

WORKPLACE PROFILE



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WILEY

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

Maybe you've noticed that you relate better to colleagues who focus more on dependability and stability.

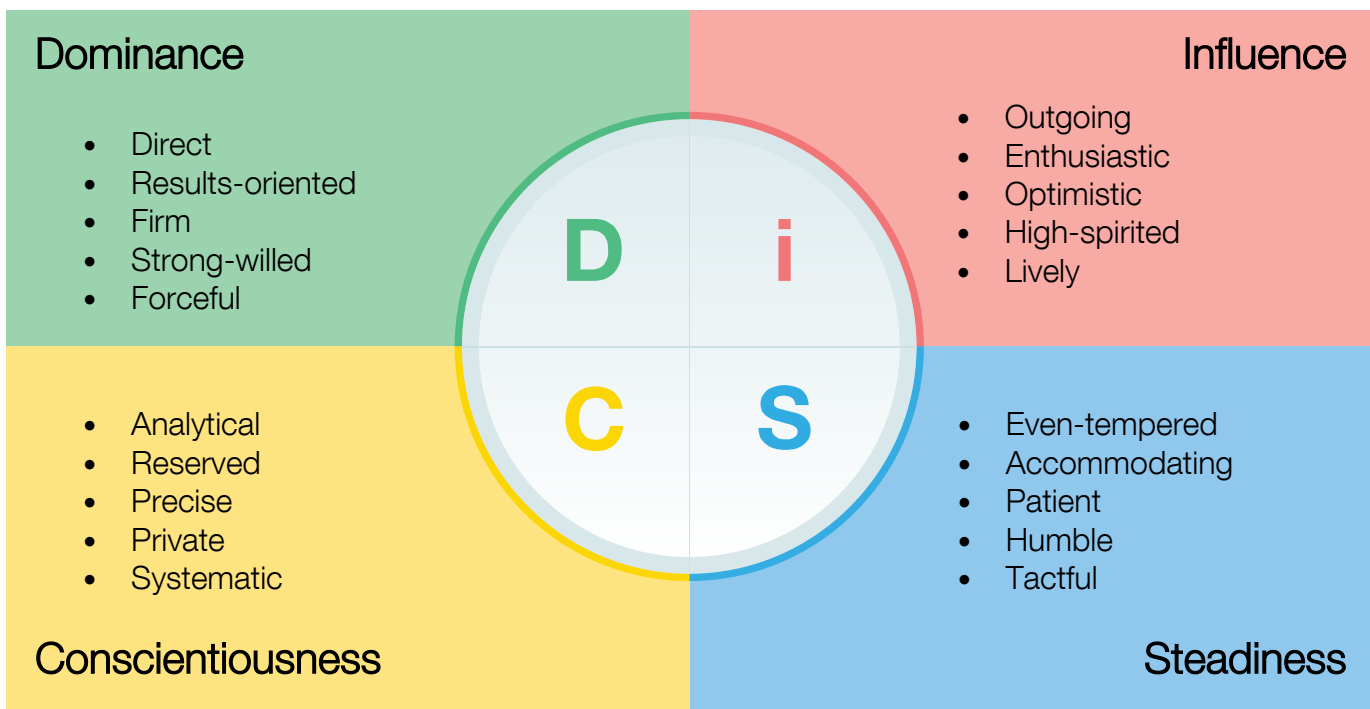
Or, maybe you're more comfortable working with those who take a steady, sensible approach than those who fly by the seat of their pants.

Or, perhaps you relate best to people who are more supportive than competitive.

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

Cornerstone Principles of Everything DiSC Workplace®

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



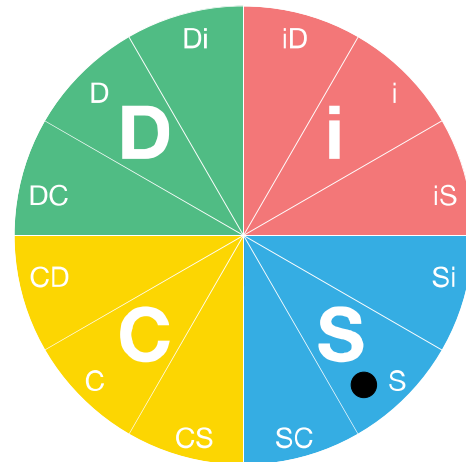
How is this report personalized to you, ERIC?

In order to get the most out of your *Everything DiSC Workplace® Profile*, you'll need to understand how to read your personal map.

Your Dot

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

Your DiSC® Style: S



Your dot location shows your DiSC style. Because your dot is located in the middle of the S region, you have an S style.

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

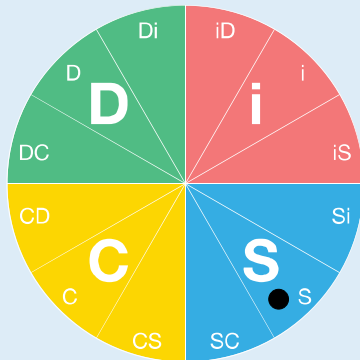
Close to the Edge or Close to the Center?

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

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

Your Dot Tells a Story

Your DiSC Style is: S



Because you have an S style, ERIC, you're probably a cooperative person who takes pride in doing your part to help the team. Even if you're competitive, you don't need to win to feel good about yourself. In fact, when you receive credit for a job well done, you're probably quick to share it with others.

You probably tend to be quite accommodating, and you find it important to maintain the approval of others. Consequently, you may put a lot of energy into catering to other people. In fact, you may have difficulty saying no, and you may fail to let people know when you've been inconvenienced.

You tend to have a strong need for harmony, so conflict is probably difficult for you. Most likely, you're troubled by the idea of hurting someone's feelings, and you may spend time dwelling on incidents that other people wouldn't think twice about. In group situations, you often play the role of peacemaker, but when things become heated, you may shut down and simply wait for the tension to pass.

Because your self-esteem isn't primarily tied to accomplishments, you're probably fine working quietly behind the scenes. While you like to feel appreciated, you may get embarrassed if the praise is too public or gushing. In general, you probably hold yourself to much higher standards than you hold other people, and you may take criticism really hard. And, because you often downplay your own performance, others may fail to recognize your contributions altogether.

You tend to be very accepting of both people and ideas. In fact, because you're instinctively trusting, you usually give people the benefit of the doubt. Likewise, when people present new ideas, you try to keep an open mind and show support. And, if someone fails to meet your expectations, you'd often rather redo the work than give negative feedback because you don't want to damage the relationship.

You tend to be soft-spoken, and your fear of speaking out of turn may cause you to keep ideas to yourself. And, because you tend to speak hesitantly and qualify your statements, others may find your ideas unconvincing. However, because filtering your responses comes so naturally to you, you may not realize how much more efficient it would be to say exactly what you're thinking.

Compared to others, you probably have more patience for long, routine projects. You show steadiness and consistency, and you want to be known as someone people can count on. Because you crave stability, you like to have procedures to guide your work. Similarly, you like to have a clear understanding of what's expected of you so that you don't let anyone down. You probably feel most secure when you've perfected a set of specialized skills that you can perform reliably.

You tend to be on the careful side, avoiding risk when possible. Because you assume that rules and traditions are there for a reason, you dislike shortcuts. When considering bold changes, you may focus more on the possibility of failure than on the potential benefits. You may require a great deal of certainty before making major decisions, and this indecisiveness can stand in the way of progress.

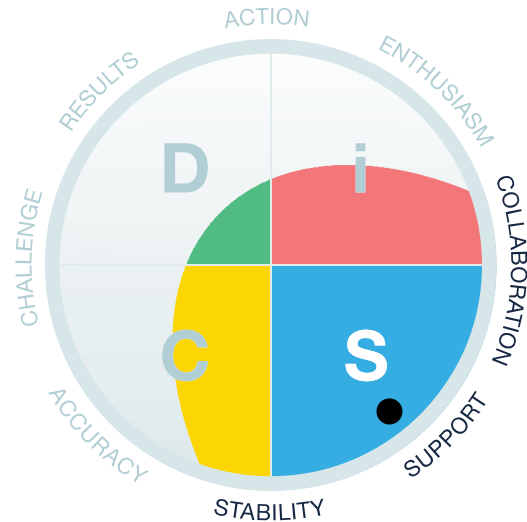
ERIC, like others with the S style, your most valuable contributions to the workplace may include your acceptance of others, your dependability, and your ability to be a team player. In fact, these are probably some of the qualities that others admire most about you.

Your Shading Expands the Story

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

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

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



What Priorities Shape Your Workplace Experience?

► Giving Support

ERIC, you find satisfaction in accommodating others. You're usually patient and agreeable, and you're happy to listen or lend a hand whenever someone needs it. Furthermore, because tense situations make you uncomfortable, you may be happy to go along with ideas even if you don't necessarily agree with them. You're willing to put your own needs aside in the interest of giving others support.

► Maintaining Stability

People with the S style tend to be reliable and cautious. Since you prefer a calm and harmonious environment, you probably focus on avoiding surprises and keeping things predictable. Likewise, you do your best to provide consistency, and people know they can count on you to follow through. Because a calm, secure environment is important to you, you put your energy into maintaining stability.

► Valuing Collaboration

Like others with the S style, you value cooperation and interaction. Most likely, you want to be seen as a team player, and you do your best to make sure everyone feels included and heard. Because you tend to see others' points of view, you're able to provide the empathy that makes people feel understood and accepted. You focus on making personal connections by collaborating to create a warm, friendly environment.

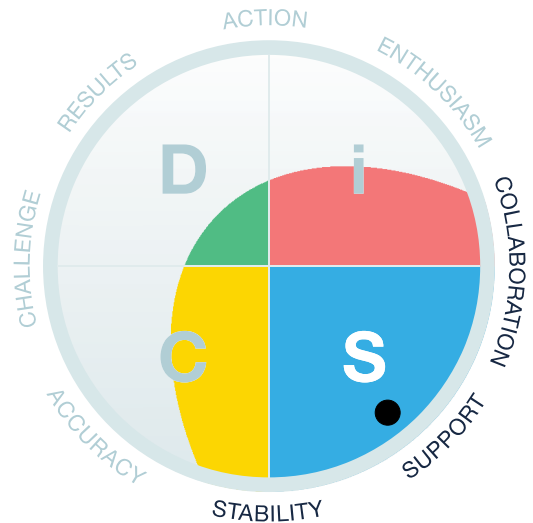
What Motivates You?

Different people find different aspects of their work motivating. Like other people with the S style, you probably enjoy being able to help other people by giving them the support they need to do their best work. Most likely, you have a strong preference for stable, harmonious environments where people work collaboratively and show compassion for one another.

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

MOTIVATORS

- Contributing to a calm, stable atmosphere
- Working with people who genuinely care about one another
- Creating helpful systems and procedures
- Supporting people when they face a challenge
- Being complimented on a job well done
- Helping people work together
- Progressing steadily toward a goal
- Working with people who sincerely listen to your concerns
- Being around people who are empathetic and accepting



What do your priorities say about what motivates you and what you find stressful?

What Is Stressful for You?

Then there are those aspects of your work that are stressful for you. Because you value stability, you may have a difficult time with competitive environments or ideas that are too risky. Situations that involve ambiguity may be equally stressful. And because conflict often makes you uncomfortable, you may find it difficult to work with particularly forceful or combative people.

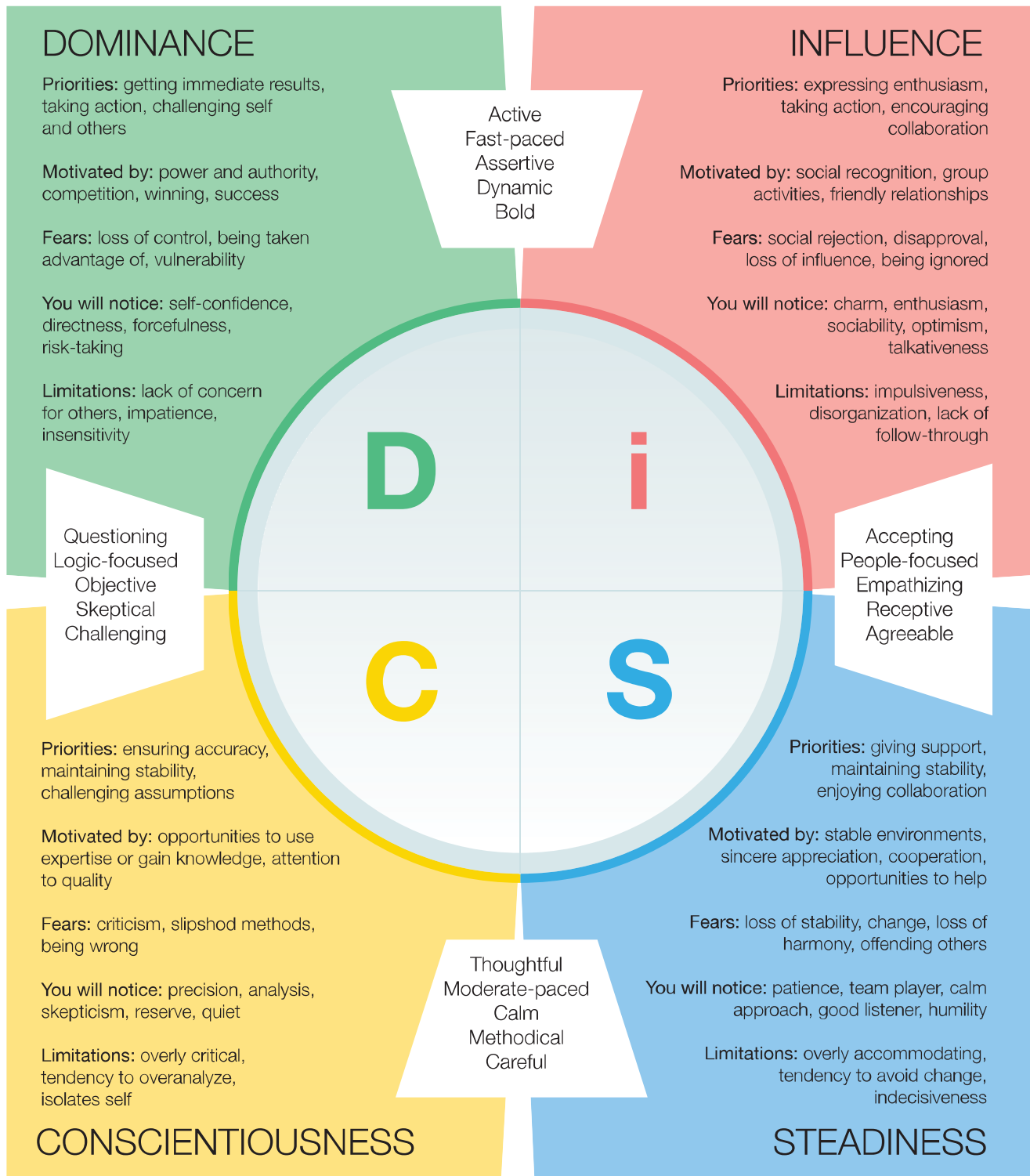
Many of the following aspects of your work may be stressful for you:

STRESSORS

- Dealing with angry, pushy, or argumentative people
- Working under pressure
- Making forced decisions
- Working without clear guidelines
- Giving people negative feedback
- Being insistent with others
- Working in a chaotic environment
- Taking risks
- Having to argue for your point of view

OVERVIEW OF THE DiSC® STYLES

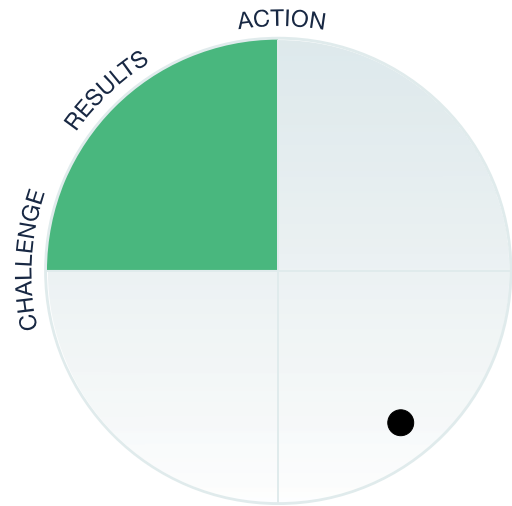
The graphic below provides a snapshot of the four basic DiSC® styles.



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, businesslike approach to be intimidating. Also, because you tend to be more sympathetic and supportive, you may have trouble relating to her competitive drive for results.

To you, this colleague seems to thrive on rapid progress, often driving toward bold and radical change. Because you prefer a stable and peaceful work environment, her quick pace probably makes you pretty uncomfortable. And since you value personal connections and want everyone to get along, you may wonder why she seems to push for fast action without stopping to consider how her insistent approach affects other people.

Furthermore, you probably don't relate to her skeptical and questioning nature very well since you prefer to focus on the positive. She may not seem as interested in teamwork as you are, and you may wonder why she seems to prefer to challenge ideas rather than maintain harmony.



To you, people with the D style may seem:

- ✓ Demanding
- ✓ Blunt
- ✓ Forceful
- ✓ Dominant

What Is the Motivation for Their Behavior?

As you can see from the map, people with the D style prioritize Results, Action, and Challenge. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

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. You may have trouble relating to their competitiveness, but they view this as a chance to test themselves and excel.

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. Their bold style may be difficult for you to relate to since you probably prefer to work at a more moderate pace.

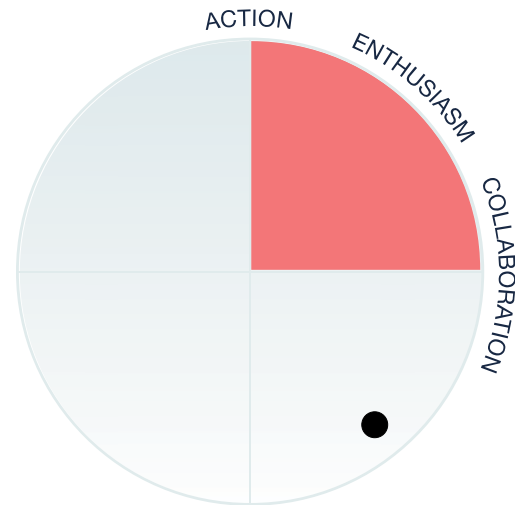
Challenge

Furthermore, those with the D style also prioritize **Challenge**. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. Since you tend to be more accepting and warm, you may have trouble understanding why they seem a bit more stubborn and demanding.

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. You probably admire his positive outlook and his enthusiasm, but you may find his high energy and optimism to be a bit overwhelming.

You may notice that he seems to be drawn to fast action and enjoys initiating rapid change. Because you value stability and predictability, his constantly on-the-go approach may seem scattered to you. And since you like to have a heads-up when change is coming, his spontaneity and flexibility can be a bit overwhelming to you.

You both value collaboration and teamwork, so you might welcome opportunities to work together on projects. To you, he seems comfortable in the spotlight, and because you also enjoy the social aspects of work, you probably appreciate his fun, outgoing nature. However, because you're so accommodating, 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:

- ✓ Talkative
- ✓ Friendly
- ✓ High-spirited
- ✓ Scattered

What Is the Motivation for Their Behavior?

As you can see from the map, people with the i style prioritize Enthusiasm, Action, and Collaboration. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

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. You probably appreciate their warmth, but 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're more cautious, you may have trouble relating to their spontaneous approach and their tendency to steer toward adventurous rather than safe ideas.

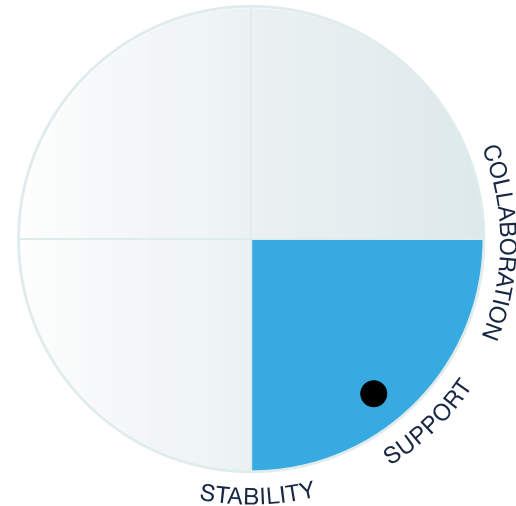
Collaboration

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. While you share their interest in teamwork, you probably prefer to take a more behind-the-scenes approach to working collaboratively.

Now, let's imagine that you regularly interact with someone who also has an S style and shares your desire to support the needs of others. To you, he seems kind and easygoing, and whenever you ask him a question, he's always patient and happy to help. And because you're both so accommodating, you probably find it easy to work together on projects.

Around the office he's often referred to as a "rock," and because you share his desire for stability, you may appreciate his tendency to keep the group on an even keel. He is well-liked by everyone, and like you, he can always be counted on to perform his job consistently.

Like you, he tends to keep a low profile and to feel a bit uncomfortable when someone showers him with praise. In response to this kind of recognition, he tends to say, "It's really not a big deal." Since you're both so agreeable and cooperative, it never feels like a competition, and you probably enjoy collaborating with each other.



Like you, people with the S style may seem:

- ✓ Considerate
- ✓ Caring
- ✓ Understanding
- ✓ Gentle

What Is the Motivation for Their Behavior?

As you can see from the map, people with the S style prioritize Support, Stability, and Collaboration. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

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. You probably find it easy to relate to their laidback, helpful approach, and both of you are likely to do what it takes to maintain a friendly, harmonious environment.

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 avoid risks, you probably appreciate their preference for dependability and follow-through.

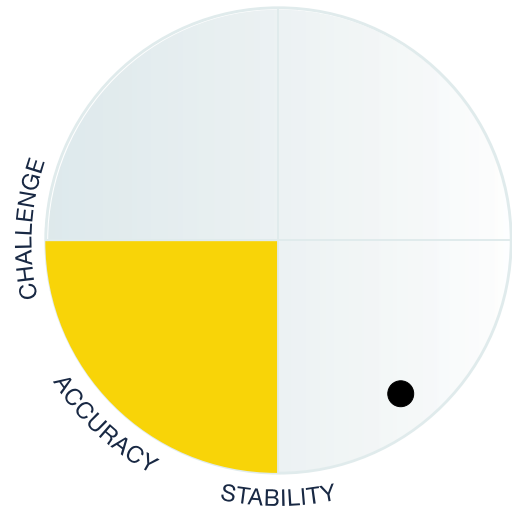
Collaboration

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. Because you share this focus on friendly teamwork, the two of you may relate well to each other and work together to maintain an open, receptive atmosphere.

Imagine that you regularly interact with someone with a C style. She's not highly sociable, and you may have trouble relating to her impersonal approach. Because she wants quality and accuracy, she tends to hole up in her office for long stretches of time, checking her work two or three times before being satisfied. As a result, she may seem too solitary, and you'd probably prefer to work more collaboratively together.

Like you, she wants a stable environment where she can ensure reliable outcomes, and you probably appreciate that she thinks carefully before acting. Furthermore, this colleague seems precise and dependable, and because she likes to analyze risks, she's unlikely to push for bold ideas or drastic changes that might make you uncomfortable.

Furthermore, while you're likely to accept people and ideas at face value, she tends to ask a lot of probing questions. At times, you may think her challenging approach is cold. And because she seems so skeptical, you may be hesitant to approach her about collaborating. Still, you can trust that she will follow through on commitments.



To you, people with the C style may seem:

- ✓ Detached
- ✓ Precise
- ✓ Analytical
- ✓ Reliable

What Is the Motivation for Their Behavior?

As you can see from the map, people with the C style prioritize Accuracy, Stability, and Challenge. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

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. You may have trouble relating to their detached, logical approach since you appreciate more warmth.

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. Their cautious nature may be easy for you to relate to, since you also like to spend time ensuring dependable results.

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 have a more accepting approach, you may find them overly skeptical or fault-finding.

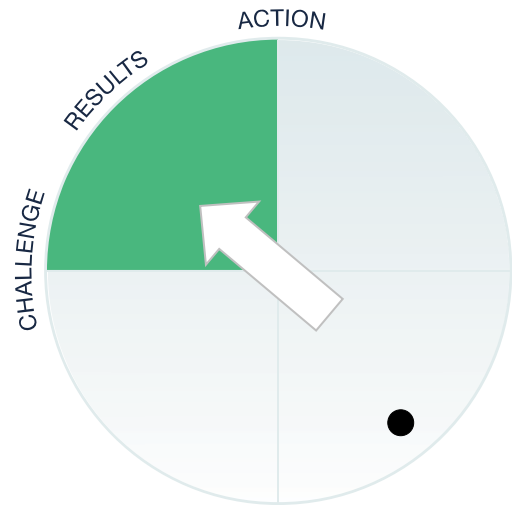
STRATEGIES TO INCREASE YOUR EFFECTIVENESS WITH THE D STYLE

When Trying to Connect

ERIC, people with the D style like to get right to the point, and this might affect the way you relate to one another. They're willing to be straightforward or even blunt in the interest of making rapid progress. You're more likely to be tactful and soft-spoken, so they may dominate discussions with you. While they may not see this as a problem, you probably feel somewhat intimidated by them. At the same time, they may become frustrated by your unwillingness to speak up.

Therefore, when trying to connect with people who have the D style, consider the following strategies:

- Speak up with your ideas and opinions early in the conversation.
- Remember that they appreciate a direct approach, so don't be afraid to tell them what you're thinking.
- Be prepared for their candor.



When Problems Need to be Solved

Compared to people with the D style, you're much more likely to be agreeable and accommodating when solving problems. Because they can be very strong-willed and willing to make quick, firm decisions, they may overlook your input if you hesitate to speak up. And, since you tend to be more cautious and avoid risky moves, they may see you as indecisive or wishy-washy.

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

- Avoid appearing too hesitant or indecisive.
- Be willing to take a stronger stance.
- Speak up to make sure you have a voice in the solution.

When Things Get Tense

Because you want to maintain harmony, you're less likely than your "D" coworkers to challenge ideas and point out problems. They're probably very frank and even argumentative in conflict, so you may try to avoid them during tense situations. While you may start by trying to play peacemaker, when confronted, you may withdraw completely or just let them have their way. As a result, they may assume that an issue 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:

- Avoid giving in to their demands just to regain harmony.
- Be aware that hiding your true feelings could be more harmful than speaking candidly.
- Speak up to make sure that your needs are considered.

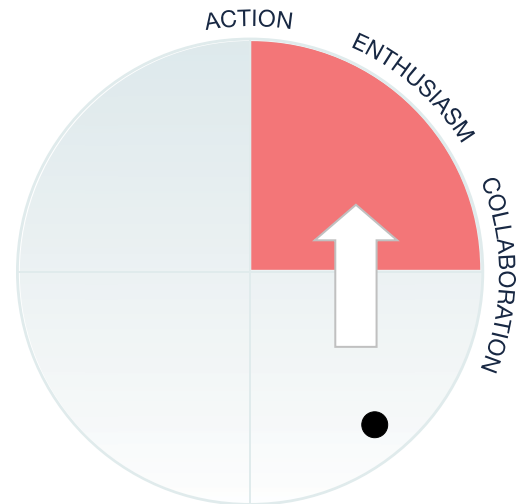
STRATEGIES TO INCREASE YOUR EFFECTIVENESS WITH THE i STYLE

When Trying to Connect

Because people with the i style are extremely outgoing, ERIC, they share your priority on working collaboratively. However, even though you both enjoy working as a team, they're probably a bit more adventurous and sociable than you are. At times, they may push you to open up more than is comfortable for you, and if you hold back, they may see you as too restrained.

Therefore, when trying to connect with people who have the i style, consider the following strategies:

- Speak up when you're concerned about how plans affect other people.
- Show them that you value your working relationship by maximizing opportunities to collaborate together.
- Recognize the value of their enthusiasm and high energy.



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 avoid fast decisions, especially when confronted with major changes, may strike them as overly cautious. Since you tend to be supportive, you may go along with their plans, even if you're uncomfortable. However, their inclination toward exciting options might clash with the traditional approaches you prefer.

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

- Show them that you're open to creative solutions.
- Share your doubts rather than just going along with their ideas to make them happy.
- Balance your desire for stability with the opportunities provided by their adventurous approach.

When Things Get Tense

Because people with the i style want to maintain friendly relationships, they share your tendency to initially gloss over differences. However, they're so focused on being heard that they're more likely to become emotional and lash out when confronted. And, since you're so focused on harmony, you may give in just to keep them happy. As a result, you may fail to resolve the conflict and allow your buried resentment to build.

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

- Refrain from burying your own feelings just to regain harmony.
- Address the issues directly but empathically.
- Let them know that facing the disagreement now will help maintain a good relationship down the road.

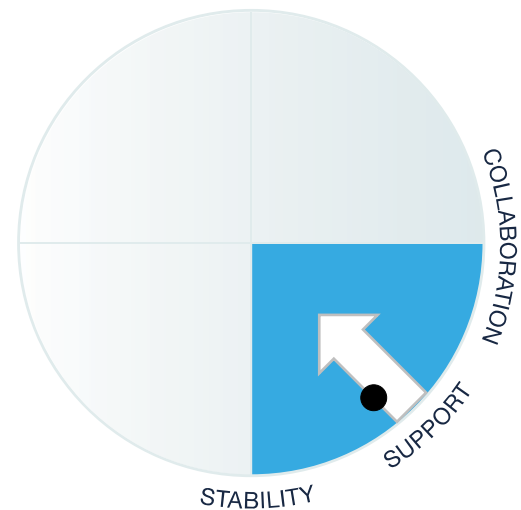
STRATEGIES TO INCREASE YOUR EFFECTIVENESS WITH THE S STYLE

When Trying to Connect

People who share your S style value cooperation and friendly interaction, ERIC, and this might affect the way you relate to one another. Like them, you prioritize collaboration and want group harmony. However, the two of you might be so considerate that neither of you speaks up about your own needs. In addition, you both probably prefer an easygoing, gentle approach, and as a result, you may fail to push yourselves to ask tough questions when working together.

Therefore, when trying to connect with people who have the S style, consider the following strategies:

- Share what you're really thinking and let them know that you genuinely want to hear their opinions.
- Encourage each other to move outside of your comfort zones and take on new challenges.
- Work collaboratively with them, but don't overlook potential problems.



When Problems Need to be Solved

Because you also have an S style, you probably share their tendency to hesitate before making decisions when it comes to solving problems. This is probably especially true when you're facing rapid change that might affect people around you. As a result, situations may go on for too long without resolution. In addition, both of you may fail to consider bold options, and this may lead to predictable or bland solutions.

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

- Establish a deadline to avoid delaying decisions and find ways to make minor decisions more quickly together.
- Consider risks, but remember that sometimes a daring idea can bring more satisfying results.
- Don't let your shared reluctance to rock the boat keep you from considering more creative options.

When Things Get Tense

Because people who share your S style want to support others, they avoid rocking the boat and upsetting the people around them. You both shy away from addressing issues head-on, so open conflict is probably rare between you. However, this may result in an environment where both of you are walking on eggshells. In fact, your shared unwillingness to address conflict directly may even lead to situations where communication breaks down entirely and hidden hostility increases.

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

- Address the situation directly rather than masking your differences.
- Express your concern for their feelings and show a desire to work through the conflict quickly but thoroughly.
- Be aware that holding in your feelings could be more harmful than speaking candidly.

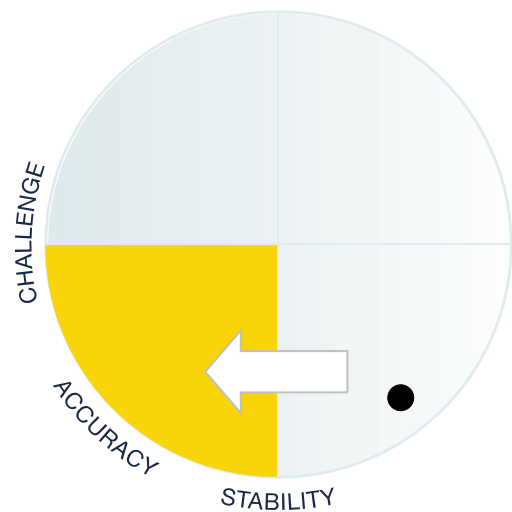
STRATEGIES TO INCREASE YOUR EFFECTIVENESS WITH THE C STYLE

When Trying to Connect

ERIC, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. They tend to focus on precision, so they probably appreciate your calm, methodical approach. However, since they tend to be skeptical and analytical, they may see your trusting, supportive nature as naïve, while you may find their down-to-business attitude to be a little cold.

Therefore, when trying to connect with people who have the C style, consider the following strategies:

- Focus on the fact-based aspects of ideas and projects.
- Don't be put off by their reserved, sometimes skeptical approach.
- Respect their preference to work independently.



When Problems Need to be Solved

When it comes to solving problems, your “C” coworkers want to thoroughly consider all the consequences before making a decision, while you're probably concerned with how plans might affect other people. As a result, you both may postpone decisions, especially if they involve a lot of change. This mutual caution may also cause the two of you to spend time second-guessing plans, which can weigh you down 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 balance your shared caution with the need for urgency.
- Avoid getting bogged down in trying to find the perfect plan that meets everyone's needs.
- Join them in careful analysis, but remember to keep an eye on the timeline.

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. Because you also prefer to avoid confrontations, you may give in to their factual arguments or fail to assert your needs. As a result, the two of you may neglect to resolve the conflict and allow it to simmer beneath the surface.

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

- Be more assertive about your needs, since they may not realize when your feelings have been hurt.
- Give yourselves time to process, but don't allow the situation to linger indefinitely.
- Assert your own position instead of just giving in to their logical arguments.

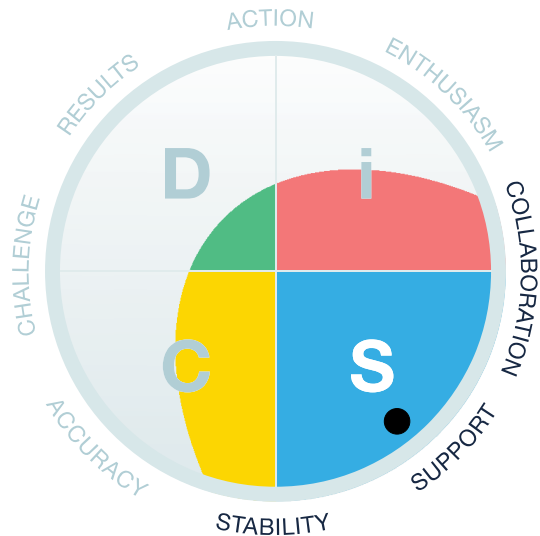
SUMMARY: INCREASING YOUR WORKPLACE EFFECTIVENESS

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

1 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.



2 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.

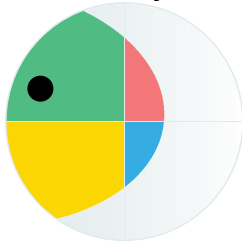
3 Be Direct With Tough Feedback

Because you want to be agreeable and prefer to work in an environment where people get along, you may avoid giving unfavorable feedback. While giving constructive criticism may make you uncomfortable, keep in mind that it can help the group work more effectively and keep small problems from becoming major issues. Just stick to the facts and deliver the message in a warm but unapologetic manner.

- Remind yourself that being candid with people will help build your relationships in the long term.
- Ask yourself whether you would want to know the truth if you were in the other person's position.

PERSONALIZED STYLE INDEX: THE D STYLES

DC Style



Challenge
Results
Accuracy

Goals: Independence, personal accomplishment

Judges others by: Competence, common sense

Influences others by: High standards, determination

Overuses: Bluntness; sarcastic or condescending attitude

Under pressure: Becomes overly critical

Fears: Failure to achieve their standards

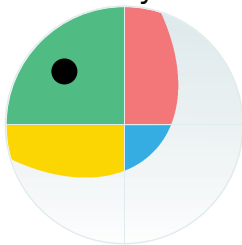
Would increase effectiveness through: Warmth, tactful communication

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

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

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

D Style



Results
Action
Challenge

Goals: Bottom-line results, victory

Judges others by: Ability to achieve results

Influences others by: Assertiveness, insistence, competition

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

Under pressure: Becomes impatient and demanding

Fears: Being taken advantage of, appearing weak

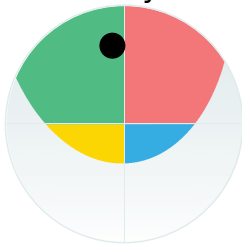
Would increase effectiveness through: Patience, empathy

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. You may have trouble relating to their competitiveness, but they view this as a chance to test themselves and excel.

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. Their bold style may be difficult for you to relate to since you probably prefer to work at a more moderate pace.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you tend to be more accepting and warm, you may have trouble understanding why they seem a bit more stubborn and demanding.

Di Style



Action
Results
Enthusiasm

Goals: Quick action, new opportunities

Judges others by: Confidence, influence

Influences others by: Charm, bold action

Overuses: Impatience, egotism, manipulation

Under pressure: Becomes aggressive, overpowers others

Fears: Loss of power

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

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

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

Finally, those with the Di style also prioritize Enthusiasm, so they may come across as charming and fun because of their high energy. They probably use their excitement to inspire others and to create a lively environment. You may have trouble relating to their high-spirited approach.

PERSONALIZED STYLE INDEX: THE i STYLES

iD Style



Action
Enthusiasm
Results

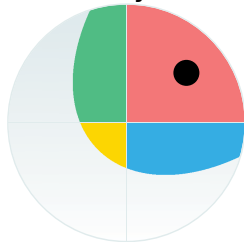
Goals: Exciting breakthroughs
Judges others by: Ability to think creatively, charisma
Influences others by: Boldness, passion
Overuses: Impulsiveness, outspokenness
Under pressure: Becomes impulsive, lashes out at others
Fears: Fixed environments, loss of approval or attention
Would increase effectiveness through: Focusing on the details, patience, listening to others

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

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

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

i Style



Enthusiasm
Action
Collaboration

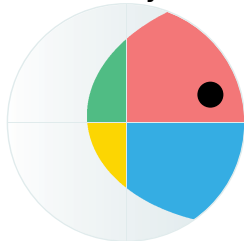
Goals: Popularity, approval, excitement
Judges others by: Openness, social skills, enthusiasm
Influences others by: Charm, optimism, energy
Overuses: Optimism, praise
Under pressure: Becomes disorganized, gets overly expressive
Fears: Rejection, not being heard
Would increase effectiveness through: Being more objective, following through on tasks

People with the i style put a high priority on Enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. You probably appreciate their warmth, but you may find their high-spirited style to be a bit overwhelming at times.

In addition, they prioritize Action, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you're more cautious, you may have trouble relating to their spontaneous approach and their tendency to steer toward adventurous rather than safe ideas.

Furthermore, those with the i style also value Collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. While you share their interest in teamwork, you probably prefer to take a more behind-the-scenes approach to working collaboratively.

iS Style



Collaboration
Enthusiasm
Support

Goals: Friendship
Judges others by: Ability to see good in others, warmth
Influences others by: Agreeableness, empathy
Overuses: Patience with others, indirect approaches
Under pressure: Takes criticism personally, avoids conflict
Fears: Pressuring others, being disliked
Would increase effectiveness through: Acknowledging others' flaws, confronting problems

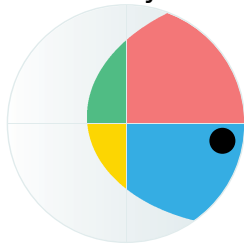
People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you share their desire to work with others, you may be just as eager as they are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

In addition, they also prioritize Enthusiasm, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others. 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 also value Support, so they tend to be flexible people who want what's best for the group. When others struggle, they tend to show concern and offer uncritical support. Since you share their desire to help others, you can probably relate to their patient, accepting approach.

PERSONALIZED STYLE INDEX: THE S STYLES

Si Style



Collaboration
Support
Enthusiasm

Goals: Acceptance, close relationships

Judges others by: Receptivity to others, approachability

Influences others by: Showing empathy, being patient

Overuses: Kindness, personal connections

Under pressure: Avoids conflict, tries to make everyone happy

Fears: Being forced to pressure others, facing aggression

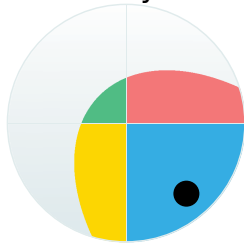
Would increase effectiveness through: Saying “no” if necessary, addressing issues

ERIC, people with the Si style prioritize Collaboration, and they like to involve others in making decisions. Most likely, they try to build team spirit and are less concerned with individual accomplishment. Because you share their tendency to work collaboratively, you probably appreciate their desire for team unity.

In addition, they also prioritize Support, so they tend to place a high importance on the needs of others. Because they have an accommodating nature, they’re often willing to set aside their own opinions and needs to help others. 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 also value Enthusiasm, and they usually come across as cheerful. They tend to see the positive in most situations, and they’re encouraging of other people’s ideas. Most likely, you have trouble relating to their expressive style.

S Style



Support
Stability
Collaboration

Goals: Harmony, stability

Judges others by: Dependability, sincerity

Influences others by: Accommodating others, consistent performance

Overuses: Modesty, passive resistance, compromise

Under pressure: Gives in, avoids revealing true opinions

Fears: Letting people down, rapid change

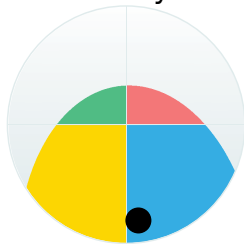
Would increase effectiveness through: Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing Support. They tend to be good listeners, and as a result they’re often seen as patient and accommodating. You probably find it easy to relate to their laidback, helpful approach, and both of you are likely to do what it takes to maintain a friendly, harmonious environment.

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

Furthermore, people with the S style also prioritize Collaboration. Because they value a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. Because you share this focus on friendly teamwork, the two of you may relate well to each other and work together to maintain an open, receptive atmosphere.

SC Style



Stability
Support
Accuracy

Goals: Calm environment, fixed objectives, steady progress

Judges others by: Reliability, realistic outlook, even temperament

Influences others by: Diplomacy, self-control, consistency

Overuses: Willingness to let others lead, humility

Under pressure: Becomes inflexible, hinders spontaneity, complies

Fears: Time pressure, uncertainty, chaos

Would increase effectiveness through: Initiating change, speaking up

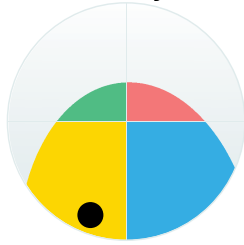
People with the SC style place a high priority on Stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won’t bring a lot of surprises. Since you share their desire for stability, you can probably appreciate their careful,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

In addition, they also prioritize Support, so they tend to be accommodating and willing to forfeit their own needs and preferences when necessary. Most likely, they’re usually patient and diplomatic, and they aren’t likely to become overly emotional when pushed. 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 also value Accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. You may have trouble relating to their methodical approach and tendency to double-check their work.

PERSONALIZED STYLE INDEX: THE C STYLES

CS Style



Stability
Accuracy
Support

Goals: Stability, reliable outcomes

Judges others by: Precise standards, orderly methods

Influences others by: Practicality, attention to detail

Overuses: Traditional methods, sense of caution

Under pressure: Withdraws, becomes hesitant

Fears: Emotionally charged situations, ambiguity

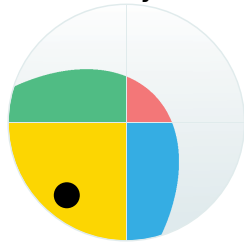
Would increase effectiveness through: Showing flexibility, being decisive, showing urgency

ERIC, people with the CS style prioritize Stability, so they probably come across as orderly and precise. Since they prefer to be well-prepared, they tend to avoid taking risks or making rapid changes. Because you 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. You may find it hard to relate to their insistence on careful analysis.

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

C Style



Accuracy
Stability
Challenge

Goals: Accuracy, objective processes

Judges others by: Expertise, systematic processes

Influences others by: Logic, exacting standards

Overuses: Analysis, restraint

Under pressure: Overwhelms others with logic, becomes rigid

Fears: Being wrong, strong displays of emotion

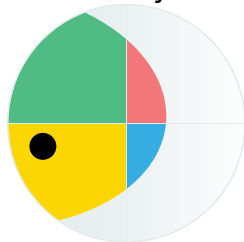
Would increase effectiveness through: Acknowledging others' feelings, looking beyond data

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. You may have trouble relating to their detached, logical approach since you appreciate more warmth.

In addition, they also prioritize Stability. Since they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Their cautious nature may be easy for you to relate to, since you also like to spend time ensuring dependable results.

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 have a more accepting approach, you may find them overly skeptical or fault-finding.

CD Style



Challenge
Accuracy
Results

Goals: Efficient results, rational decisions

Judges others by: Competence, use of logic

Influences others by: Strict standards, resolute approach

Overuses: Bluntness, critical attitude

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

Fears: Failure, lack of control

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

People with the CD style prioritize Challenge and may come across as skeptical and determined. Most likely, they won't accept ideas without asking a lot of questions, and they like to uncover problems that could affect results. You 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. To you, their approach may seem overly analytical and perfectionistic.

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