and others – their words can be offensive. They would do well to pace themselves and chill a bit and balance their social needs with their solitary needs.



Stark HR
Helping you go farther

DISC REPORT FOR: John Smith

Your DISC Pattern Style

Section 04

The calculation of a DISC profile or profile series is, of course, only a step in the process. The most vital link in this chain is the description of a person's real behaviour based on the numbers shown in the profile.

This is not a simple process: although each of the factors relates to particular style of behaviour, the details of that behaviour will vary according to the positions of the other three factors on a given profile. With training and experience, it becomes possible to interpret profile 'shapes' and apply them in real-world situations.

John, your Profile Pattern is the Appraiser Pattern. Please read the description below and highlight those areas that most closely match the way you see yourself.

How you see the world.

An eagerness to win and a desire to look good are twin factors that tend to drive you onward. Because you are fond of employing teamwork to accomplish your goals, you use courtesy to your advantage, although you do not shy away from being assertive if necessary.

Despite your fondness for a team atmosphere, you probably still crave authority over a project or situation. Ironically, this quest for control would be more successful if you just relaxed a bit. Similarly, you may often indulge your ingenuity to the point that your solutions are more clever than useful. Tempering this drive could increase your productivity, as could maintaining a steady pace rather than engaging in bursts of activity.

Furthermore, you may need to work on individual follow-through. You tend to dislike the necessity of seeing things through to the end, because you often look forward to the next challenge or project before the previous one is finished. However, sticking with an endeavor all the way through can be of great benefit to you.

Because you are likely such a good team player, your lapses in social graces are infrequent. Your chief flaw in this area could be that you may not display empathy when expressing disapproval. You may find it helpful to think through your criticism before issuing it.

You often fear failure, which can take the form of falling short of a project's goals or simply earning the disapproval of others. It may therefore be helpful for you to remember that you can't win them all. Although this may be difficult to admit for someone with such high standards, it may help you focus on those projects that matter most.

JOHN, you tend to be an efficient and considerate person with whom others enjoy collaborating.

DISC REPORT FOR: John Smith

Your DISC Pattern Style

Section 04

Motivators

As an Appraiser, JOHN, you may have a strong drive to be successful and appear accomplished. You often want to be appreciated and have your victories acknowledged. So reaching your goals, while important, may not be enough. You may also want success with flair and triumph with style.

You usually find a way to get things done, but you tend to work best when you are part of a well-balanced team. To persuade others to join your cause, you will patiently explain what you are trying to accomplish and why. You will rarely strong-arm people into helping you. Indeed, you are usually very considerate of others. Your colleagues often view you as assertive, but you tend not to provoke strong negative reactions because you do not usually come across as aggressive or insistent.

In all likelihood, you are a very good critical thinker. This skill melds well with your tendency to employ direct methods to get the results you desire.



Stark HR
Helping you go farther

DISC REPORT FOR: John Smith

Your DISC Pattern Style

Section 04

Work Habits

It is not uncommon for you to draw up a detailed action plan when you approach a project. You most often focus on methods and procedures, and you probably prefer an orderly system and step-by-step progress toward your goals.

Such an approach does not mean that you ignore subtlety and creativity. In fact, you usually appreciate original thinking, but you love the practical uses of innovation even more. For you, a clever theory often is not good enough, because you want grand ideas to lead to concrete results.

Once a plan is in place, you will usually make sure that everybody is on board. You are unlikely to go around issuing stringent commands or making snippy comments, as the importance of teamwork tends to be of high value to you. Therefore, your strategy will often be to help others visualize the steps and goals of a project. You want your colleagues to feel involved and work together toward impressive accomplishments.

You frequently judge others by their ability to initiate activities. In this way, you may encourage friendly rivalry among team members to keep them focused. You believe that competition is often a great method for bringing out the best in your colleagues.

You tend to be quite competitive yourself, but you seldom get worked up to the point of belligerence or taunting behavior. You are more likely to become restless or impatient if progress stalls. Similarly, if standards are not maintained or if extensive follow-up work is needed, you may let your frustration show.

Under such circumstances, you can become authoritarian or even caustic, especially when giving criticism to your colleagues. However, because you have such a strong drive to succeed and are usually polite at all other times, you will most likely remain a valuable team member.

DISC REPORT FOR: John Smith

Your DISC Pattern Style

Section 04

Summary of your APPRAISER Pattern

Appraisers make creative ideas serve practical purposes. They use direct methods to accomplish results.

Appraisers are competitive, but other people tend to view Appraisers as assertive rather than aggressive because Appraisers are considerate of others. Instead of giving orders or commands, Appraisers involve people in the task through persuasion. They elicit the cooperation of those around them by explaining the rationale of the proposed activities.

Appraisers help others visualize the steps that are necessary to accomplish results. Appraisers usually speak from a detailed plan of action that they have developed to ensure an orderly progression toward results. In their eagerness to win, Appraisers can become impatient when their standards are not maintained or when extensive follow-through is required.

Appraisers are good critical thinkers. They are verbal in their criticisms, and their words occasionally may be caustic. Appraisers have better control of the situation if they relax and pace themselves. A helpful axiom to achieve this is, "You win some and you lose some."

Emotions: is driven to look good

Goal: "victory" with flair

Judges others by: ability to initiate activities

Influences others by: competitive recognition

Value to the organization: accomplishes goals with the team

Overuses: authority; ingenuity

Under Pressure: becomes restless, critical, impatient

Fears: "loss" or "failure"; others' disapproval

Would increase effectiveness with more: individual follow-through; empathy when showing disapproval; steadier pace

DISC REPORT FOR: John Smith

Your DISC Pattern Style

Section 04

Each of us has a set of strengths that make us unique and valuable, and we like to be acknowledged for our strengths, as well as feel effective in our environment. However, any strength, when used excessively or inappropriately, can be perceived as a weakness. Read over the highlighted words in the four columns below. These are the adjectives that describe High, Medium, and Low behavior for each dimension. Then turn the page to learn more about your Intensity Index and how you can become more aware of your potential strengths and weaknesses.

D	I
Self-Assured Competitive Quick Self-Reliant Calculated Risk-Taker	Influential Pleasant Sociable Generous Poised
57% of 100%	68% of 100%
C	S
High Standards Analytical Sensitive Mature Evasive	Eager Critical Discontented Fidgety Impetuous
61% of 100%	32% of 100%

DISC REPORT FOR: John Smith

Your Intensity Index

Section 05

On the next four pages are explanations of the words that indicate your Intensity Index for each DiSC dimension.

People with 57% score on the D Dimension may be generally described by the following adjectives. Circle those that you see as your strengths and highlight potential areas of challenge.

SELF-ASSURED:

Your belief in your own abilities may propel you toward leadership positions. The confidence and certainty you exude can also inspire your colleagues to greater heights. Relying on this trait too much, however, can cause others to view you as arrogant or haughty.

COMPETITIVE:

Striving to be the best can lead to superior accomplishments and major successes. Your drive to be the victor may help you achieve much along the way, even if you fall short of your ultimate goal. This desire can become obsessive, though, if you only think about winning and pay no attention to the cost.

QUICK:

Your agility in grasping complexities and forming opinions rapidly is an enviable talent that can help speed up an organization's progress. The key is to temper your tendency to make fast decisions or you will be seen as reckless or oblivious to dangers.

SELF-RELIANT:

Embracing this trait requires an affinity for independent thinking and a fondness for going it alone when necessary. These habits can produce effective solutions and hone leadership skills. On the other hand, excessive self-reliance can undo a team's bonds and wreck camaraderie.

CALCULATED RISK-TAKER:

Wild speculation is usually not for you. In taking calculated risks, you can help prevent disasters and minimize losses; however, the downside is that this tendency can stifle creativity and limit growth.

DISC REPORT FOR: John Smith

Your Intensity Index

Section 05

People with 68% score on the i Dimension may be generally described by the following adjectives. Circle those that you see as your strengths and highlight potential areas of challenge.

INFLUENTIAL:

The ability to inspire others and move them to action is a quality found in effective leaders. Having this skill means that you can mentor individuals, or act on their behalf when they aren't able to do so. However, it is important that you also see this as a responsibility to stay truthful and accountable, so that others are not misled or misrepresented.

PLEASANT:

Being cheerful and agreeable are traits that will allow you to fit in almost everywhere and contribute to a shared goal. However, if you never share your real thoughts and opinions for fear of being disagreeable, you run the risk of being perceived as wishy-washy or lacking in substance.

SOCIABLE:

Not one to shy away from lively interaction with others, you're likely to be found in the center of activities with lots of ideas to share. This is welcome, especially with introverted types who might need you to help them get comfortable in groups. Being sociable is not appropriate, however, when you need to be deadline-oriented or the focus is strictly on the task at hand.

GENEROUS:

In a work setting, this can mean giving your time and energy without expecting something in return. It's an admirable trait that works well toward achieving a common goal. But you need to conserve your time and energy by saying "no" when there are multiple projects and your name is on all of them.

POISED:

This may refer to your self-assurance as you encounter new situations, people, or problems. Rarely reactive, you're likely to respond calmly to whatever comes your way, which often earns you respect and emulation. Still, if your responses don't show an appreciation for others' worries, you risk losing your credibility.

DISC REPORT FOR: John Smith

Your Intensity Index

Section 05

People with 32% score on the S Dimension may be generally described by the following adjectives. Circle those that you see as your strengths and highlight potential areas of challenge.

EAGER:

Your enthusiasm can be contagious. You may even inspire others to action while you create a dynamic environment. But remember that an overeager style can sometimes move you ahead too quickly, compromising quality or forcing you to overlook a key detail.

CRITICAL:

You may embrace a take-no-prisoners attitude, which serves you and your organization well when brutal honesty is the only way to keep things on track or to filter out misguided projects. However, you should take care that your criticism isn't insensitive to others.

DISCONTENTED:

Feeling discontented can be the impetus for seeking great accomplishments or impressive results. Too much of this element, though, can lead others to see you as merely negative.

FIDGETY:

Multitasking goes hand-in hand with a fidgety nature. This trait can come in handy when balancing many different projects. The downside is that such a predisposition can cause trouble when focusing on one issue at a time.

IMPETUOUS:

This means that you often decide quickly on a course of action. In a work setting, such decisiveness is welcome when confronting tough issues. However, it can backfire if you make a decision too quickly or before you have all the information you need.

DISC REPORT FOR: John Smith

Your Intensity Index

Section 05

People with 61% score on the C Dimension may be generally described by the following adjectives. Circle those that you see as your strengths and highlight potential areas of challenge.

HIGH STANDARDS:

Inferior work or half-hearted efforts often frustrate you, so you may set imposing goals for yourself and others. Such endeavors may inspire you and your colleagues to greater heights. On the other hand, holding onto unrealistically high expectations for performance can cause anxiety and animosity among team members.

ANALYTICAL:

You may approach assignments with a cool logic that calculates every detail or possible outcome. Favoring reason over gut instinct has the advantage of eliminating haphazard solutions. It becomes a drawback, however, when it is allowed to minimize creativity.

SENSITIVE:

This trait is a strength when it allows you to get in touch with the intricacies and nuances of a project. It becomes a weakness if you get flustered over petty difficulties or obstacles.

MATURE:

To use your experience and wisdom to solve complex problems is an excellent application of this quality. Bear in mind, however, that reliance on your experience can backfire if you close your mind to new ideas.

EVASIVE:

This means that you often stay out of personality conflicts or infighting, which is to your benefit. Being too vague, however, can lead to communication breakdowns or questions about your credibility.

DISC REPORT FOR: John Smith

Your Intensity Index

Section 05

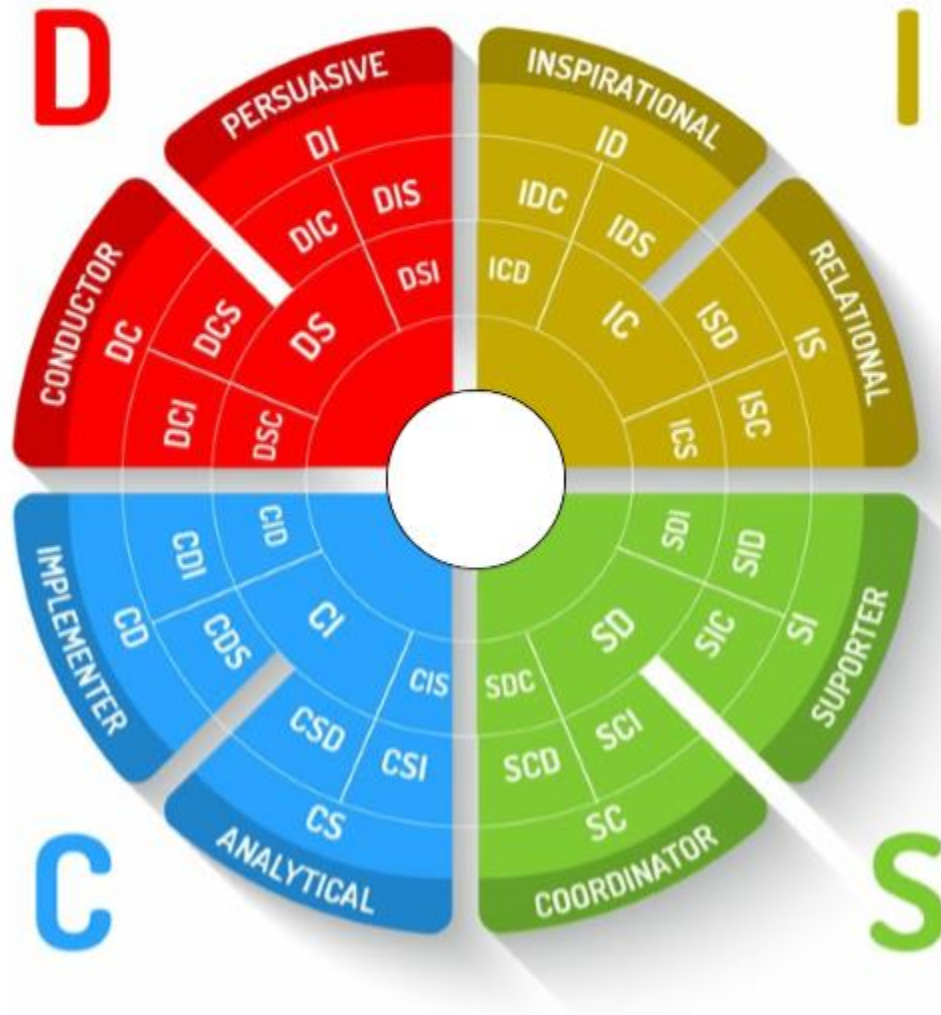
Intensity Index – Table of Descriptors for Each of the 4 Dimensions D, I, S and C

D	I	S	C
Egocentric	Enthusiastic	Passive	Perfectionist
Direct	Gregarious	Patient	Accurate
Daring	Persuasive	Loyal	Fact-Finder
Domineering	Impulsive	Predictable	Diplomatic
Demanding	Emotional	Team-Person	Systematic
Forceful	Self-Promoting	Serene	Conventional
Risk-Taker	Trusting	Possessive	Courteous
Adventuresome	Influential	Complacent	Careful
Decisive	Pleasant	Inactive	Restrained
Inquisitive	Sociable	Relaxed	High Standards
Self-Assured	Generous	Nondemonstrative	Analytical
Competitive	Poised	Deliberate	Sensitive
Quick	Charming	Amiable	Mature
Self-Reliant	Confident	Stable	Evasive
Calculated Risk-Taker	Convincing	Mobile	"Own Person"
Self-Critical	Observing	Outgoing	Self-Righteous
Unassuming	Discriminating	Alert	Opinionated
Self-Effacing	Reflective	Eager	Persistent
Realistic	Factual	Critical	Independent
Weighs Pros And Cons	Logical	Discontented	Rigid
Meek	Controlled	Fidgety	Firm
Conservative	Retiring	Impetuous	Stubborn
Peaceful	Suspicious	Restless	Arbitrary
Mild	Pessimistic	Change-Oriented	Rebellious
Quiet	Aloof	Fault-Finding	Defiant
Unsure	Withdrawn	Spontaneous	Obstinate
Dependent	Self-Conscious	Frustrated By Status Quo	Tactless
Modest	Reticent	Active	Sarcastic

DISC REPORT FOR: John Smith

Your Intensity Index

Section 05



D - 6 I - 7 S - 3 C - 6

Profile Pattern: Appraiser

Page 18 of 35

DISC REPORT FOR: John Smith

Dimension Descriptions

Section 06

The four key ingredients in a DISC profile are the four DISC factors: Dominance, Influence, Steadiness and Compliance. Each DISC profile shows the relative importance of these four factors in a given individual's behaviour. While the four factors are formally named 'Dominance', 'Influence', 'Steadiness' and 'Compliance', they are much more commonly referred to among experienced DISC users simply as 'D', 'I', 'S' and 'C'.

Note that no factor is 'better' or 'worse' than any other - a DISC profile simply reports a style of behaviour, and each style has its own inherent strengths, and also its own specific shortcomings.

It is common to find behavioural styles that represent a single factor - a highly Dominant individual, for example, or a very Steady one. At least as often, though, profiles show a combination of these factors, leading to more complex interpretations as the various factors combine together.

Nonetheless, an understanding of the properties of each of the four basic factors is an important first step in interpreting any DISC profile. The factors help to define a person's motivations and drives, their aversions and dislikes, and their general style of behaviour.

- Dominance (D) is the DISC factor that relates to control, power and assertiveness.
- Influence (I) relates to an individual's approach to social situations, and their style of communication.
- Steadiness (S) is the factor of patience, persistence and thoughtfulness.
- Compliance (C) describes a person's approach to structure and organisation.

Stark HR
Helping you go farther

DISC REPORT FOR: John Smith

Dimension Descriptions

Section 06

The History and Evolution of DISC

The theoretical model on which the DISC system is based comes from the book *Emotions of Normal People* written by the psycho-physiologist (among other titles) William Moulton Marston, Ph.D. (1893 – 1947). It was published in 1928. Based on his pioneering research, Marston developed a model of normal behavior designed to examine the behavior of individuals in a specific environment or situation. Unlike the other systems on this website, the DISC model looks at behavioral styles and preferences in a given situation, not personality traits and characteristics.

The DISC model came from Marston's desire to measure the energy of consciousness (psychonic energy) and behavior. Marston did not develop a DISC test or assessment. In fact, he never used his DISC model as an assessment at all. He was most interested in how normal people felt and behaved as they interacted with the world around them. In *Emotions of Normal People*, Marston describes people as behaving along two axes. The first axis describes how individuals respond to their environment, whether they are more active or passive (another way of saying this is whether an individual perceives him/herself as more or less powerful than the environment, respectively). The second axis describes how individuals perceive their environment, whether as more favorable or unfavorable (Marston called unfavorable "antagonistic" but DISC practitioners don't call it that anymore). By placing the axes at right angles to each other, a four-quadrant model results that reliably describes four styles of human behavior: Dominance, Influence (Marston named it "Inducement"), Steadiness (Marston named it "Submission"), and Conscientiousness (Marston named it "Compliance").

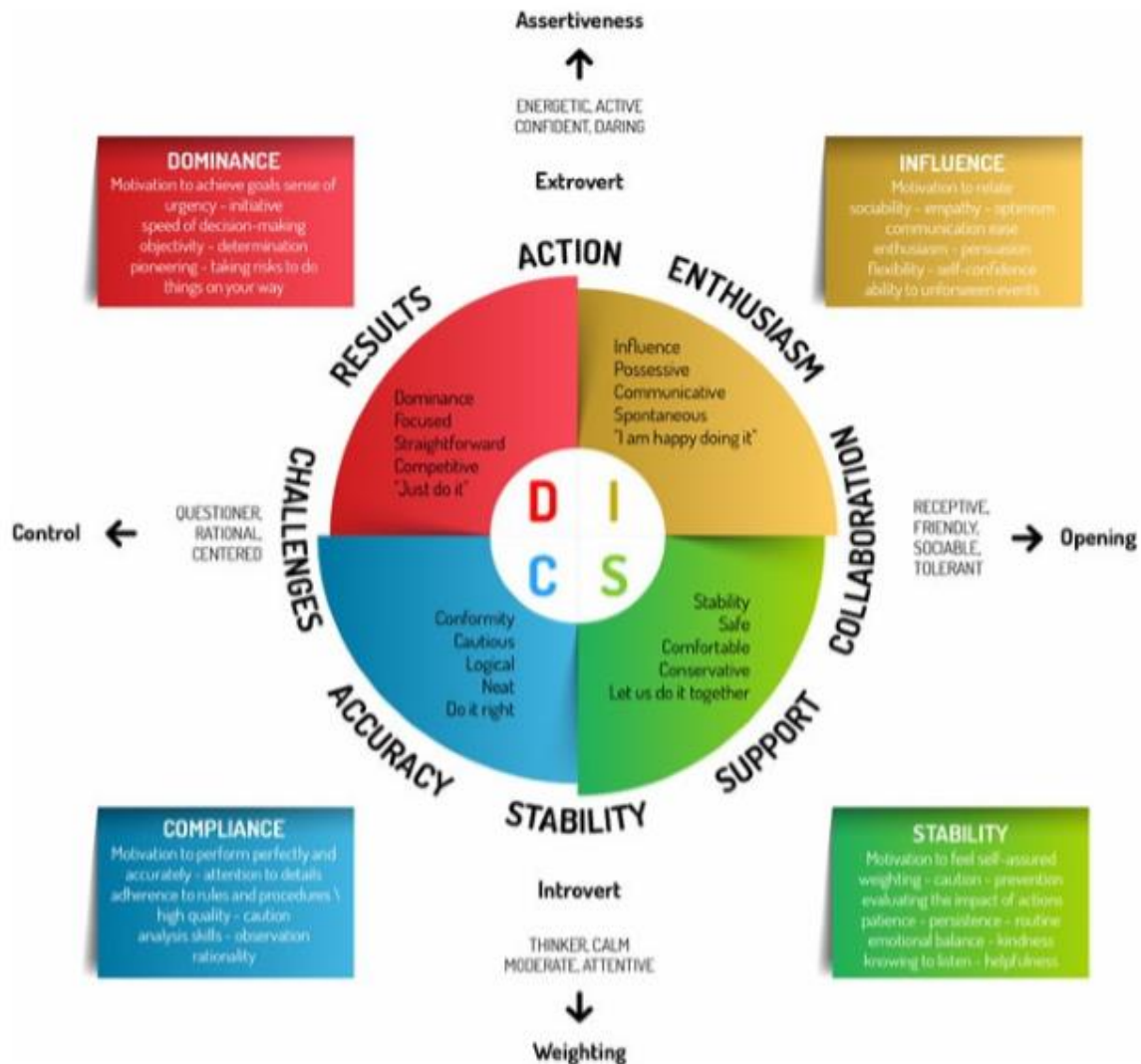
- Dominance produces activity in an unfavorable environment
- Influence produces activity in a favorable environment
- Steadiness produces passivity in a favorable environment
- Conscientiousness produces passivity in an unfavorable environment

DISC REPORT FOR: John Smith

Dimension Descriptions

Section 06

The illustration below elaborates on the DiSC model. It describes the four styles in a way that is more observable and behavioral. You will notice that while the C and S styles are both thoughtful and moderate paced, the D and i styles are more active and fast paced. In addition, the D and C styles tend to be questioning and logic focused, but the i and S styles tend to be more accepting and people focused.

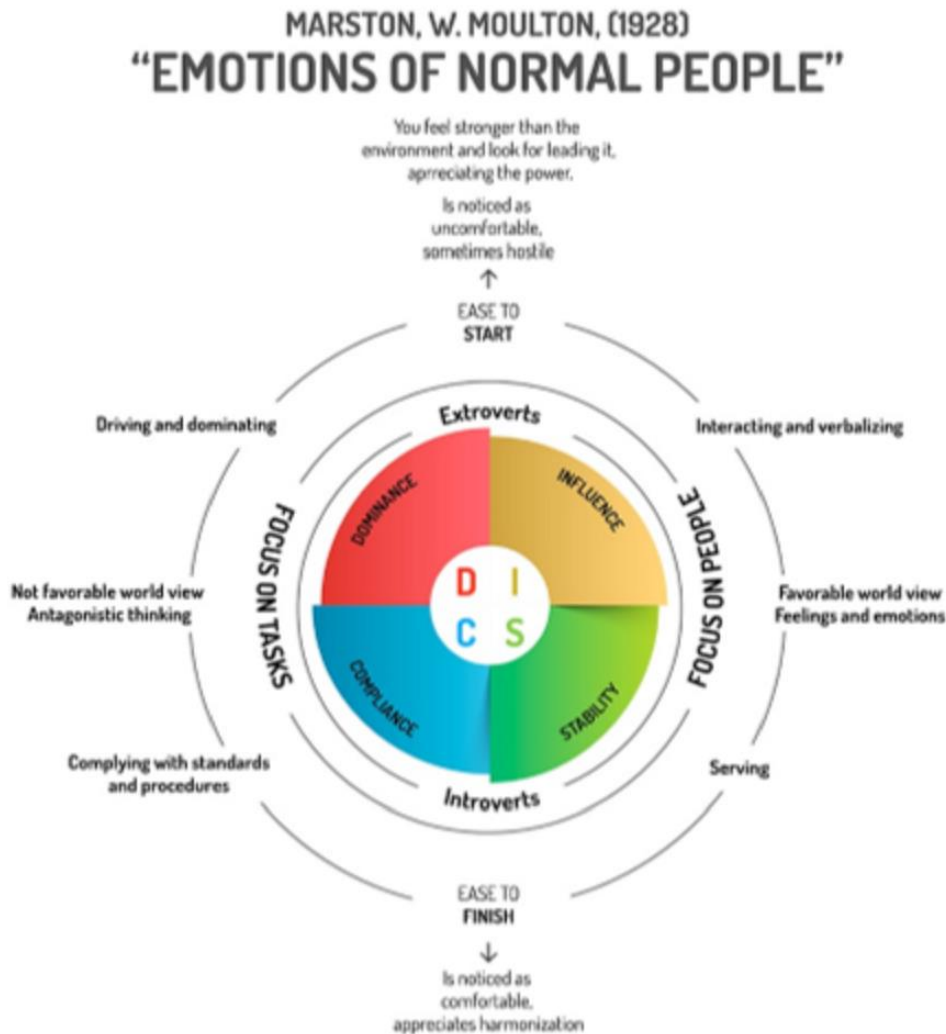


DISC REPORT FOR: John Smith

Dimension Descriptions

Section 06

You can see below that the C and S styles tend to perceive themselves as less powerful than their environment. That is, they may be more inclined to adapt their surroundings because they feel that they have little direct control over them. On the other hand, the D and i styles tend to perceive themselves as more powerful than their environment. That is, they may be more assertive because they feel they have more control over their surroundings. In addition, the D and C styles tend to perceive their environment as unfavorable (or unwelcoming and resistant), and the i and S styles tend to view their environment as favorable (or friendly and supportive).



DISC REPORT FOR: John Smith

Dimension Descriptions

Section 06

D for Dominance

Dominance can be summarised as the factor of control. People with this factor prominent in their DISC profiles focus on the need to achieve and maintain a measure of authority and power over other people and, more generally, the environment in which they live and work. Competitiveness and ambition are also associated with the D factor, and people showing this element will struggle to achieve their aims in life against great odds. Indeed, they seem to enjoy challenge, and rarely back away from a difficult or risky situation.

Dominant individuals are not naturally trusting of others - they will seek to attain success on their own merits, without asking for or expecting help or support from those around them. Should a situation arise where the assistance of others is an unavoidable necessity, they will tend to issue orders directly, rather than asking for co-operation.

I for Influence

People with a high Influence score (called 'High-I's') are gregarious and sociable, and often possess well-developed social skills and an urge to meet and talk with other people.

The communicative and socially confident style of those with high Influence tends to be balanced by a rather impulsive and sometimes irrational approach to life. The urge to relate to and impress those around them can lead such a person to act in ways that other less socially-oriented types find very difficult to understand.

The hardest thing for a High-I to accept is rejection. They need to interact positively with those around them, and their friendly, open style usually helps them to maintain relations of this kind. The socially active nature of the highly Influential person is often an important factor in bringing other less gregarious styles together.

By their nature, High-I's are extremely trusting and ingenuous. Their desire to be open with other people can lead them at times to reveal information or express feelings that more staid types might prefer to keep hidden. For this reason, they are sometimes seen as lacking in tact. Nonetheless, their natural communicative abilities often permit them to talk themselves out of any difficult situation resulting from their lack of diplomacy.

DISC REPORT FOR: John Smith

Dimension Descriptions

Section 06

S for Steadiness

As its name suggests, those who show a high level of Steadiness take a measured, steady approach to life. They are patient and undemanding, often showing sympathy for and loyalty to those around them.

People of this kind are patient and sympathetic listeners, with a real interest in the problems and feelings of others, and are particularly capable of fulfilling support roles. They also have a persistent approach, with powers of concentration that allow them to work steadily at a task. While other profile types might become bored or distracted, the High-S (i.e. person with high Steadiness) will continue to work until they complete an assignment.

High-S's are resistant to change, and will prefer to settle into a predictable and constant environment. They have an intrinsically unassertive approach, and work best when given clear instructions and a high level of support. Because of this, they avoid conflict or confrontation if at all possible, and will instead seek to adopt the role of peacemaker if a dispute should break out.

C for Compliance

Traditionally, High-C's (people showing a high level of Compliance) were categorised simply as 'rule-oriented'. It is the factor of structure, detail and fact, and those displaying high levels are interested in precision and accuracy. Because they are naturally reticent to speak out unless called on by others, it is easy to imagine that High-C's are lacking in ambition. In fact, this is not the case - in this specific sense, they are similar to highly Dominant individuals in their desire for control over their environment. Because of their non-assertive style, however, they will try to achieve this control through the use of structure and procedure, insisting on rules and defined codes of conduct to achieve their ends. This is the root of the 'rule-oriented' style we mentioned above.

Individuals with high levels of Compliance dislike pressure, and will tend to adopt an evasive style when confronted with difficult circumstances. In extremely difficult situations, they are prone to disregard problems or delay actions until they become completely unavoidable.

The rule-oriented aspect of the High-C often takes in wider aspects of life than simply corporate rule-structures or established procedures. Individuals of this kind usually have personal codes of behaviour, and tend to regard etiquette and tradition as important. Because of their inherent desire for fact and detail, it is also common to find that Compliant styles have a relatively broad general knowledge, or specific knowledge or skills. This interest in the way things work means that Compliant individuals are often drawn to technical work, or jobs involving the organisation of information, situations in which their personal talents can come to the fore.

DISC REPORT FOR: John Smith

Dimension Descriptions

Section 06

D – Results, Action, Challenge

- Goals: Bottom-line results, victory
- Fears: Being taken advantage of or appearing weak
- Leadership qualities: Showing confidence, taking charge, focusing on results
- Influences others by: Assertiveness, insistence, competition
- Overuses: The need to win, resulting in win/lose situation
- Would increase effectiveness through: Patience, empathy

I – Enthusiasm, Action, Collaboration

- Goals: Popularity, approval, excitement
- Fears: Rejection, not being heard
- Leadership qualities: Showing enthusiasm, building professional networks
- Influences others by: Charm, optimism, energy
- Overuses: Optimism, praise
- Would increase effectiveness through: Being more objective, following through on tasks

S – Support, Stability, Collaboration

- Goals: Harmony, stability
- Fears: Letting people down, rapid change
- Leadership qualities: Staying open to input, showing diplomacy
- Influences others by: accommodating others, consistent performance
- Overuses: Modesty, passive resistance, compromise
- Would increase effectiveness through: Displaying self-confidence, revealing true feelings

C – Accuracy, Stability, Challenge

- Goals: Accuracy, objective processes
- Fears: Being wrong, strong displays of emotion
- Leadership qualities: Communicating with clarity, promoting disciplined analysis
- Influences others by: Logic, exacting standards
- Overuses: Analysis, restraint
- Would increase effectiveness through: Acknowledging others' feelings, looking beyond data.

DISC REPORT FOR: John Smith

DISC for Personal Development

Section 07

How Styles relate	Comfort Level					Reason
	1	2	3	4	5	
D - D						Identical Behavior, issues with who is in control
D - I						Different focus and way to handle emotions
D - S						Opposite behaviors, little in common
S - C						Values are identical, but different speed and approach
I - I						Identical Behavior, possible issues with popularity
I - S						Values are similar, but different speed and approach
I - C						Different behavior and approaches (analytical vs improvised)
S - S						Same Behavior and values
S - C						Similar behavior, different in values
C - C						Same Behavior and values

DISC REPORT FOR: John Smith

DISC for Personal Development

Section 07

How could a higher level in D characteristics contribute to your success? Describe a case where it was decisive.-



When dealing with a D, what strategies would be most effective for you to use?

DISC REPORT FOR: John Smith

DISC for Personal Development

Section 07

DESCRIPTION	ACTION PLAN
This person's tendencies include	This person needs others who
getting immediate results	weigh pros and cons
causing action	calculate risks
accepting challenges	use caution
making quick decisions	structure a predictable
questioning the status quo	environment
taking authority	research facts
managing trouble	deliberate before deciding
solving problems	recognize the needs of others
Notes:	

This person desires an environment that includes	To be more effective, this person needs
power and authority	to receive difficult assignments
prestige and challenge	to understand that they need people
opportunities for individual accomplishments	to base techniques on practical experience
wide scope of operations	to receive an occasional shock
direct answers	to identify with a group
opportunities for advancement	to verbalize reasons for conclusions
freedom from controls and supervision	to be aware of existing sanctions
many new and varied activities	to pace self and to relax more

Notes:

DISC REPORT FOR: John Smith

DISC for Personal Development

Section 07

How could a higher level in I characteristics contribute to your success? Describe a case where it was decisive.-



When dealing with a I, what strategies would be most effective for you to use?

DISC REPORT FOR: John Smith

DISC for Personal Development

Section 07

DESCRIPTION	ACTION PLAN
This person's tendencies include	This person needs others who
contacting people	concentrate on the task
making a favorable impression	seek facts
being articulate	speak directly
creating a motivational environment	respect sincerity
generating enthusiasm	develop systematic approaches
entertaining people	prefer to deal with things instead of people
viewing people and situations with optimism	take a logical approach
participating in a group	demonstrate individual follow-through

Notes:

This person desires an environment that includes	To be more effective, this person needs
popularity, social recognition	to control time, if D or S is low
public recognition of ability	to make objective decisions
freedom of expression	to use hands-on management
group activities outside of the job	to be more realistic appraising others
democratic relationships	to make priorities and deadlines
freedom from control and detail	to be more firm with others, if D is low
opportunities to verbalize proposals	
coaching and counseling	
favorable working conditions	

Notes:

DISC REPORT FOR: John Smith

DISC for Personal Development

Section 07

How could a higher level in S characteristics contribute to your success? Describe a case where it was decisive.-



When dealing with a D, what strategies would be most effective for you to use?

DISC REPORT FOR: John Smith

DISC for Personal Development

Section 07

DESCRIPTION	ACTION PLAN
This person's tendencies include	This person needs others who
adhering to key directives and standards	delegate important tasks
concentrating on key details	make quick decisions
thinking analytically, weighing pros and cons	use policies only as guidelines
being diplomatic with people	compromise with the opposition
using subtle or indirect approaches to conflict	state unpopular positions
checking for accuracy	initiate and facilitate discussions
analyzing performance critically	encourage teamwork
using a systematic approach to situations or activities	

Notes:

This person desires an environment that includes To be more effective, this person needs

clearly defined performance expectations	to plan carefully
values on quality and accuracy	to know exact job descriptions and performance objectives
reserved, business-like atmosphere	to schedule performance appraisals
opportunities to demonstrate expertise	to receive specific feedback on performance
control over those factors that affect their performance	to respect people's personal worth as much as their accomplishments
opportunity to ask "why" questions	to develop tolerance for conflict
recognition for specific skills and accomplishments	

Notes:

DISC REPORT FOR: John Smith

DISC for Personal Development

Section 07

How could a higher level in C characteristics contribute to your success? Describe a case where it was decisive.-



When dealing with a D, what strategies would be most effective for you to use?

DISC REPORT FOR: John Smith

DISC for Personal Development

Section 07

DESCRIPTION	ACTION PLAN
This person's tendencies include	This person needs others who
performing in a consistent, predictable manner	react quickly to unexpected change
demonstrating patience	stretch toward the challenges of accepted tasks
developing specialized skills	become involved in more than one thing
helping others	are self-promoting
showing loyalty	apply pressure on others
being a good listener	work comfortably in an unpredictable environment
handling excited people	help prioritize work
creating a stable, harmonious work environment	are flexible in work procedures

Notes:

This person desires an environment that includes	To be more effective, this person needs
maintenance of the status quo unless given reasons for change	to be conditioned prior to change
predictable routines	to validate self-worth
credit for work accomplished	to know how personal effort contributes to the group effort
minimal work infringement on home life	to have colleagues of similar competence and sincerity
sincere appreciation	to know task guidelines
identification with a group	to have creativity encouraged
standard operating procedures	

Notes:

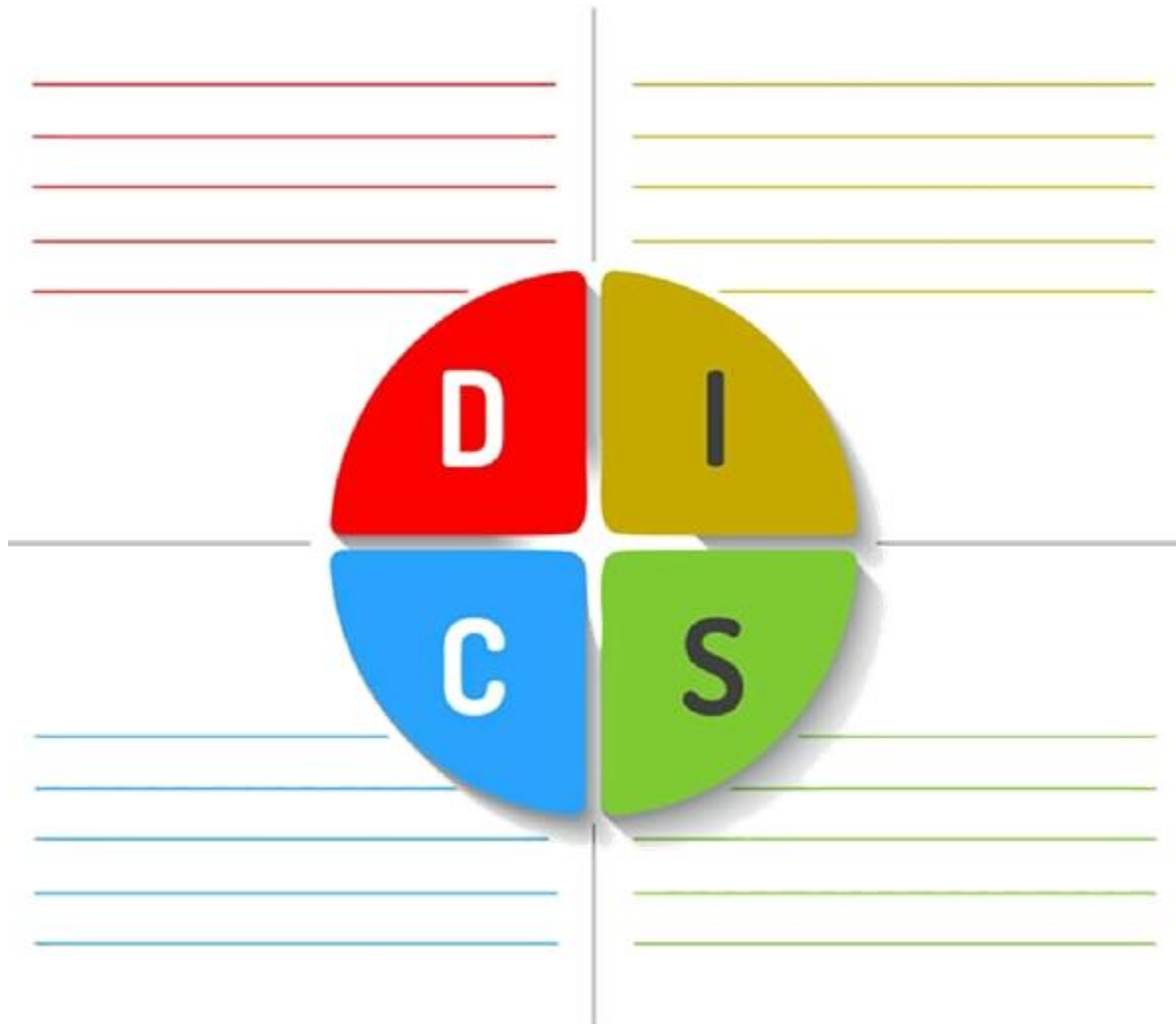
DISC REPORT FOR: John Smith

DISC for Personal Development

Section 07

FEEDBACK FORM

COACH + CANDIDATE



A feedback form template for a DISC assessment. It features a central circular graphic divided into four quadrants: red (top-left) with a white 'D', yellow (top-right) with a black 'I', blue (bottom-left) with a white 'C', and green (bottom-right) with a black 'S'. The form is divided into four sections by a vertical line and a horizontal line passing through the center of the graphic. Each section contains five horizontal lines for writing feedback, color-coded to match the quadrant: red lines on the top-left, yellow lines on the top-right, blue lines on the bottom-left, and green lines on the bottom-right.