

# Your

# DISC<sup>®</sup> EXTENDED

## Personal Analysis Report

Includes Reports on

- Leadership
- Management
- Sales
- Customer Service
- Administration



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This page is a **description of how this style of person is typically seen by others**. Read the text as such and use it to develop an overall picture. In evaluating specific sentences, it is important to consider person's conscious ability to adapt behavior. In other words, while the text describes the typical behavior for individuals with this style, a person certainly can modify behavior to fit the needs of a particular situation or individual(s). Also, you may have already addressed the development areas by learning new skills.

**Attributes:**

Direct, demanding, firm, ambitious, independent-willed, active, alert, independent, busy, communicative, tries to appeal, outspoken, competitive, strong-willed, motivating.

**Motivators:**

Sam likes clear, measurable challenges where he can show what his capabilities are. He likes change, variety and several projects at the same time. He also likes freedom and tasks where Sam can personally determine his daily activity. He likes to deal with people but needs some distance and is not very willing to open up.

**Tries to Avoid:**

Sam abhors everything routine and boring. He does not like time-sensitive work, strict control, 100% democratic teamwork nor pedantic tasks. He does not want to depend on others - especially on people whom he finds slow and incapable.

**Ideal Supervisor:**

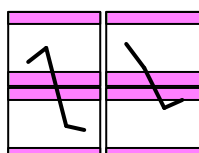
He needs a (and values) powerful supervisor with whom he can discuss work and who can express clearly what is expected of him. The supervisor needs courage to intervene immediately if things start to head in the wrong direction. For example, in the service field the supervisor should teach him less abrasive communication manners.

**Communication Style:**

In his mind the best way to tell things is how they are. he can be very nice and inspiring when he wants, or commanding and direct. Empty words and unnecessary talk are not his style.

**Decision-making:**

He is quite strong in decisions and usually proceeds from his principles. He seldom asks for advice. As he is results-oriented, he does not let emotions interfere his decisions. On the other hand, he does not listen to other opinions and relies on intuition too often.



## Motivators - Comfort Areas

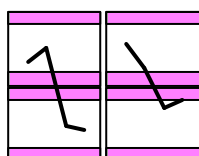
These items usually motivate this style of person. The individual is likely to respond positively if the level of these items is increased in his/her work environment.

- Renewal and generating ideas
- Possibility to win and to achieve
- Freedom from restrictions and chains
- Opportunity to control and lead
- Achieving results through people
- Varying and multifaceted situations
- Independence
- Trying new possibilities
- Doing the impossible
- Possibility to be in control
- Venturing into the unknown
- Deciding by himself

## Situations that reduce motivation

These are items that this style of person typically doesn't like very much. Their effect on the individual's motivation will be negative if the level of these items is increased in the work environment.

- Being a bystander
- Detailed instructions
- Public failure
- Showing weakness
- Losing position
- Dull and boring people
- Hesitating people
- Routine tasks
- Waiting, standing in line
- Bonds and restrictions
- Being at the end of the line
- Slower paced people



## Strengths

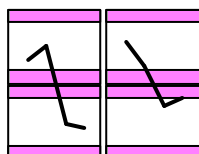
The behavioral skills listed in this section are this person's clear natural strengths. It is possible that they are not exceptional skills, but are very natural for him/her. Increasing these items in the present work environment is recommended.

- Is not afraid of doing anything
- Can take risks
- Makes the difficult decisions
- Is ready to take responsibility
- Can get people involved if necessary
- Wants to be the market leader
- Looks for and invents new ideas alone
- Doesn't wind up in small circles
- Gets people to understand the "hard" values
- Gets along in insecure situations
- Dares to decide
- Gives an energetic picture

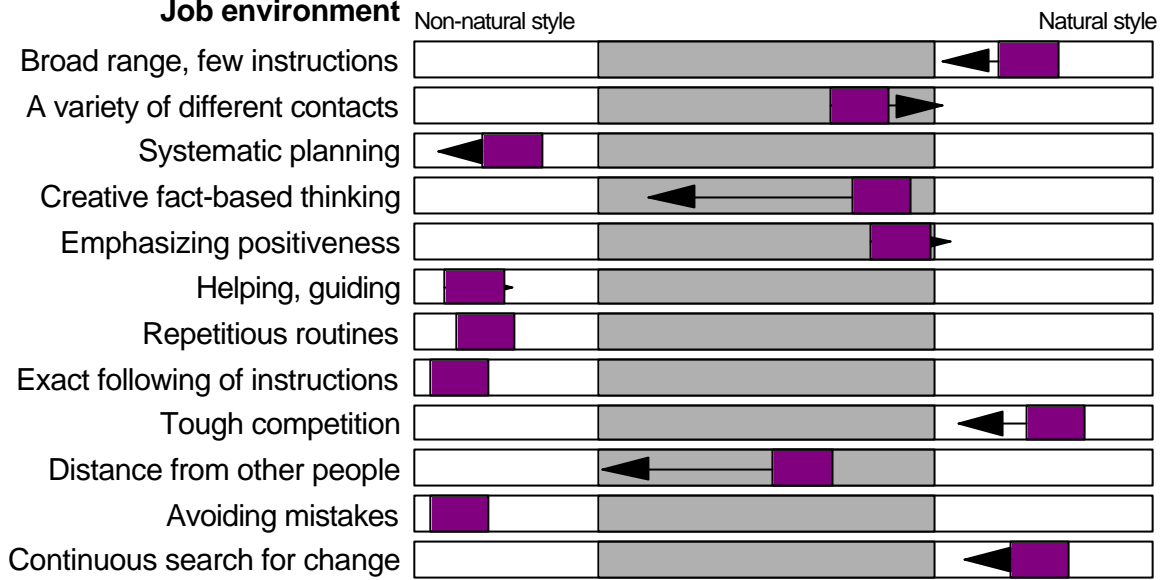
## Reactions to pressure situations

These are not a description of this person's weaknesses or present behavior. They are items that the person should be cautious about since if he/she gets overly enthusiastic or stressed these weaknesses may become active.

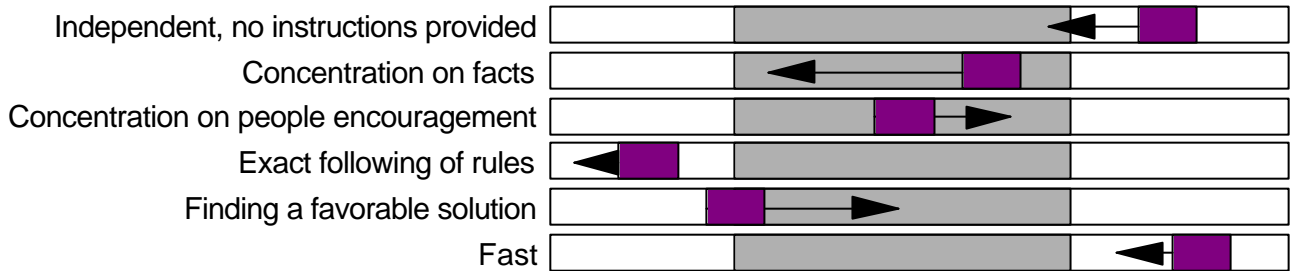
- Acts too fast and spontaneously
- Doesn't consider people's feelings
- Doesn't ask for advice
- Doesn't inform about changes
- Makes changes that are too big
- Doesn't consider details as important
- Forgets to double-check
- Destroys anyone who he considers a threat
- Only interested in "important" policy questions
- Is too fast for others
- Can't stand slower paced people
- Doesn't listen



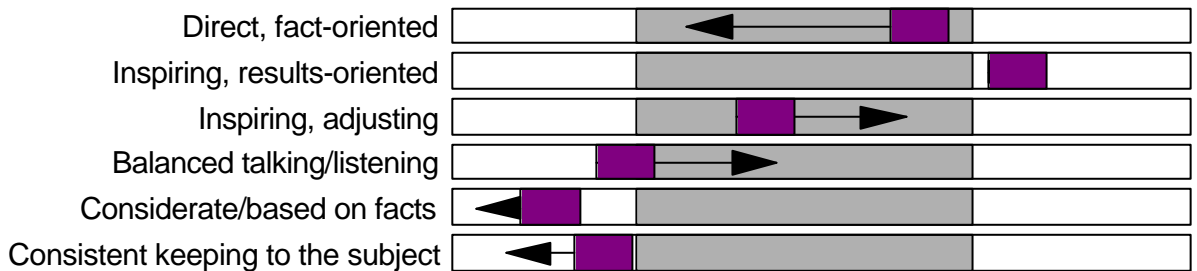
**Job environment**



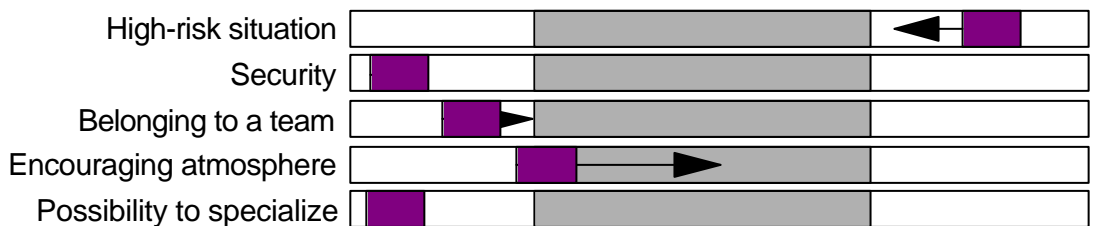
**Decision-making**



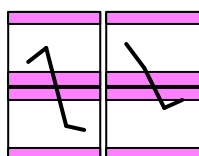
**Communication**



**Is motivated by**



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### Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### Job environment - Tough competition

- Practice giving priority to other people's wishes
- Learn to take things easy

#### Decision-making - Continuous search for change

- Before you think of something new, make sure previous issues have been taken care of
- Learn to stay still

#### Decision-making - Fast

- Even if you make a decision, consider what the second best option would be and compare them
- Create a system for yourself that after you make a decision, you will consider its possible consequences

#### Communication - High-risk situation

- Practice listening to other people's opinions before making decisions
- Before you make a decision, write down the risks factors

### Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### Job environment - Exact following of instructions

- Practice doing your job as long as possible without making any mistakes
- Review the instructions BEFORE starting

#### Job environment - Avoiding mistakes

- Learn to perform your job slower
- Before every phase of your work, think about how it should be done

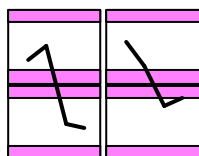
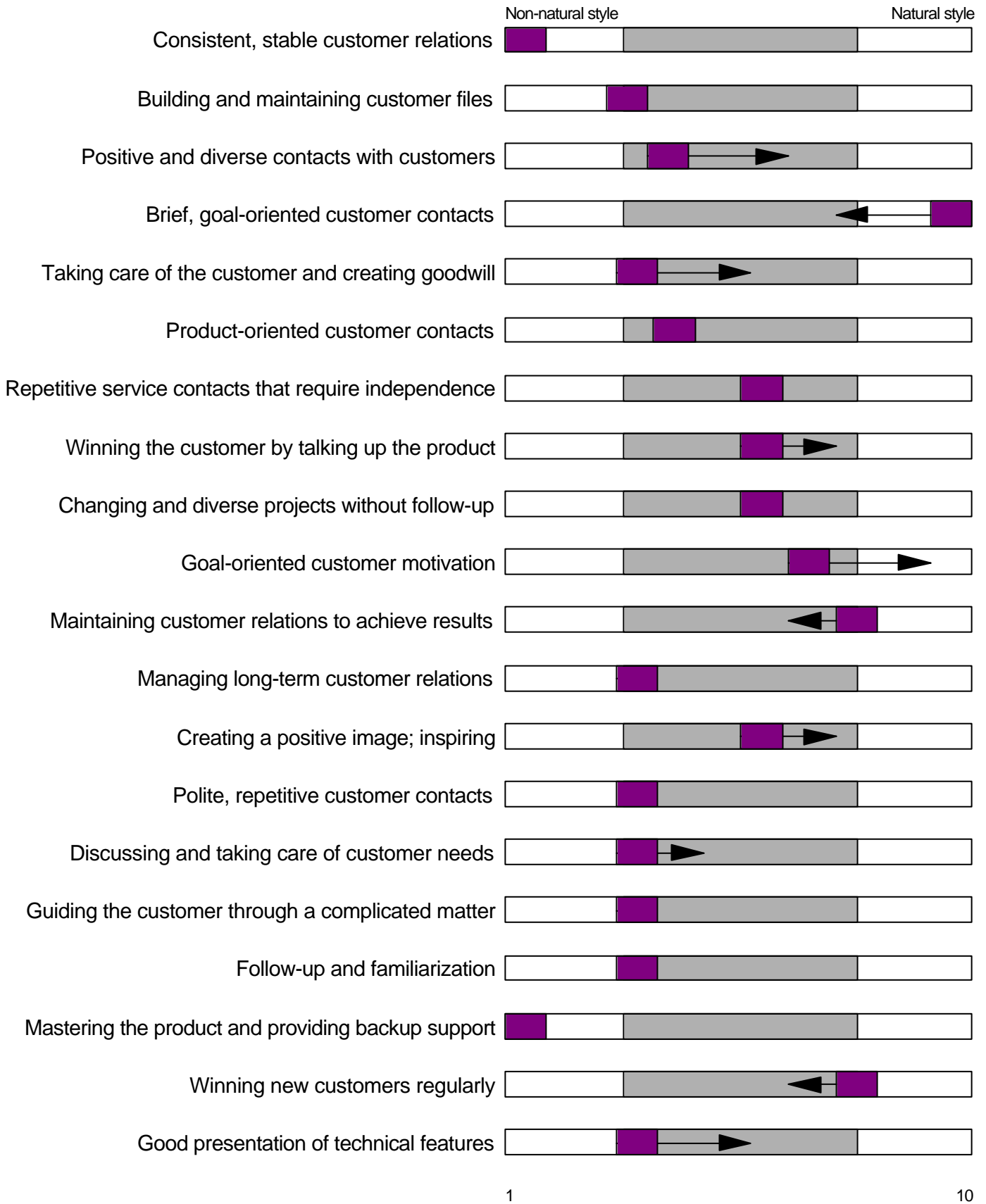
#### Is motivated by - Security

- Challenge yourself to keep things that work the way they are
- Try to avoid changing things unnecessarily

#### Is motivated by - Possibility to specialize

- When having to concentrate on just one thing, think of it as a project you want to do as well as possible
- Learn to shut other things out of your mind when you are working on something





### Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### **Brief, goal-oriented customer contacts**

- Learn to give something extra to the client
- Ensure every time that the client is sincerely satisfied with the service

#### **Goal-oriented customer motivation**

- Do not leave the client behind if she/he does not move forward as fast as you would like
- Make sure you make the customer feel comfortable

#### **Maintaining customer relations to achieve results**

- Collect feedback from the customer regularly
- Think of ways you can ensure the client's loyalty

#### **Winning new customers regularly**

- Think in advance what the next steps will be with the client after his/her purchase
- Do not use means that will later complicate the customer relationship

### Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### **Consistent, stable customer relations**

- Clarify for yourself why customer service is important
- Make sure you know what each client's wishes are regarding you

#### **Building and maintaining customer files**

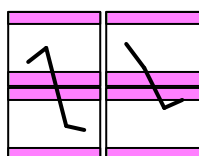
- Make a habit of writing down the facts immediately
- Create a system to collect useful information from the different clients

#### **Managing long-term customer relations**

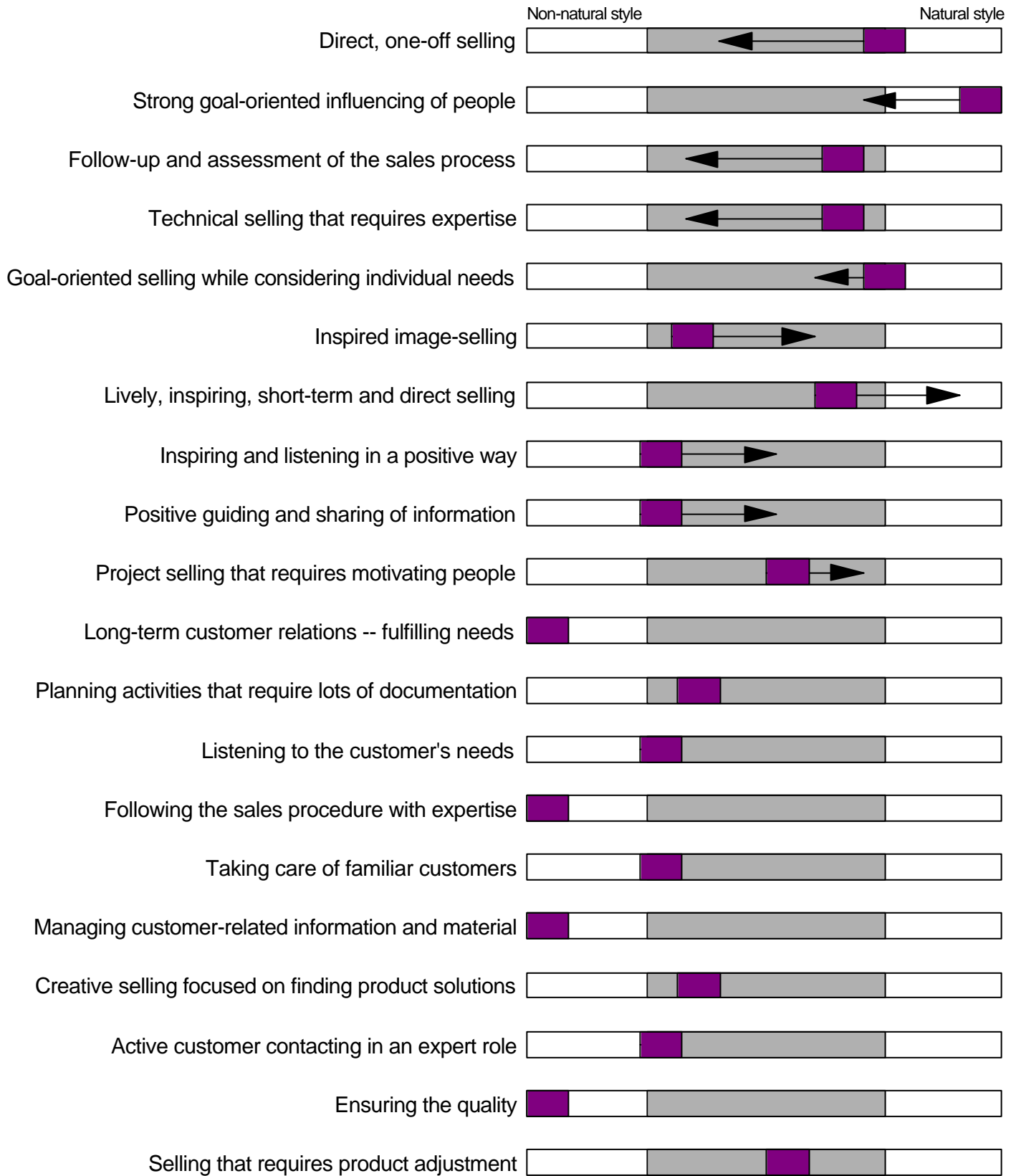
- Be careful not to act abruptly - strive to give the same image every time
- Make sure your organization maintains contact with the clients regularly enough

#### **Mastering the product and providing backup support**

- Make sure that clients who need you can get in touch with you
- Do not start a new project before you have finished the previous one

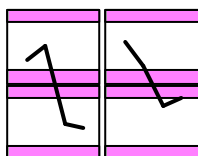






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### Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### Direct, one-off selling

- You know how to control the client, but do not pressure too much
- Make sure that even the less important things get done

#### Strong goal-oriented influencing of people

- Do everything you can to take care of the follow-up
- The customers like to buy from you, but make sure to remain focused on them so they stay loyal

#### Technical selling that requires expertise

- Tailor the technical content of your message so that your client understands it
- Do not underestimate a client who you believe does not understand enough about the product

#### Goal-oriented selling while considering individual needs

- Do not make closing a sale with a particular prospect such a challenge for yourself that it is worth less than its cost
- Remember to stand behind your promises

### Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### Long-term customer relations -- fulfilling needs

- Create a system that forces you to contact every client regularly
- Do not look for new things if you cannot take care of the existing duties first

#### Following the sales procedure with expertise

- Do not interfere with the roles other than the one you specialized in
- Always remember that you are trying to help the client

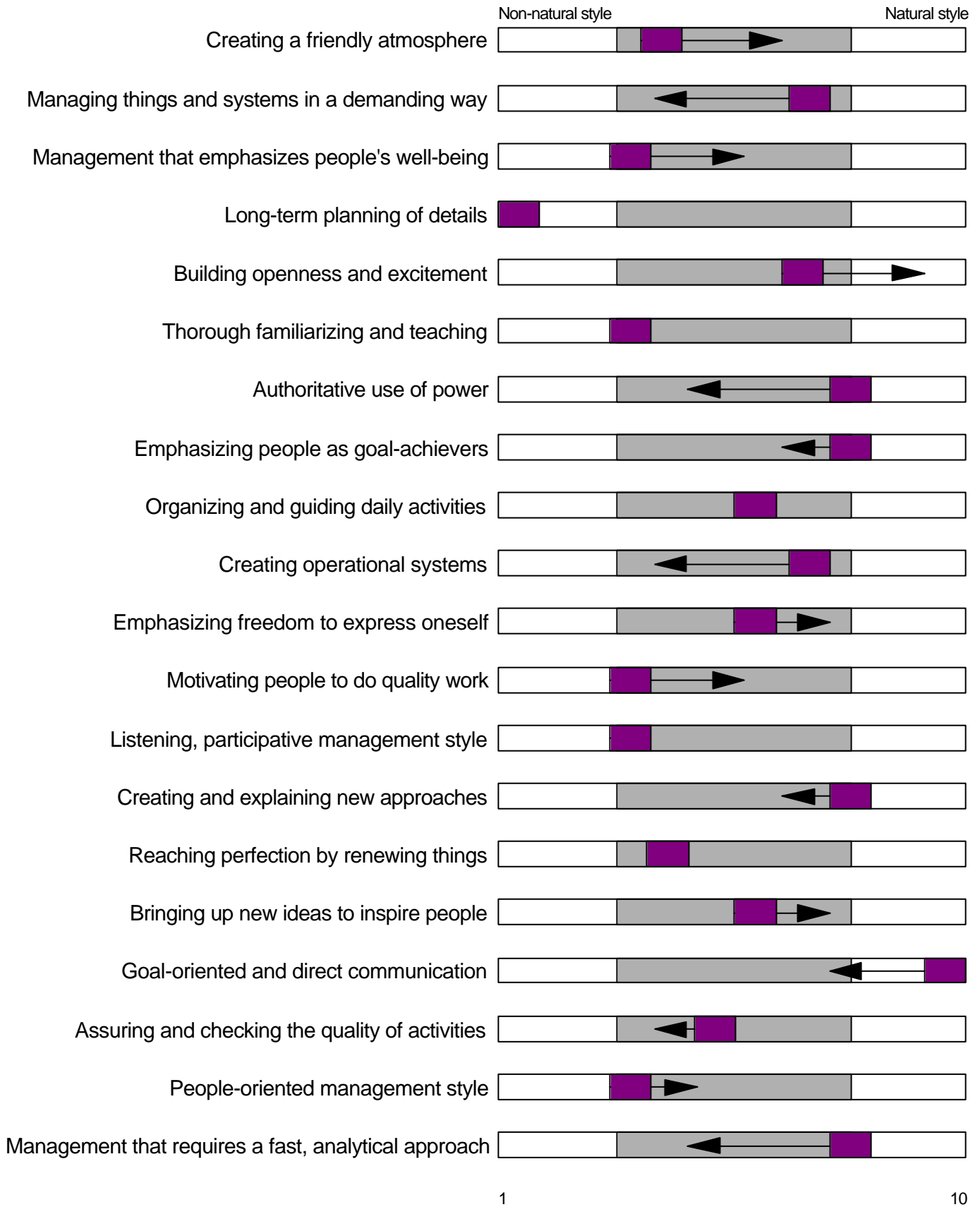
#### Managing customer-related information and material

- Make sure you have all the necessary sales material
- When you get new material, place it immediately where it belongs

#### Ensuring the quality

- Strive to do just one thing at a time
- Reserve enough time for every project's final stage





## Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

### Authoritative use of power

- Remember that inside the organization there cannot be winners and losers - everybody has to be on the same side
- Use the autocratic leadership style only when necessary

### Emphasizing people as goal-achievers

- Beyond achieving your goals, try to get other people to reach their own goals too
- Remember to make sure that you assign everyone work that they are best suited for

### Creating and explaining new approaches

- Focus on one development project at a time
- Set a goal first and then create ideas that relate to it

### Goal-oriented and direct communication

- Learn to ask for and listen to feedback about what you say
- Try to be even more efficient by customizing your message to different people

## Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

### Management that emphasizes people's well-being

- Remember that a person stretched to his/her limits does not last long - and leaves easily
- Frequently, think about how people would act with initiative

### Long-term planning of details

- Remember that the feeling of security in the organization grows when everybody knows exactly what the expectations are
- When you start detailed planning, try to complete it at the same time

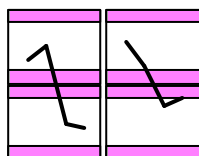
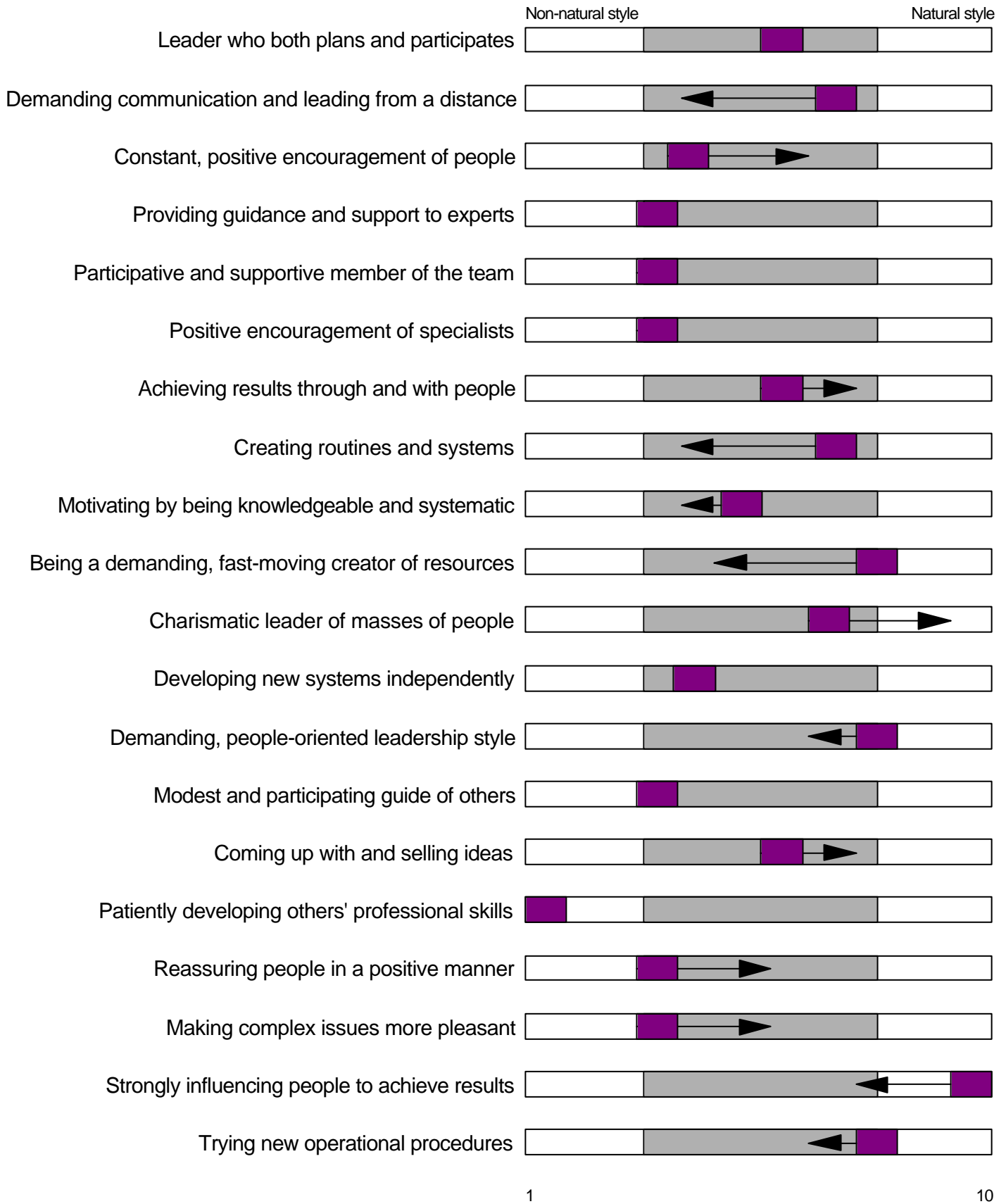
### Thorough familiarizing and teaching

- Remember that the real learning comes from doing it yourself - provide the opportunity to others and observe
- When guiding others, ensure that they understand by asking them to summarize

### Motivating people to do quality work

- It is not enough that you know what has to be done - you also need the will
- Do not take quality for granted - create a system that rewards quality





### Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### **Being a demanding, fast-moving creator of resources**

- Before you demand from your subordinates, clarify how committed each of them are
- Always allow enough time for people to adjust to new ways of doing things

#### **Demanding, people-oriented leadership style**

- Do not make people compete too much
- Define a certain performance level that will satisfy you

#### **Strongly influencing people to achieve results**

- Give everybody a chance to breathe for a moment
- Be careful not to make people feel that they are being forced

#### **Trying new operational procedures**

- Do not be satisfied with just one test run - test it thoroughly before involving others
- Try to implement only one new way of doing things at a time

### Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### **Participative and supportive member of the team**

- As much as possible, try to be one of the team members at the team meetings
- Show clearly that you put your tasks aside when others ask you for help

#### **Positive encouragement of specialists**

- Do not suffocate others with too much inflexibility
- Become a distributor of information - let the experts do their work their own way

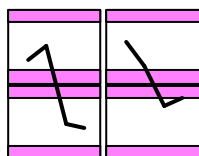
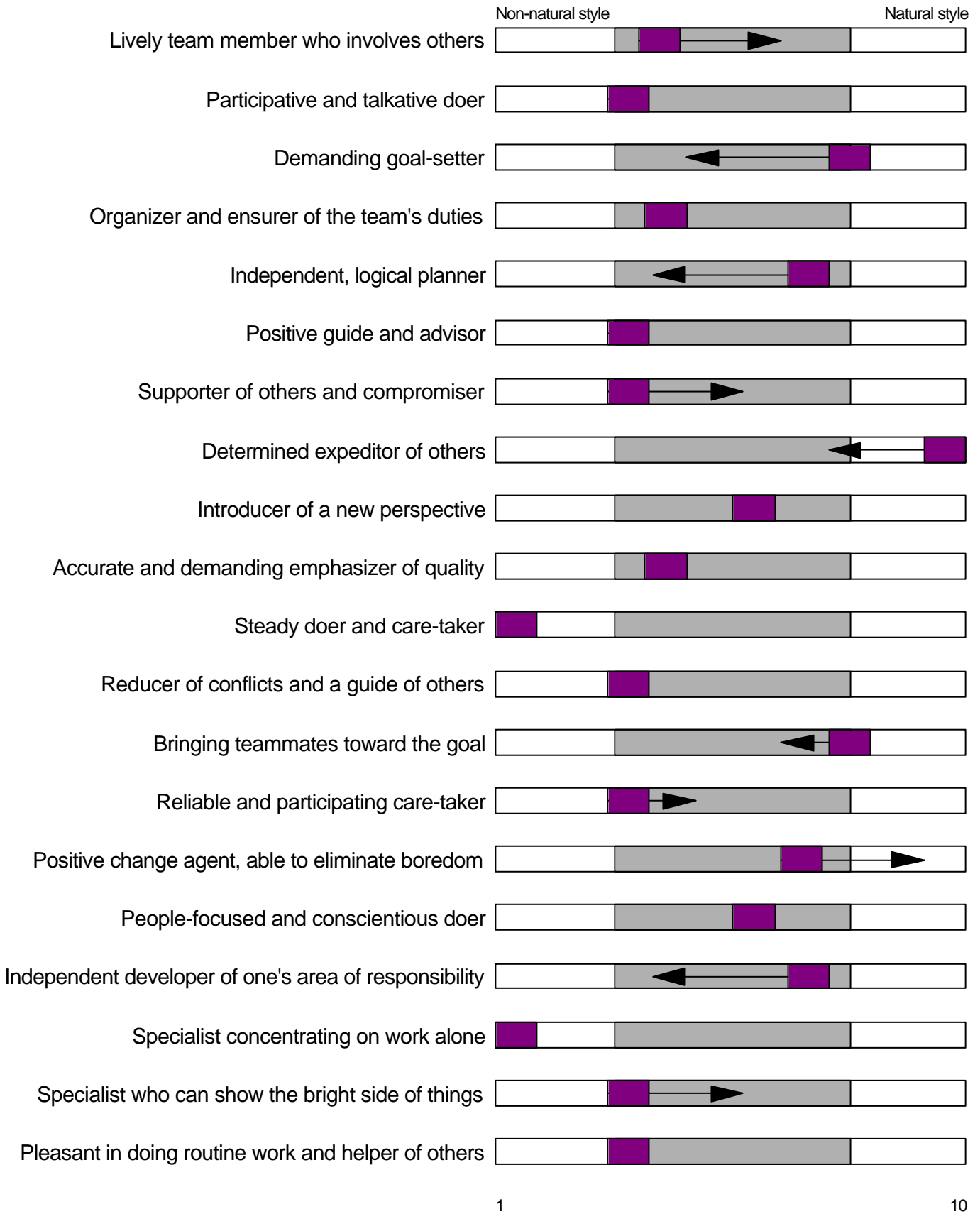
#### **Modest and participating guide of others**

- Make an effort to make your subordinates feel secure
- Try to make yourself as invisible as possible but still always available

#### **Patiently developing others' professional skills**

- Develop one thing per employee at a time
- Remember to follow up closely and discuss with each person you try to develop - show that you care





### Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### **Demanding goal-setter**

- Do not give up your ability to move things ahead, but do not do so at the expense of other team members
- The goals of the team should satisfy the wishes of its members - do not forget that

#### **Independent, logical planner**

- Always remember that people seldom act exactly the way they should
- Do the other members of the team know what you are planning?

#### **Determined expeditor of others**

- Are you sure that everybody can really follow your pace?
- Make sure you do not force everybody in the same direction

#### **Bringing teammates toward the goal**

- You get people to follow you - make sure you know where you are going
- Provide different kinds of people a chance to be different

### Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### **Positive guide and advisor**

- Make sure that the persons you are guiding do not feel stupid if they cannot yet do it
- Let others define the problem first and show them that you understand

#### **Supporter of others and compromiser**

- Do not unnecessarily bring up your own opinions - encourage others to discover their own tune to sing to
- Try to find something good in, or at least to say about, everybody

#### **Steady doer and care-taker**

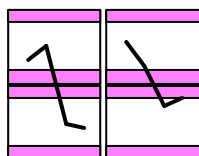
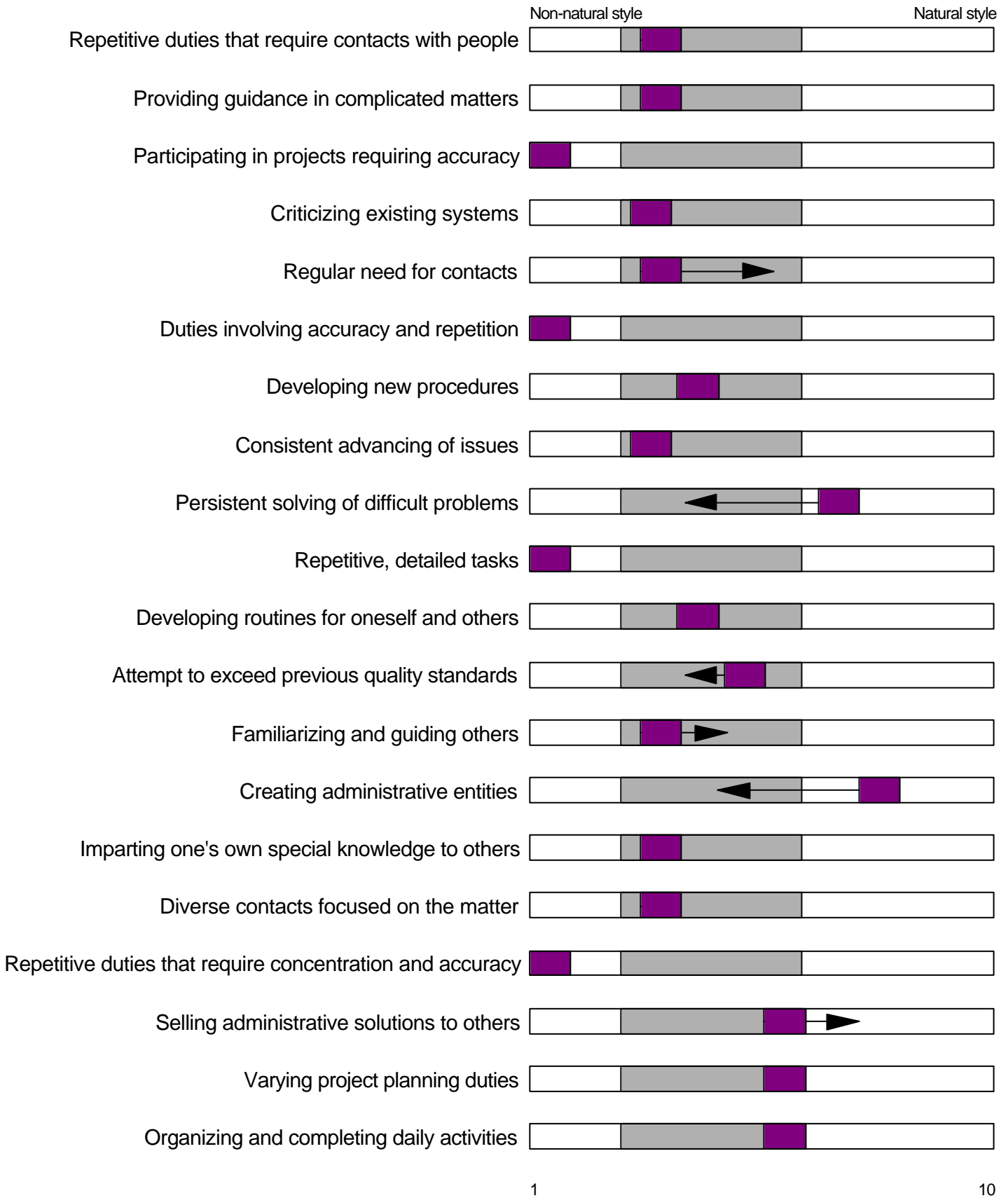
- If your help is needed, try to provide it
- Learn to complete one thing at a time

#### **Specialist concentrating on work alone**

- Do not attempt to know everything - if you do, you do not know anything well
- Spend time solving issues







## Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

### **Persistent solving of difficult problems**

- Learn to ask for other people's advice and to talk with others
- Do not become single-minded with your goals and sacrifice other important things

### **Creating administrative entities**

- When trying to achieve a goal, try to change things as little as possible
- Remember that other people adapt to change more slowly than you do

### **Selling administrative solutions to others**

- Learn to talk the way your audience does
- Make sure you know for sure what you are talking about

### **Varying project planning duties**

- First collect as much detailed information as possible
- Calculate the time needed carefully and do not be overoptimistic

## Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

### **Participating in projects requiring accuracy**

- Learn to concentrate on one thing at a time
- Always consider what you have done before you consider it completed

### **Duties involving accuracy and repetition**

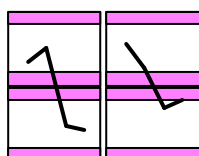
- Create an environment where there are as few interruptions as possible
- Learn to turn off your phone when necessary

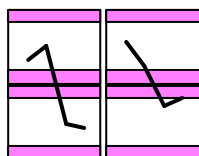
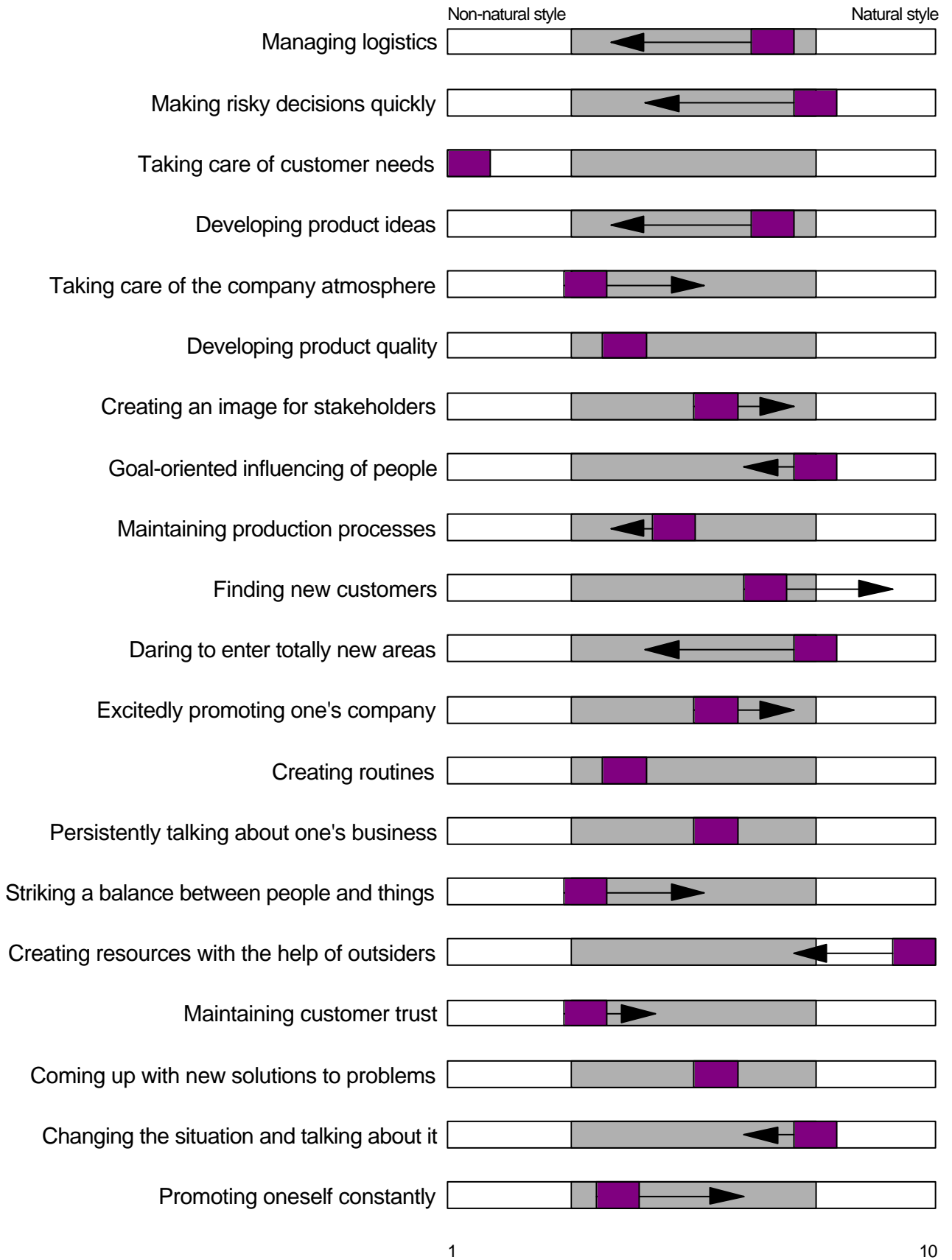
### **Repetitive, detailed tasks**

- Identify the key issues in your work that absolutely have to be correct
- Use as many tools as possible to check the validity of things

### **Repetitive duties that require concentration and accuracy**

- Consider why this task has to be done and then complete it
- Recognize what time of the day it is easiest for you to concentrate on things and do these tasks then





### Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### **Making risky decisions quickly**

- Sleep on it before making the final decision
- Try to do and to complete just one risky thing at a time

#### **Goal-oriented influencing of people**

- Give people a chance to present their own viewpoints
- Try to constantly collect feedback regarding how others see you

#### **Daring to enter totally new areas**

- Considering new opportunities, write down the "whys" and what you can expect to achieve
- Learn to distinguish between what is brave and what is sensible

#### **Creating resources with the help of outsiders**

- Make sure that everybody who helps you receives something from it too
- Do not burn bridges - always conclude all relationships well

### Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### **Taking care of customer needs**

- Organize regular events for the clients
- Create a system where your customers provide feedback in writing

#### **Taking care of the company atmosphere**

- Learn to be open and honest
- Give people a chance to talk as much as possible

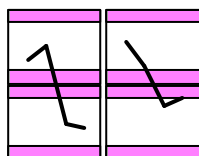
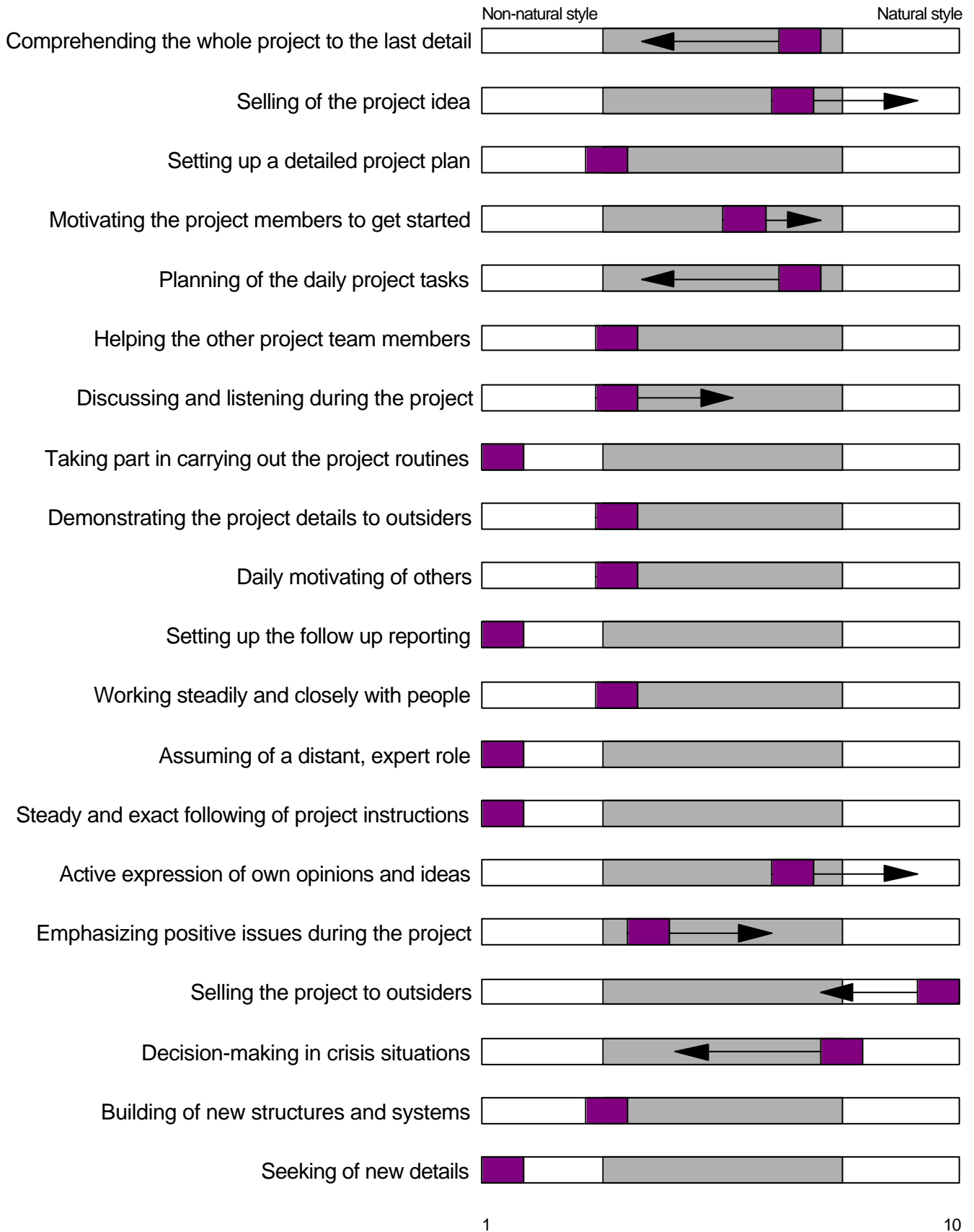
#### **Striking a balance between people and things**

- Always try to get as many viewpoints and facts as possible
- Learn to listen to people and then make a logical decision based on the facts

#### **Maintaining customer trust**

- Do not promise anything before you have made sure you can do it
- Always remember to ask and listen to the customer's experiences





### Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### **Comprehending the whole project to the last detail**

- Even though you believe in yourself, do not move ahead too fast
- Be careful not to overestimate your own resources

#### **Planning of the daily project tasks**

- Plan to communicate in other ways besides in writing
- Always think about how to get other people involved on their own

#### **Selling the project to outsiders**

- Make sure that you can take care of your own responsibilities as a member of the project
- Try not to promise too much on behalf of the other members of the project

#### **Decision-making in crisis situations**

- Beware that you do not see every situation as a catastrophe
- Even catastrophic situation decisions have their reasons and others want to hear about them

### Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### **Taking part in carrying out the project routines**

- Try to create quick routines - do not get lost in the longer tasks
- Try to get involved in many assignments that provide variety

#### **Setting up the follow up reporting**

- Think about what the objectives were and find out if they were achieved
- Even small details may have an impact - keep track of them just in case

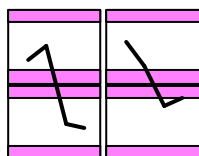
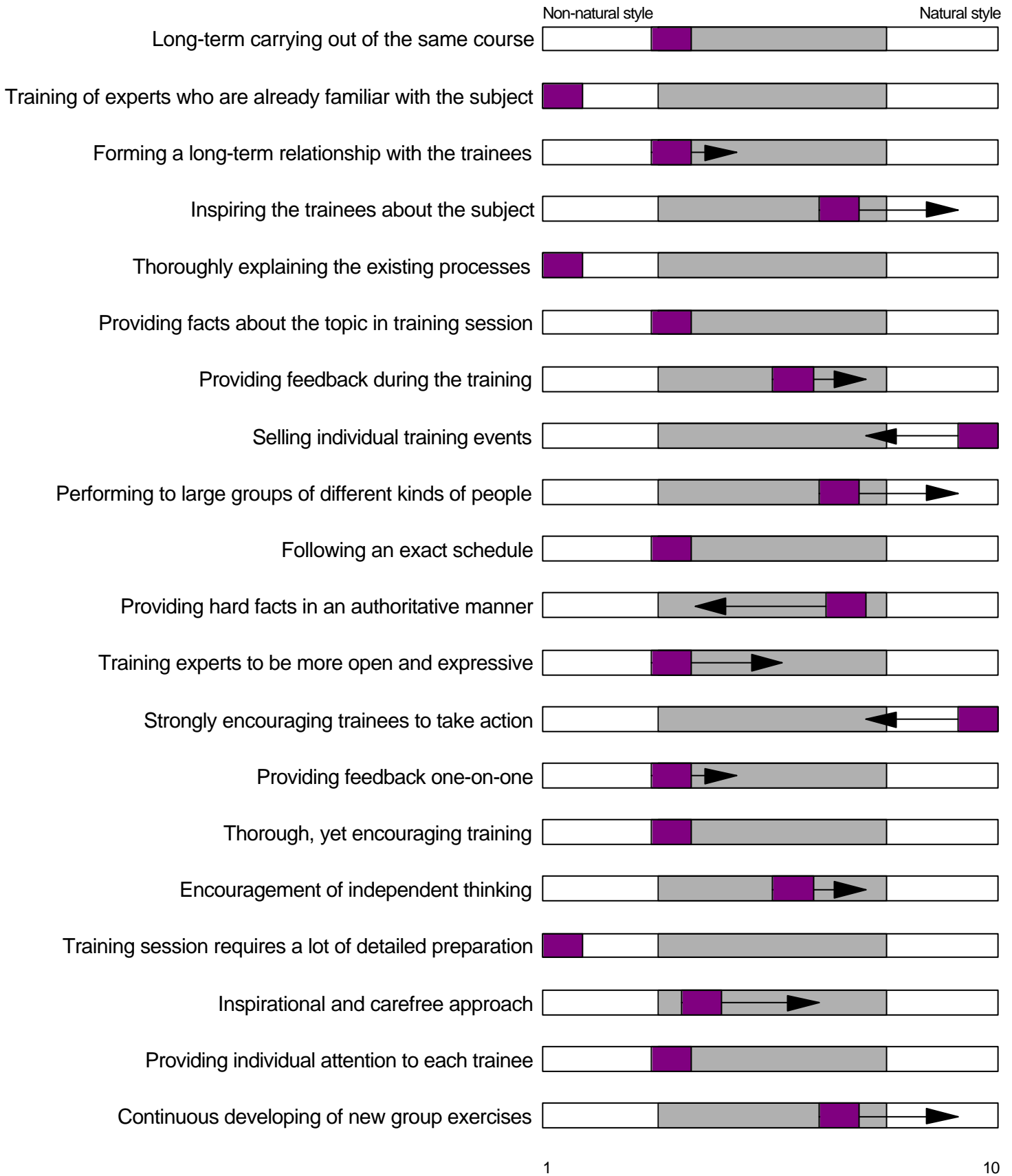
#### **Assuming of a distant, expert role**

- Think about what the other members of the project expect from you
- Clarify what your contribution to the project should be

#### **Steady and exact following of project instructions**

- Before criticizing the instructions, think about them first
- Try to concentrate on just one thing at a time - you are efficient that way





### Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### **Selling individual training events**

- Do not force your own views on others
- Give people time to think - do not be too aggressive

#### **Performing to large groups of different kinds of people**

- Try not to emphasize your charisma - everybody does not like it
- Learn to be patient with quiet people

#### **Providing hard facts in an authoritative manner**

- Remember not to give orders when training
- Even if you know you are right, try to get people to come up with the answer

#### **Strongly encouraging trainees to take action**

- Accept that most people need more time to get excited
- Try not to offend people by being too direct

### Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### **Training of experts who are already familiar with the subject**

- Be careful of being too general with detail-oriented people
- Learn to ask before you start telling

#### **Forming a long-term relationship with the trainees**

- Be careful not to build obstacles for the trainees to approach you
- Build routines for yourself that help you to maintain a relationship with the trainees

#### **Thoroughly explaining the existing processes**

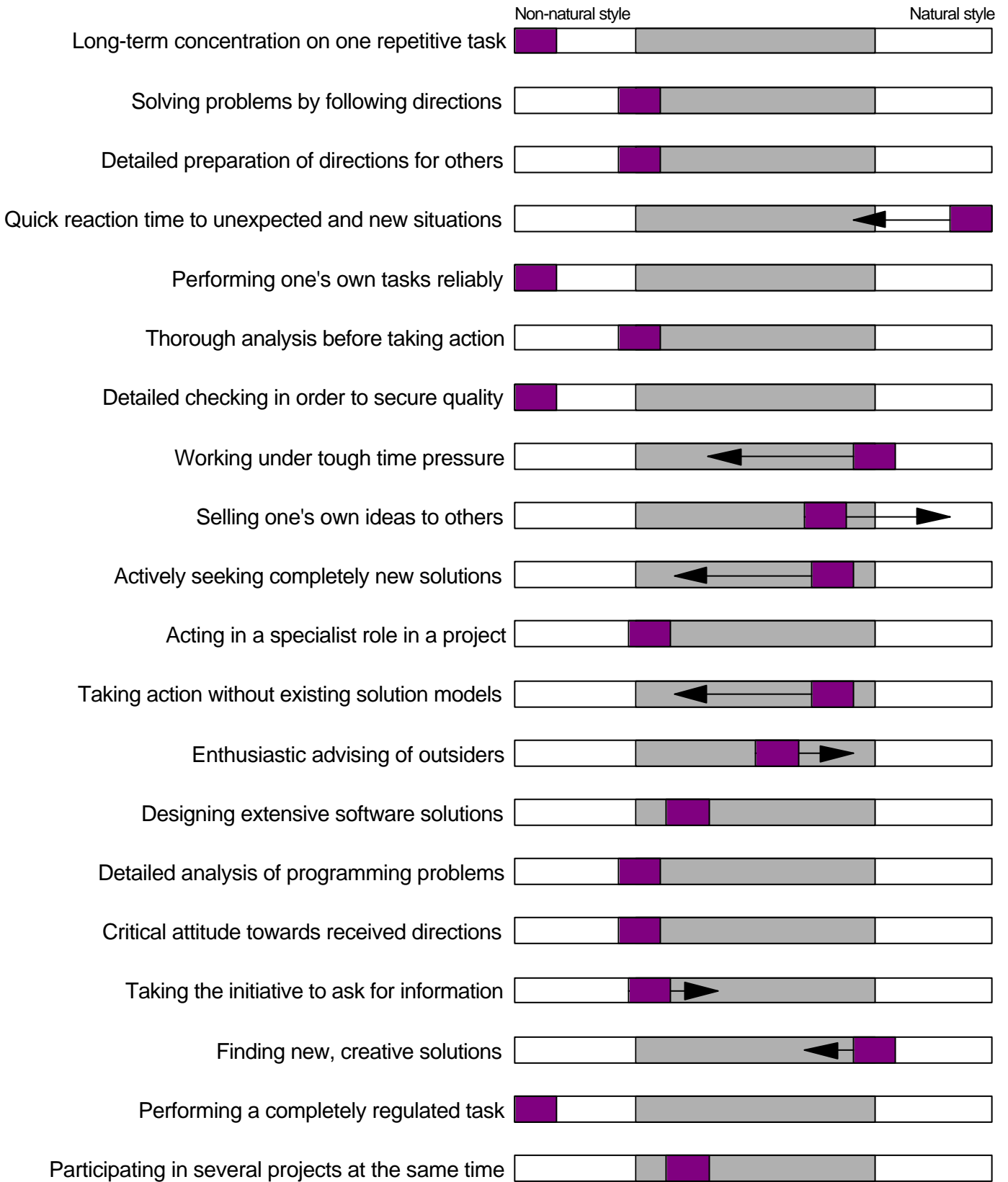
- Provide handouts and other written material about the specific and instructions - do not rely on your ability to present
- Learn not to get sidetracked

#### **Training session requires a lot of detailed preparation**

- Create a very detailed list that you will follow in exact order
- Try to take care of as many things in advance as possible

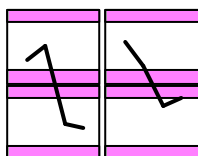






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### Items that require a little energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### Quick reaction time to unexpected and new situations

- Always try to review your ideas before implementing them
- Beware of reacting too quickly

#### Working under tough time pressure

- Remember to take other people into consideration in pressure situations
- Learn to slow down when there is no reason to rush

#### Taking action without existing solution models

- Learn to plan things in detail
- Before starting something new, find out how it has been done before

#### Finding new, creative solutions

- Change is good but constant change creates uncertainty
- An idea is always followed by its testing, not implementation

### Items that require a lot of energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

#### Long-term concentration on one repetitive task

- Try to participate in temporary projects which would create variety for you
- Try to think about how to improve things - but only after you have completed your work

#### Performing one's own tasks reliably

- Learn to set aside time on your calendar when you promise to do something
- Practice consciously doing the same thing the same way

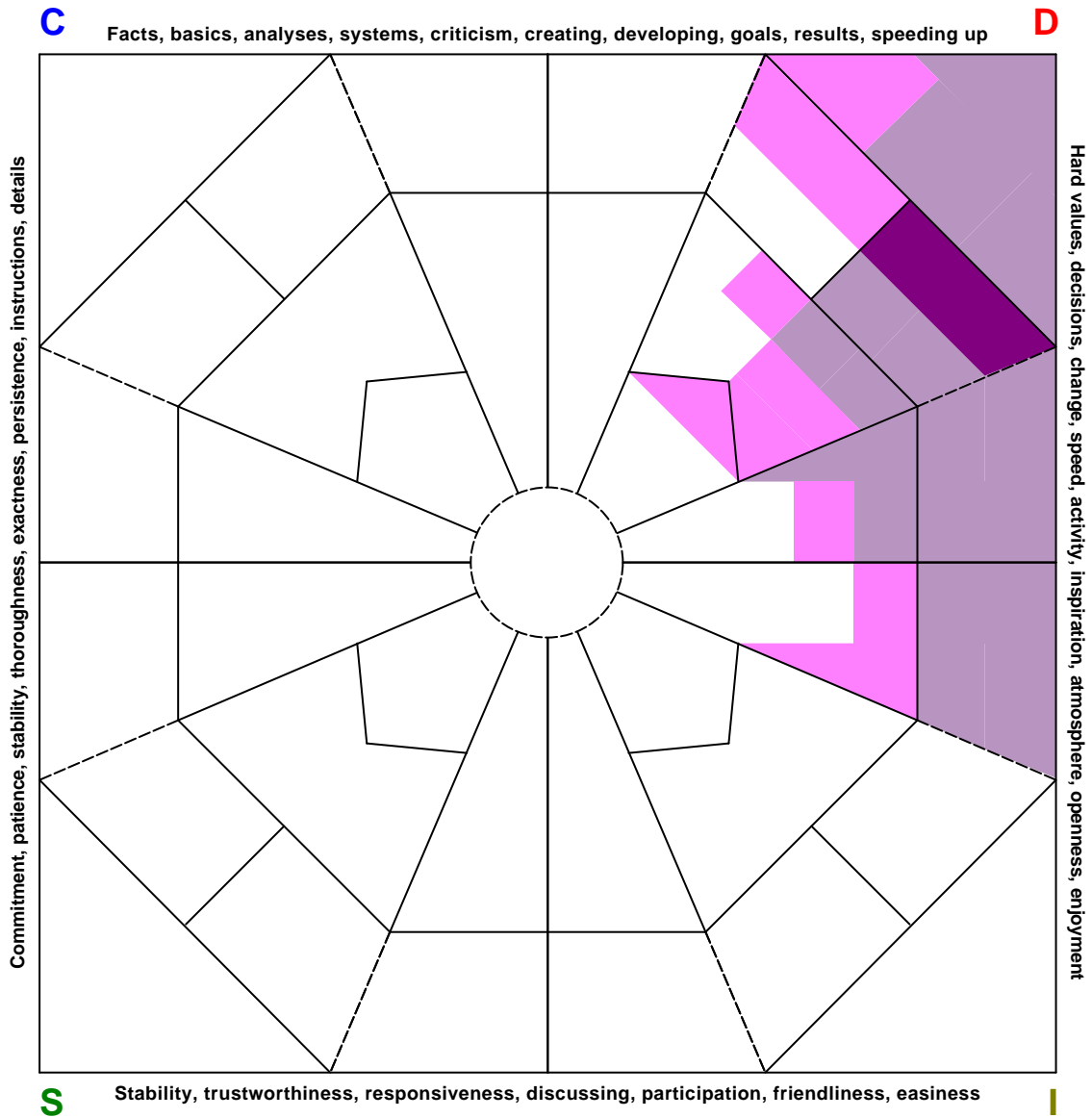
#### Detailed checking in order to secure quality

- Make sure you have written down the necessary checkpoints
- Reserve enough time for checking - and remember to do so





#### Performing a completely regulated task

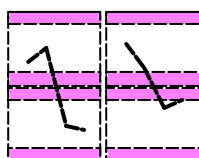
- Learn to shut other things out of your mind
- "Always look back; what did I just do and did I do it right?"





### Flexibility Zones:

-  Current Zone = The position of the profile at the moment
-  Natural Flexibility Zone = The area where the profile will most probably shift
-  Easiest Development Zone = The area toward which the profile is easiest to develop
-  Most Difficult Development Zone = Areas that require stronger conscious adjustment of behavior



# Extended DISC Personal Analysis

## Extended DISC - Profile

Person analyzed

**Sample, Sam**

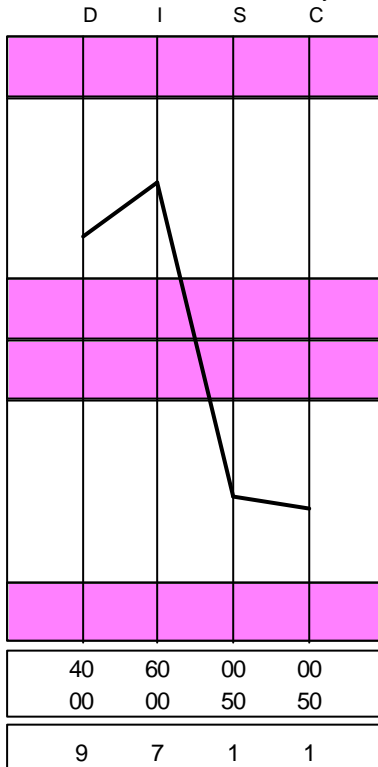
Organization

**ABC Co. Inc**

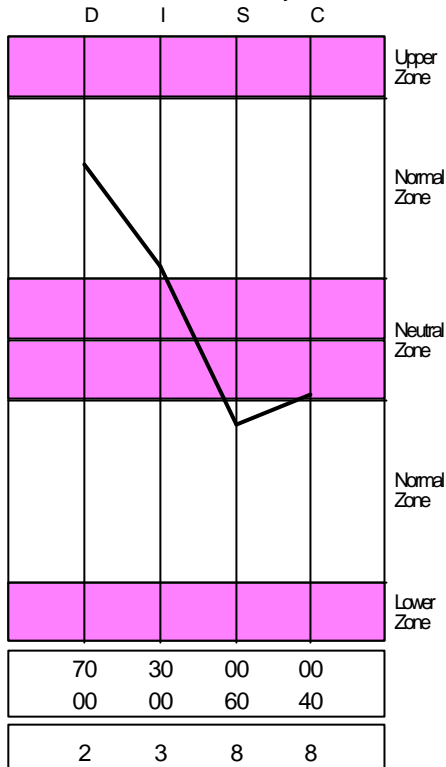
Date

**10/6/2003**

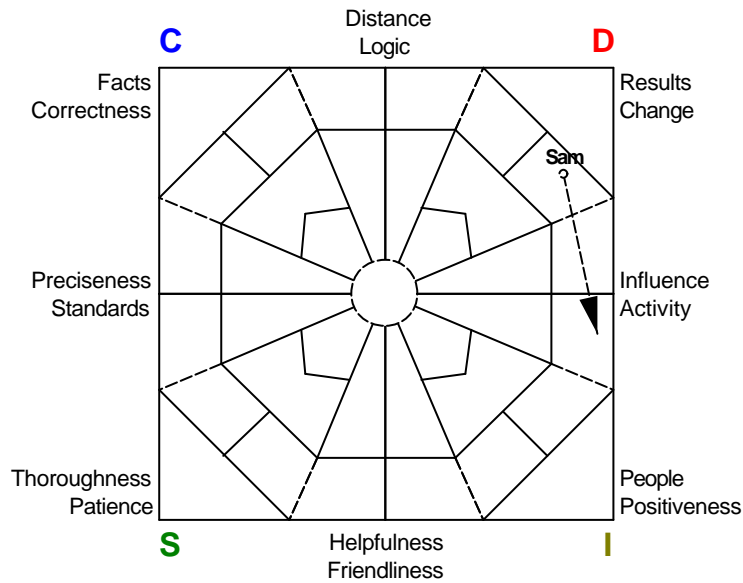
Profile I - Perceived Need to Adjust



Profile II - Natural Style



## Extended DISC - Diamond



## Your primary relationship role is: Influencer

An influencer is someone who creates ideas and wants to proceed and who has a good ability to influence the other group members. He doesn't stay in one place hesitating and deliberating but believes in his own instinct and spontaneity. He likes change and taking part in many different kinds of groups, situations and roles. Other group members see him as an open and sociable person but somewhat superficial and self-absorbed. In reality he is just so full of action that he doesn't have time to stop and deliberate other people's worries, even if he would like to. He likes to bring out his own opinions and tries to persuade others onto the side of his group. He isn't a very patient listener. He has to stand out in a group somehow; he finds it awful to be an average person in an average group. Concentrating on one thing is difficult for him because he is a lot better at thinking up ideas and starting them than finishing them.

### An attitude towards teamwork

A means to get people's attention  
A way to get the group motivated  
A possibility to delegate boring routines away

### A role in a team

The one who gives a push to a conversation  
The one who introduces new thoughts  
The one who stops hesitation

### A role as a decision maker

Wants to make quick decisions  
Brings up decisive ideas  
Doesn't analyze all the alternatives

### A role as a motivator

Creates group enthusiasm  
Motivates by speaking  
Supports and encourages

### A role as a performer

Aims at simplicity  
Does not deliberate for long  
Applies rules

### The advancement the group makes

The group is able to be renewed - doesn't get stuck  
Group's atmosphere stays open  
Includes people

### Convergent styles

Changer, Stimulator

### Complementary styles

Doer, Assurer, Specialist



## Instructions for interpreting Personal Analysis

### General Instructions

The Extended DISC® Personal Analysis does not provide results that classify people. There are no good-bad categories and the system does not rank people in any way.

All of the information on the report is derived from your "natural behavioral style". It is a behavioral style that takes the least energy and effort, requires the least amount of concentration, and is usually the most pleasant to you. It is the mode that you normally use to react and is most frequently exhibited outwardly in your behavior.

The Extended DISC® Personal Analysis divides all of the different behavioral styles into four main styles. These styles are not better or worse. Each of the styles has its own advantages and disadvantages.

### D-style

D-styles are competitive, aggressive, decisive and results-oriented. They prefer to move fast, take risks and get things done now. D-styles also like to be in charge, control and have the power. They like change and challenges.

D-styles can also be impatient, overbearing and even rude. They are often not very good listeners and are prone to make snap decisions. Others may perceive D-styles as somewhat self-centered, demanding, blunt and overly aggressive.

### I-style

I-styles are talkative, sociable, optimistic and lively. They are people-oriented, spontaneous, energetic and enthusiastic. I-styles tend to be positive and good at influencing others.

I-styles can also be inattentive to details, overly talkative and emotional. They may over-promise because they are so optimistic and are eager to be popular. Others may perceive I-styles as somewhat careless, impulsive and lacking follow-up.

### S-style

S-styles are calm, helpful, patient, modest and laid back. They are eager to help, loyal and often make excellent team players. S-styles tend to be patient listeners, trustworthy, and balanced between tasks and people. They are very persistent.

S-styles need stability and security and, therefore, need help with change. They may be too willing to pitch in and at times are taken advantage of. Others may perceive S-styles as too slow, stuck on the status quo, indecisive, stubborn and even quietly resentful.

### C-style

The C-styles are precise, logical, matter-of-fact, analytical and careful. They need the data, information and analyses. They are focused on tasks and ensure things get done correctly. C-styles tend to produce high quality work.

C-styles may also focus too much on the details, becoming nitpicking, slow and losing the big picture. At times they get lost in the analysis, focusing too much on the trees and not the forest. Others may perceive C-styles as too critical, distant, pessimistic, and even cold.



**Understanding the profile**

The Profiles are visual presentations of your style. They are based on your responses to the questionnaire. Essentially, your responses have been tabulated by your "most" and "least" selections into a frequency distribution by each of the D, I, S and C behavioral styles. Emphasis is on frequency - there are no right or wrong answers.

The interpretation of both the profiles and the diamond require some training. To interpret the results without an understanding of how to read the information is not recommended because of possible misinterpretations.

**Profile I** - Your adjusted style. How you believe you must adjust your style to meet the demands of your present environment.

**Profile II** - Your natural style. This is a style that remains fairly stable, but not rigid, over your lifetime. It is the style that is the most comfortable for you.

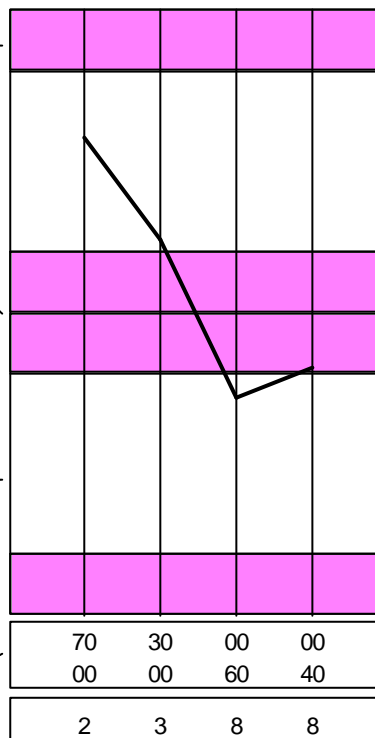
Profile II - Natural Style  
D I S C

**Upper level** - indicates your strong identification with this style.

**"The mid-point"** - this determines if the style is seen as strong or as opposite. Items above the line are observable by others. Items below the line are often exhibited as the opposite behavior related to this style.

**Lower Normal level** - styles plotted here are seen by others as an opposite behavior.

**Percentages** - Top row indicates the percentage distribution (out of 100 percent) of your strongest styles. Bottom row indicates the percentage distribution (out of 100 percent) of your less comfortable styles.



**Upper Normal level** - styles plotted here are seen by others in your behavior.

**Neutral zone** - you do not frequently engage in the behavior style plotted here, but enough for it to be familiar.

**Lower level** - styles plotted here tend to require a more significant amount of energy from you.

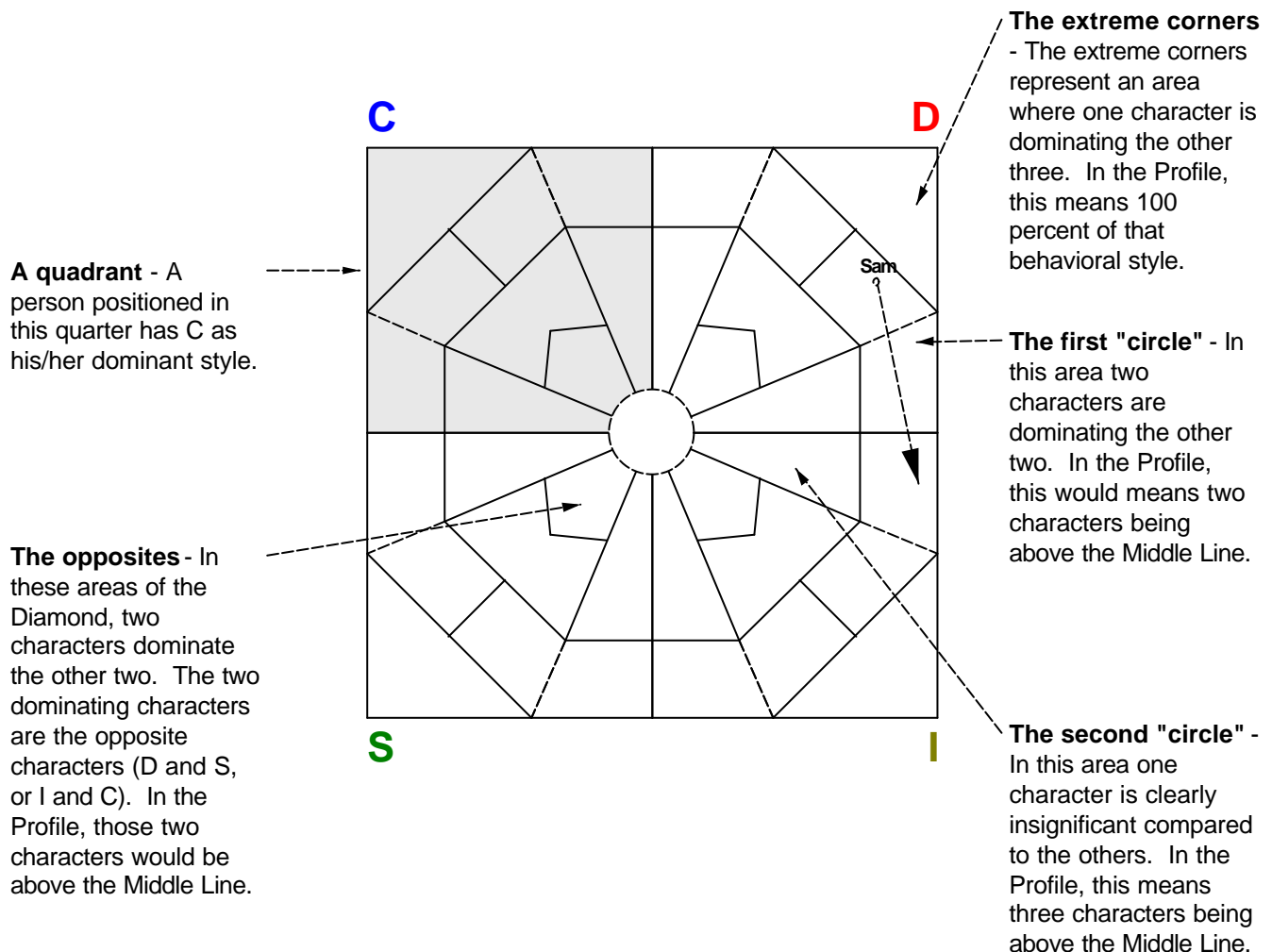
**Profile Points** - A profile ID number used to generate your report. They have no interpretative value.



**Understanding the Diamond**

The Extended DISC Diamond visually shows what behavioral styles are the most comfortable to you and what styles require the most energy from you. The Diamond is divided into 160 areas (40 in each quadrant), each illustrating a different combination of the four main behavioral traits.

The deepest shade on the Diamond shows the location of your natural style. Determine in what quadrant it is placed. This is your most natural and comfortable behavioral style (D, I, S or C). The shadings demonstrate the behavioral styles that are quite comfortable for you. The white areas illustrate the areas on the Diamond that will require the most energy, effort and concentration from you. The farther from your deepest shade you move, the more energy is required.





### Text Page

This page is a description of how others typically see individuals with your style. Read the text as such and use it to develop an overall picture of your style. In evaluating specific sentences, it is important to consider your conscious ability to adapt behavior.

In other words, while the text describes the typical behavior for individuals with your style, you certainly can modify your behavior to fit the needs of a particular situation or individual(s). Also, you may have already addressed the development areas by learning new skills.

If you find a statement that you believe does not accurately describe you, ask others for their feedback before you dismiss it. This may be a great opportunity for you to further improve your performance.

Identify the main items that you believe would have a positive impact on your performance if you were to consciously modify your behavior. You may want to get some input from others (peers, supervisor, coach, etc.) when selecting these items.

### Motivators Page

This page highlights dimensions that are typical for the individuals like you. Be sure that you do not focus on the right side of the page too much - many people do. Make sure you are taking advantage of the strengths of your style.

*Motivators* = You tend to like and feel comfortable with these items. Are you taking advantage of comfort areas?

*Situations that reduce motivation* = You tend not to like these items as much.

*Strengths* = These items require less energy from you.

*Reactions to pressure situations* = These items require more energy from you. Some of the items relate to you using your strength so much that it becomes a weakness.

Note! This is not a "can - cannot do" scale. In other words, it does not mean that you cannot excel on the items on the right side of this page. It simply indicates that these areas typically require more energy and concentration for individuals with your style.

Select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.

### Graphical Page

This page uses 1-10 point scale, from "Non-natural to Natural"

*Natural* - most on the right. These items require less energy from you.

*Non-natural* - most on the left. These items requires more energy from you.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in this area. The results simply indicate that you must spend more conscious effort, concentration and energy with this particular behavioral aspect.

Select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.



### Additional Pages

Interpret Additional Pages just like the Graphical Page. The pages also use 1-10 point scales, from "Non-natural to Natural"

*Natural* - most on the right. These items require less energy from you.

*Non-natural* - most on the left. These items requires more energy from you.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in this area. The results simply indicate that you must spend more conscious effort, concentration and energy with this particular behavioral aspect.

The Additional Pages focus on:

- Administrative Style
- Customer Service Style
- Entrepreneurial Style
- Information Technology Style
- Leadership Style
- Management Style
- Project Style
- Sales Style
- Team Style
- Training Style

When using the additional pages, select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.



**Worksheet - The Text Page**

Identify what you believe to be your greatest strengths. How are you using them in your current position?

Should you adjust your style to improve your performance? If yes, how?

Are there statements that you do not think describe you?

Is this something you have learned to do or to avoid?

Why do I not see this in my behavior?

What about others? Can they see it in my behavior?



**Worksheet - Motivators**

Identify two *Motivators* that are being fulfilled in your current position:

How can you increase their effect on your performance? Be specific.

Identify two *Strengths* that you can capitalize upon in your current position:

How can you maximize the impact of your *Strengths*? Be specific.

Identify two *Situations that Reduce Motivation* that create the greatest challenges in your current position:

How can you decrease their effect on your performance? Be specific.

Identify two *Reactions to Pressure Situations* that you can work on that will have the greatest impact on your performance in your current position:

How can you develop in these areas to improve your performance? Be specific.



## Worksheet - Graphic Section

### Job Description:

Identify two areas that are comfortable for you in your current position:

Identify two areas that are less comfortable for you in your current position:

Based on the above, how can you adjust your style to improve your performance?

### Decision-making:

Identify an aspect of your decision-making style that is the most comfortable for you. What impact does it have in your current position?

Identify an aspect of your decision-making style that is the least comfortable for you. What impact does it have in your current position? What can you do to improve?

### Communication:

Identify an aspect of your communication style that is the most comfortable for you. What impact does it have in your current position? How can you capitalize on it more effectively?

Identify an aspect of your communication style that is the least comfortable for you. What impact does it have in your current position? What can you do to improve?

### Is motivated by:

Identify your greatest and lowest motivator from the five motivation factors.

How can you capitalize on your greatest motivator?

Do your current responsibilities require behaviors that relate to your lowest motivator? How can you reduce its impact and/or adjust your style accordingly?



**Improving your performance:**

There is no one best style. Each style has advantages and disadvantages. Depending on your style, below are some of the most important things you could do to improve you performance.

**D-style:**

Slow down, be more patient.  
Do not jump to conclusions or snap decisions.  
Listen to others more.  
Be more aware how you impact others.  
Do not overreact.

**I-style:**

Talk less, listen more.  
Do not react emotionally.  
Do not over promise.  
Focus more on details.  
Follow-up.

**S-style:**

Be more assertive and aggressive.  
Speak out.  
Act now, think less.  
Keep your emotions under control.  
Do not be afraid of change and new things.

**C-style:**

Talk more.  
Decide and take action faster.  
Do not be afraid to make mistakes.  
Do not lose the big picture.  
Accept ambiguity.



### How to Identify Others' Styles:

Once you know what your style is, you need to know the other person's style in order to make the appropriate adjustments in your style. Below you will find a helpful checklist to help you.

#### D-styles:

Often appears to be in a hurry.  
Is direct, says what thinks.  
May be blunt.  
States own opinions as facts.  
Interrupts others.  
May talk to many people at the same time.  
"What's the bottom line?"  
Is aggressive.  
Is demanding.  
"How does this benefit ME?"  
Very impatient.  
Becomes irritated easily.

#### I-style:

Is open and friendly.  
Talks a lot.  
Gets easily excited.  
Is animated.  
Talks about people he/she knows.  
Does not focus much on details.  
Does not listen for long.  
Does not pay close attention.  
May ask same questions several times.  
Jumps from subject to subject.  
Stays away from hard facts.

#### S-style:

Appears calm.  
Does not get easily excited.  
Listens carefully.  
Nods and goes along.  
Is easy-going.  
Asks questions and inquires about the specifics.  
Seems to have strong opinions but does not express them vocally.  
Appears thoughtful.  
Completely new ideas/things seem to make him/her uncomfortable.

#### C-style:

Appears reserved and somewhat timid.  
Is quiet.  
Focuses on details.  
Asks many questions.  
Studies specifications and other information carefully.  
Proceeds cautiously.  
Doesn't easily express disagreeing views.  
May have done homework on the topic.  
May be very critical; criticism based on facts, not opinions.



**Communication Considerations:**

Effective communication is critical in all types of interactions. Below you will find a helpful checklist to assist you in improving you effectiveness with the different styles.

**When communicating with D-styles:**

- Be direct and specific.
- Provide alternatives.
- Ensure he/she wins.
- Disagree only on facts.
- Enjoy the battle.
- Do not be emotional.
- Do not dominate.
- Act quickly, he/she decides fast.

**When communicating with I-styles:**

- Be a friend, do not ignore.
- Schedule time for chatting.
- Have fun and act silly.
- Let him/her speak.
- Give recognition.
- Speak about people and feelings.
- Remember to follow up.
- Move closer.

**When communicating with S-styles:**

- Slow down your presentation.
- Build trust.
- Focus on people.
- Provide the information he/she needs.
- Present issues logically.
- Secure commitment piece by piece.
- Be sincere, do not dominate.

**When communicating with C-styles:**

- Provide facts.
- Do not touch.
- Be patient, slow down.
- Give plenty of detailed information.
- Control your own activity.
- Do not talk about personal issues.
- Do not pressure.
- Focus on issues.





### Do's and Don'ts with the Styles:

Below is a checklist of what to do and what not to do with the different styles:

#### D-style:

##### Do:

- Be direct.
- Provide alternatives.
- Ensure he/she "wins".
- Give immediate feedback.
- Concentrate on subject.
- Act quickly.
- Let him/her speak and listen.
- Focus on issues.
- Show interest.
- Provide direct answers.

##### Don't:

- Go into all the details.
- Provide too much information.
- Try to control the situation.
- Talk too much.
- Lose focus.
- Slow down.
- Take issues personally.

#### I-style:

##### Do:

- Maintain positive atmosphere.
- Help to achieve popularity and recognition.
- Allow to express him/herself.
- Take time to chat and talk.
- Be more expressive.
- Be more enthusiastic.
- Focus on the big picture.
- Focus on the people aspects.
- Get involved in the process.

##### Don't:

- Talk about too many details.
- Fail to socialize.
- Bring up negative issues.
- Fail to have fun.
- Set restrictions.
- Be too practical.
- Be pessimistic.



**Do's and Don'ts with the Styles:**

Below is a checklist of what to do and what not to do with the different styles:

**S-style:**

**Do:**

Proceed in logical order.  
Ask specific questions to find out true needs.  
Provide support.  
Provide precedents to reduce uncertainty.  
Remember fairness and justice.

**Don't:**

Forget your promises.  
Make unexpected changes.  
Be unreliable.  
Forget to provide enough information.  
Move too fast.  
Be impatient.

**C-style:**

**Do:**

Listen carefully.  
Answer questions calmly and carefully.  
Be thorough; remember to include all relevant information.  
Slow down your presentation.  
Utilize written supporting materials.  
Find out what the key issues are and focus on them.

**Don't:**

Move too fast.  
Spend too much time with small talk.  
Move too close.  
Lose patience in providing all the requested information.  
Expect decisions right away.

