

Your DiSC[®] Profile

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This report is provided by:

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In Your Report



FUNDAMENTALS

Your DiSC® StyleFN-1



WORKPLACE

What Drives YouWP-1

You and Other StylesWP-5

Build Better RelationshipsWP-10

PERSONALIZED STYLE INDEXPS-1



Your DiSC® Style

INTRODUCTION

Dan, when you think of your best work experiences, what do they have in common? Maybe you had a familiarity with your team, where everyone just clicked. Coworkers considered the way you liked to communicate and collaborate. Things got done, and even conflicts ended up being productive. The environment empowered you to stretch in new ways.

DiSC® helps you transform these “best” work experiences into everyday work life. It does this by helping you understand yourself and others better, improve your relationships, and become more effective in the workplace.

To get you started, this section will introduce you to the DiSC model, your DiSC style, and the story your style reveals about you. With this foundation, you’ll be ready to explore how DiSC can help you grow and thrive across a variety of contexts.

YOU WILL LEARN

1. The basics of the DiSC model
2. Your DiSC style
3. What your style says about you



Fundamentals

CORNERSTONE PRINCIPLES

- All DiSC styles and priorities are **equally valuable** and everyone is a blend of all four styles.
- Your work style is also influenced by **other factors** such as life experiences, education, and maturity.

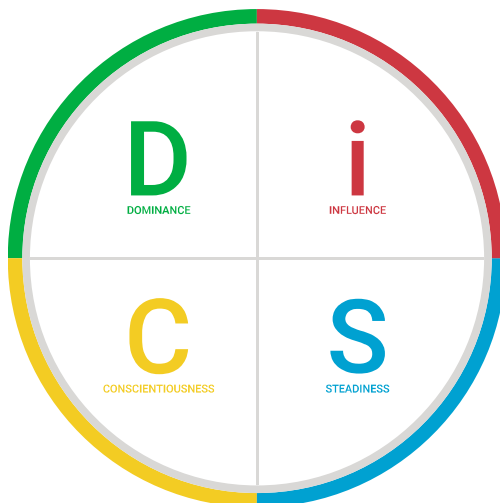
OVERVIEW OF THE DiSC® MODEL

Dominance

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

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



Influence

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

Steadiness

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



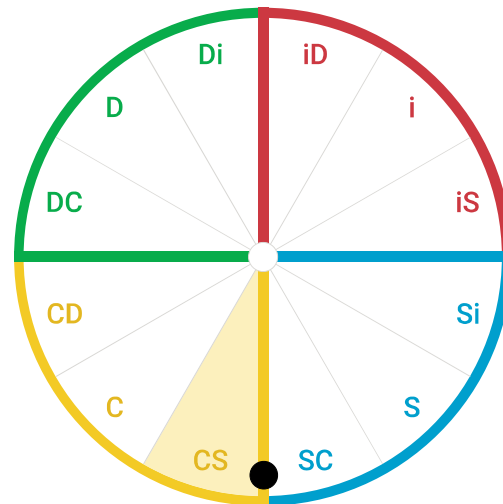
Your DiSC® Overview

YOUR DOT

This report is personalized to you, Dan, based on your assessment results. In order to get the most out of your experience, you'll need to understand your personalized DiSC® map, pictured to the right. As you saw on the previous page, the Everything DiSC® model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.

Your dot location shows your DiSC style. Because your dot is located in the C region, but is also near the line that borders the S region, you have a CS style.

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



Your DiSC® Style: CS

People with the CS style tend to be reflective, careful, and committed to doing things correctly.

CLOSE TO THE EDGE OR CLOSE TO THE CENTER

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

Now that you know a little bit about the personalization of your DiSC Map, you'll learn more about what your dot location says about you. You'll also learn some basic information about the other DiSC styles.



Your CS Style

YOUR DOT TELLS A STORY

Because you have a CS style, Dan, you're probably a very reliable person who works conscientiously to perform in a steady and predictable manner. More than anything, you want a sense of security. You appreciate clearly defined expectations, and although you usually maintain a calm exterior, you may fall into patterns of worrying about unpredictable, uncontrollable events.

Most likely, you want to be assigned specific tasks and responsibilities, and you probably avoid high-pressure situations or roles. At the same time, you're happy to do your part to contribute to the team's success. Because you want to build a stable environment for yourself, you may do what it takes to make sure standard systems and procedures are in place. Furthermore, you're probably most comfortable working with those who share your systematic nature.

You have very specific expectations for yourself and a strong desire to do things correctly. Accuracy and precision tend to be important to you, and you may even strive for perfection to avoid any chance of being criticized. Most likely, you tend to double- or triple-check your work, and you may be called on to complete projects that require precise care. However, while you tend to produce results of the highest quality, you may occasionally get bogged down in the specifics.

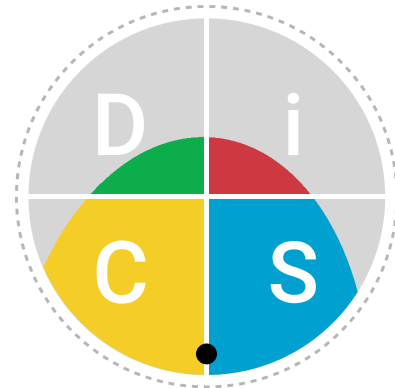
Like others with the CS style, you tend to be quiet and prefer to maintain a degree of privacy, so others may see you as serious or detached. You're unlikely to express your feelings around those you don't know well. In fact, you're probably uncomfortable when others express their own emotions or share too much personal information.

When communicating with others, you tend to maintain a diplomatic approach. Most likely, you avoid topics that could spark controversy. Rather, you strive to think carefully before speaking, and you probably admire others who share this tendency. Because you're often soft-spoken, you may feel overpowered at times by those who are more direct.

You tend to be cautious, so you take time to examine the facts carefully before making decisions. While your conclusions are often well thought out, more spontaneous colleagues may think that your slower pace gets in the way of forward progress. Furthermore, your commitment to proven, time-tested methods may cause you to resist new and innovative ideas that could be more effective.

Because you're uncomfortable with aggression and emotionally-charged situations, you probably dislike direct conflict. Most likely, you feel that your need for safety and security is threatened when people don't get along. When things become heated, you may try to change the topic. If this doesn't work, you may put up your defenses by simply shutting down.

Dan, like others with the CS style, your most valuable contributions to the workplace may include your consistency and reliability, your commitment to quality, and your steady contributions to the team's success. In fact, these are probably some of the qualities that others admire most about you.

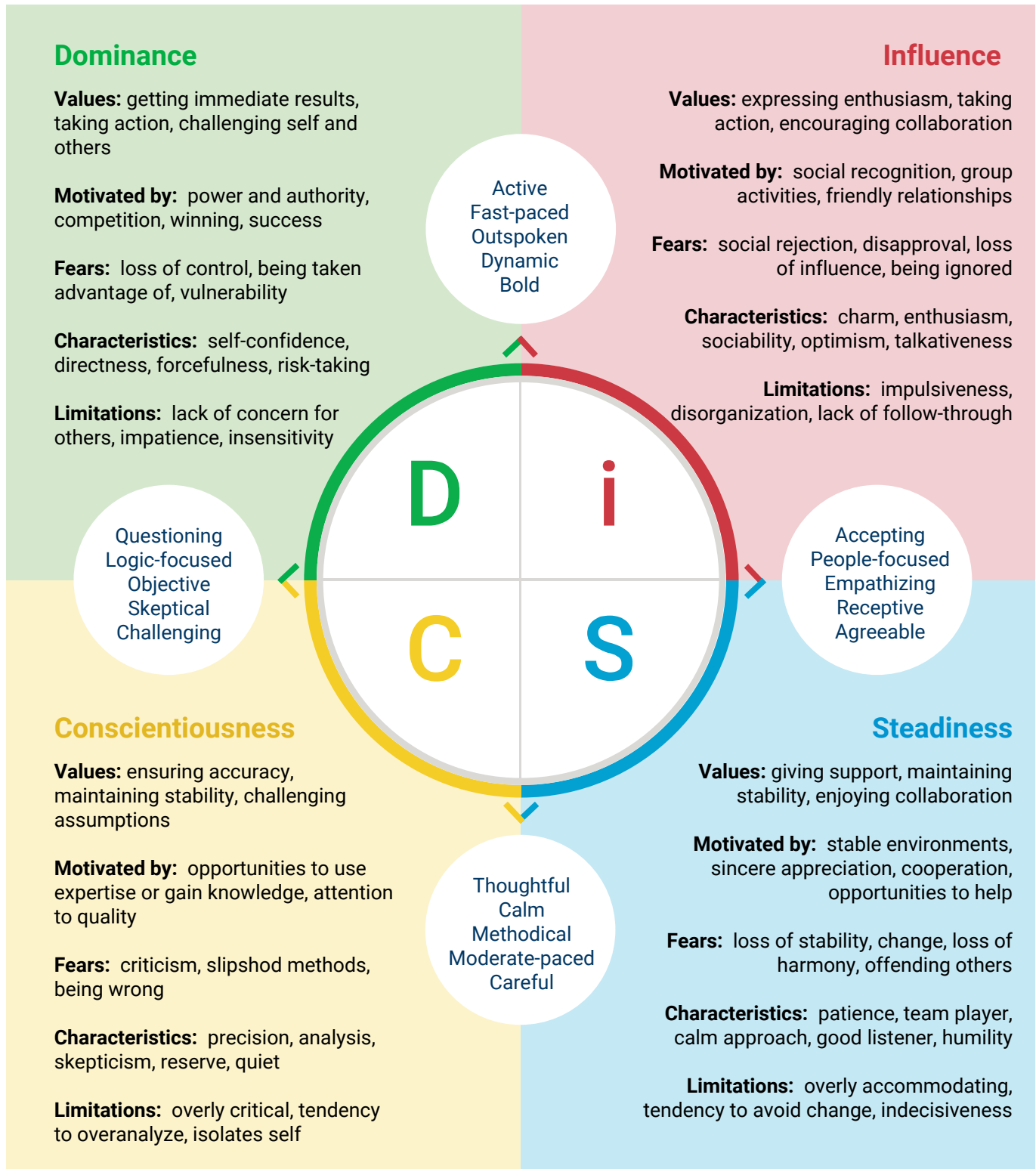


Your dot location determines your shading, which indicates your comfort zone. Activities associated with your comfort zone may come more naturally to you, while those outside may take more energy.



Overview of DiSC®

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





What Drives You

INTRODUCTION

Dan, have you ever noticed that there are certain things you tend to focus on at work? Or that you're energized by some tasks but dread doing others?

We all bring different preferences and tendencies to the workplace. Some of us focus on making rapid progress. Others advocate for a more cautious approach. Some people seek out collaboration and interaction. Others prefer to go it alone.

In the pages that follow, you'll gain a deeper understanding of what you bring to the workplace. What do you care about? What motivates you? What frustrates you? Personalized strategies built on these insights will then help you increase your effectiveness and satisfaction at work.

YOU WILL LEARN

1. Your workplace priorities
2. Your workplace motivators
3. Your workplace stressors
4. Strategies to be more effective



Workplace

THE DiSC® MODEL

Your dot location and style are shown below, along with information on what people with different DiSC styles often value in the workplace.

Dominance

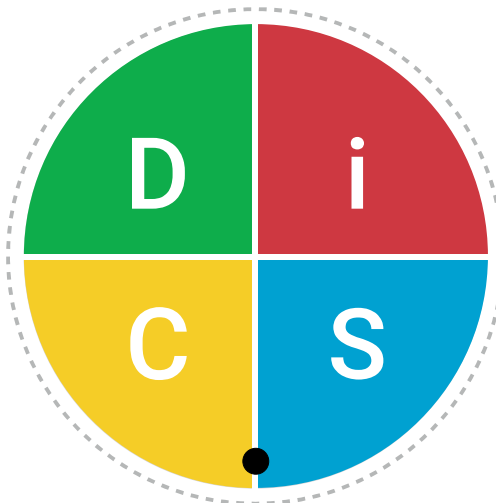
Cares about:

- Making quick progress
- Pushing through obstacles

Conscientiousness

Cares about:

- Getting things right
- Maintaining high standards



Influence

Cares about:

- Building strong relationships
- Being part of exciting new ventures

Steadiness

Cares about:

- Creating a harmonious environment
- Being a good teammate

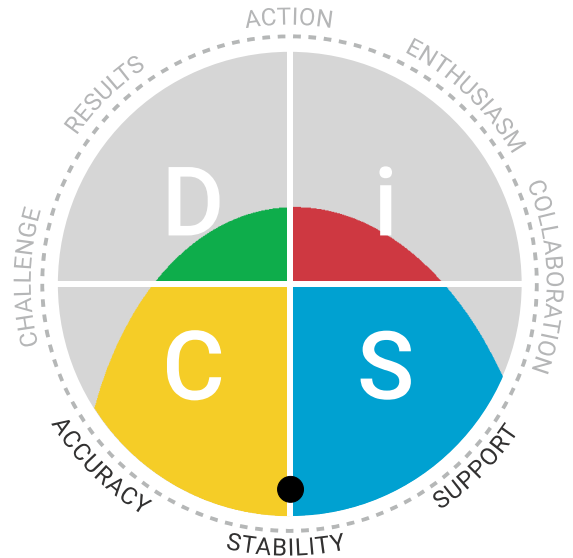


Your DiSC® Style at Work

WORKPLACE PRIORITIES

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

Typically, people with the CS style have shading that touches Stability, Accuracy, and Support. Your shading is characteristic of the CS style.



Maintaining Stability

Dan, you prefer a calm setting where you can work steadily and provide consistency. You want to solve problems logically and figure out the best approach without the distraction of a chaotic environment. Impulsivity and risky decisions probably strike you as reckless and irresponsible. Because maintaining stability is important to you, you probably try to anticipate upcoming changes as much as possible.

Ensuring Accuracy

People with the CS style tend to be detail-oriented and precise. You won't settle for sloppy, subpar work, so you probably place a lot of pressure on yourself to get things right. Likewise, you prefer to study your options carefully and make decisions only after weighing the pros and cons. Overall, you focus on being accurate to ensure reliable outcomes.

Giving Support

Like others with the CS style, you tend to be polite and diplomatic. Most likely, you have a strong need for harmony in your relationships, so you tend to be considerate of other people's needs. Furthermore, you're unlikely to display anger or impatience, so people probably feel comfortable asking for your help. In fact, you're often willing to put your own needs aside to give the support that's needed.



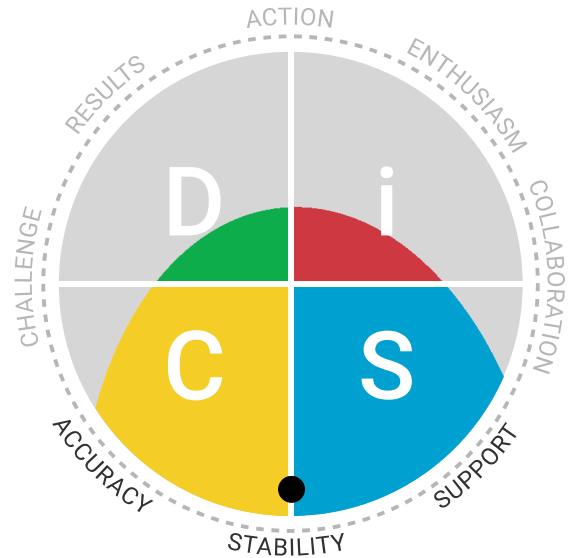
Motivators & Stressors

WHAT MOTIVATES YOU?

Different people find different aspects of their work motivating. Like other people with the CS style, you probably enjoy working steadily to ensure high-quality results and logical solutions. Most likely, you seek out stable, supportive environments where you're able to focus on precision and making cautious, practical decisions.

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

- Catching errors or flaws in design
- Maintaining high standards
- Bringing order to a project
- Supporting people when they face a challenge
- Solving problems through logic
- Providing in-depth analysis
- Ensuring accuracy and precision
- Working steadily toward a goal
- Being an expert



WHAT IS STRESSFUL FOR YOU?

Then there are those aspects of your work that are stressful for you. Because you tend to be cautious and introspective, you may find it draining when your job requires you to be in unpredictable situations. You may find it hard to make important decisions before carefully studying all your options. And because you have such high standards, you probably find it distressing when you're pressured to improvise or don't have the time to do a quality job.

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

- Working without clear guidelines
- Making decisions without time for analysis
- Having to mingle with strangers
- Dealing with a chaotic environment
- Being wrong or unprepared
- Dealing with emotional or erratic people
- Operating in a political atmosphere
- Being forceful or insistent
- Initiating change and taking risks



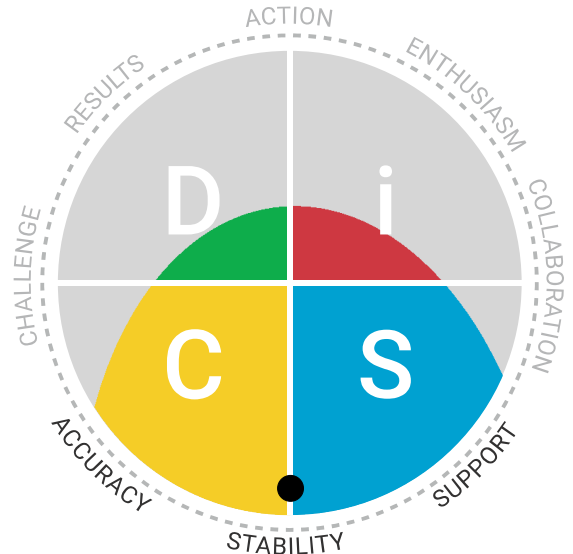
Strategies for Effectiveness

Dan, the three key strategies below can help you apply what you've learned about your style to becoming more effective at work and positively contributing to your organization's culture.

1 BE FIRM AND STAND YOUR GROUND

You may find it hard to take a firm stance when you feel you're being pressured to take a different direction. As you've probably discovered, a lot of people are willing to push their plans on someone who they think will give in. If you continually back off from your own ideas too easily, people might assume you're generally indifferent, and they may have less regard for your preferences in the future.

- Remind yourself that just because others are confident doesn't mean their ideas are better than yours.
- Consider the long-term consequences of letting your ideas be stifled.



2 INCREASE YOUR SENSE OF URGENCY

Most likely, you prefer a calm, steady pace that allows you to ensure dependable follow-through. However, you probably work with other people who want to move quickly and boldly. Be careful that your preference for measured progress doesn't dampen the urgency and passion that can help drive the group to great accomplishments.

- Consider practical shortcuts rather than relying strictly on routines and tested methods.
- Ask yourself whether you could take more initiative to get things moving rather than waiting for problems to arise before you act.

3 RECOGNIZE THE VALUE OF NETWORKING

You tend to be somewhat private, and as a result, you may fail to make important connections with people in your workplace. People who are expressive and outgoing may have an easier time networking. By opening up and making your emotions more available, you may be able to gain trustworthy allies who will help you achieve your goals in the organization.

- Consider how networking with others might lead to improved results for a project and stronger connections for you.
- Ask yourself whether you could be more expressive in certain situations, which could make it easier for others to connect with you.



You and Other Styles

INTRODUCTION


Dan, have you ever wondered why you connect well with some people, but find it harder to relate to others?

DiSC® gives you insight into your relationships by helping you appreciate where others are coming from. In this section, you'll learn about the different DiSC styles, so you can see what you and your colleagues have in common and where you differ. You'll explore how others' priorities compare to yours, and what that means for your relationships.

Seeing these priorities for what they are—areas where work is most meaningful for each of us—creates opportunities to appreciate differences. This lays the groundwork for stronger relationships based on understanding and respect.

YOU WILL LEARN

1. The workplace priorities of other styles
2. How well you might relate to those priorities
3. Your similarities and differences



Workplace

DiSC® MODEL AND WORKPLACE PRIORITIES

The priorities around the circle show where the different styles focus their energy at work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the CS style have shading that touches Stability, Accuracy, and Support. Your shading is characteristic of the CS style.

Dominance

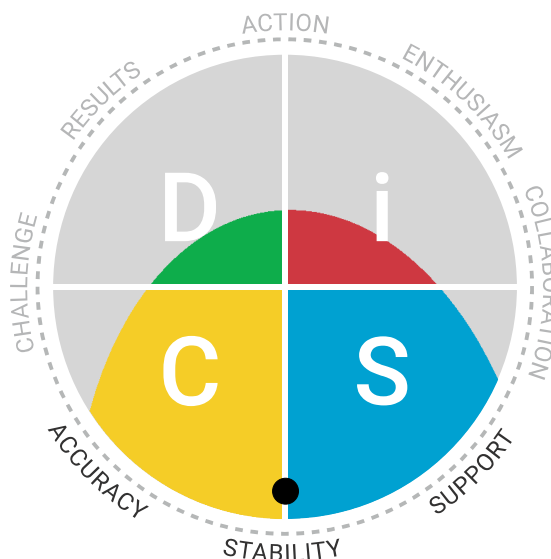
You will notice:

- Driving toward results
- Taking quick and bold action
- Challenging things that aren't working

Conscientiousness

You will notice:

- Striving for accuracy and high quality
- Taking a systematic approach to ensure stability
- Challenging flawed ideas and approaches



Influence

You will notice:

- Maintaining enthusiasm
- Taking quick action toward exciting possibilities
- Collaborating and socializing

Steadiness

You will notice:

- Being supportive and patient with others
- Collaborating and cooperating
- Being dependable and even-tempered to ensure stability



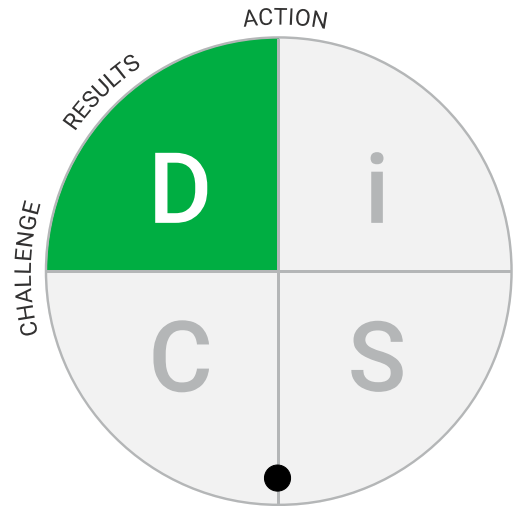
The D Style & You

HOW MIGHT YOU REACT TO THE D STYLE?

Imagine that you regularly interact with someone with a D style. She's well-respected by the organization as a go-getter who delivers on her promises, but you probably find her direct, forceful approach to be too aggressive. Also, because you prefer a calm environment, you may have trouble with her insistent push for results.

To you, this colleague seems to thrive on rapid progress, often driving toward bold and radical change. Because you prefer a safer, more predictable work environment, this focus on immediate action probably makes you pretty uncomfortable. In addition, because you value order and harmony, you may wonder why she rocks the boat by pushing others to accomplish her ideas at a fast pace.

Furthermore, while you tend to have a somewhat analytical nature, you may not always appreciate her sense of skepticism, especially when she challenges your methods. Because you both like to control how things are done, it's likely that the two of you tend to pursue your goals independently.



To you, people with the D style may seem:

- Blunt
- Forceful
- Demanding
- Impulsive

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Results

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

Action

In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. Since you usually prefer to take your time and think things through, you may find their fast pace a bit reckless.

Challenge

Furthermore, those with the D style also prioritize **Challenge**. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. While you also tend to ask questions, you may find that their frank approach makes you uncomfortable at times.



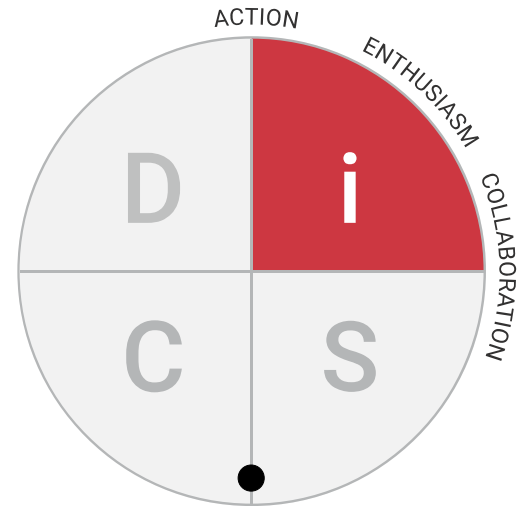
The i Style & You

HOW MIGHT YOU REACT TO THE i STYLE?

Now, imagine that you also work with someone with an i style. He seems to know everyone on a first-name basis and always has the latest scoop. To you, he often seems overly optimistic, and you may find it hard to relate to his positive outlook and enthusiasm.

You may notice that he seems to be drawn to fast action and enjoys initiating rapid change. Because you're more concerned with stability and reliability, his constantly on-the-go approach may seem scattered to you. And since you prefer to work in a more orderly, predictable environment, you may find his spontaneity and flexibility to be frustrating.

To you, he may seem overly concerned with being in the spotlight. And while you sometimes share his interest in collaborating, you also enjoy your independence, and you may think that he suggests working together on projects too frequently. Furthermore, because you're more focused on follow-through, you may end up carrying his weight behind the scenes after he's already moved on.



To you, people with the i style may seem:

- Emotional
- Talkative
- Scattered
- Energetic

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Enthusiasm

People with the i style put a high priority on **Enthusiasm** and tend to maintain an upbeat attitude. Because they get excited about new possibilities, they may be very expressive when communicating their ideas. Because you're usually more introspective than they are, you may find their high-spirited style to be a bit overwhelming at times.

Action

In addition, they prioritize **Action**, so they focus on making quick progress toward exciting solutions. Because they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you like to take a careful, methodical approach, you may not relate to their spontaneity and interest in adventurous ideas.

Collaboration

Furthermore, those with the i style also prioritize **Collaboration**. They enjoy meeting new people, and they probably have a talent for getting everyone involved and building team spirit. They appreciate teamwork and often gather the group to work on projects collaboratively. Although you're probably not opposed to occasional group efforts, you may prefer to work alone, and their push for teamwork may make you uncomfortable at times.



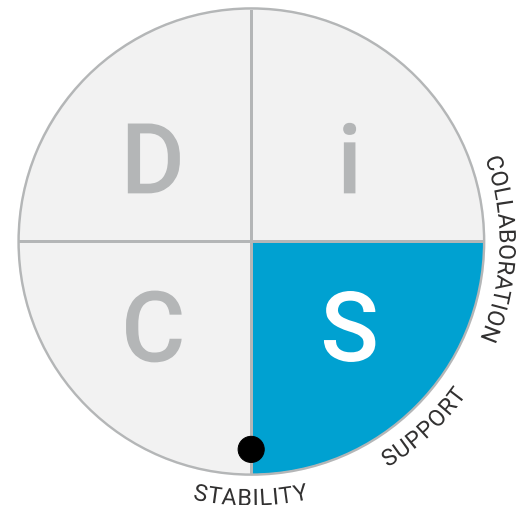
The S Style & You

HOW MIGHT YOU REACT TO THE S STYLE?

Now, let's imagine that you regularly interact with someone who has an S style and shares your desire to support the needs of others. To you, he seems even-tempered and accepting, and you're never afraid to ask him a question because he's always patient and happy to help. And because you're both fairly accommodating, you are probably comfortable working together on projects.

He is well-liked by everyone and can always be counted on to perform his job consistently. Around the office he's often referred to as a "rock," and because you also tend to be uncomfortable with chaos, you probably appreciate that he doesn't spring any wild ideas on you at the last minute.

Since you both like to keep a low profile, you probably share his discomfort with public recognition. And because he's so agreeable and cooperative, it never feels like a competition between the two of you. However, while you sometimes share his interest in teamwork, you may occasionally wish he'd spend more time on analysis and less time trying to please everyone.



To you, people with the S style may seem:

- Trusting
- Dependable
- Soft-hearted
- Uncritical

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Support

People with the S style place a high priority on providing **Support**. They tend to be good listeners, and as a result, they're often seen as patient and accommodating. They don't hesitate to help out when they can, and they value a warm and easygoing environment. Although you probably appreciate their laidback and helpful approach, you may want them to focus a little more on logic and facts at times.

Stability

In addition, they prioritize **Stability**, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they're probably methodical and avoid rapid change whenever possible. Because you also tend to consider the risks before making decisions, you probably appreciate their tendency for dependability and follow-through.

Collaboration

Furthermore, people with the S style also prioritize **Collaboration**. They enjoy working with others in a trusting, warm environment, and they may go out of their way to make sure people feel included and accepted. Although you probably appreciate their focus on friendly teamwork, you may be more comfortable working alone than they are, so you may feel that they emphasize group efforts a little more than you would like.



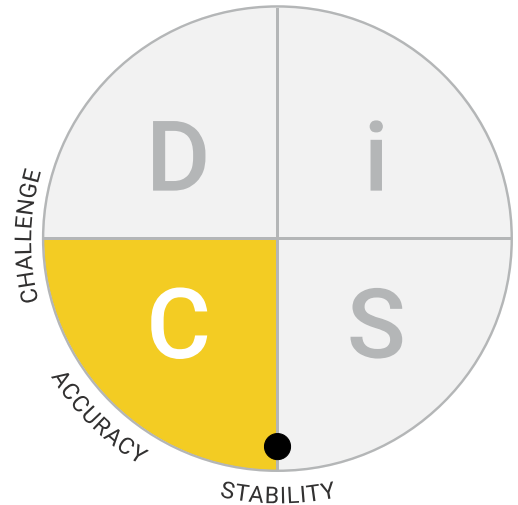
The C Style & You

HOW MIGHT YOU REACT TO THE C STYLE?

Imagine that you regularly interact with someone who has a C style and shares your priority of accuracy. Like you, she's not highly sociable, and you can probably relate to her dedication to getting things done right. Because she shares your desire for quality and precision, she tends to hole up in her office for long stretches of time, checking her work two or three times before being satisfied. You can probably identify with these high standards.

Like you, she wants a stable environment where she can ensure reliable outcomes. She often seems methodical and precise, and since you're also cautious, you probably appreciate that she takes the time to evaluate big decisions. And, because she likes to analyze risks, she's unlikely to push for the bold ideas or drastic changes that you prefer to avoid.

However, she tends to challenge people's ideas, and if the two of you have conflicting viewpoints, you may be intimidated by her unyielding arguments. Still, you can probably trust that when she commits to something, she will follow through.



To you, people with the C style may seem:

- Logical
- Systematic
- Reliable
- Analytical

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Accuracy

People with the C style place a high priority on **Accuracy**. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. They value being precise, and as result, they will often ask in-depth or skeptical questions. While you may relate to their emphasis on creating sound solutions, you may sometimes find them more detached and analytical than you tend to be.

Stability

In addition, they prioritize **Stability**. Because they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. They tend to analyze all the options, and they often make decisions that promise predictable outcomes. Because you also prefer to spend time ensuring dependable results, you may relate to their tendency to avoid rushing into things.

Challenge

Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you tend to be less likely to speak up about issues, you may find them overly open with their skepticism.



Build Better Relationships

INTRODUCTION


While everyone wants good relationships in the workplace, we may disagree on what that really means. A first step is simply understanding what that looks like for each other—how do we want to be treated?

DiSC® helps you understand the various ways people approach communication and collaboration. In this section, you'll explore how to connect with your coworkers, based on strategies that take their style and priorities into consideration as well as your own.

With this information, you can meet your coworkers where they are, leading to smoother, more effective relationships and a work culture built on respect.

YOU WILL LEARN

1. How to be more effective with each DiSC style
2. How to solve problems when working with each DiSC style
3. How to manage tension with each DiSC style



Workplace

DiSC® MODEL AND WORKPLACE PRIORITIES

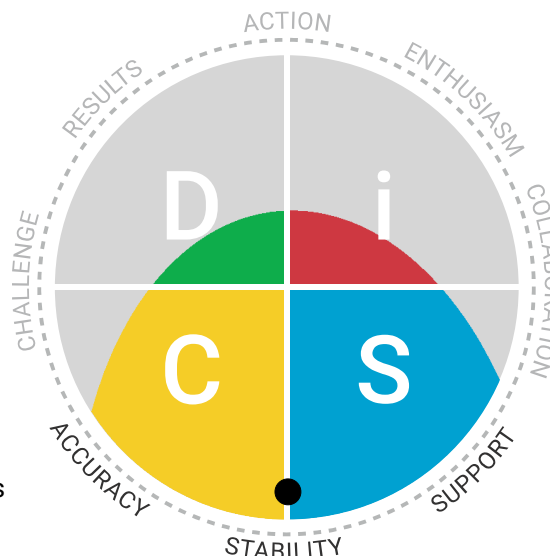
The priorities around the circle show where the different styles focus their energy at work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the CS style have shading that touches Stability, Accuracy, and Support. Your shading is characteristic of the CS style.

D style responds well to:

- Directness
- Confidence
- Ability to get to the point quickly

C style responds well to:

- Facts and logic
- Calm and order
- Time and space to think things through



i style responds well to:

- Enthusiasm and excitement
- Positivity and optimism
- Warmth and openness

S style responds well to:

- Patience and calm
- Warmth and acceptance
- Diplomacy and consideration



Connecting with D

WHEN YOU NEED TO BE MORE EFFECTIVE:

Dan, people with the D style like to get right to the point, and this might affect the way you relate to one another. Since they prioritize rapid results, they don't want to spend time dwelling on specifics. You tend to be careful and restrained, and you may be more interested in approaching discussions in a cautious, orderly manner. As a result, you may find them to be too pushy at times, while they may become frustrated by your preference to analyze every option.

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

- Talk to them about the big picture and the bottom line rather than getting caught up in the details.
- Seek the clarification you need, but acknowledge their desire for immediate results.
- Show them that you can move more quickly when necessary.

WHEN PROBLEMS NEED TO BE SOLVED:

Compared to people with the D style, you're much more likely to take a careful, methodical approach to problem solving. Because they tend to make quick, bold decisions and can be very strong-willed, they may grow impatient with your cautious consideration of potential solutions. And since you're sometimes hesitant to take risks, they may dismiss your concerns, assuming that you simply want to avoid change altogether.

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

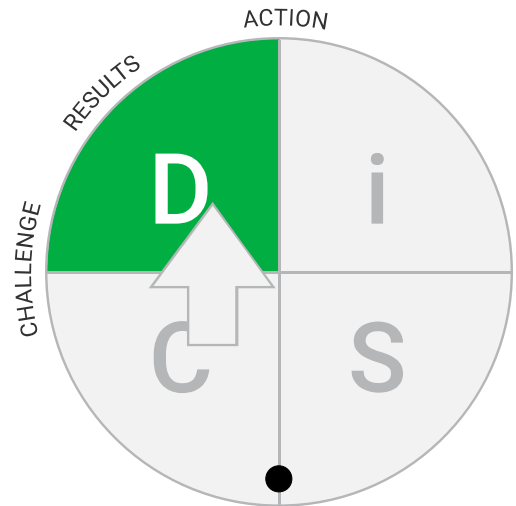
- Avoid appearing overly cautious or fearful of change.
- Be willing to consider their ideas that might initially seem too bold.
- Speak up about flaws or important details that have been overlooked, but avoid getting bogged down in analysis.

WHEN THINGS GET TENSE:

Because you prefer a calm, stable environment, you're less likely than your "D" coworkers to challenge ideas and address issues directly. They're probably frank and even argumentative in conflict, and, because you dislike aggression, you may try to change the subject when things get heated. You also like time to consider problems logically, so it may make you quite uncomfortable when they confront issues head-on. As a result, you may withdraw completely, and they may believe that the situation is resolved when you have simply buried your resentment.

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

- Don't let their assertiveness prevent you from speaking out.
- Communicate your points directly and objectively.
- Be aware that hiding your true feelings might cause the conflict to drag on or escalate.





Connecting with i

WHEN YOU NEED TO BE MORE EFFECTIVE:

Because people with the i style like high-energy environments where they can collaborate on exciting projects, Dan, they're probably quite a bit more sociable and outgoing than you tend to be. They want to create a lively team spirit, while you tend to focus on logic and individual tasks, as is typical of the CS style. As a result, their openness and unrestrained energy might make you uncomfortable, while they may view you as too closed off and reserved.

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

- Recognize the value of their interest in team spirit.
- Show respect for their spontaneity, high energy, and optimism.
- Focus on the positive and avoid appearing aloof.

WHEN PROBLEMS NEED TO BE SOLVED:

People with the i style rely heavily on intuition, and they like to dive in and act quickly when confronting a problem. For this reason, your tendency to study all the options systematically may strike them as overly cautious and tedious. Furthermore, their inclination to choose innovative ideas might clash with your preference for safer, more predictable solutions.

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

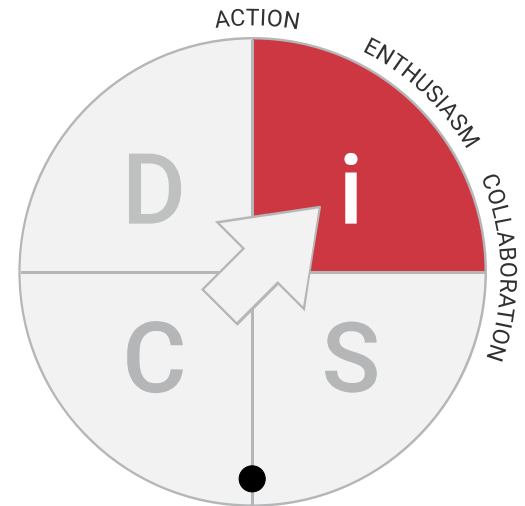
- Be open to their more creative solutions, but help them see the potential consequences.
- Tap into their energy when the situation requires a quick resolution.
- Refrain from shooting down their ideas too quickly.

WHEN THINGS GET TENSE:

Because people with the i style want to maintain friendly relationships, they may share your tendency to avoid conflict, at least initially. However, they're so focused on being heard that they may lash out when confronted. You tend to dislike emotional outbursts and prefer to deal with conflict logically. When faced with a dramatic response, you may withdraw from the situation and hope it just goes away. As a result, the conflict may linger beneath the surface and fail to be resolved.

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

- Address conflict directly rather than withdrawing from emotionally-charged situations.
- Suggest logical ways to resolve the conflict, but avoid coming across as too detached.
- Let them know that facing the disagreement now will lead to a stronger relationship down the road.





Connecting with S

WHEN YOU NEED TO BE MORE EFFECTIVE:

People with the S style value cooperation and friendly interaction, Dan, and this might affect the way you relate to one another. You approach your work systematically, and you're probably less interested in collaborating than they are. As a result, they may sometimes view you as cold or aloof. Furthermore, because the two of you like to maintain an orderly environment, you may avoid unpleasant topics, and this may prevent necessary discussions from happening.

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

- Avoid coming across as too detached, and work to gain their trust by showing interest in their opinions.
- Keep in mind that you may have to ask a few times before they'll tell you what's really bothering them.
- Don't let your shared diplomacy keep you from acknowledging real issues.

WHEN PROBLEMS NEED TO BE SOLVED:

Like people with the S style, you may hesitate before making decisions when it comes to solving problems. This is probably especially true when you're facing rapid, unpredictable change, and your inclination to overanalyze options may further contribute to situations going unresolved. In addition, both of you may avoid untested ideas in your decision-making process, and this could prevent growth and innovation.

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

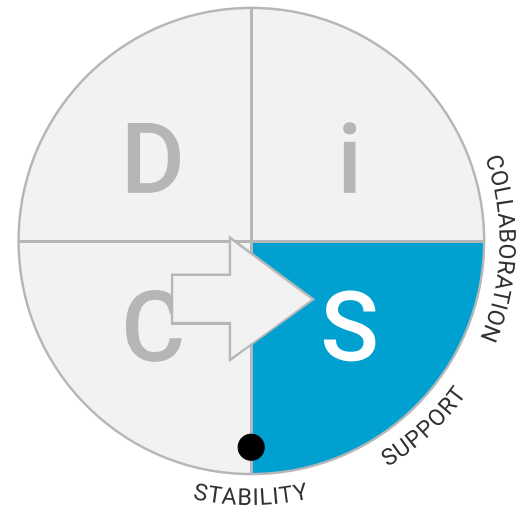
- Establish a deadline for choosing a solution, and find ways to make minor decisions more quickly together.
- Continue to consider the viability of your plans, but remember that taking some risks can sometimes lead to more favorable results.
- Share your concerns, but try not to dwell on everything that could go wrong.

WHEN THINGS GET TENSE:

Because people with the S style want to support others, they avoid rocking the boat and upsetting the people around them. You prefer a calm and controlled environment, so neither of you is likely to address conflict directly. While your shared tendency to sweep problems under the rug minimizes the chances of open hostility, it can also allow communication to break down and bad feelings to build.

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

- Address issues directly but diplomatically.
- Don't assume that their silence means that the matter is resolved.
- Be aware that restraining your thoughts and feelings could be more harmful than speaking candidly.





Connecting with C

WHEN YOU NEED TO BE MORE EFFECTIVE:

Dan, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. Because they want time to do things right, they may appreciate your tendency to give people space and avoid pressuring them. Furthermore, since they focus on logic more than relationships—and you're unlikely to push for more openness—communication between the two of you will probably be more restricted and polite.

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

- Allow time to get to know each other better to avoid misunderstandings.
- Talk to them about the objective, fact-based aspects of ideas and projects.
- Respect their preference to work independently, but let them know when you need more communication to keep projects on track.

WHEN PROBLEMS NEED TO BE SOLVED:

When it comes to solving problems, you share your "C" coworkers' tendency to consider all the consequences before making a decision, so the two of you may spend a lot of time second-guessing plans. Your mutual caution and systematic approach may delay progress, especially if there may be significant change. And, because you're both prone to overanalyzing things, you may have trouble advancing in the problem-solving process.

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

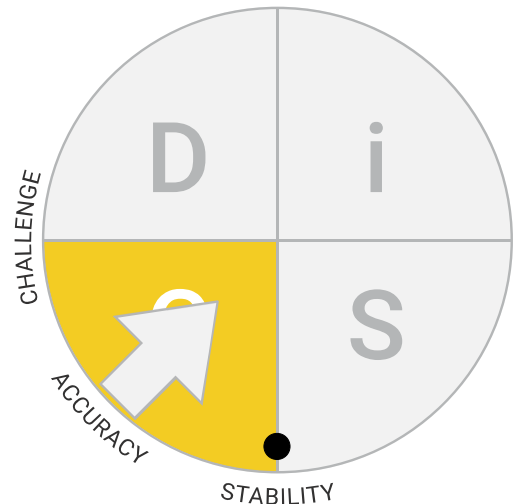
- Set a timeline for finding a solution, and look to external systems or people to provide a sense of urgency.
- Avoid getting bogged down in the details.
- Join them in careful analysis, but remember that perfectionism could lead to missed opportunities.

WHEN THINGS GET TENSE:

Because people with the C style often view conflict as a disagreement over who is correct, they usually avoid direct aggression and focus on challenging the reasoning behind an argument. Like you, they tend to withdraw from emotionally-charged situations, so it's unlikely that either of you will initiate a confrontation. However, by sidestepping issues, you may allow conflicts to remain unresolved. And, when you do address them, you may get caught up in arguments over whose position is more logical.

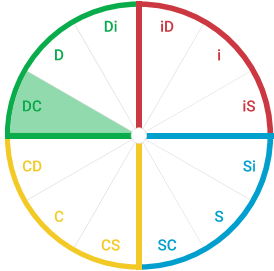
Therefore, when things get tense with people who have the C style, consider the following strategies:

- Avoid pulling back from the argument before it's clearly resolved, since they're also likely to withdraw.
- Assert your own position rather than simply agreeing with them to move on.
- Avoid engaging in logic battles over whose position is more correct.



Personalized Style Index

DC STYLE



Goals: Independence, personal accomplishment

Judges others by: Competence, common sense

Influences others by: High standards, determination

Overuses: Bluntness; sarcastic or condescending attitude

Under pressure: Becomes overly critical

Fears: Failure to achieve their standards

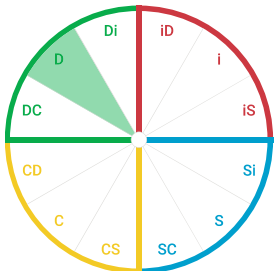
Would increase effectiveness through: Warmth, tactful communication

Dan, people with the DC style want to explore all options and make sure that the best possible methods are used. As a result, they may be very questioning and skeptical of other people's ideas. You aren't as questioning as they are, so you may have trouble relating to their challenging approach.

In addition, they're also focused on getting results, so they're often very direct and straightforward. When they're concentrating on the bottom line, they may overlook the feelings of others. You may have trouble relating to what you see as an excessive drive for results.

Finally, those with the DC style also ensure accuracy. Because they want to control the quality of their work, they prefer to work independently, and they may focus on separating emotions from facts. Since you also like to maintain high standards, you can probably relate to their objective, analytical approach.

D STYLE



Goals: Bottom-line results, victory

Judges others by: Ability to achieve results

Influences others by: Assertiveness, insistence, competition

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

Under pressure: Becomes impatient and demanding

Fears: Being taken advantage of, appearing weak

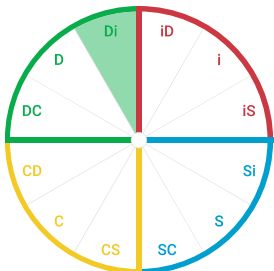
Would increase effectiveness through: Patience, empathy

People with the D style are strong-willed individuals who prioritize getting results. Because they want to make their mark, they constantly look for new challenges and opportunities. Since you're not particularly competitive, you may have trouble relating to their strong determination.

In addition, they also tend to be action-oriented, so they often focus on achieving their goals quickly and forcefully. Since they are often very fast-paced, they like it when people cut to the chase. Since you usually prefer to take your time and think things through, you may find their fast pace a bit reckless.

Furthermore, those with the D style also speak up when they see a problem. Because they want to control outcomes, they're often questioning and independent-minded. While you also tend to ask questions, you may find that their frank approach makes you uncomfortable at times.

Di STYLE



Goals: Quick action, new opportunities

Judges others by: Confidence, influence

Influences others by: Charm, bold action

Overuses: Impatience, egotism, manipulation

Under pressure: Becomes aggressive, overpowers others

Fears: Loss of power

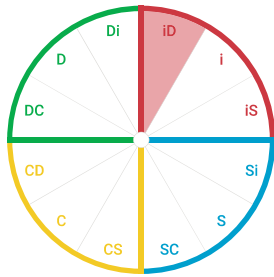
Would increase effectiveness through: Patience, humility, consideration of others' ideas

People with the Di style move at a fast pace, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. You prefer to keep a steadier pace, so you may not relate well to their energetic approach.

In addition, they're focused on getting results, so they often work to accomplish their goals rapidly. While they are competitive, they can also use charm to persuade others to help them succeed. You may think they are too focused on results.

Finally, those with the Di style tend to be energetic and enthusiastic, so they may come across as charming and fun. They probably use their excitement to inspire others and to create a lively environment. You may have trouble relating to their high-spirited approach.

iD STYLE



Goals: Exciting breakthroughs

Judges others by: Ability to think creatively, charisma

Influences others by: Boldness, passion

Overuses: Impulsiveness, outspokenness

Under pressure: Becomes impulsive, lashes out at others

Fears: Fixed environments, loss of approval or attention

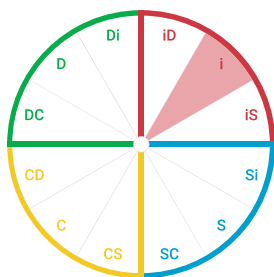
Would increase effectiveness through: Focusing on the details, patience, listening to others

Dan, people with the iD style value taking action, so they tend to focus on moving toward their goals quickly. They like to maintain a fast pace, and they're probably comfortable making decisions on the fly. You may have a difficult time keeping up with their rapid pace.

In addition, they tend to be enthusiastic, and they may come across as high-energy people who like to rally others around a common goal. Most likely, they maintain an upbeat attitude and bring a genuine optimism to their work. You may think their high level of enthusiasm is a bit distracting.

Furthermore, those with the iD style focus on getting results, so they may come across as ambitious and goal-oriented. Most likely, they enjoy leveraging relationships to achieve new accomplishments. To you, it may seem that their quest for results overlooks other important factors.

i STYLE



Goals: Popularity, approval, excitement

Judges others by: Openness, social skills, enthusiasm

Influences others by: Charm, optimism, energy

Overuses: Optimism, praise

Under pressure: Becomes disorganized, gets overly expressive

Fears: Rejection, not being heard

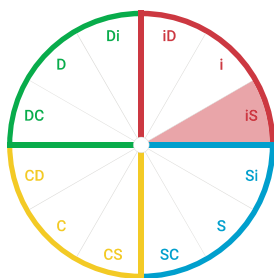
Would increase effectiveness through: Being more objective, following through on tasks

People with the i style put a high priority on enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Because you're usually more introspective than they are, you may find their high-spirited style to be a bit overwhelming at times.

In addition, they are action-oriented, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you like to take a careful, methodical approach, you may not relate to their spontaneity and interest in adventurous ideas.

Furthermore, those with the i style also appreciate collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Although you're probably not opposed to occasional group efforts, you may prefer to work alone, and their push for teamwork may make you uncomfortable at times.

iS STYLE



Goals: Friendship

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

Influences others by: Agreeableness, empathy

Overuses: Patience with others, indirect approaches

Under pressure: Takes criticism personally, avoids conflict

Fears: Pressuring others, being disliked

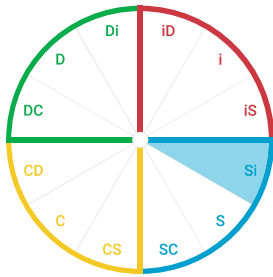
Would increase effectiveness through: Acknowledging others' flaws, confronting problems

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

In addition, they tend to be enthusiastic, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others. You tend to be less expressive than they are, and you may have trouble relating to their happy-go-lucky approach.

Furthermore, those with the iS style tend to be flexible people who want what's best for the group. When others struggle, they tend to show concern and offer uncritical support. Since you share their desire to help others, you can probably relate to their patient, accepting approach.

Si STYLE



Goals: Acceptance, close relationships

Judges others by: Receptivity to others, approachability

Influences others by: Showing empathy, being patient

Overuses: Kindness, personal connections

Under pressure: Avoids conflict, tries to make everyone happy

Fears: Being forced to pressure others, facing aggression

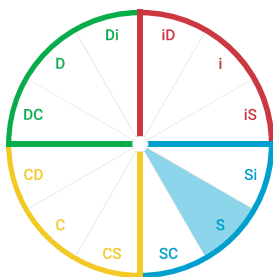
Would increase effectiveness through: Saying “no” if necessary, addressing issues

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

In addition, they’re also supportive, so they tend to place a high importance on the needs of others. Because they have an accommodating nature, they’re often willing to set aside their own opinions and needs to help others. Since you probably share their interest in people’s feelings, you may find it easy to relate to their tendency to look out for others.

Furthermore, those with the Si style usually come across as cheerful and upbeat. They tend to see the positive in most situations, and they’re encouraging of other people’s ideas. Most likely, you have trouble relating to their expressive style.

S STYLE



Goals: Harmony, stability

Judges others by: Dependability, sincerity

Influences others by: Accommodating others, consistent performance

Overuses: Modesty, passive resistance, compromise

Under pressure: Gives in, avoids revealing true opinions

Fears: Letting people down, rapid change

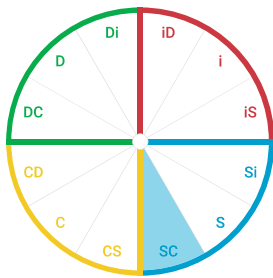
Would increase effectiveness through: Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing support. They tend to be good listeners, and as a result they’re often seen as patient and accommodating. Although you probably appreciate their laidback and helpful approach, you may want them to focus a little more on logic and facts at times.

In addition, they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you also tend to consider the risks before making decisions, you probably appreciate their tendency for dependability and follow-through.

Furthermore, people with the S style also value collaboration. Because they appreciate a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. Although you probably appreciate their focus on friendly teamwork, you may be more comfortable working alone than they are, so you may feel that they emphasize group efforts a little more than you would like.

SC STYLE



Goals: Calm environment, fixed objectives, steady progress

Judges others by: Reliability, realistic outlook, even temperament

Influences others by: Diplomacy, self-control, consistency

Overuses: Willingness to let others lead, humility

Under pressure: Becomes inflexible, hinders spontaneity, complies

Fears: Time pressure, uncertainty, chaos

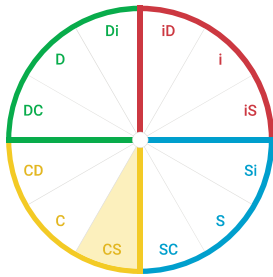
Would increase effectiveness through: Initiating change, speaking up

People with the SC style place a high priority on stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won’t bring a lot of surprises. Since you share their desire for stability, you can probably appreciate their careful, methodical approach.

In addition, they’re supportive, so they tend to be accommodating and willing to forfeit their own needs and preferences when necessary. They’re usually patient and diplomatic, and they aren’t likely to become overly emotional when pushed. Because you share a willingness to help others, you probably find it easy to relate to their patient, obliging approach.

Furthermore, those with the SC style focus on accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. You probably relate well to their interest in producing solid, error-free work.

CS STYLE



Goals: Stability, reliable outcomes

Judges others by: Precise standards, orderly methods

Influences others by: Practicality, attention to detail

Overuses: Traditional methods, sense of caution

Under pressure: Withdraws, becomes hesitant

Fears: Emotionally charged situations, ambiguity

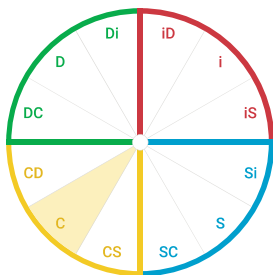
Would increase effectiveness through: Showing flexibility, being decisive, showing urgency

Dan, people with the CS style value stability, so they probably come across as orderly and precise. Since they prefer to be well-prepared, they tend to avoid taking risks or making rapid changes. Because you share their interest in a stable environment, you may appreciate their tendency to focus on steady progress.

In addition, they also place a high priority on accuracy, so they tend to spend time refining their ideas before moving forward. Most likely, they rely on data before making decisions and tend to take an objective approach. Because you share their tendency to value accurate outcomes, you may appreciate their careful, methodical approach.

Furthermore, those with the CS style are usually ready and willing to help when their expertise is needed. They also tend to be even-tempered and patient with both people and difficult situations. Because you share their obliging approach, both of you may fail to assert your own needs to avoid rocking the boat.

C STYLE



Goals: Accuracy, objective processes

Judges others by: Expertise, systematic processes

Influences others by: Logic, exacting standards

Overuses: Analysis, restraint

Under pressure: Overwhelms others with logic, becomes rigid

Fears: Being wrong, strong displays of emotion

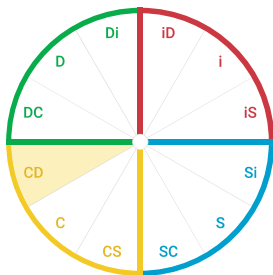
Would increase effectiveness through: Acknowledging others' feelings, looking beyond data

People with the C style focus on accuracy and getting things right. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. While you may relate to their emphasis on creating sound solutions, you may sometimes find them more detached and analytical than you tend to be.

In addition, they also value stability. Since they tend to appreciate follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Because you also prefer to spend time ensuring dependable results, you may relate to their tendency to avoid rushing into things.

Furthermore, people with the C style are attentive to uncovering problems and mistakes. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you tend to be less likely to speak up about issues, you may find them overly open with their skepticism.

CD STYLE



Goals: Efficient results, rational decisions

Judges others by: Competence, use of logic

Influences others by: Strict standards, resolute approach

Overuses: Bluntness, critical attitude

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

Fears: Failure, lack of control

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

People with the CD style may come across as skeptical and determined in their focus on making sure things get done correctly. Most likely, they won't accept ideas without asking a lot of questions, and they like to uncover problems that could affect results. You tend to be more accepting, so you may find it hard to relate to their critical, questioning approach.

In addition, they also prioritize accuracy, and they focus on thinking logically to create the best solutions. They tend to avoid letting their emotions get in the way of making rational decisions. Because you share their analytical approach, you may find it easy to relate to their emphasis on objectivity and logic.

Furthermore, those with the CD style also value getting results and tend to be determined to deliver quality outcomes efficiently. Most likely, they're also willing to take charge of projects when necessary, and they can usually be counted on to keep things on track. Their determination to get results may seem stubborn or impatient to you at times.