



## **DISC Style Report for Guy Harris**

Your ID Number 39041

### **Work Environment Version**

Test Number 48264

Assessment Completed Dec 8, 2017  
at [www.DISCPersonalityTesting.com](http://www.DISCPersonalityTesting.com)  
Report Build Version 2

**Guy,**

## **How to Get the Most from Your Assessment**

- Look at your graphs (page 3).
- Read the style descriptive pages (pages 4-12).
- Reflect on what the report tells you – make notes in it, underline key points, and think about how you can use what you have learned to develop better skills for connecting and communicating with others.
- Read the information about the DISC model for greater insights into both the strengths and limitations of the model (pages 13-28).
- Share your results and discuss them with someone you trust to give you honest feedback. For expert, objective feedback and advice about using this information, schedule a conversation with one of our professional DISC coaches. Learn more about this opportunity at <http://DISCPersonalityTesting.com/coaching> .

## **Reading Your Graphs**

### **The Bar Graphs**

When we look at your graphs to identify your predominant traits, we focus on the Natural or Internal style graph (specifically the bar graph on the left side of page 3). We do this because your Natural style tends to be more consistent and less influenced by what you were thinking about at the time you took the assessment.

Does this focus mean that your Adapted style graph is unimportant?

Absolutely not!

*We use your  
Natural (Internal)  
style graph to  
develop this report.*

You can learn a great deal by comparing your Natural style graph with your Adapted style graph to find both similarities and differences. Careful examination of the two bar graphs can give you a great deal of valuable information and insights into how (and possibly why) you act the way you do and great clues about how you can better adapt your behaviors to connect and communicate with others more effectively. In a nutshell, one is more internal – related to your drives and motivations – and the other is more external – related to the actual behaviors you show to others. Here’s what the two charts tell you:

- You Natural style generally represents the perspectives, viewpoints, or filters you use to view and interpret the world. It also probably describes the type of environment that would be most comfortable for you.
- Your Adapted style usually describes the set of behaviors you have learned to use to adapt to the environment where you live and work.

If you would like expert assistance and insights on how to better interpret the similarities and differences between your two bar graphs, we suggest that you speak with a DISC coach who has studied the model in depth and can guide you through the interpretation process.

## The Pie Charts

The pie charts add additional insights and highlight the fact that *your style is a blend of all four styles*. Because of this blending of traits, you are not *exactly* like any other person – not even a person with a very similar blend. This report will give you insights based on how your traits fit within the overall spectrum of trait blends. Read it, reflect on it, mark it up with a pen or pencil if necessary. Use the report as a starting-point for discussion and reflection. Take what it says and make it personal to you. Then you will have a great tool for improving your effectiveness at working, communicating, and connecting with other people.

*Your style is a blend  
of all four DISC  
styles.*

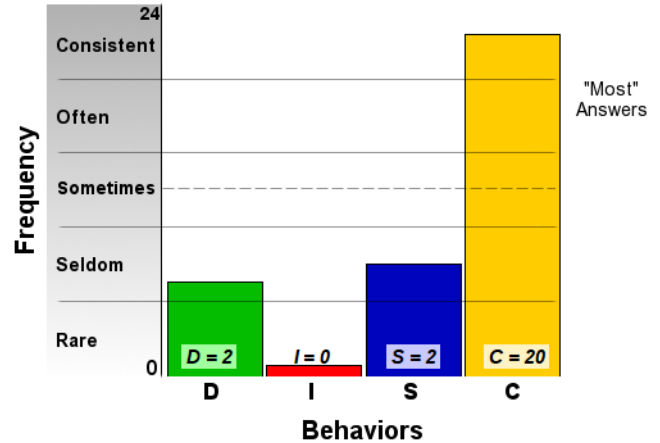
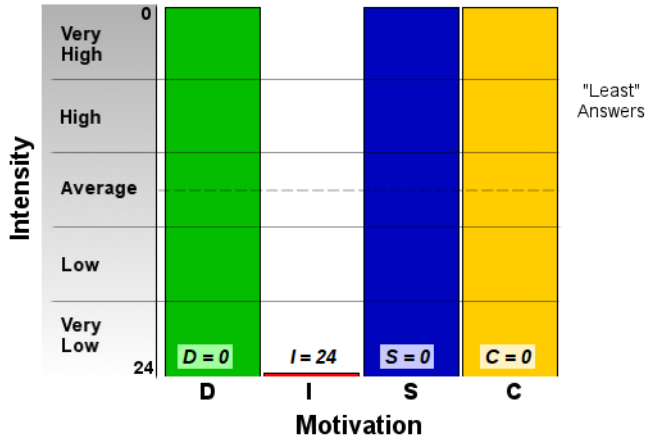
# Congratulations Guy!

## Your style is C/SD

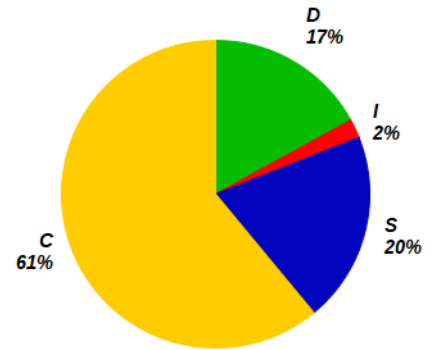
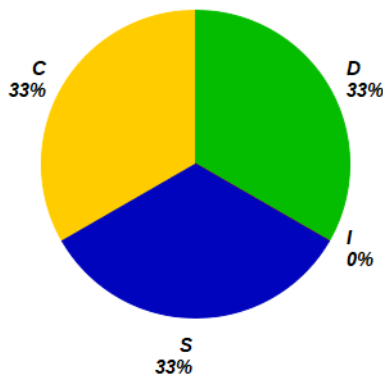
### Your Natural / Internal Style

### Your Adapted / External Style

The bar graphs below show the intensity or consistency of each style in your blend.



The pie charts below show the relative mix of each style in your blend. The data is rounded and might not equal exactly 100%.



Your natural, or internal, style represents the internal motivations that drive you the most. This is the part of you that is likely to represent how you think or feel about situations more than it represents how you act or behave. Some people say that this represents who you are rather than what you do. It is also the part of you least likely to change throughout your lifetime.

Your adapted, or external, style represents the way that you tend to act or behave. It's the part of you that others are most likely to see. This part of you often represents how you have learned to adapt or adjust your behaviors to be successful in your environment. These behaviors can change depending on the environment you are in or thinking about when you take the assessment.

# All About Guy

Your natural or internal style charted as primarily **Cautious** with two secondary traits – the **Supportive** and **Dominant** traits. This means that you have three styles that plot above the average line in the natural style bar graph. The **Cautious** trait plots highest. Your **Supportive** trait plots next highest. We often call this the **C/SD** style. Notice that you also have some of the *Inspiring* trait and that the pie chart includes all four traits.

You probably like to move both tasks and people forward towards logical, well-thought out solutions. You probably prefer sticking to the facts and objective observations rather than talking about how people feel. You may seek activities where you have the opportunity to make decisions and get results through individual effort and study. You generally move at a controlled pace so that you don't miss details. You are likely unafraid to stand alone, but you would prefer to have people work with you in a positive, collaborative approach to things.

## A Quick Summary of Your Style

|                                   |   |
|-----------------------------------|---|
| <b>Your Primary Drive</b>         | Careful, conscientious follow-through, accuracy                           |
| <b>Your Greatest Gifts</b>        | Creating order and structure for practical results                        |
| <b>What You Contribute</b>        | Thorough evaluation and analysis, follow-through, sensitive to co-workers |
| <b>Your Ideal Environment</b>     | Working alone or with a small group to create quality results             |
| <b>Your Greatest Concern</b>      | Not having the time to confirm data prior to deciding                     |
| <b>When You are Stressed</b>      | Factual, direct, unemotional, critical                                    |
| <b>Blind Spot</b>                 | Spontaneous or quick decisions  |
| <b>Styles that Complement You</b> | I, I/D, I/C, D/I, D/C   |

## Words That Probably Describe You

- Correct
- Determined
- Questioning
- Stable
- Strong-willed
- Questioning
- Calm
- Industrious
- Curious
- Dependable

## Your Strengths

Every behavior style has natural strengths. These strengths are what will often carry you through difficult situations. They are the parts of you that come out comfortably and easily. When you understand your strengths, you can learn how to use them for greatest impact and leverage them for better results when you work, live, communicate, and connect with other people. Knowing your strengths also helps you to know what types of situations allow you to perform at your best.

### You greatest strengths probably show up as...

- Great insights
- Goal accomplishment
- Practicality
- Consistency
- Problem solving skill
- Focused action
- Analysis
- Systematic approaches
- Getting results
- Critical thinking

# Your Blind Spots

We all have “blind spots” in our behavioral style blends. Blind spots are usually areas of our behaviors or perceptions where we simply do not see clearly. Sometimes, these blind spots are so “blind” to us that we do not even realize that we fail to see ourselves or others clearly in this area of our communications and interactions. In many cases, your blind spots are merely your strengths taken to an extreme.

The good news is that you can learn to adapt and compensate for your blind spots. You can learn about them, how to recognize them, how others perceive them, what triggers your response in these areas, and what you can do to make conscious adjustments to stop a blind spot from becoming a weakness.

## Areas that might be blind spots for you...

- Quick decisions. When you have limited time to collect or evaluate data, you might struggle to make quick decisions.
- Expressing emotions. Showing others how you feel so that you can connect and communicate with them can be difficult for you.
- Flexibility. Since you are pretty sure that you have evaluated the data accurately, it can be difficult for you to accept other people’s perspectives and viewpoints.
- Interacting with people. Your low *Inspiring* trait can lead you to isolate from rather than engage with others – even when necessary.

# Your Communication Style

When you interact with others, you probably listen well – maybe too well. You might read more detail into what people say than they really mean. You might focus on verifying or validating what people tell you rather than just hearing their viewpoint. You likely prefer deciding on your own to deciding with others.

## You probably...

- Speak factually and unemotionally.
- Analyze thoroughly before deciding.
- Enjoy brief conversations about ideas and concepts.
- Get frustrated when the conversation seems frivolous.
- Get stressed if you sense that the discussion is not moving towards a decision or action or logical conclusion.
- Prefer to avoid conflicts but can handle limited confrontation and debate.
- Express your frustration, impatience, or disagreement with calm questions.
- Show very little enthusiasm and excitement externally.
- Use level, possible soft, voice tones.
- Try to persuade others with reason and logic.



## Your Decision Making Style

As a person with a C/SD blend, you likely base most of your decisions on the best path to a logical solution or measurable, practical result. You are probably comfortable making a decision, but you want some data prior to deciding. In group settings when a decision is needed, you may be the one who asks clarifying questions and collects data and input prior to deciding. You can lead a group if needed, and you would prefer to let someone else be the group spokesperson. When you choose between two problem solutions that trade speed for quality, your natural bias probably drives you towards practicality and quality.

### Your focus in decision making is probably...

- Correctness
- Excellence
- Practicality

# Your Response to Stress

You might feel stress when:

- People make decisions on a basis different from yours.
- People interact with you in a way that is different from your natural style.
- You see illogical decisions or unfocused action.
- The path to a solution involves too much discussion.

When you feel stress, you may respond with:

- “Digging in your heels”
- Quiet resistance
- Direct, blunt statements or questions
- Deciding on your own path
- Resisting the input of others

In extreme cases, these responses might become:

- Stubbornly resisting input and discussion
- Refusing to acknowledge emotional issues

## How you Re-energize

Stressful situations and events can leave you feeling drained. Engaging in a cognitive, physical activity that allows you to solve problems will probably help you to de-stress and re-energize. Here are some things that might help you to re-energize:

- A building or organizing project
- Working alone to complete a task
- Taking time to reflect and think

# In-Control vs. Out-of-Control

Use your knowledge of *DISC* Behavior style information to

- ❑ Adjust how you view and interpret other people's behaviors, and
- ❑ Adapt your behaviors to make it easier for others to interact with you.

When you do this, you will accomplish more and get better results from all of your interactions and relationships.

When you do these two things, we say that your behaviors are *in-control*. When you do not do these two things – when you stick with your natural style regardless of the situation – we say that your behaviors are *out-of-control*.

In reality, all of us struggle to some degree to behave in a way that is totally in-control. We all have moments when we let our behavior style control us rather than us controlling it. Still, the goal is to find better ways to speak, act, and interact when we work with others.

You do not have to be perfect. In most cases, you just have to make the effort. When you do make the effort, you get more done with less relational damage.

The table on the next page will give you insights into how others might interpret your in-control or out-of-control behaviors based on how *they* see the world.

## How Others View You...

| When you are...                                    | In-control   | Out-of-control  |
|--|--|---|
| People with <b>Dominant</b> traits see you as...   | <input type="checkbox"/> Productive<br><input type="checkbox"/> Effective<br><input type="checkbox"/> Accomplishing        | <input type="checkbox"/> Disrespectful<br><input type="checkbox"/> Arrogant<br><input type="checkbox"/> Argumentative |
| People with <b>Inspiring</b> traits see you as...  | <input type="checkbox"/> Successful<br><input type="checkbox"/> Ambitious<br><input type="checkbox"/> Likeable             | <input type="checkbox"/> Rude<br><input type="checkbox"/> Cold<br><input type="checkbox"/> Inflexible                 |
| People with <b>Supportive</b> traits see you as... | <input type="checkbox"/> Decisive<br><input type="checkbox"/> Strong<br><input type="checkbox"/> Helpful                   | <input type="checkbox"/> Angry<br><input type="checkbox"/> Aggressive<br><input type="checkbox"/> Mean                |
| People with <b>Cautious</b> traits see you as...   | <input type="checkbox"/> Results oriented<br><input type="checkbox"/> Problem solving<br><input type="checkbox"/> Valuable | <input type="checkbox"/> Dismissive<br><input type="checkbox"/> Arrogant<br><input type="checkbox"/> Confrontational  |

# How to Adapt Your Style to Others for Better Results

**When working with a High D Style:** Get to the point quickly. Give them choices. Be assertive. Avoid asking too many questions. Make more statements. Let them know how what you are doing helps to increase productivity.

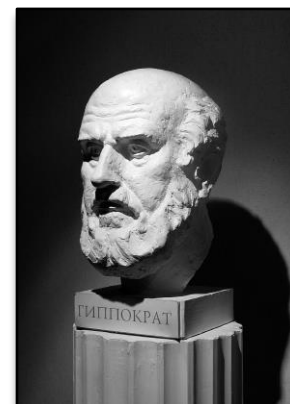
**When working with a High I Style:** Make an extra effort to be friendly. Lean on your Supportive traits here. Be less business-like. Smile with them, and listen to their stories or jokes. Laugh with them.

**When working with a High S Style:** Be careful of asking too many questions. Soften your voice and use friendly gestures. Focus more on the “tried and proven” than on the “new.” Give them a chance to process change before pressing for a decision.

**When working with a High C Style:** Answer their questions thoroughly and in detail. Provide facts, figures, graphs and validation. If they seem hesitant, back off. If you push, you will probably make them more resistant rather than less. Address their objections without sounding dismissive or condescending.

# Understanding the DISC Model

Let's face it, the information and observations we discuss in this report are not exactly new. Observers of human nature began to notice predictable patterns in the behaviors of people a long-time ago. In fact, the ideas we are about to describe have been studied and discussed since at least the time of the great Greek physician Hippocrates – about twenty-four hundred years ago.



This report is based, in large part, on the work of Dr. William Mouton Marston. In the early 1900's, Dr. Marston formalized his observations of these patterns when he developed the *DISC* Model of Human Behavior. While we still use the general patterns that Dr. Marston wrote about in his book *The Emotions of Normal People* (1928), we have also added information that comes from more recent observations, and we have updated some of the terminology to use more current wording and phraseology.

We believe that when you understand these patterns in human behavior, you will

*Your report is good  
for developing  
better insights and  
understanding.  
Beware of over-  
interpreting or  
over-reading it.*

greatly improve your understanding of both yourself and others. Before we get too far into the description though, we have a caveat for you to consider: beware of over-interpreting or over-reading this information.

Remember to read both the general descriptions of the model and the specific observations about your style (or any other person's style) with a focus on developing greater understanding and empathy rather than with a focus on labeling and judging. We have found that understanding the model has helped us build better, stronger relationships and to communicate more powerfully. If you will study the model and its application, you can get the same results.

## Two Basic Drives

We start our description of the DISC model by defining two key motivators that tend to drive our behaviors. One motivator is called our *motor drive* (or *pace drive*) and the other is called our *compass drive* (or *priority drive*).



### ➤ **Motor Drive (also called the Pace Drive)**

Your motor drive determines your most comfortable *pace*. This drive affects how quickly – the pace – at which people move, talk, act, and decide. It also affects how *intensely* and *outwardly* you show your thoughts and feelings. That's why we are using a speedometer as the image to go this this section.

When we talk about the motor drive, we describe it in terms of a line (sometimes called a *line of continuum*) with two extreme ends. We describe the extreme ends with the words:



- Outgoing or faster-paced, and
- Reserved or slower-paced.

*People with a more **OUTGOING** pace tend to move fast, speak fast, and decide fast. They generally have louder voice tones, and they often show their thoughts and feelings outwardly and intensely.*



*People with a more **RESERVED** pace tend to observe, evaluate, and analyze situations before deciding. They generally have softer voice tones, and they often keep their thoughts and feelings more concealed or private.*

To graphically illustrate this concept, we represent the range of normal human behaviors and perspectives with a circle and then we draw a vertical line representing the pace drive on top of the circle as shown in Figure 1. When we say “normal human behaviors and perspectives,” we mean behaviors and perspectives derived from normal, healthy psychology – more on this idea later. For now, let’s focus on understanding what the drives tell us and remember that nothing in this report or in the DISC model describes or discusses any type of psychosis, mental illness, or psychological abnormality.

The shading of the circle from lighter to darker indicates varying intensities of these drives as you move from the center to the ends. Close to the middle of the circle would represent less intensity in the motor activity, and we use lighter shading towards the center. Moving towards the outer edge of the circle represents higher intensity in the motor drive, and we use darker shading. Your perspectives and behaviors could lie anywhere along this line. You may see the world and behave in way that is towards either end of the motor drive line. If this is the case you would be either extremely **OUTGOING** or extremely **RESERVED**. It is also possible that your behaviors and perspectives could be closer to the middle of the circle. If this is the case you would exhibit only moderately **OUTGOING** or moderately **RESERVED** traits.

Most people will exhibit a bit of both of these traits depending on the situation they find themselves in. Even though this is usually true, most people will tend to exhibit more of one trait or the other – even if it is only slightly more.

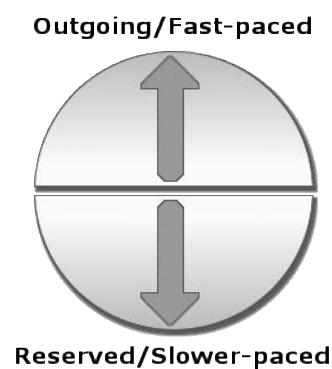


Figure 1: Motor Drive



➤ **Compass Drive (also called the Priority Drive)**

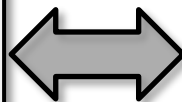
Just as each person has a motor which drives them, everyone also has an *internal compass drive*. The compass drive relates to the direction people tend to focus or think about first. That's why we use a compass as the image for this section.



And, just as we did with the motor drive, we describe the compass drive in terms of a line with two extreme ends. We describe the extreme ends of the compass drive with the terms:

- Task-oriented, and
- People-oriented.

*People with a **TASK-ORIENTED** focus often view the world through the lens of form, function, process, results, data, and thoughts. They often say : “I think that...”*



*People a **PEOPLE-ORIENTED** often view the world through the lens of relationships, sharing, caring, emotions, connection, and feelings. They often say “I feel that...”*

To demonstrate this concept graphically, we go back to our circle of normal behaviors and perspectives and place another line on it that goes from left to right as shown in Figure 2. Just as with the motor drive, the shading of the arrows from lighter to darker indicates varying intensities of the compass drive. Close to the midline shows less intensity in the compass drive, therefore light shading. Towards the outer edge shows more intensity in the compass drive, therefore darker shading. You may be extremely **TASK-ORIENTED** or extremely **PEOPLE-ORIENTED**. Or, you may be only moderately **TASK-ORIENTED** or moderately **PEOPLE-ORIENTED**.

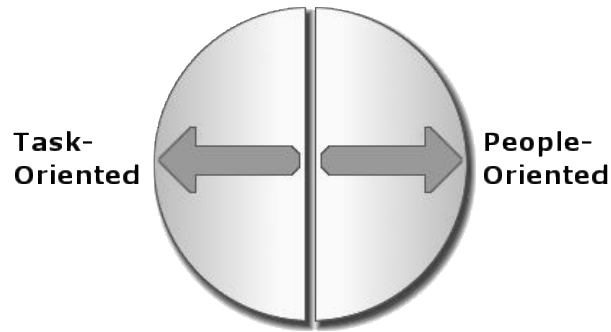


Figure 2: Compass Drive

## Four Basic DISC Styles or Types

When you combine the drawings for the motor and compass drives, you get the circle of normal behaviors and perspectives divided into four quadrants as Figure 3. This figure, sometimes called the *DISC circle*, represents the full graphical description of what we call *The DISC Model of Human Behavior*.

Notice that each quadrant of the *DISC* circle has descriptive words attached to it. These descriptive words attempt to capture the typical behavior exhibited by people who have the combination of motor and compass drives that corresponds to that quadrant. These descriptive words show *behavioral traits* or *tendencies* that describe each quadrant of the circle.

To make the quadrants easier to discuss, we often call each quadrant a behavioral *type* or *style*. While it is not strictly or technically accurate from a clinical psychology standpoint to use the phrase *personality type* with this model, the phrase is often used in normal, everyday conversation. We prefer to use the phrase *behavioral style* because it more accurately fits the model and its theoretical basis.



The main characteristic trait for each behavioral type (quadrant of the DISC circle) is used as the representative word for that type: **D**ominant, **I**nspiring, **S**upportive, and **C**autious.

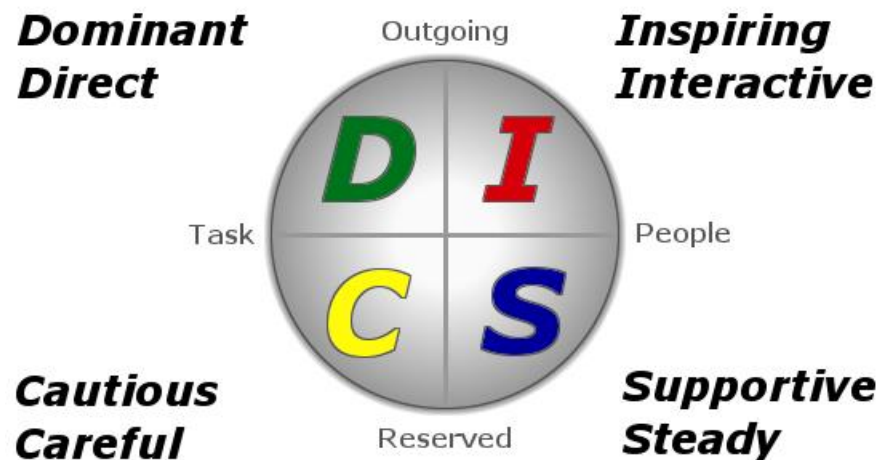


Figure 3: The DISC Model of Human Behavior

People who have both:

**Outgoing** and **Task-oriented** traits often exhibit...

**DOMINANT** and **DIRECT** behaviors.

Other words that might describe a person with strong outgoing and task-oriented traits are:

- Determined
- Decisive
- Doer



**Outgoing** and **People-oriented** traits often exhibit...



**INSPIRING** and **INTERACTIVE** behaviors.

Other words that might describe a person with strong outgoing and people-oriented traits are:

- Influencing
- Interested in People
- Involved

**Reserved** and **People-oriented** traits often exhibit...



**SUPPORTIVE** and **STEADY** behaviors.

Other words that might describe a person with strong reserved and people-oriented traits are:

- Stable
- Status-quo
- Sensitive

**Reserved** and **Task-oriented** traits often exhibit...

**CAUTIOUS** and **CAREFUL** behaviors.

Other words that might describe a person with strong reserved and task-oriented traits are:



- Calculating
- Consistent
- Concerned

This model can help you understand people by describing four main, or primary, behavioral styles. However, ***each individual person can, and likely will, display some of all four behavioral styles depending on the situation.*** This blend of styles within each person is called a *style blend*. Each person's style blend will have more of some traits and less of others. The types that are strongest in a style blend will display above the mid-line point on the DISC style bar-graphs and they are called High-Styles. The types that are less prevalent in a style blend are called low styles because they display below the mid-line point on the DISC style bar-graphs.

***Some shortcuts you can use in discussing the different behavioral types:***

*the* **DOMINANT** *type is also known as High D*

*the* **INSPIRING** *type is also known as High I*

*the* **SUPPORTIVE** *type is also known as High S*

*the* **CAUTIOUS** *type is also known as High C*

## **Behavioral Style Blends**

When we speak about *DISC* Behavioral styles, we recommend speaking about style *blends* rather than focusing solely on a person's highest trait. In reality, only a small percentage of people have a behavioral style blend that is *only one* High-*DISC* type with three low types (although it does happen for about 5% of people). Most people (about 80%) have two High-*DISC* types and two Low-*DISC* types in their personal behavioral style blend.

For you, this means that one *DISC* type may be the highest of the four in your style blend, and you probably have at least one secondary *DISC* type which is also high (meaning that it is above the mid-line in your style blend bar graph).

Your secondary type supports and influences the predominant type in your style blend. For example:

- A person whose highest type is **Supportive** and whose secondary type is **Cautious** would have a **Supportive/Cautious (S/C)** style blend.
- A person whose highest type is **Supportive** and whose secondary type is **Inspiring** would have a **Supportive/Inspiring (S/I)** style blend.

If we looked only at the highest style, we would say that both of the people in the example above have High-S type behaviors. And we would be off-target in many guesses we made about their perspectives because the difference in their secondary traits could make them act, think, decide, and behave quite differently from each other.

We said that most people have *at least* one secondary trait. As we said, this is true for about 80% of people and that about 5% of people have only one High-*DISC* style. So that we don't forget the remaining 15%, let's fill in some missing information...

About 15% of people have *two* secondary traits that support and influence their primary behavior trait. This means that they have three High-*DISC* types and one Low-*DISC* type in their style blend. If we added the Dominant trait as a high type for the

*Understand the four basic types, and you can use them as a way to frame your interactions with others to become more effective.*

people in the example above, the Supportive/Cautious (S/C) could become a Supportive/Cautious-Dominant (S/CD) style and the Supportive/Inspiring (S/I) person could become a Supportive/Inspiring-Dominant (S/ID) style.

When you consider this blending of behavioral styles and different degree of each type in different people, you

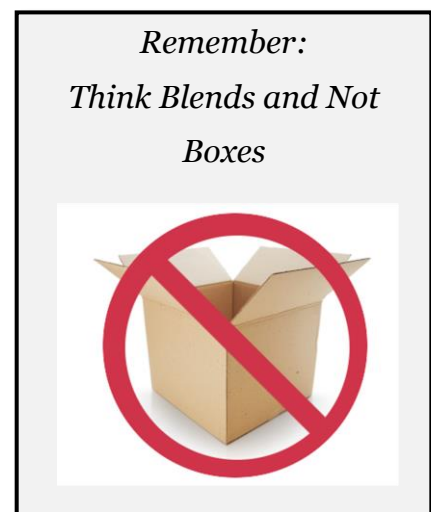
can easily see how the four primary traits can be used to understand the large variability among people. Using the four basic style types, we can create forty-one generalized type blends with variations of degree within each basic blend type. (And we haven't even considered experience, culture, family of origin, and gender differences.)

The good news is that you don't have to remember all 41 style blends and descriptions to use the DISC model to improve your ability to interact with people. It's really much simpler than that, and that's why we use it and recommend it to others. When you learn to understand the four basic types, you can use them as a way to frame your interactions with others to become more effective. From a simple model, you really can build the ability to connect and communicate with lots of people more effectively.

## **An Application Tip**

The four basic behavioral styles represent reference points for understanding different perspectives. Each of us has a blend of all four traits. We are NOT just one type or the other. Use the *DISC* Model to understand frames of reference and not as a tool to "box people in."

When you think blends rather than boxes, you can use the *DISC* model as a simple, practical, non-judgmental "alphabet" to get a better frame of reference for understanding how another person views and relates to the world even when his or her view is different from yours.

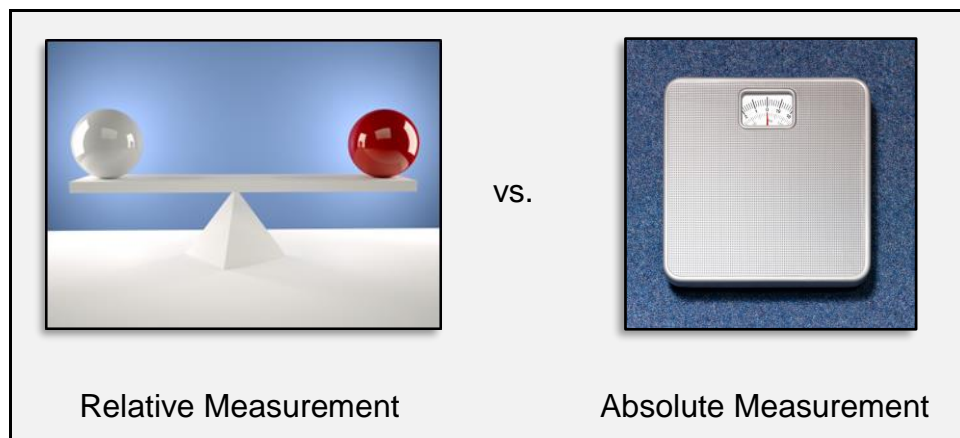


# Applying the DISC Model

## Relative Measurement vs. Absolute Measurement

Understanding the DISC model in a personal vacuum falls in the category of interesting and still useless information. We believe that the best way to use the model is as a *relative* “measurement” of behavior rather than as an *absolute* one. A relative measurement defines an observation *relative to* another observation (two boards, two cars, two houses, or two people). An absolute measurement defines an observation based on a known and *accepted standard*. For example:

- Turn left is *relative* (to the observer) while turn north is *absolute*. \*
- You might say that a house is big or small *relative* to other houses while saying that a house has 4000 square feet is a statement of *absolute* measurement.



When we apply the idea of relative vs. absolute to the *DISC* model, we see that the style descriptors are relative statements rather than absolute ones. They define a person’s pattern of behavior relative to a hypothetical behavioral average and not to a generally agreed upon, validated, and accepted behavioral standard. So, when we say that a person has Dominant (you could substitute Inspiring, Supportive, or Cautious there) traits, we mean that they tend to behave in a more dominant fashion than the



theoretical, hypothetical *average* person. (That sentence is intentionally redundant to make a point.)

The practical implication of this point is that everyone can exhibit Dominant, Inspiring, Supportive, or Cautious behaviors at any time and in any situation. It's just that most – not all – people will tend towards some pattern of behaviors that is consistent across a wide range of situations. Observing these tendencies gives us an insight into how they see, interpret, and respond to the world they live in. By understanding the other person's perspective *compared to*, or *relative to*, your perspective (meaning more or less Dominant, more or less Inspiring, etc.), you can start to understand his or her view of the world. Once you understand how the other person sees the world, you can then adapt your words, actions, and tone to connect and communicate better, faster, more efficiently, more effectively, and with less relational damage.

\*For all of you astrophysicists who would say that north is relative because it assumes the Earth as a frame of reference, we get that. So, assuming that we are speaking from the frame of reference of a person on the Earth north is absolute.

## **Behavioral Style Combinations**

When two people interact, their style blends come together to form a *combination*. This combination is unique to each interaction of people (thus the importance of defining the difference between comparative and concrete descriptors). Adding a third person to the mix forms a different combination. Adding a fourth person forms yet another combination.

The real power in understanding behavior style information lies in developing the ability to recognize these different combinations and to adapt your behaviors to effectively work in many different situations.

When you attempt to understand another person's style blend so that you can identify the behavioral combination, try to think in big-picture terms. It is more important

(and more effective) for you to frame your observations in terms of the two drives that define the four styles. So, ask yourself these questions:

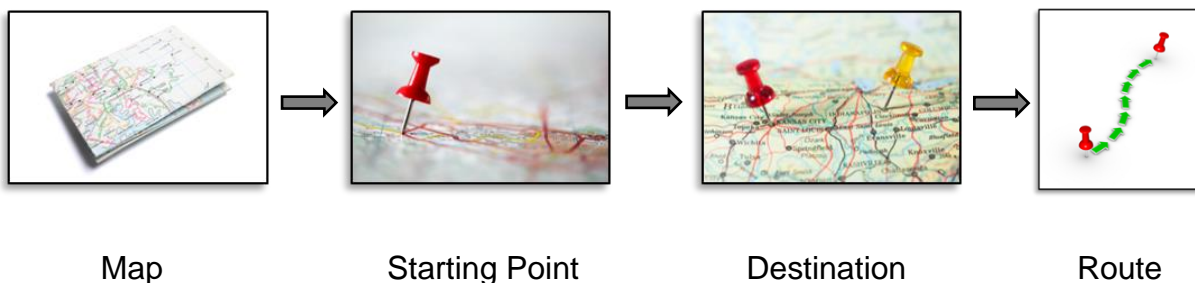
1. *Is this person more outgoing or more reserved?*
2. *Is this person more task-oriented or more people oriented?*

With this quick assessment in mind, you now have a good guess at their primary style so that you can make the necessary adjustments to your approach to form a better connection. You do not have to be perfect, and you do not need to overthink this step. Just make a guess and adjust as you get more information.

## Working with People – Understanding Combinations

We compare the process of working with people to taking a trip. On a trip you have four things to consider:

1. A **map** to give you a view of the terrain that you are working in.
2. A **starting point** for your journey.
3. A **destination** you are trying to reach.
4. A **route** that considers your starting point, your destination, the map, and any other challenges you might face in reaching your destination.



When you work with other people, you have four similar steps:

1. **A Pattern** – The *DISC* model is your “map” on this journey of working with other people – to objectively describe your observations about people and their behaviors.



DISC = Map

2. **Personal Understanding** – By completing this assessment, you have clearly identified your “starting point” by applying the pattern to your perspective.



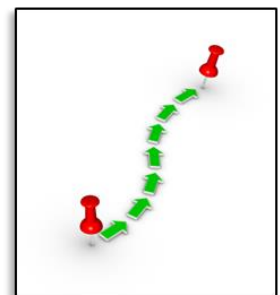
Your Style = Starting Point

3. **Understanding Other People** – As you work with others, learn to specify your “destination” by using the pattern to understand his or her perspective.



Their Style = Destination

4. **Practical Application** – Use your knowledge of the *DISC* model to plan the “route” you will use in working with another person. Employ the pattern for greater success by planning and adapting your approach for each person and each situation.



Approach = Route

## Dangers You Will Face

Every trip has potential pitfalls and challenges. The journey of working with others is no different. As we coach, train, and consult, we see two common dangers that you can easily avoid with a little forewarning. The two big dangers are:

1. Labeling, and
2. Assuming you know everything about the person because you know the model.

### Labeling vs. Observing

Labeling others happens when you use the behavioral style label to describe the person rather than the behavior or the perspective.



For example:

- “John is a Dominant person,” labels John.
- “John has many dominant behaviors” and “John seems to have a Dominant perspective” are simply observations.

The danger with labeling is that it leads to communication strategies that tend to damage relationships and escalate conflicts. Observations about behavior and perspectives leave your mind open to inquire and seek understanding rather than jumping to conclusions.

### Assuming you Know Everything about the Person

We have already alluded to the fact that the DISC model is only one lens into the world of another person. You must also consider their educational background, gender, culture, family and relationship history, and other life experiences in order to truly understand them. Knowing the *DISC* model and learning to use it to understand others can help you to build a bridge better and faster, and it is still incomplete knowledge.

As you work with others, remain open to the feedback and perspectives they share with you to gain further, deeper insights into their observations, perspectives, motivations, and aspirations. We encourage you to use the *DISC* model to get a good first guess at how to connect with another person. After you understand his or her *DISC* style, continue to inquire and observe to refine and improve your interactions.

## Your Next Steps

We hope that this report is just one of many steps that you will take to become a better:

- Leader
- Teacher
- Mentor
- Coach
- Team member
- Business owner
- Parent, or
- Spouse

Here are some things you might consider to continue learning and growing in your use of this information.

- Purchase DISC assessments for your whole team at <http://discpersonalitytesting.com/multiple-assessment-purchase/>
- Work with a trained DISC coach. You can learn more about that opportunity at <http://discpersonalitytesting.com/home/disc-coaching/>.
- Get additional resources – audios, books, etc. We use this model in our book *From Bud to Boss*. If you are a new or aspiring leader, this book can help you grow in your leadership skills. Learn more at <http://www.budtoboss.com/bookstore/>
- Attend an audio conference, teleseminar or webinar. You can learn more about what we offer in this area at <http://www.remarkablelearning.com>

- Attend a live Bud to Boss workshop we lead that uses the DISC model.  
Learn more at <http://www.budtoboss.com>

And, we always welcome readers at our blogs.

- Guy's Blog – <https://recoveringengineer.com/>
- Kevin's blog – <http://blog.kevineikenberry.com/>

Thanks for trusting us as partners in your learning and development.

Guy Harris and Kevin Eikenberry  
Indianapolis, Indiana

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