

# Your DiSC<sup>®</sup> Profile

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**Catalyst.**

# In Your Report



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# Your DiSC® Style

## INTRODUCTION

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

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

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

### YOU WILL LEARN

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



**Fundamentals**

## CORNERSTONE PRINCIPLES

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

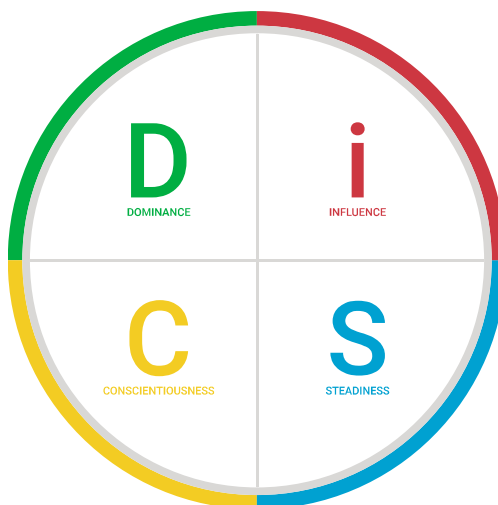
## OVERVIEW OF THE DiSC® MODEL

### Dominance

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

### Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



### Influence

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

### Steadiness

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



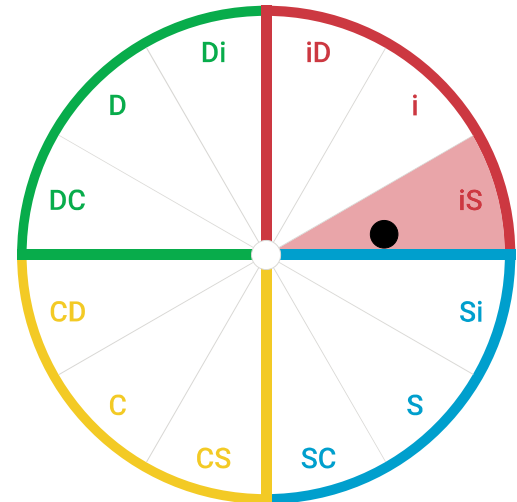
# Your DiSC® Overview

## YOUR DOT

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

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

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



### Your DiSC® Style: iS

People with the iS style tend to be cheerful, easygoing, and welcoming and sociable with others.

## 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 about halfway between the edge of the circle and the center, so you are **moderately inclined** and probably relate fairly well to the characteristics associated with the iS style.

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



# Your iS Style

## YOUR DOT TELLS A STORY

Because you have an iS style, Shanna, you're probably a warm and sociable person who reaches out to others with your friendly, laidback approach. You tend to view everyone as a potential friend, and your open communication style often puts others at ease. Because you make time for casual small talk and have an open-door policy, people probably find you approachable.

Most likely, you value personal connections, so you spend time and energy cultivating your personal and professional relationships. You tend to have a fairly large network of friends and colleagues, and you probably enjoy social gatherings. And when someone has a problem, you like to offer a helping hand. In fact, you may be so eager to help that you sometimes overcommit yourself.

Because you care about other people's needs, you often encourage them to share their feelings. You know the right questions to ask to get people to open up. Your supportive nature allows you to both sympathize with people who are struggling and to celebrate with others during their finest moments.

When communicating, you tend to be fairly expressive. Most likely, you're genuinely interested in what people have to say, and you're probably equally willing to spend time listening and speaking. Because of your desire to connect, you make it clear to others that they are important to you. You may even file away important details about those you work with, such as birthdays or tidbits about their families.

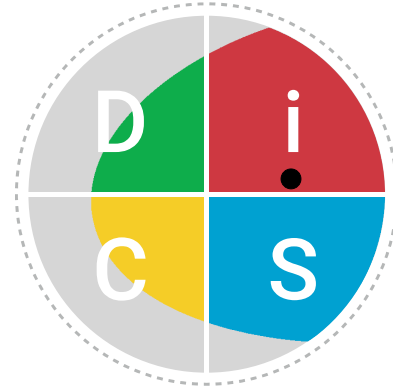
Like others with the iS style, you're willing to go with the flow to show your support for the group. You're probably very accepting and optimistic, so you tend to appreciate other people and new ideas. At times, you might get yourself into trouble by trusting people who don't deserve it, and more skeptical colleagues may see you as a bit naïve.

Because you respond well to positive attention and sincere praise, you probably appreciate receiving immediate feedback when you've done something well. However, you want to be liked and respected, so you may not handle constructive criticism well. In fact, you may dwell on the situation and its potential consequences for the relationship. Likewise, your desire to be on friendly terms with everyone may sometimes limit your ability to evaluate other people's performances.

Since you enjoy cooperating with others, you're probably drawn to projects where you can collaborate. You don't tend to be highly competitive, so you may do your best to make sure that everyone has a chance to contribute and be recognized.

Above all, you want everyone to be happy, so when you see others at odds, you may step in to try to mend the situation. However, when the conflict involves you personally, you sometimes take a more indirect approach. In fact, you may refuse to deal with negative information even when it's important to do so, and at times you may allow situations to drag on without resolution.

Shanna, like others with the iS style, your most valuable contributions to the workplace may include your ability to connect with others, your commitment to building team spirit, and your desire to see people succeed. In fact, these are probably some of the qualities that others admire most about you.

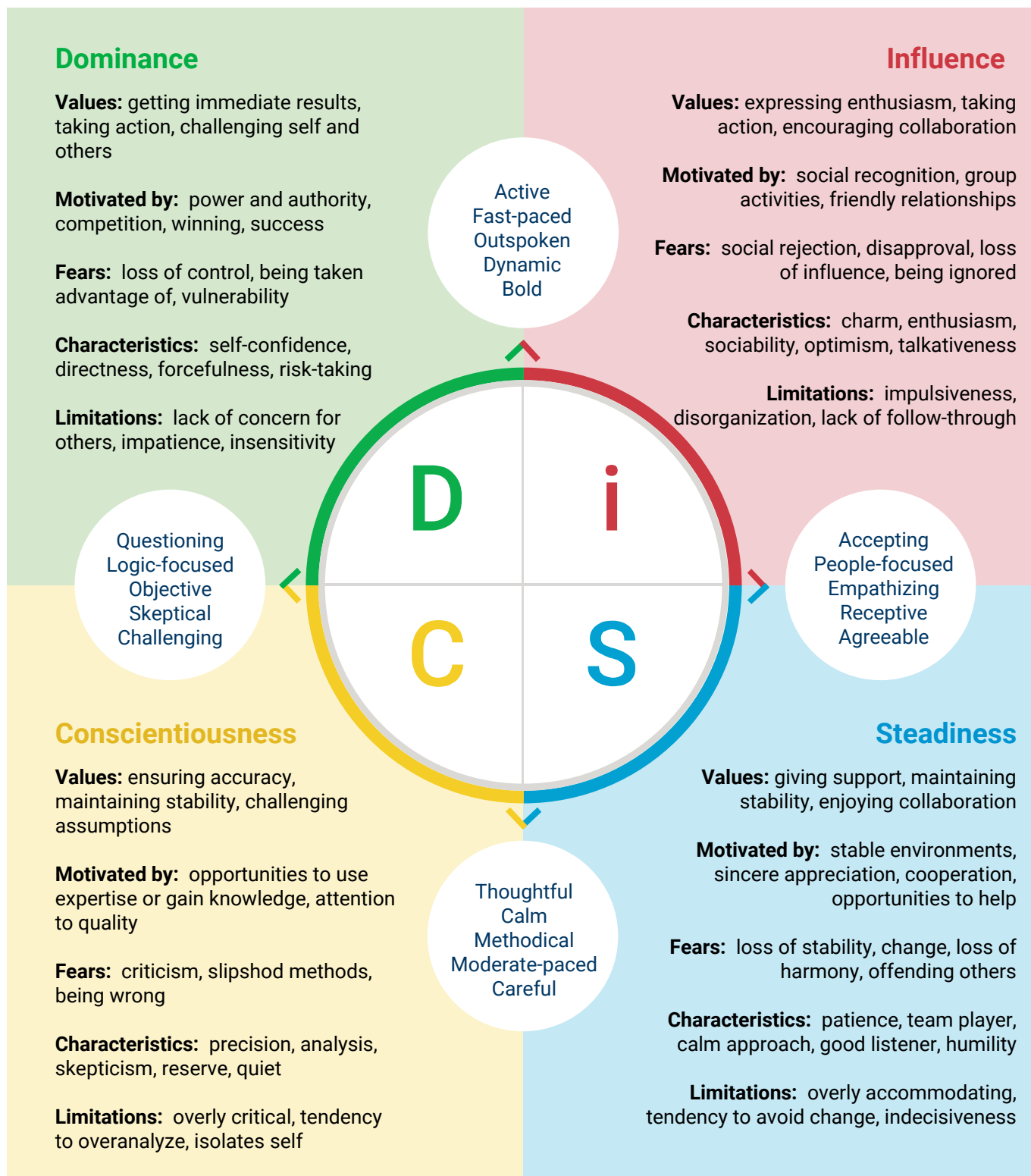


**Your dot location determines your shading, which indicates your comfort zone. Activities associated with your comfort zone may come more naturally to you, while those outside may take more energy.**



# Overview of DiSC®

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





# What Drives You

## INTRODUCTION

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

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

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

### YOU WILL LEARN

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



Workplace

## THE DiSC® MODEL

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

### Dominance

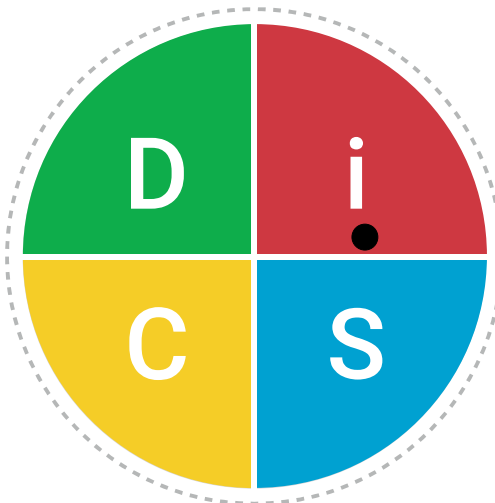
#### Cares about:

- Making quick progress
- Pushing through obstacles

### Conscientiousness

#### Cares about:

- Getting things right
- Maintaining high standards



### Influence

#### Cares about:

- Building strong relationships
- Being part of exciting new ventures

### Steadiness

#### Cares about:

- Creating a harmonious environment
- Being a good teammate

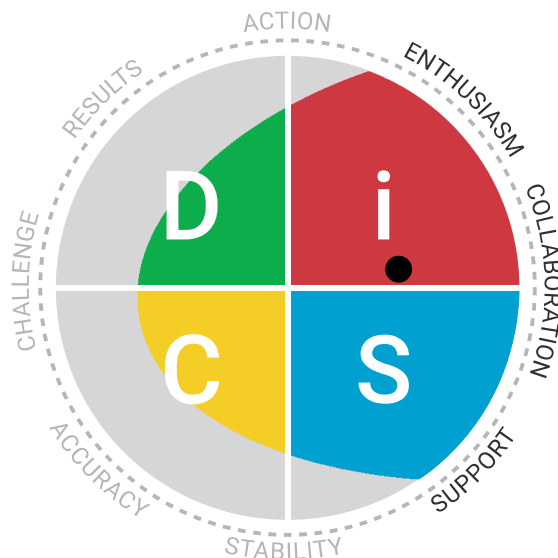


# Your DiSC<sup>®</sup> Style at Work

## WORKPLACE PRIORITIES

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

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



### Valuing Collaboration

Shanna, you prefer working on a team, so you're most comfortable in a warm, cooperative environment. You enjoy interacting with others, and you probably feel that group effort produces better outcomes. Most likely, you have a knack for getting everyone involved, and you may have trouble understanding people who would rather work alone. You find your work most gratifying when you're able to collaborate.

### Generating Enthusiasm

People with the iS style tend to be cheerful and optimistic, even when faced with adversity. You like to stay upbeat, and you probably find it relatively easy to energize and inspire others. Furthermore, you tend to assume the best in people instead of dwelling on their flaws. Because a positive outlook and pleasant environment are important to you, you focus on generating enthusiasm.

### Giving Support

Like others with the iS style, you probably like your relationships to be based on compassion and respect. It can be upsetting for you when others are distressed or unhappy. Most likely, you want people to find you approachable, and you're always willing to offer help or listen patiently. Because a warm, sympathetic environment is important to you, you focus on giving support whenever it's needed.





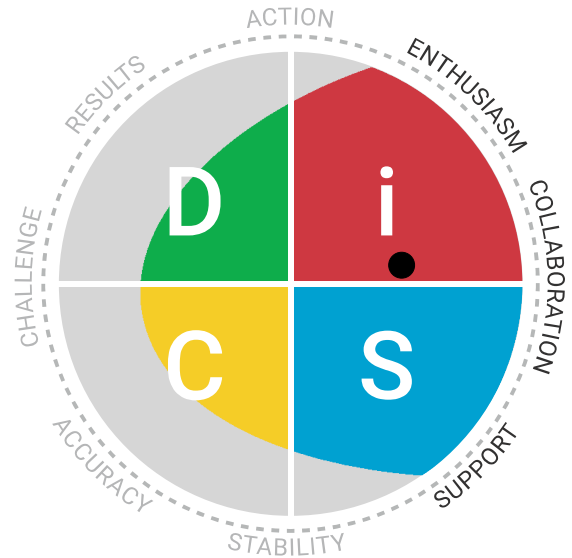
# Motivators & Stressors

## WHAT MOTIVATES YOU?

Different people find different aspects of their work motivating. Like other people with the iS style, you probably appreciate opportunities to work with optimistic people toward a common goal, and you may enjoy helping and supporting those around you. Most likely, you seek out energetic, collaborative environments where you can work on colorful projects that give everyone the chance to shine.

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

- Developing warm relationships
- Inspiring others to do their best
- Getting people involved
- Being around people who are lively and cheerful
- Being complimented on a job well done
- Listening sincerely to people's concerns and needs
- Making a positive difference in people's lives
- Maintaining a warm, friendly environment
- Encouraging optimism in others



## WHAT IS STRESSFUL FOR YOU?

Then there are those aspects of your work that are stressful for you. Because you tend to value friendly relationships, you may find it draining to work with people who are too pushy or critical. In such situations, you may feel that you need to fight for your opinion to be heard. And because you dislike being aggressive, this can be stressful. Situations that require you to confront others or give criticism may also cause you to worry.

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

- Pushing others to meet deadlines
- Working with competitive or critical people
- Giving people unpleasant feedback
- Being forceful or insistent with others
- Being in a dull or unsocial environment
- Being direct about your expectations
- Being objective when evaluating others
- Focusing on the bottom line
- Supporting your position with facts rather than intuition



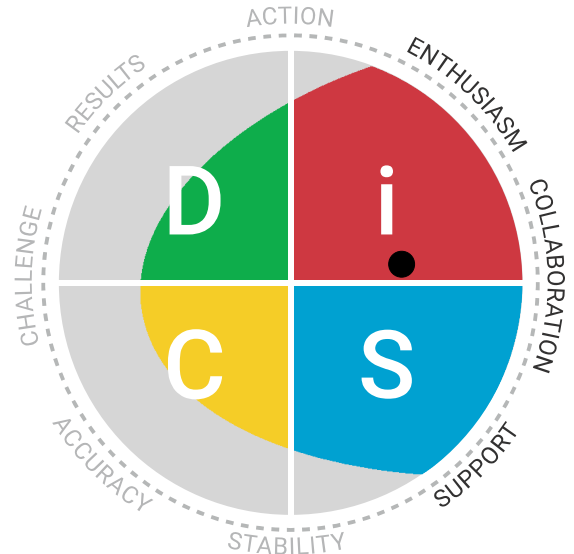
# Strategies for Effectiveness

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

## 1 FOCUS ON FOLLOW-THROUGH

Because you tend to be optimistic and agreeable, you may commit to more tasks than you have the time to complete. When you aren't realistic about what you're capable of, you may end up making promises that you can't keep, and this can have a negative impact on workplace relationships. Remember that people will appreciate your efforts to set realistic expectations, even if you have to tell them "no" at times.

- Set reasonable goals that you'll be able to deliver on.
- Remind yourself that others will have to carry your weight if you bite off more than you can chew.



## 2 ACKNOWLEDGE PROBLEMS RATHER THAN GLOSSING THEM OVER

You probably prefer to keep an upbeat attitude and look at the bright side of things. But because you tend to skim over problems rather than facing them head-on, you may allow small issues to become more serious than they need to be. Remember that responding quickly with a direct approach can help prevent unpleasant consequences.

- Confront potential issues with others right away so they don't turn into even bigger problems.
- Work to strike a balance between being optimistic and being realistic.

## 3 SEEK OUT NEW INITIATIVES

You're probably pretty receptive to other people's initiatives, but you may not be as active in initiating bold ideas of your own. You may be content to stick to the areas where you know you can succeed. However, by staying in your comfort zone, you're unlikely to contribute to growth. It's important to develop new ideas so that the organization doesn't become stagnant or irrelevant.

- Actively seek out new opportunities that are outside your areas of comfort.
- Identify an area that needs improvement and invite others to brainstorm a new direction.



# You and Other Styles

## INTRODUCTION

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

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

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

### YOU WILL LEARN

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



Workplace

## DiSC® MODEL AND WORKPLACE PRIORITIES

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

### Dominance

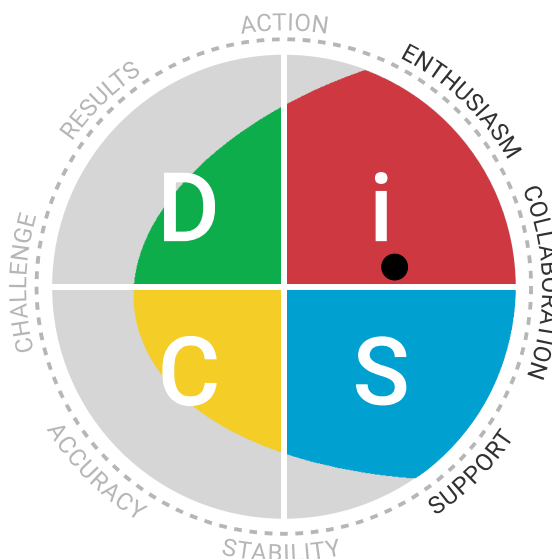
#### You will notice:

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

### Conscientiousness

#### You will notice:

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



### Influence

#### You will notice:

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

### Steadiness

#### You will notice:

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



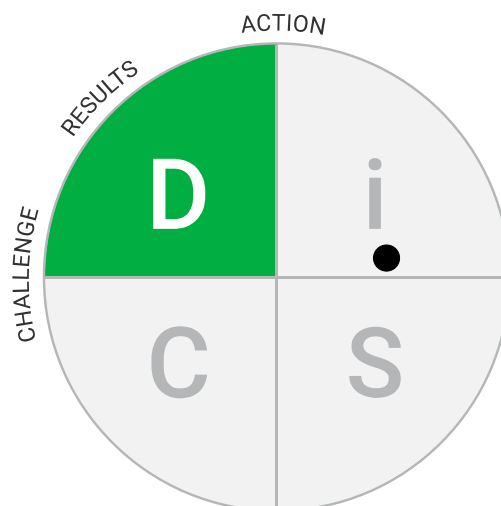
# The D Style & You

## HOW MIGHT YOU REACT TO THE D STYLE?

Imagine that you regularly interact with someone with a D style. She's well-respected by the organization as a go-getter who delivers on her promises, but you probably find her direct, businesslike approach to be a bit unsympathetic. Also, because you like a warm, supportive environment, you may have trouble relating to her competitive drive for results.

To you, this colleague seems to thrive on rapid progress, driving toward bold and dramatic change. Because you prefer a more stable environment, you're probably fairly uncomfortable with her strong emphasis on immediate action. You place a high value on relationships, so you may wonder why she seems to push her ideas through without considering how they affect other people.

Furthermore, you may not relate to her skeptical and questioning nature, and you may find her blunt approach to be a bit too impersonal. She may not seem as committed to teamwork as you are, and you might wonder why she challenges ideas rather than focusing on collaboration.



To you, people with the D style may seem:

- Demanding
- Blunt
- Dominant
- Forceful

## WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

### Results

People with the D style tend to be strong-willed individuals who prioritize **Results**. Because they are so driven, they constantly look for new challenges and opportunities. They strive for success and won't give up just because they run into a few obstacles. Since you focus more on relationships and teamwork, you may not understand their competitiveness.

### Action

In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. Since you don't place as high of a priority on bold action, you may not always relate to their rapid 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 prefer to be less critical, you may find it hard to relate to their challenging approach.



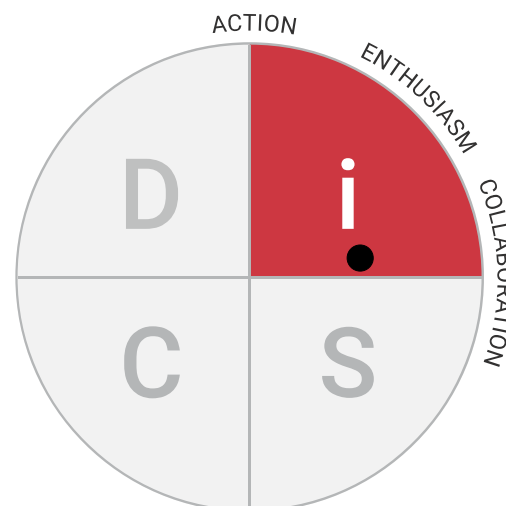
# The i Style & You

## HOW MIGHT YOU REACT TO THE i STYLE?

Now, imagine that you also work with someone who has an i style and shares your priority of enthusiasm. He seems to know everyone on a first-name basis and always has the latest scoop. Since you can identify with his positive outlook and upbeat approach, you probably appreciate his openness to new ideas.

You may notice that he seems to be drawn to fast action and enjoys initiating rapid change. Because you prefer more consistency, his constantly on-the-go approach may seem scattered to you. You want to have a heads-up when change is coming, so his spontaneity and flexibility may overwhelm you.

Since you both value collaboration and teamwork, you may find yourselves looking for 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.



To you, people with the i style may seem:

- Friendly
- Open
- Fun-loving
- Encouraging

## WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

### Enthusiasm

People with the i style put a high priority on **Enthusiasm** and tend to maintain an upbeat attitude. Because they get excited about new possibilities, they may be very expressive when communicating their ideas. Although you tend to share their optimism, you may think they are somewhat more energetic and high-spirited than you tend to be.

### 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 tend to strike a balance between speed and caution, you may not always appreciate their spontaneous approach.

### 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. Since you share their emphasis on teamwork, you may relate to their interest in seeking opportunities to collaborate.



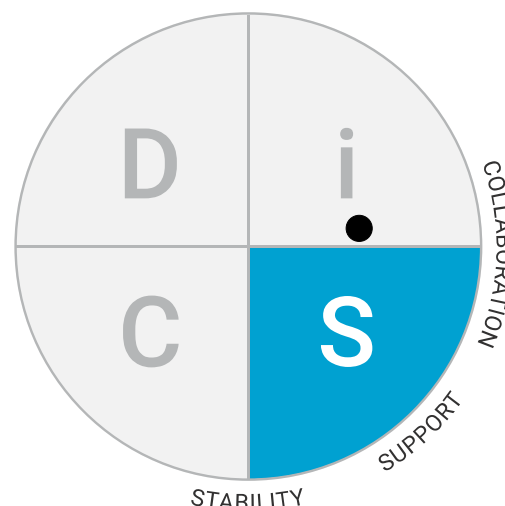
# The S Style & You

## HOW MIGHT YOU REACT TO THE S STYLE?

Now, let's imagine that you regularly interact with someone who has an S style and shares your desire to support the needs of others. To you, he seems gentle and easygoing, and you're never afraid to ask him a question because he's always patient and happy to help. You probably appreciate that he isn't worried about who gets the credit, and you may look forward to working with him on projects.

He is well-liked by everyone and can always be counted on to perform his job consistently. In fact, around the office he's often referred to as a "rock." However, because you don't always want to be the one who takes the reins, you may sometimes wish he'd step up and be a little more decisive.

Because you share his interest in strong workplace relationships, you probably appreciate his team-player attitude and desire to include everyone. However, while you may be fairly comfortable with public recognition, he tends to keep a low profile and seems embarrassed when someone showers him with praise. In response to this kind of recognition, he tends to say, "It's really not a big deal."



### To you, people with the S style may seem:

- Humble
- Patient
- Accommodating
- Gentle

## WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

### Support

People with the S style place a high priority on providing **Support**. They tend to be good listeners, and as a result, they're often seen as patient and accommodating. They don't hesitate to help out when they can, and they value a warm and easygoing environment. You probably find it easy to relate to their friendly, helpful approach, although you may be slightly more expressive and open than they are.

### 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're probably more open than they are to untested ideas, you may sometimes think that they're too dependent on the status quo.

### 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. You probably share their focus on teamwork, and you may work with them to establish an accepting and open environment.



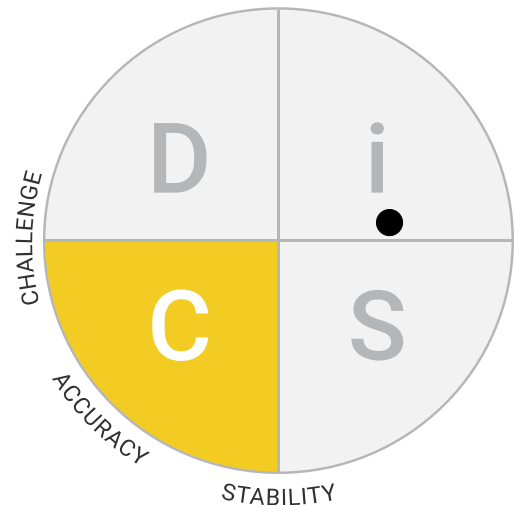
# The C Style & You

## HOW MIGHT YOU REACT TO THE C STYLE?

Imagine that you regularly interact with someone with a C style. She's not highly sociable, and you may have trouble relating to her private nature and methodical 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. This probably seems unsociable to you, and you'd prefer more collaboration.

To you, this colleague often seems aloof and exacting. She wants a predictable, private setting where she can do her best work, and she's more interested in ensuring reliable outcomes than in making sure everyone is included. As a result, her detached approach probably seems cold to you.

Furthermore, while you're likely to be accepting and cheerful, she doesn't hesitate to ask a lot of skeptical questions. You may think that her tendency to challenge other people's opinions is unfriendly. And because she seems so questioning and impersonal, you may be uncomfortable collaborating with her. Still, you probably appreciate that she tends to follow through on commitments.



### To you, people with the C style may seem:

- Detached
- Precise
- Skeptical
- Methodical

## WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

### Accuracy

People with the C style place a high priority on **Accuracy**. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. They value being precise, and as result, they will often ask in-depth or skeptical questions. Since you tend to prioritize a friendly, open environment, you may find it hard to relate to their detached, logical approach.

### Stability

In addition, they prioritize **Stability**. Because they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. They tend to analyze all the options, and they often make decisions that promise predictable outcomes. Because you tend to be more receptive to quick decisions on new ideas, you may find it somewhat difficult to relate to their cautious approach.

### Challenge

Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you tend to take a more accepting approach, you may be concerned that their skepticism could hurt people's feelings or harm team unity.





# Build Better Relationships

## INTRODUCTION

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

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

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

### YOU WILL LEARN

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



Workplace

## DiSC® MODEL AND WORKPLACE PRIORITIES

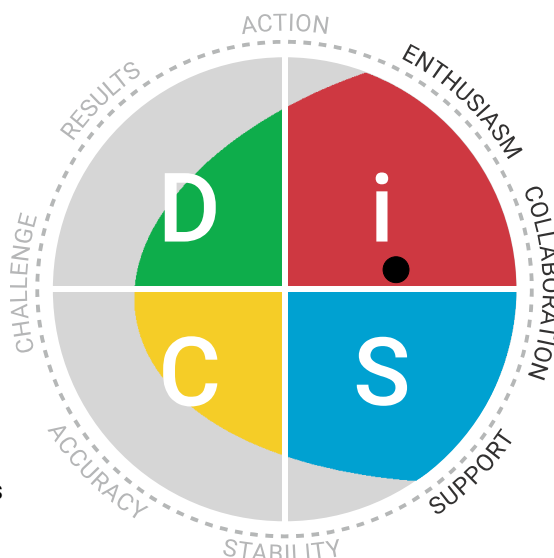
The priorities around the circle show where the different styles focus their energy at work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the iS style have shading that touches Collaboration, Enthusiasm, and Support. Your shading is characteristic of the iS style.

### D style responds well to:

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

### C style responds well to:

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



### i style responds well to:

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

### S style responds well to:

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





# Connecting with D

## WHEN YOU NEED TO BE MORE EFFECTIVE:

Shanna, 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 probably willing to be blunt in the interest of getting things done. You're more likely to spend time building friendly relationships, and you may prioritize getting everyone involved instead of the bottom-line results they want. They may become frustrated with your focus on people's feelings, and you may find them frank or dismissive.

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

- Skip the small talk and dig right into business.
- Talk to them about the benefits of including others' ideas, but focus on bottom-line results.
- Refrain from taking their bluntness personally.

## WHEN PROBLEMS NEED TO BE SOLVED:

Compared to people with the D style, you're much more likely to prioritize getting everyone involved when solving problems. Because they can be quite strong-willed and willing to make quick, bold decisions, they may become frustrated if your tendency to seek buy-in from everyone keeps the process from reaching a swift conclusion. In turn, you may see their focus on immediate answers over people's needs as shortsighted.

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

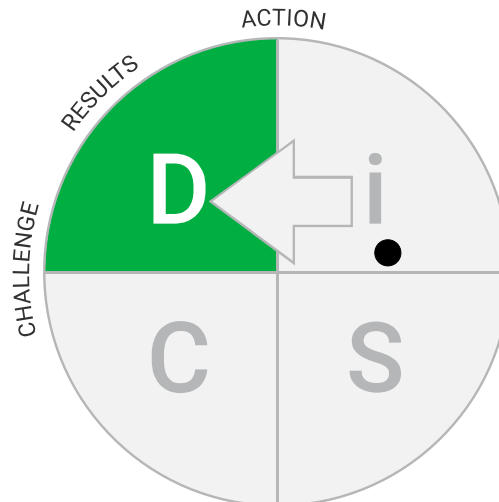
- Avoid emphasizing other people's feelings at the expense of finding workable answers.
- Be willing to take a stand if you think their solution overlooks important emotional considerations.
- Don't allow them to force you into plans that make you uncomfortable.

## WHEN THINGS GET TENSE:

Because you prioritize warm relationships, you're more likely than your "D" coworkers to brush problems under the rug. On the other hand, they tend to become competitive in conflict, creating win-lose scenarios in which compromise is seen as a sign of weakness. Because you dislike aggression, you may pull back or lash out when confronted. Likewise, they may think your attempts to regain harmony undermine the frank discussion they see as necessary to reach a resolution.

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

- Avoid interpreting their directness as a personal attack.
- Don't gloss over problems just to keep the peace.
- State your points confidently and objectively without becoming emotional.





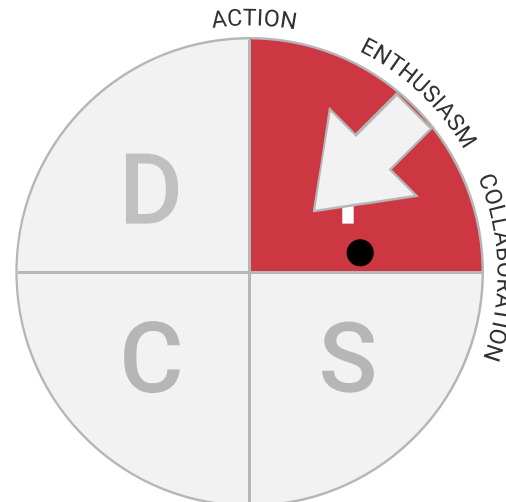
# Connecting with i

## WHEN YOU NEED TO BE MORE EFFECTIVE:

Because people with the i style are extremely outgoing, Shanna, they're probably sociable and share your priority on working collaboratively. However, they may be slightly more extroverted and adventurous than you are. And, while you might share their enthusiasm for exciting changes, you're more likely to pause until you make sure that everyone else is on board.

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

- Show them that you value your working relationship by maximizing opportunities to collaborate together.
- Remember that they're energized by colorful new ways of doing things.
- Make it clear when you're on board with their ideas but would like to get others involved.



## WHEN PROBLEMS NEED TO BE SOLVED:

People with the i style like to dive right in and move quickly, and, like you, they may take an overly optimistic point of view when confronting problems. For this reason, the two of you may gloss over potential issues or make unrealistic assumptions that rely on best-case scenarios. And while you tend to be somewhat less spontaneous than they are, you're unlikely to try to slow them down.

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

- Temper your shared optimism by considering all potential issues.
- Show them that you're open to creative solutions.
- Avoid going along with their ideas just to make them happy.

## 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 a bit more expressive than you are, so they may become emotional and lash out when confronted. At the same time, you may be so focused on avoiding negative feelings that you give in to their demands, which may just make you resentful in the future.

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

- Address the conflict directly, but use your empathy and warmth to keep them from feeling threatened.
- Express your own needs as well as concern for their feelings.
- Let them know that a disagreement now doesn't mean a poor relationship down the road.



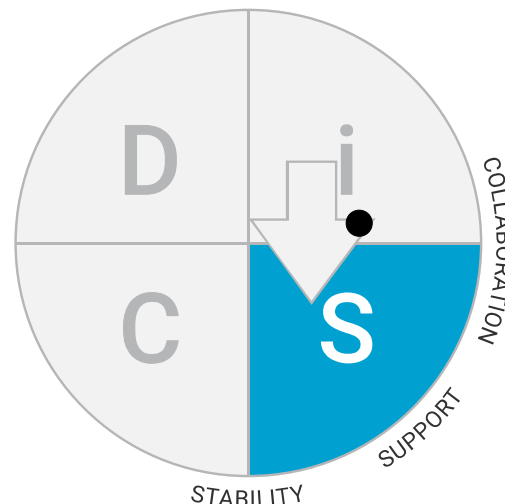
# Connecting with S

## WHEN YOU NEED TO BE MORE EFFECTIVE:

People with the S style value cooperation and friendly interaction, Shanna, and this might affect the way you relate to one another. Like them, you prioritize collaboration and value group harmony. However, this desire to get along may prevent important but difficult conversations from happening. In addition, because they share your optimism, you may find that you both tend to underestimate the challenges that may be holding you back.

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

- Remember to challenge each other to face tough issues head-on.
- Express your sincere appreciation for their contributions.
- Work collaboratively, but don't let your shared trust allow you to overlook potential problems.



## WHEN PROBLEMS NEED TO BE SOLVED:

Compared to people with the S style, you probably tend to make decisions a bit more quickly and remain more open to untested solutions when it comes to solving problems. However, you're unlikely to push these ideas if it makes them uncomfortable. And, because both of you like to show acceptance, you may gloss over potential complications and fail to ask important questions.

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

- Take advantage of their caution and consider all the implications of your plan.
- Establish a decision-making timeline that will lead to an efficient but well-considered outcome.
- Don't let your shared desire for harmony overshadow the need for critical consideration of new ideas.

## WHEN THINGS GET TENSE:

Because people with the S style want to support others, they avoid rocking the boat and upsetting the people around them. You both dislike confrontations, so you both may gloss over differences and neglect to address problems head-on. While open conflict between the two of you is probably rare, your shared desire to keep everyone happy at all costs can lead to unresolved issues.

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

- Take a more direct approach to prevent bad feelings from intensifying.
- Show them that you want to work through the conflict quickly and calmly.
- Encourage them to share their opinions and feelings, as they may hesitate to speak up.



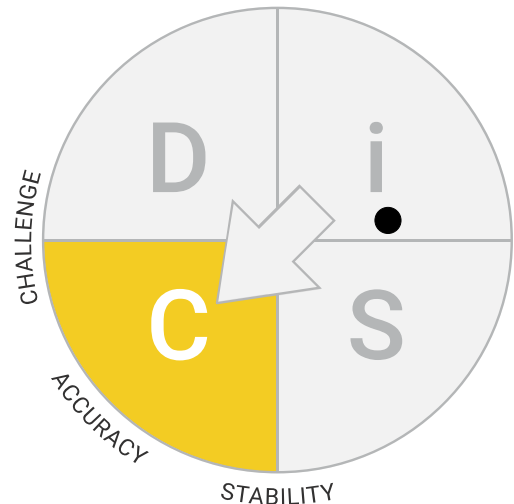
# Connecting with C

## WHEN YOU NEED TO BE MORE EFFECTIVE:

Shanna, 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 may not reciprocate your friendly approach and interest in building relationships. In fact, they may be skeptical of your receptive, cheerful attitude. Since they prefer to take a more analytical approach, they may see your open acceptance as naïve, while you may find their focus on objectivity to be a bit impersonal.

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

- Avoid asking them personal questions, and don't take their skepticism personally.
- Keep discussions focused on the facts and emphasize the task at hand.
- Let them set the pace rather than expecting them to respond to your friendly approach.



## 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 more trusting and optimistic. As a result, you may become frustrated when they second-guess your plans during the problem-solving process. And, because they’re so focused on objective facts and exercising caution, they may find your concern for how decisions will affect people as too soft or illogical.

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

- Refrain from taking their skepticism personally, and remember that they’re just trying to find the highest-quality solution.
- Avoid getting so caught up in keeping everyone happy that you discount more pragmatic ideas.
- Back up your arguments with hard data rather than optimism.

## 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. On the other hand, while you may initially gloss over differences, when forced to confront the situation, you may become emotional. This response may make them uncomfortable and cause them to withdraw. As a result, you both may try to avoid confrontation altogether and allow the conflict to linger.

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

- State your position objectively and give them time to present their side.
- Refrain from making emotional appeals that might cause them to retreat.
- Address the issues directly rather than hoping the conflict will work itself out.



# Your Management Style

## INTRODUCTION

Hopefully, you've had a few good managers in your life. But if you think about it, they probably didn't approach the job in the exact same way. That's because there are a lot of different ways to be a good, even great, manager. And you've got your own style—priorities you tend to emphasize, assumptions about how people should work together, thoughts about the kind of pace the team should keep.

The DiSC® model is a great tool to help you understand your unique approach to management. Of course, it won't tell you *everything* about how you manage. But this tool has helped millions of managers understand themselves and the impact of their actions. And this insight, in turn, has given them the power to better shape the kind of manager they want to be.



## MANAGEMENT PRINCIPLES

- Your DiSC style has a strong influence on how you approach management. Other factors such as life experience, education, and maturity also play a role.
- People with all styles can be effective managers, even if they approach the role differently. No style is better than any other.
- No matter what your style, you'll need to adapt to the styles of the people you manage if you want to be effective.

## THE DISC® MODEL AND MANAGING

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

### Dominance

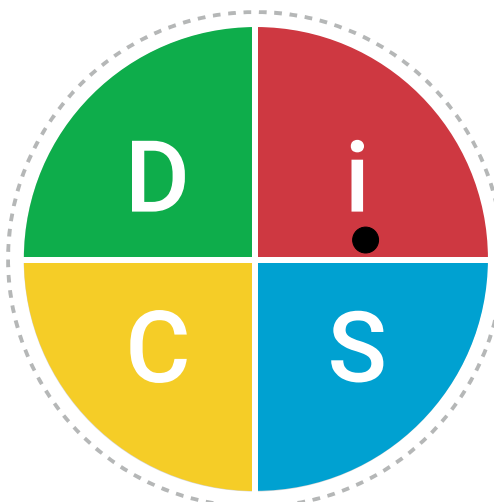
**Cares about:**

- Driving toward results
- Direct communication

### Conscientiousness

**Cares about:**

- Ensuring efficiency
- Maintaining high standards



### Influence

**Cares about:**

- Encouraging passion
- Building team spirit

### Steadiness

**Cares about:**

- Supporting their team
- Meeting people's needs

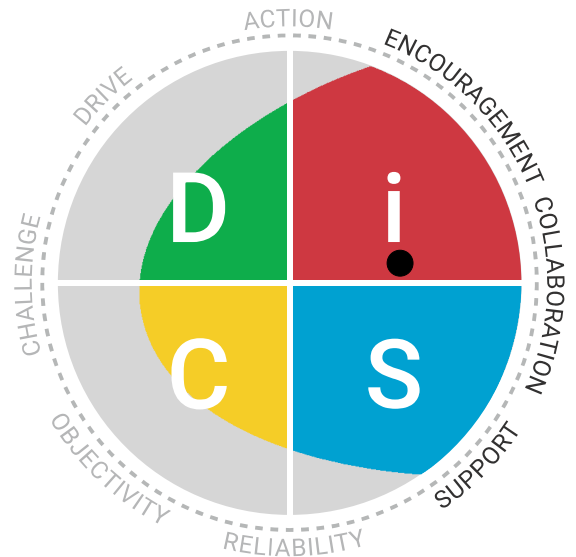


# Your Management Priorities

## WHAT PRIORITIES SHAPE YOUR MANAGEMENT STYLE?

The eight words around the Everything DiSC® map are what we call **priorities**, or the primary areas where people focus their energy. Your shading shows your comfort zone and the priorities that tend to shape your workplace experience and management style. 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 your style have shading that touches **Collaboration**, **Encouragement**, and **Support**. Your shading is characteristic of your style.



### Valuing Collaboration

Shanna, like other managers with the iS style, you usually emphasize the importance of cooperation and group effort. When managing a team, you probably include others in important activities and decisions, and you may pride yourself on your ability to get everyone involved. Most likely, you value a collaborative environment where people feel safe to speak up and contribute.

### Providing Encouragement

You probably want members of your team to feel energized and optimistic about their work. Therefore, you usually let them know what they're doing right by emphasizing the positive. In fact, you may be so focused on helping people feel good about their efforts that you gloss over bad news. Overall, you tend to provide encouragement by giving people recognition whenever you see an opportunity to do so.

### Giving Support

Managers with the iS style often take a sincere and compassionate approach to managing a team. You're probably approachable and friendly, and you make it clear that you're always available to listen patiently or lend a hand. It can be distressing for you when others are unhappy, and because a warm, sympathetic environment is important to you, you focus on giving support whenever it's needed.



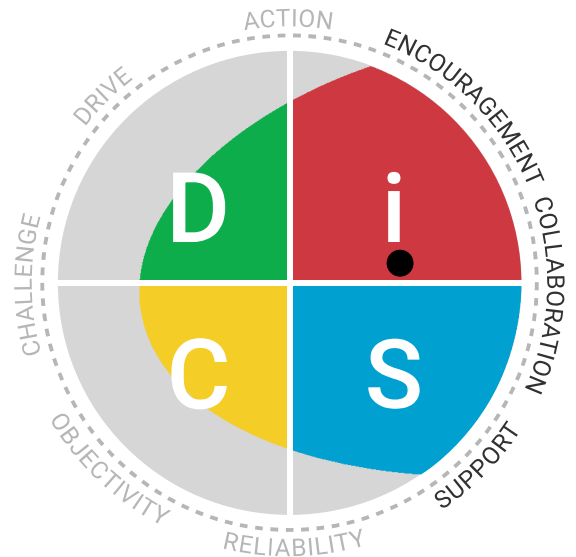
# Your Management Preferences

## WHAT DO YOU ENJOY ABOUT MANAGING?

Different people find different aspects of their work motivating. Like other people with the iS style, you may enjoy working with others toward a common goal and helping people succeed professionally. In addition, you likely appreciate that management allows you to help create a collaborative environment where people feel comfortable expressing themselves.

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

- Developing warm relationships
- Inspiring others to do their best
- Getting people involved
- Helping people work together
- Complimenting people on a job well done
- Listening sincerely to people's concerns and needs
- Making a positive difference in people's lives
- Creating a warm, friendly environment for yourself and others
- Encouraging optimism in others



## WHAT DRAINS YOUR ENERGY AS A MANAGER?

Then there are those management responsibilities that are stressful for you. Because you prioritize friendly relationships with people, you could be uncomfortable pushing people to accomplish their tasks, and you may have a difficult time creating a sense of urgency or confronting people who aren't performing. Furthermore, you may find it difficult to manage people who are aggressive or combative.

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

- Sticking to deadlines
- Managing challenging or skeptical people
- Giving people unpleasant feedback
- Being forceful or insistent with others
- Making tough decisions independently
- Being direct about your expectations
- Saying no
- Focusing on the bottom line
- Supporting your position with facts rather than enthusiasm



# Direct & Delegate

## INTRODUCTION

As a manager, you may find that effectively directing and delegating to your employees is more complex than simply handing off an assignment with a “please” and “thank you.” Perhaps you’ve noticed that individual employees respond positively to different types of instruction and feedback. Some want specific directions and welcome objective feedback, while others want just the opposite. In this module, you’ll learn about a more systematic method for figuring out what your direct reports need from you during this process.

### YOU WILL LEARN

1. Your natural directing and delegating style
2. The directing and delegating needs of different people
3. How to better direct and delegate to a person you manage



Management

## DISC® MODEL AND MANAGEMENT PRIORITIES

The priorities around the circle show what different managers tend to emphasize in their work, as well as what the people they manage value. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the iS style have shading that touches Collaboration, Encouragement, and Support. Your shading is characteristic of your style.

### Dominance

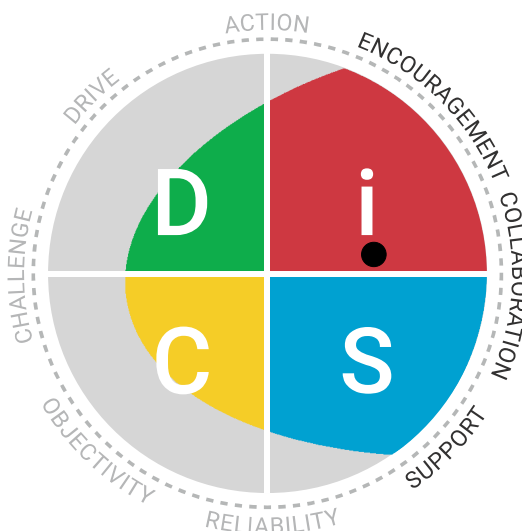
#### Responds well to:

- Autonomy
- Clear goals
- Immediate results

### Conscientiousness

#### Responds well to:

- Independence
- Systematic methods
- Logical explanations



### Influence

#### Responds well to:

- Exciting tasks
- Enthusiasm
- Encouragement

### Steadiness

#### Responds well to:

- Reassurance
- Promise of support
- Clear guidelines





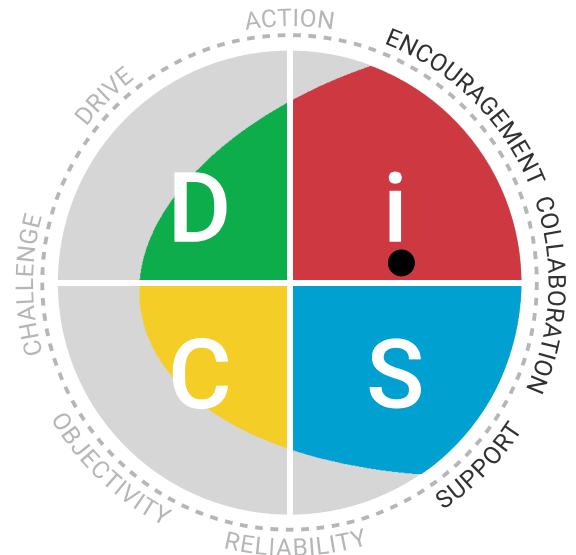
# How You Direct & Delegate

Based on your DiSC® style and priorities, you have a natural approach to directing and delegating. However, it's important to consider how effective your approach may be with employees of different styles.

Shanna, because you place a **strong emphasis on collaboration**, you tend to direct people in a friendly, trusting manner. Having power over others probably isn't very important to you, so you likely promote the importance of teamwork and downplay competition.

You also **prefer encouragement** and usually give individuals the benefit of the doubt when delegating tasks. In fact, you may assign responsibilities to team members based on your optimistic outlook rather than their actual experience.

Because you're **supportive**, you usually make sure people know you're there to help when needed. This can take the form of offering advice or just listening to their concerns. However, you may be too lenient at times, and it may be difficult for you to hold people accountable for subpar performances.



## HOW DO YOU APPROACH DIRECTING AND DELEGATING?

### Strengths

- Making people feel that they are important contributors
- Listening to people's concerns about assignments
- Understanding when extenuating circumstances affect performance
- Making yourself available to help
- Giving direction in a friendly and positive manner
- Checking in with people to see how they are doing

### Challenges

- Highlighting the importance of routine tasks
- Creating a reliable setting
- Giving clear, detailed explanations
- Analyzing options before assigning a task
- Instilling a sense of urgency
- Encouraging people to experiment or be spontaneous



# Direct & Delegate: You & the D Style

## HOW THEY LIKE TO WORK

People with the D style prioritize the bottom line and are driven to get results. They are willing to be straightforward in the interest of getting things done, and unlike you, they prioritize success over interpersonal needs. They want the freedom to make decisions without input from others, and because they value independence, they may not share your preference to collaborate and work closely as a team. Also, their autonomy and eye-on-the-prize attitude make them less likely to require the encouragement you frequently offer.

## POTENTIAL CHALLENGES WHEN WORKING TOGETHER

People with the D style are often challenging and skeptical, and they may openly question your command if they disagree with your decisions. They may be blunt when expressing their thoughts, which contrasts with your tendency to be friendly and polite. Since you tend to be uncomfortable asserting yourself or confronting people, tension may arise if they challenge your authority. As a result, the need to be firm or defend your decisions may drain your energy, and you may believe that these individuals are too strong-willed about their opinions.

## HOW TO ADAPT

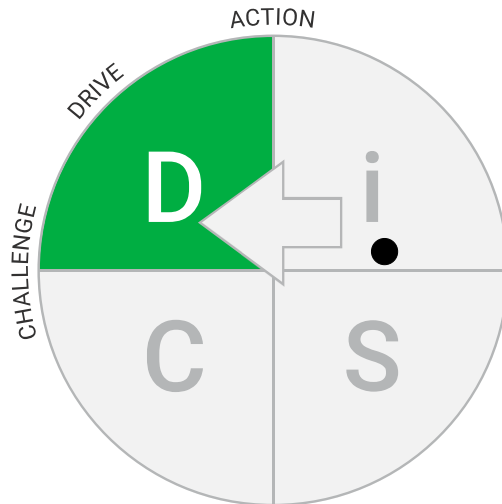
People with the D style are fast-paced and want to work on exciting projects that will make a big impact. Therefore, encourage them to tackle adventurous tasks, and be sure to show them how their efforts will lead to innovative results. If they have exhibited sound judgment in the past, show respect for their bold ideas and decision-making ability. Check in regularly with those who lack experience and ensure that their confidence doesn't compel them to make decisions beyond their qualifications.

### If they're less experienced

- Don't confuse confidence with competence.
- Review their plans before they move ahead.
- Check in often enough to make sure they're on track.
- Have them check with you before any risky decisions are made.
- Clearly outline the boundaries of their authority, giving them options within those boundaries.

### If they're more experienced

- Show them the most practical way to be productive.
- Make sure you see eye to eye on the goal of the assignment.
- Set a deadline and let them figure out how to proceed.
- Make sure they understand the consequences of their shortcuts.
- Specify the limits of their authority while still allowing for some autonomy.

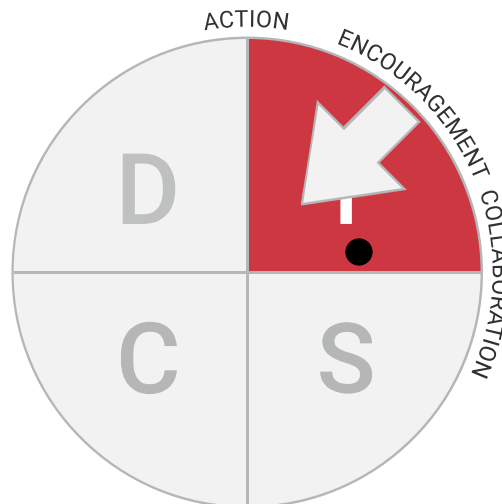




# Direct & Delegate: You & the i Style

## HOW THEY LIKE TO WORK

Like you, people with the i style are generally upbeat and optimistic. You're both usually sociable and openly expressive, and they probably appreciate your tendency to provide them with encouragement. While you may value their high energy and receptivity to new ideas, you may have trouble matching their high-spirited approach. Furthermore, because they are a bit more extroverted than you tend to be, you may have trouble controlling the course of discussions with them at times.



## POTENTIAL CHALLENGES WHEN WORKING TOGETHER

Like you, people with the i style want to work in a friendly environment where people are valued more than the bottom line. They like to channel their high energy into collaborative efforts and dislike assignments that may isolate them. Because you also tend to be sociable, the two of you may have trouble staying on task, forcing you to scramble at the last minute. And in the event that problems arise, these individuals may brush issues aside by unintentionally taking advantage of your tolerance.

## HOW TO ADAPT

These individuals tend to move a bit faster than you, and they may be somewhat more interested in adventurous projects than you are. They want to experiment with new ways of doing things and have the freedom to move quickly. You may have to work to keep them on task, so discuss potential issues before they arise. Let people with experience know that you'll consider their ideas, and check in frequently with those who lack experience to make sure they don't allow important details or tasks to slip through the cracks.

### If they're less experienced

- Make sure they don't lose track of details.
- Hold them accountable for missed deadlines or skipped steps.
- Help them prioritize.
- Ensure that they follow through on their tasks.
- Redirect their energy if socializing takes them off track.

### If they're more experienced

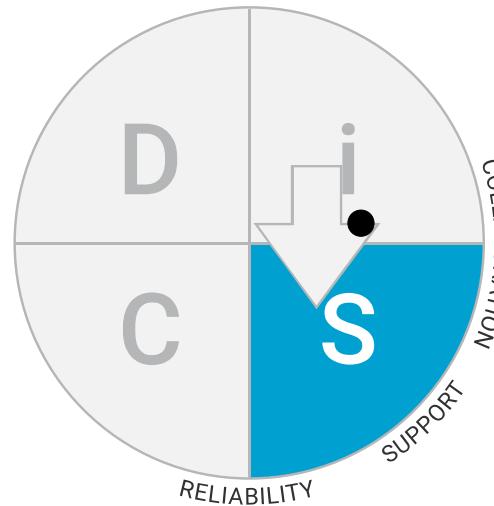
- Allow them to take the lead in group settings.
- Make time to go over the details with them.
- Acknowledge their contributions publicly.
- Keep them on track and on schedule.
- Be open-minded to their more adventurous ideas.



# Direct & Delegate: You & the S Style

## HOW THEY LIKE TO WORK

Like you, people with the S style are accommodating and flexible. Because they look for reassurances that they are doing a good job, they'll appreciate that you tend to offer support and encouragement. You may find that they accept direction easily, although they may be hesitant to take initiative or point out problems. And because they want to know exactly what's required of them, they'll respond positively if you give directions in a friendly manner that paints a clear picture of the desired results.



## POTENTIAL CHALLENGES WHEN WORKING TOGETHER

These individuals strive to make steady, careful progress toward predictable goals. Because they prefer traditional approaches, they may resist new or better ways of accomplishing tasks. They are unlikely to ask for challenges that could disrupt their routine, so you may need to be straightforward about your expectations when delegating responsibilities to them, and this may be less natural for you. While you might be frustrated with their hesitancy, you also may fail to give them tough feedback, since you want to avoid causing tension.

## HOW TO ADAPT

Like you, people with the S style may be most comfortable in friendly, cooperative environments. They share your desire to collaborate and form personal relationships. For those who lack experience, give them step-by-step instructions and reassure them that they have the skills and talent to perform well. For those with more experience, encourage them to take chances and push for more autonomy, but make it clear that you're available to advise them when needed.

### If they're less experienced

- Give clear, step-by-step directions.
- Ask questions to confirm their understanding.
- Check in with them frequently.
- Refrain from giving them too much responsibility too quickly.
- Avoid pushing them to move ahead before they are ready.

### If they're more experienced

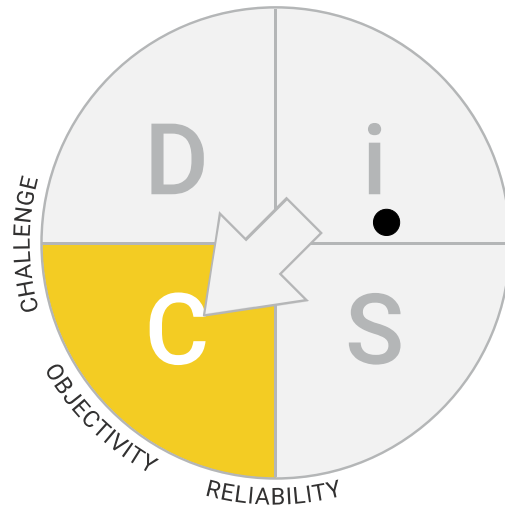
- Ask enough questions to elicit their concerns.
- Give them additional responsibilities when they seem ready for more challenges.
- Encourage them to take initiative.
- Make yourself available as an advisor.
- Ask them directly what kind of support they need.



# Direct & Delegate: You & the C Style

## HOW THEY LIKE TO WORK

People with the C style relate best to clear objectives and fact-based ideas. They go over options and proposals carefully and appreciate having time to analyze their work. Unlike you, they don't value collaborative environments, but rather they prefer working independently. In fact, unless there is a specific purpose, these individuals often view social interactions as a waste of time. Furthermore, they probably don't identify with your emphasis on personal relationships and may resent attempts to get them to open up.



## POTENTIAL CHALLENGES WHEN WORKING TOGETHER

These individuals want to produce dependable outcomes, so they tend to thoroughly consider all the consequences before choosing a plan. Because they take great care to get things right, they pay close attention to the specifics and are unlikely to rush through their tasks. However, you tend to be more trusting and optimistic, so you may become frustrated if they second-guess your plans. At the same time, they may view your laid-back, friendly approach as too unstructured for their needs.

## HOW TO ADAPT

People with the C style are more skeptical than you tend to be, but keep in mind that their questioning nature is just their way of processing new information. Therefore, listen to their concerns over possible flaws, and allow them to challenge traditional methods. Those with less experience may spend too much time perfecting their work, so be sure to check in frequently enough to keep them on track. Those with more experience may seek autonomy, so allow them to work alone as much as possible, but refrain from letting them isolate themselves.

### If they're less experienced

- Avoid forcing them to collaborate unless it's necessary.
- Give them tasks that require logic.
- Make sure they have the resources they need.
- Check in to make sure they aren't getting bogged down.
- Help them obtain quality without putting deadlines at risk.

### If they're more experienced

- Check in with them only to ensure forward progress.
- Encourage them to ask for more direction if they need it.
- Allow them to work independently when possible.
- Listen to their concerns about quality.
- Give them opportunities to help solve complex issues.



# Motivation

## INTRODUCTION

You can't motivate people. They have to motivate themselves. As a manager, however, you can create an environment where it's easy for people to find their own natural motivation. This means building an atmosphere that addresses employees' basic needs and preferences so they can do their best work. Of course, it's normal for humans to assume that the things that motivate us will automatically motivate others. So what you'll explore in this module is the type of environment you naturally create for those around you and how to adapt this environment to better meet the needs of the people you manage.

### YOU WILL LEARN

1. How you affect the motivation of others
2. What different people find motivating and demotivating
3. How to create a more motivating environment for a specific person



Management

## DISC® MODEL AND MANAGEMENT PRIORITIES

The priorities around the circle show what different managers tend to emphasize in their work, as well as what the people they manage value. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the iS style have shading that touches Collaboration, Encouragement, and Support. Your shading is characteristic of your style.

### Dominance

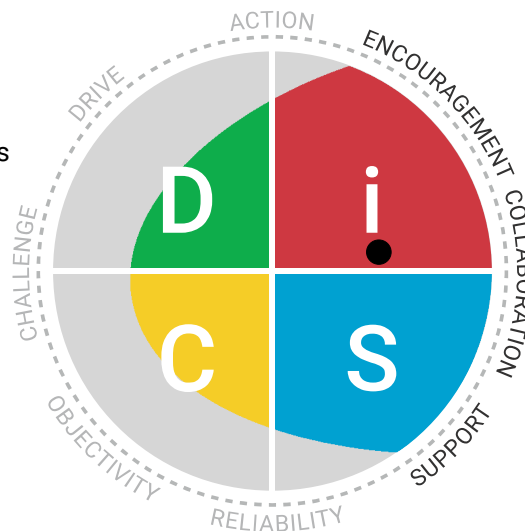
#### Motivated by:

- Challenges
- Chances to prove themselves
- Freedom

### Conscientiousness

#### Motivated by:

- Problem-solving
- Using their expertise
- Clear standards



### Influence

#### Motivated by:

- Enthusiastic praise
- Public recognition
- Passion

### Steadiness

#### Motivated by:

- Sincere appreciation
- A pressure-free environment
- Teamwork



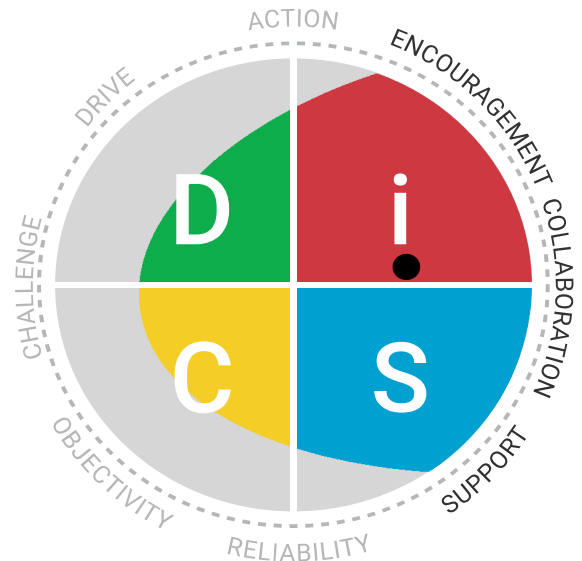
# The Environment You Create

It's important to understand the nature of the environment you create because it has a major impact on the motivation of the people you manage.

Shanna, your **focus on collaboration** motivates people by building trust among coworkers. People who feel that group efforts are appreciated are more likely to seek opportunities to brainstorm together and make improvements, without concern for who receives the credit. And for many people, being part of a cooperative, cheerful team boosts their enjoyment and energy at work.

Because of your **enthusiasm and encouragement**, you help create an environment where people feel recognized and accepted. You probably help your team see that work can be fun, and as a result, people may be more upbeat and optimistic about their tasks and contributions.

Most likely, your **supportive nature** allows you to create a trusting environment where people feel comfortable coming to work every day. Just knowing that someone cares about them on the job can be extremely motivating for many people. Further, you readily offer credit and compliments so that others feel a greater sense of ownership in team success.



## YOUR EFFECT ON OTHERS

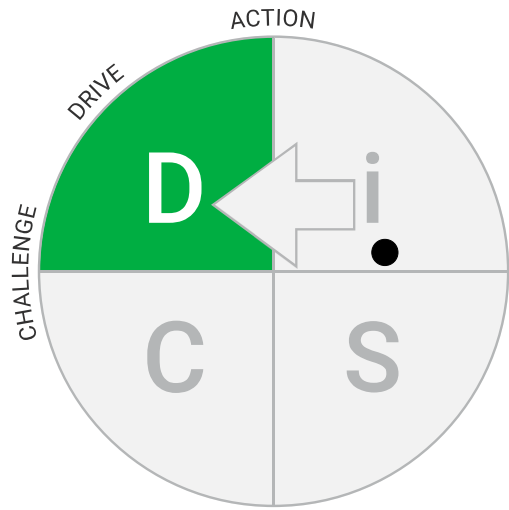
- Because of your encouragement, people feel good about their work.
- When you celebrate victories, people feel more ownership in the outcomes of their work.
- Because you build teams, people feel a sense of camaraderie.
- Because you are understanding and patient, people waste less energy worrying about mistakes.
- Your optimism and enthusiasm can make work more fun.
- When you put confidence in others, they may feel empowered to use creative approaches.



# Motivation: You & the D Style

## WHAT ARE THEIR MOTIVATIONAL NEEDS?

Employees with the D style are motivated to win, so they probably care more about the bottom line than how they get there. They're driven to achieve, probably more so than you, so they often thrive in competitive environments and can sometimes turn the most collaborative task into a contest. Furthermore, they want to move quickly and make a big impact with innovative or daring ideas, a desire with which you may not identify. In fact, they may be so focused on individual career growth that they disregard the needs of others, and you may have trouble understanding their challenging approach.



### What demotivates the D style?

- Routine
- Foot dragging
- Being under tight supervision
- Having their authority questioned or overruled
- Feeling like their time is being wasted
- Having to wade through a lot of details

### How does conflict affect the motivation of the D style?

- Employees with this style may embrace conflict as a way to create win-lose situations.
- They may be energized by the competitive aspects of conflict.
- They may waste energy dwelling on who is at fault.

## HOW TO ADAPT

Here's how to adapt your approach to help people with the D style find their own natural motivation.

### How can you help create a motivating environment for the D style?

- Provide concrete, practical goals to work toward.
- Let them work autonomously when teamwork isn't required.
- Validate their individuality by giving them reasonable freedom to create their own work environment.
- Channel their competitive spirit into areas that will help the team.
- Give them challenging projects that may allow them to garner more respect and influence.
- Outline the big-picture purpose of new projects to gain buy-in.

### What's the best way for you to recognize and reward the D style?

- Praise them by highlighting the unique contributions they make to team success.
- Recognize their growth by giving them more responsibility and autonomy.
- Point out how their ideas help the organization.
- Reward them with advancement opportunities when their performance shows they're ready for more challenges.

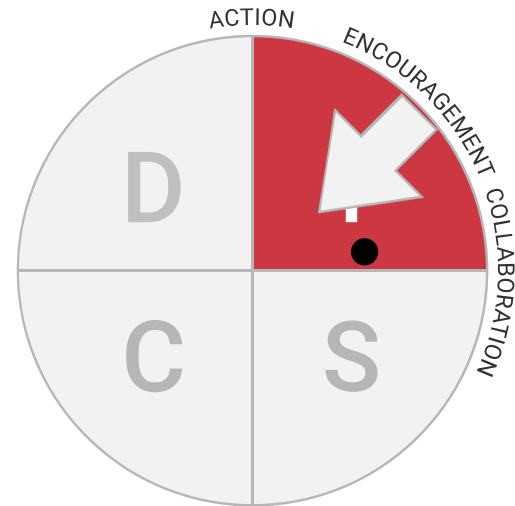




# Motivation: You & the i Style

## WHAT ARE THEIR MOTIVATIONAL NEEDS?

Employees with the i style look for high-energy environments where adventurous or groundbreaking ideas are valued. They're eager to collaborate, as you probably are, so they're likely to put a lot of energy into socializing and maintaining relationships. Because they like fun, vibrant settings, they often work at a fast pace and indulge in a variety of tasks, an approach with which you may not identify. Those with the i style are also motivated by public recognition, and like you, they appreciate a warm and encouraging environment.



### What demotivates the i style?

- Being isolated from others
- Working in a reserved, slow-paced setting
- Having their contributions go unrecognized
- Performing routine or repetitive tasks
- Wading through a lot of details
- Working with pessimistic or critical people

### How does conflict affect the motivation of the i style?

- Conflict may make them emotional or angry, and as a result may negatively affect their performance.
- They may take conflict personally, which could de-energize them.
- They may dwell on the conflict rather than focus on their tasks.

## HOW TO ADAPT

Here's how to adapt your approach to help people with the i style find their own natural motivation.

### How can you help create a motivating environment for the i style?

- Let them collaborate with you and others.
- Encourage their positive energy and give them opportunities to express themselves.
- Limit the predictability and routine of their tasks when possible.
- Reinforce their optimism with your natural enthusiasm and energy.
- Give them opportunities to be in the limelight.
- Provide some time to socialize and network.

### What's the best way for you to recognize and reward the i style?

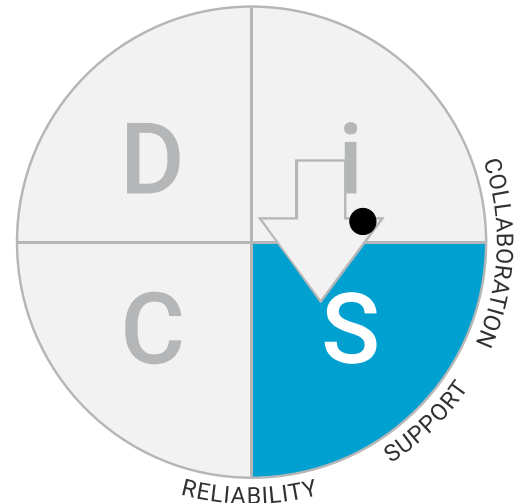
- Praise them enthusiastically in front of other colleagues, and thank them for their energy and passion.
- Make them feel like an indispensable member of your team.
- Reward their best work with new opportunities to shine.
- Recommend them for awards or advancement opportunities when they've proven themselves capable.



# Motivation: You & the S Style

## WHAT ARE THEIR MOTIVATIONAL NEEDS?

People with the S style prefer a calm, structured atmosphere where tension and conflict are rare. Like you, they tend to be supportive, and may even withhold their own opinions to accommodate or please other people. In addition, they like to connect with colleagues on a personal level by working in a collaborative setting, and you may appreciate their affinity for teamwork. Furthermore, they want to be seen as reliable and to have enough time to perform their duties without being rushed or stressed, which probably isn't as important to you.



### What demotivates the S style?

- Competitive environments
- Having to change direction abruptly
- Being rushed into quick decisions
- Dealing with cold or argumentative people
- Being forced to improvise
- Being in chaotic situations

### How does conflict affect the motivation of the S style?

- They may compromise on things they care about but remain frustrated beneath the surface.
- They may waste energy worrying that people are mad at them.
- They may become fearful about making mistakes, limiting their effectiveness or ability to take chances.

## HOW TO ADAPT

Here's how to adapt your approach to help people with the S style find their own natural motivation.

### How can you help create a motivating environment for the S style?

- Provide ample time for them to produce results.
- Let them collaborate with others, but don't push them to be more social than they want to be.
- Be clear about their tasks and responsibilities and don't skip the details.
- Plan ahead to be able to give plenty of warning when changes are coming.
- Ask for their ideas, which they might not share without encouragement.
- Give them a sense of security and structure.

### What's the best way for you to recognize and reward the S style?

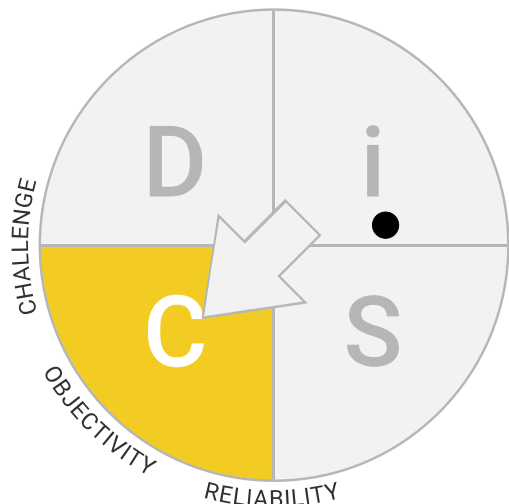
- Reward reliable and steady work by letting them know that you trust them with more important projects.
- Recognize their steadiness, support, and helpfulness by making them feel like a vital part of the team.
- Acknowledge their hard work by giving them warm and sincere praise in a one-on-one setting.
- Discuss potential advancement opportunities when you think they're ready for further challenges.



# Motivation: You & the C Style

## WHAT ARE THEIR MOTIVATIONAL NEEDS?

Employees with the C style look for an environment where they will have time to analyze ideas and ensure flawless outcomes. They want to produce work that's reliable, so they prefer to maintain a moderate pace and exercise a sense of caution, which isn't one of your top priorities. Because they tend to be even more objective than you are, they like to weigh all the options and gather all the facts before making decisions. Also, they want to master their responsibilities, so they often challenge ideas to ensure accuracy, an approach you probably don't share.



### What demotivates the C style?

- Being required to work collaboratively
- Receiving vague or ambiguous directions
- Having to deal with strong displays of emotion
- Being forced to let errors slide
- Having to make quick decisions
- Being wrong

### How does conflict affect the motivation of the C style?

- They may become resentful and unyielding, limiting their productivity.
- They may withdraw from the situation to avoid having to deal with emotional reactions.
- Their unexpressive manner may conceal a tendency to worry excessively.

## HOW TO ADAPT

Here's how to adapt your approach to help people with the C style find their own natural motivation.

### How can you help create a motivating environment for the C style?

- Explain the purpose of tasks logically rather than enthusiastically.
- Encourage them to help define quality standards.
- Listen to their insights about projects or tasks.
- Provide opportunities for independent work rather than focusing on collaboration.
- Convey your expectations clearly and specifically.
- Give them time and space to perform on their terms.

### What's the best way for you to recognize and reward the C style?

- Compliment them privately by focusing on specifics and avoiding sweeping praise.
- Acknowledge that their accuracy contributes greatly to team success.
- Recognize their gifts for analysis, logic, and problem solving, and help them build on these areas of expertise.
- Reward quality work by allowing increased autonomy on subsequent projects.



# Develop Talent

## INTRODUCTION

One of the most important but often overlooked areas of management is employee development. By development, we don't mean day-to-day direction on current job duties. Instead, we're talking about supporting employees' long-term professional growth by providing resources, environments, and opportunities that capitalize on their potential.

Certainly, your direct reports will need to work through those limitations that are significant obstacles to their growth. Research shows, however, that you'll be most effective as a manager if you can help your employees identify and build on their strengths, rather than trying to fix all of their weaknesses. This module will help you better understand their needs and how you can meet them where they're at.

### YOU WILL LEARN

1. Your natural style of developing talent
2. The diverse development preferences
3. How to better develop a specific employee



Management

## DISC® MODEL AND MANAGEMENT PRIORITIES

The priorities around the circle show what different managers tend to emphasize in their work, as well as what the people they manage value. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the iS style have shading that touches Collaboration, Encouragement, and Support. Your shading is characteristic of your style.

### Dominance

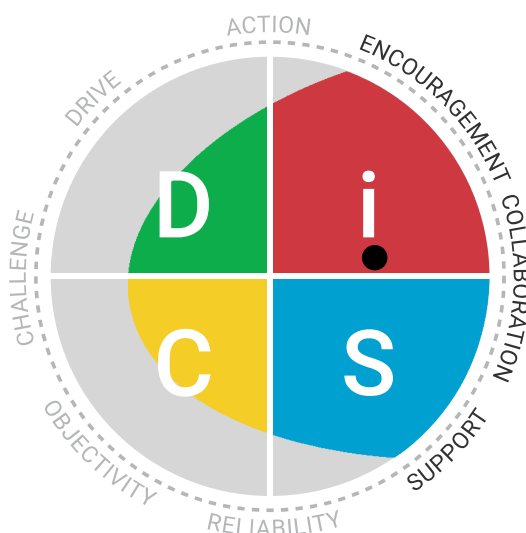
#### Appreciates:

- Big opportunities
- Advancement
- Being in charge

### Conscientiousness

#### Appreciates:

- Building expertise
- Digging deep into a topic
- Self-sufficiency



### Influence

#### Appreciates:

- Social and collaborative opportunities
- Novelty
- Chances to express themselves

### Steadiness

#### Appreciates:

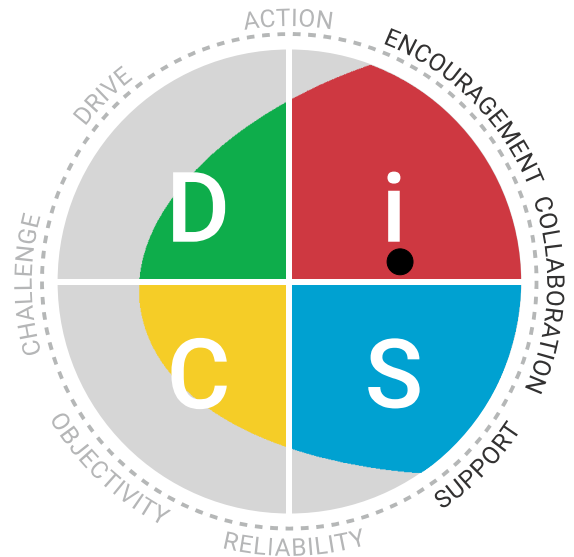
- Collaborative opportunities
- A safety net
- Stability



# How You Develop Talent

Every manager has a natural approach to developing talent in others. Your approach is described below.

Shanna, because you have a collaborative spirit, you probably enjoy mentoring others and helping them reach their full potential. Most likely, you establish working relationships in which the people you manage feel understood, making sure they know that their talents and contributions are appreciated. And because you want your team to succeed, you likely pass exciting and potentially rewarding opportunities to people who are ready for the challenge. Overall, your open-door policy and approachable personality allow people to bring their concerns, questions, and dreams to you without fear, and your team spirit inspires individual and collective productivity.



## HOW DO YOU APPROACH DEVELOPING OTHERS?

### Advantages

- Making yourself available for mentoring
- Boosting others' self-confidence with your belief in their abilities
- Providing regular, informal follow-up on people's development
- Making people feel good about their progress
- Taking the time to listen to people's real concerns
- Giving feedback in a considerate manner

### Disadvantages

- Being too tolerant when people fail to meet your expectations
- Failing to recognize less obvious opportunities that are available for others
- Being so accepting that you don't let yourself see obstacles holding people back
- Focusing exclusively on the positive behaviors of employees
- Failing to consider whether development plans are well-suited to the employee
- Neglecting to identify specifics about employee development plans

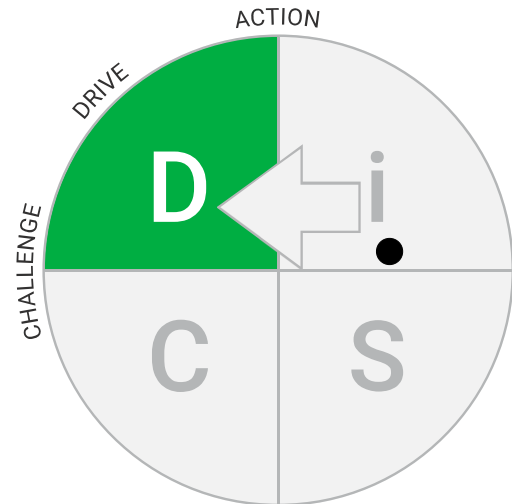


# Develop Talent: You & the D Style

## AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Willingness to take risks and challenge the status quo
- Comfort being in charge
- Confidence about their opinions
- Persistence through failure or tough feedback
- Competitive spirit and drive for results
- Ability to create a sense of urgency in others
- Comfort being direct or even blunt
- Restless motivation to take on new challenges
- Ability to find effective shortcuts
- Willingness to speak up about problems



## HOW TO ADAPT

### Remember they're driven

People with the D style like to take an idea and run with it, but it may not always be the correct idea. Monitor their progress while allowing them the autonomy that they crave. Without some independence, they are likely to become frustrated. Since these individuals are so focused on personal success, they may fail to see the importance of organizational goals and teamwork.

- Give them development opportunities that have the potential for impressive results.
- Be sure that they know the difference between individual and organizational goals.
- Encourage their ambition and autonomy but be prepared to redirect their focus.

### They're action-oriented

These individuals like to keep a fast pace and may look for quick advancement. They tend to focus on the task at hand and may fail to see the value of long-term planning. However, such a plan could capitalize on their energy for the mutual benefit of themselves and the team. If they resist methodical planning, point out the immediate benefits to them.

- Encourage them to identify new skills that will help their advancement.
- Help them slow down to think through their development path.
- Review the big picture and allow them to come up with appropriate long-term goals.

### They have a challenging side

People with the D style probably think that they can do it all. They may be skeptical about your positive and supportive approach to development. These individuals don't enjoy collaborative efforts like you do, so allow them plenty of autonomy, but be prepared to assert your authority if they question you.

- Let them work independently, but help them see the value of multiple perspectives.
- Challenge yourself to give them frank, results-oriented feedback when necessary.
- Give them opportunities to exercise authority.

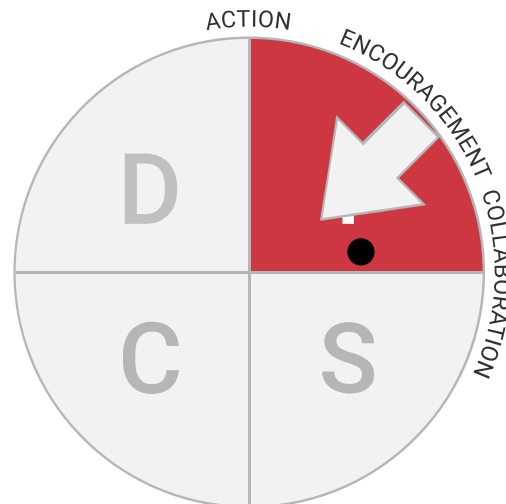


# Develop Talent: You & the i Style

## AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Ability to build a network of contacts
- Willingness to accept new ideas
- Interest in working with others
- Comfort taking the lead
- Persistence through optimism
- Tendency to create enthusiasm
- Ability to empathize with others
- Willingness to experiment with different methods
- Tendency to give praise and encouragement to others
- Ability to rally people around an idea



## HOW TO ADAPT

### Remember they respond to encouragement

Like you, people with the i style delight in positive feedback, and you're usually generous in delivering it. Sometimes, these individuals need to hear a realistic evaluation that identifies areas where they need to grow. This may be difficult for both the messenger and the recipient, but you can still be upbeat in your approach.

- Continue to be optimistic when assessing their development, but don't ignore problems.
- You may need to offer tougher feedback at times.
- Check to make sure they understand the gravity of your constructive criticism.

### They're action-oriented

These individuals like to keep moving and may avoid intense professional development work. They're easily distracted, and you may need to rein them in to get a plan down on paper. Since putting your foot down may be difficult for you, you may need to be disciplined about setting clear expectations in this area.

- Avoid creating development plans that are vague or that rely on overly optimistic scenarios.
- Point out the negative consequences of not taking the time to develop skills with deliberate effort.
- Encourage their spontaneity when appropriate.

### They thrive on collaboration

Like you, these individuals love to work with others. Group projects showcase their charisma and strong people skills. However, when taken to an extreme, these same qualities enable them to avoid pulling their own weight. Challenge yourself to push these individuals to grow personally and hone their skills.

- Encourage them to pursue opportunities that involve working with others.
- Allow them to lead small groups.
- Remind them that their growth will also depend on independent work.

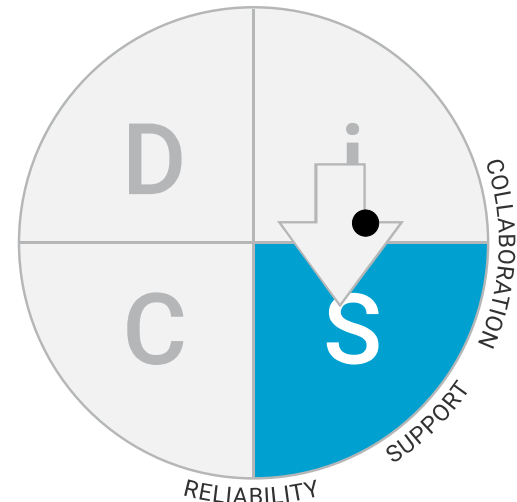


# Develop Talent: You & the S Style

## AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Ability to work with different types of people
- Interest in maintaining steady progress
- Tendency to be diplomatic
- Willingness to support team goals
- Ability to empathize with others
- Persistence to work on routine or highly detailed projects
- Tendency to follow through on commitments
- Ability to calm upset people
- Understanding of others' perspectives
- Willingness to be flexible to others' needs



## HOW TO ADAPT

### Remember they appreciate support

People with the S style want to know that they are meeting your expectations, and you may provide the support they are looking for. They are happy to be part of the team's success and may not seek opportunities for personal achievement. And since you tend to be so accommodating, you may enable them to stay in this comfort zone even if it doesn't promote their professional growth.

- Push them gently to grow and develop.
- Remind them that they have to focus on their own needs at times.
- Show patience and understanding for their fears and concerns.

### They strive to be reliable

They struggle with rapid change, so they strive to maintain comfortable environments. And because they like dependability and stability, they probably seek some structure from you when laying out their professional development. However, you tend to be laid-back and may not push them take reasonable chances in their professional growth.

- Encourage them to maintain their focus on reliable progress.
- Let them know that development often means moving in new directions.
- Respond to their need for structure by creating concrete development plans.

### They value collaboration

Like you, people with the S style like working with others, but their focus on collaboration may be at the expense of individual opportunities for growth. At the same time, you may not provide enough constructive criticism because you don't want to hurt their feelings, which could hinder them down the line.

- Encourage them to pursue opportunities that let them work with others.
- Show them that they have the strength to work autonomously.
- Offer constructive feedback when necessary.



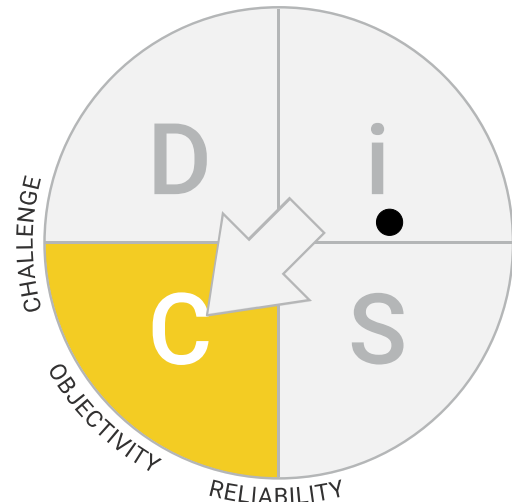


# Develop Talent: You & the C Style

## AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Insistence on quality
- Ability to look at ideas logically
- Comfort with studying the specifics
- Interest in maintaining error-free work
- Ability to pinpoint potential problems
- Persistence in analyzing solutions
- Willingness to work alone
- Tendency to avoid letting personal feelings interfere with work
- Ability to exercise caution and manage risks
- Interest in developing a systematic approach



## HOW TO ADAPT

### Remember they prize objectivity

People with the C style usually make decisions based on logic. Since you are probably more intuitive and passionate, you may be on different wavelengths regarding their development. You may embrace exciting new opportunities, but they need time and information before acting. Because they rely heavily on analysis, they may resist your role in their development.

- Steer them toward analytical development opportunities.
- Respect their independence, but remind them that you can be an advocate for their development.
- Avoid forcing them to socialize, but reinforce the importance of teamwork.

### They expect reliability

These individuals strive to produce accurate work, so they often adhere to the status quo. Since you are so easygoing, you may allow them to stay in their comfort zone, but always playing it safe isn't likely to lead to growth. Push them to stray from predictable development options, but be sure to provide clear plans.

- Propose clear, well-organized development opportunities.
- Recognize that they may struggle to admit their limitations or errors.
- Don't let them cling to safe development plans that won't further their growth.

### They have a challenging side

People with the C style probably don't accept ideas as readily as you do, so they may resist your suggestions for their development. Don't rely on enthusiasm to present ideas, as they will question any proposal that's not backed by data and facts. Since you're so laid-back, you may struggle to stand up to them.

- Expect that you'll have to back up your ideas with evidence if you want buy-in.
- Field their questions, but rein them in if their questioning becomes unproductive.
- Give them constructive feedback if they seem to cling to an idea out of stubbornness.



# Manage Up

## INTRODUCTION

"Managing up" refers to working effectively with and influencing your manager. And though it's a frequently overlooked aspect of management, it's nevertheless critical. Your manager is often your link to other parts of the organization and to resources that your team needs, so it's vital to have a good working relationship with them. If this relationship is solid, you'll be much more effective at communicating the needs of your team and pushing for the changes that will help them succeed. You'll also have a much clearer picture of where the organization is headed and what your manager prioritizes. This module will help you better understand your manager and how you can work together more effectively.

### YOU WILL LEARN

1. How your manager might see you
2. Different approaches for getting buy-in from your manager
3. How to work more effectively with your manager



Management

## DISC® MODEL AND MANAGEMENT PRIORITIES

The priorities around the circle show what different managers tend to emphasize in their work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the iS style have shading that touches Collaboration, Encouragement, and Support. Your shading is characteristic of your style.

### Dominance

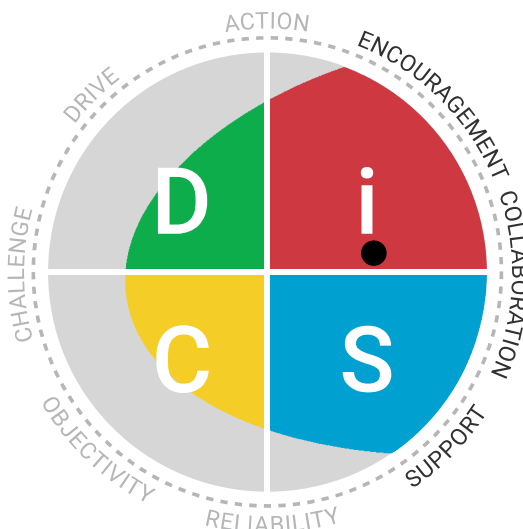
#### Responds well to:

- Outcomes
- Urgency
- Confidence

### Conscientiousness

#### Responds well to:

- Objectivity
- Logical arguments
- Evidence



### Influence

#### Responds well to:

- Enthusiasm
- Open dialogue
- Immediate action

### Steadiness

#### Responds well to:

- Predictability
- Sincerity
- Time to deliberate



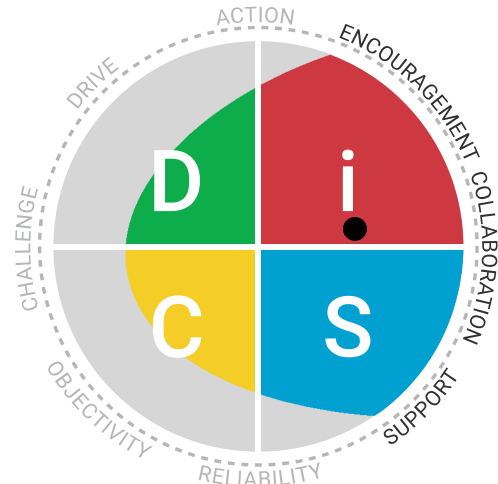
# How Your Manager Sees You

Understanding how you come across to your manager is important, but sometimes difficult. This page provides insight into how your manager might see you.

## Collaborative

Shanna, since you have an iS style, you probably come across as open and accepting. Your manager may appreciate your focus on building your team and making everyone part of the solution. On the other hand, your preference for working in groups could cause some managers to question whether you can make strong individual contributions, while others may think you spend too much time on social activities.

- Some managers are more likely to respect someone who acts independently.
- Your manager may think you're too focused on consensus.



## Encouraging

Many managers will appreciate your enthusiasm and may see you as someone who can make anyone feel good about their contributions to the team. In fact, your manager may believe your positivity can be infectious and uplifting. On the other hand, some managers may think you appear to overestimate people's abilities, while others may think you are unwilling to face unpleasant facts.

- Some managers may see you as unrealistically optimistic.
- Your manager may prioritize facts over passion.

## Supportive

Many managers will appreciate that you avoid becoming pushy or demanding when directing others. Furthermore, they may see your openness to people's ideas as valuable in creating a healthy team environment. However, some stricter managers may think you neglect to hold people accountable, even when their performances are subpar..

- Some managers are more likely to respect someone who will address tough issues directly and forcefully.
- Your manager may see you as overly lenient with people who are underperforming.



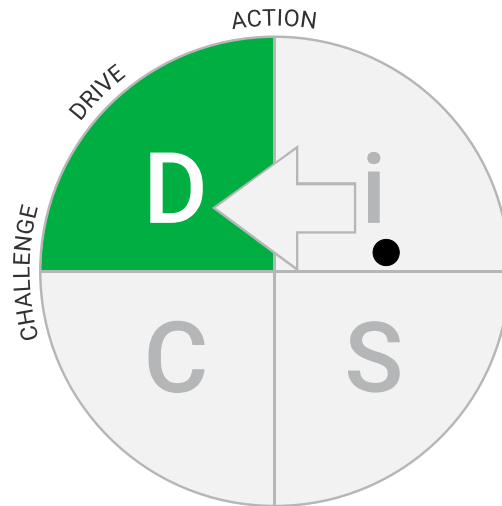
# Manage Up: You & the D Style

Most of us would like to understand our own manager a bit better. If your manager tends toward D, here are some insights for working more effectively together.

## THEIR PRIORITIES AND PREFERENCES

Managers with the D style put a strong emphasis on drive and are active in pursuing bottom-line results. They can be demanding and blunt and won't hesitate to voice their skepticism. Overall, they respond best to people who can quickly help them achieve success.

- Unlike you, their drive for results may cause them to overlook people's feelings or make compromises to quality.
- Unlike you, they prioritize action and want to keep progressing at a rapid pace.
- Unlike you, they tend to openly challenge the status quo and pressure others to meet their high standards.



## HOW TO ADAPT

### Getting buy-in

Managers with the D style tend to make firm decisions and can be very strong-willed. They respond best to people who have a no-nonsense, results-oriented style, and because you usually take a cheerful, easygoing approach, they may fail to take your ideas seriously. Therefore, be sure to express confidence in your decisions, and demonstrate that you can get things done without handholding. Furthermore, forward progress at a rapid pace is very important to them, so show them how your ideas can help them reach their goals quickly. Lay out the big picture simply and directly, and avoid the excessive enthusiasm that can make them suspicious. Because they want to feel in control, they may dismiss an idea if they believe that you ignored their advice. Therefore show respect for their leadership, and offer them an ownership stake in the solution.

- Don't let your accommodating nature keep you from being a strong advocate.
- Project confidence in the results you are promising.
- Ask for their advice and keep them in the loop.

### Dealing with conflict

Managers with the D style can become competitive in conflict, creating win-lose scenarios without room for compromise. They may be very direct and aren't inclined to avoid confrontation. This differs quite a bit from your tendency to prioritize positive relationships over winning an argument. Because they respect people who stand up for themselves and their ideas, don't put on a happy face or gloss over differences just to keep the peace. Be firm in laying out your position. Avoid taking their straightforward feedback personally and state your points objectively without becoming emotional.

- Don't give in just to keep things friendly.
- Be aware that hiding your feelings could be more harmful than speaking candidly.
- Avoid viewing their perspective as a personal attack.



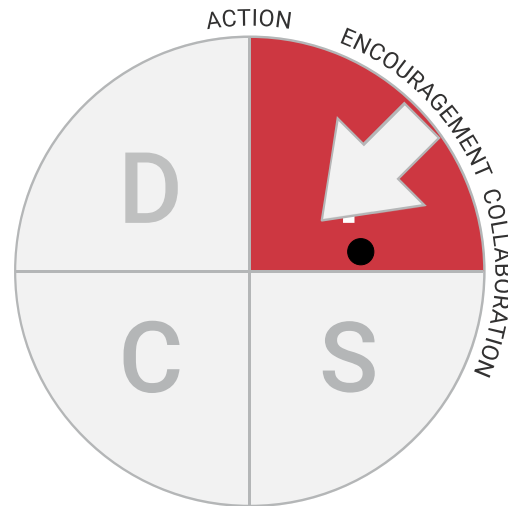
# Manage Up: You & the i Style

Most of us would like to understand our own manager a bit better. If your manager tends toward i, here are some insights for working more effectively together.

## THEIR PRIORITIES AND PREFERENCES

Managers with the i style tend to be energetic and encourage others to do their best. Overall, they want to lead a fast-paced but friendly team, and they will likely respond best to people who like to create an optimistic team spirit.

- Like you, they give people recognition and celebrate group victories.
- Like you, they prefer to work with others and prioritize teamwork.
- Unlike you, they focus on action and move quickly while striving for forward progress.



## HOW TO ADAPT

### Getting buy-in

Managers with the i style look for cooperation and want to know how your solutions will affect other people. Like you, they're interested in finding ways to interact, and they may become so caught up in a plan's potential that they dominate the conversation. To gain their buy-in, let them know that your solution has the power to invigorate people. Create an open dialogue, and emphasize how the team can work together to achieve your goals. Furthermore, they're interested in fast movement and groundbreaking solutions, so lay out the big picture and assure them that things can happen quickly once you gain their buy-in.

- Emphasize how your ideas can quickly energize people.
- Let them know how your plans will affect other people.
- Assert yourself to make sure they hear your ideas.

### Dealing with conflict

Managers with the i style want to maintain friendly relationships, so they may initially gloss over differences to avoid conflict. However, self-expression is very important to them, and they may insist on making their feelings clear when things get tense. In contrast, you usually take a somewhat more diplomatic approach and may give in to their demands to avoid negative feelings. Even though you would rather not deal with conflict, trying to sidestep it may lead to resentment. Express your concern for their feelings and a desire to work through the problem quickly but thoroughly. Let them know that you want to maintain a good relationship.

- Address the conflict directly, but let them know you care about their feelings.
- Make clear that your relationship is still strong.
- Try not to take any anger personally.



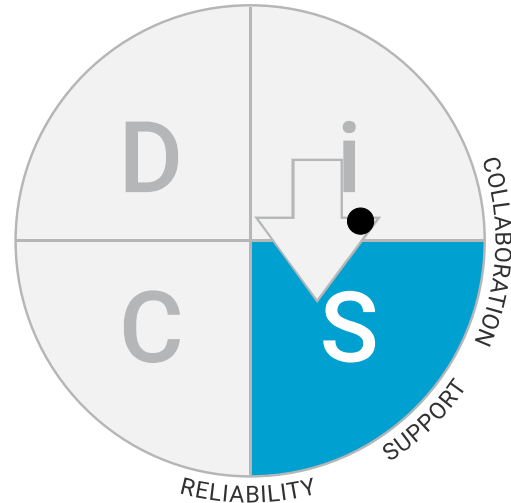
# Manage Up: You & the S Style

Most of us would like to understand our own manager a bit better. If your manager tends toward S, here are some insights for working more effectively together.

## THEIR PRIORITIES AND PREFERENCES

Managers with the S style tend to be accommodating and dependable. Overall, they want to lead a team in a calm setting where tension is rare, and they will likely respond best to people who are friendly team players.

- Like you, they emphasize supporting others and have empathy for people's needs.
- Like you, they prioritize collaboration and want people to work together harmoniously.
- Unlike you, they often dodge change in order to maintain a dependable setting.



## HOW TO ADAPT

### Getting buy-in

Managers with the S style want to see how your ideas can contribute to steady progress and reliable results. Because they want time to process information, avoid pushing them for an immediate decision. Furthermore, like you, they're interested in collaboration and team unity, so specify how your solution can bring the group together. They often see both sides of an issue and pay attention to its impact on people. If you want their buy-in, express confidence in your proposals, but don't dismiss their concerns, and avoid coming across as overly enthusiastic. Ask them for feedback, and let them know how your plan can be beneficial to others.

- Lay out your plan in a step-by-step manner.
- Emphasize how your idea helps people.
- Don't rely on enthusiasm to sway their opinion.

### Dealing with conflict

Managers with the S style want to avoid conflict whenever possible, so they may give in quickly or even deny there is a problem. You also tend to dislike confrontations, so the two of you probably have trouble addressing problems head-on. This mutual disdain for conflict can lead to festering issues, so take a more direct approach to prevent bad feelings from intensifying. Refrain from taking things personally, and work through the conflict quickly but thoroughly. Don't assume their silence means the matter is resolved. You may need to ask them more than once to uncover their true concerns.

- Address the situation directly rather than masking your differences.
- Follow up to make sure the issue is resolved.
- Acknowledge the importance of everyone's feelings.



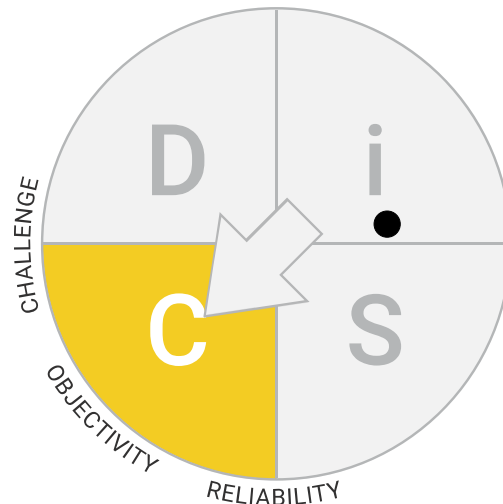
# Manage Up: You & the C Style

Most of us would like to understand our own manager a bit better. If your manager tends toward C, here are some insights for working more effectively together.

## THEIR PRIORITIES AND PREFERENCES

Managers with the C style put a strong emphasis on logic and maintaining a stable environment. Overall, they want to lead by setting high standards, and they will likely respond best to people who share their concern for high-quality outcomes.

- Unlike you, they spend a lot of time on objective analysis to ensure accuracy.
- Unlike you, they tend to move cautiously in order to deliver a reliable outcome.
- Unlike you, they tend to show open skepticism for ideas that aren't backed up by facts.



## HOW TO ADAPT

### Getting buy-in

Managers with the C style want to see how your ideas can lead to a high-quality solution. They want to anticipate potential complications, so they're likely to ask a lot of skeptical questions. Therefore, you'll need to provide enough data to prove your competence. Don't become frustrated or take it personally if they continue pressing you for details, as they simply want to eliminate flaws and ensure the best outcome. Furthermore, they're more interested in reliability than speed, so you may need to show them that you've thought through all of the consequences of your plan. Stick to the facts and avoid relying on enthusiasm. To gain their buy-in, present your ideas clearly and rationally, and give them the time they need to process all the information.

- Lay out your plan clearly and avoid skipping the specifics.
- Be ready to provide all the facts and data they need to reach a decision.
- Remember that their questions are aimed at testing the idea and not at attacking you.

### Dealing with conflict

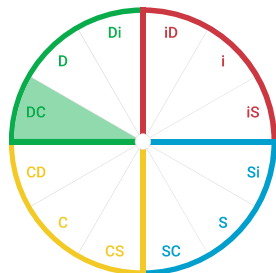
Managers with the C style view conflict as a disagreement over who is correct, so they may try to overpower opposing viewpoints with logic. They want to remain objective and tend to dodge direct aggression. If emotions run high, however, they may withdraw completely. Because you tend to gloss over differences, the two of you may fail to reach any meaningful resolutions. Therefore, you may need to focus more on facts in order to hear their side of the story. Keep in mind that discussing feelings may make them uncomfortable. To be most effective, state your position objectively and give them time to present their side.

- Support your opinions with logic and facts.
- Refrain from making emotional appeals.
- Assert your own position instead of just giving in.



# Personalized Style Index

## DC STYLE



**Goals:** Independence, personal accomplishment

**Judges others by:** Competence, common sense

**Influences others by:** High standards, determination

**Overuses:** Bluntness; sarcastic or condescending attitude

**Under pressure:** Becomes overly critical

**Fears:** Failure to achieve their standards

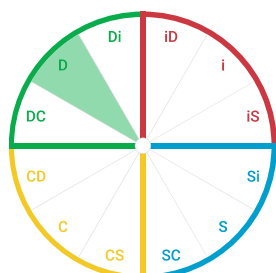
**Would increase effectiveness through:** Warmth, tactful communication

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

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

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

## D STYLE



**Goals:** Bottom-line results, victory

**Judges others by:** Ability to achieve results

**Influences others by:** Assertiveness, insistence, competition

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

**Under pressure:** Becomes impatient and demanding

**Fears:** Being taken advantage of, appearing weak

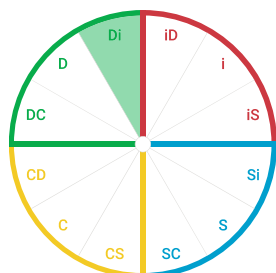
**Would increase effectiveness through:** Patience, empathy

People with the D style are strong-willed individuals who prioritize getting results. Because they want to make their mark, they constantly look for new challenges and opportunities. Since you focus more on relationships and teamwork, you may not understand their competitiveness.

In addition, they also tend to be action-oriented, so they often focus on achieving their goals quickly and forcefully. Since they are often very fast-paced, they like it when people cut to the chase. Since you don't place as high of a priority on bold action, you may not always relate to their rapid pace.

Furthermore, those with the D style also speak up when they see a problem. Because they want to control outcomes, they're often questioning and independent-minded. Since you prefer to be less critical, you may find it hard to relate to their challenging approach.

## Di STYLE



**Goals:** Quick action, new opportunities

**Judges others by:** Confidence, influence

**Influences others by:** Charm, bold action

**Overuses:** Impatience, egotism, manipulation

**Under pressure:** Becomes aggressive, overpowers others

**Fears:** Loss of power

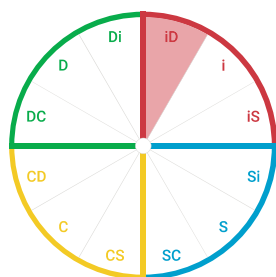
**Would increase effectiveness through:** Patience, humility, consideration of others' ideas

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

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

Finally, those with the Di style tend to be energetic and enthusiastic, so they may come across as charming and fun. They probably use their excitement to inspire others and to create a lively environment. Because you also tend to be positive and expressive, you probably appreciate their dynamic approach.



**iD STYLE**

**Goals:** Exciting breakthroughs

**Judges others by:** Ability to think creatively, charisma

**Influences others by:** Boldness, passion

**Overuses:** Impulsiveness, outspokenness

**Under pressure:** Becomes impulsive, lashes out at others

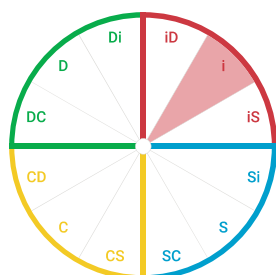
**Fears:** Fixed environments, loss of approval or attention

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

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

In addition, they tend to be enthusiastic, and they may come across as high-energy people who like to rally others around a common goal. Most likely, they maintain an upbeat attitude and bring a genuine optimism to their work. You also tend to express yourself and stay positive, so you may appreciate their tendency to get people excited about ideas.

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

**i STYLE**

**Goals:** Popularity, approval, excitement

**Judges others by:** Openness, social skills, enthusiasm

**Influences others by:** Charm, optimism, energy

**Overuses:** Optimism, praise

**Under pressure:** Becomes disorganized, gets overly expressive

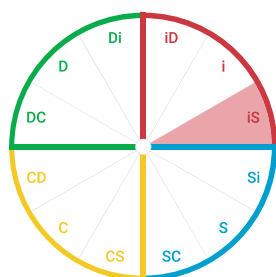
**Fears:** Rejection, not being heard

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

People with the i style put a high priority on enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Although you tend to share their optimism, you may think they are somewhat more energetic and high-spirited than you tend to be.

In addition, they are action-oriented, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you tend to strike a balance between speed and caution, you may not always appreciate their spontaneous approach.

Furthermore, those with the i style also appreciate collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Since you share their emphasis on teamwork, you may relate to their interest in seeking opportunities to collaborate.

**iS STYLE**

**Goals:** Friendship

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

**Influences others by:** Agreeableness, empathy

**Overuses:** Patience with others, indirect approaches

**Under pressure:** Takes criticism personally, avoids conflict

**Fears:** Pressuring others, being disliked

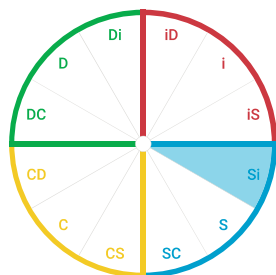
**Would increase effectiveness through:** Acknowledging others' flaws, confronting problems

People with the iS style value collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. 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 tend to be enthusiastic, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others. Because you share their positive outlook, you probably find it easy to relate to their happy-go-lucky approach.

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

## Si STYLE



**Goals:** Acceptance, close relationships

**Judges others by:** Receptivity to others, approachability

**Influences others by:** Showing empathy, being patient

**Overuses:** Kindness, personal connections

**Under pressure:** Avoids conflict, tries to make everyone happy

**Fears:** Being forced to pressure others, facing aggression

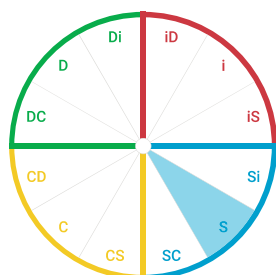
**Would increase effectiveness through:** Saying "no" if necessary, addressing issues

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

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

Furthermore, those with the Si style usually come across as cheerful and upbeat. They tend to see the positive in most situations, and they're encouraging of other people's ideas. Most likely, you can relate well to their upbeat approach.

## S STYLE



**Goals:** Harmony, stability

**Judges others by:** Dependability, sincerity

**Influences others by:** Accommodating others, consistent performance

**Overuses:** Modesty, passive resistance, compromise

**Under pressure:** Gives in, avoids revealing true opinions

**Fears:** Letting people down, rapid change

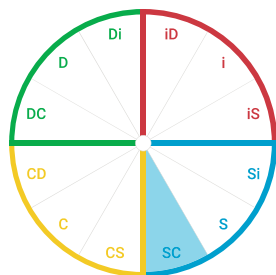
**Would increase effectiveness through:** Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing support. They tend to be good listeners, and as a result they're often seen as patient and accommodating. You probably find it easy to relate to their friendly, helpful approach, although you may be slightly more expressive and open than they are.

In addition, they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you're probably more open than they are to untested ideas, you may sometimes think that they're too dependent on the status quo.

Furthermore, people with the S style also value collaboration. Because they appreciate a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. You probably share their focus on teamwork, and you may work with them to establish an accepting and open environment.

## SC STYLE



**Goals:** Calm environment, fixed objectives, steady progress

**Judges others by:** Reliability, realistic outlook, even temperament

**Influences others by:** Diplomacy, self-control, consistency

**Overuses:** Willingness to let others lead, humility

**Under pressure:** Becomes inflexible, hinders spontaneity, complies

**Fears:** Time pressure, uncertainty, chaos

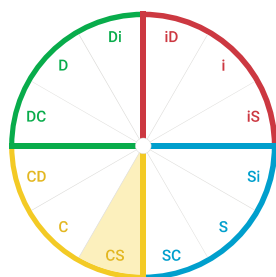
**Would increase effectiveness through:** Initiating change, speaking up

People with the SC style place a high priority on stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won't bring a lot of surprises. Since you're probably willing to take risks, you may find it hard to relate to their focus on safe, dependable outcomes.

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

Furthermore, those with the SC style focus on accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. You may have trouble relating to their methodical approach and tendency to double-check their work.

## CS STYLE



**Goals:** Stability, reliable outcomes

**Judges others by:** Precise standards, orderly methods

**Influences others by:** Practicality, attention to detail

**Overuses:** Traditional methods, sense of caution

**Under pressure:** Withdraws, becomes hesitant

**Fears:** Emotionally charged situations, ambiguity

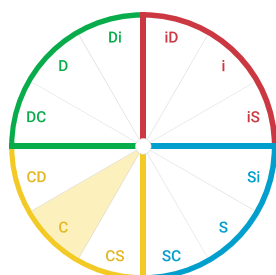
**Would increase effectiveness through:** Showing flexibility, being decisive, showing urgency

Shanna, people with the CS style value stability, so they probably come across as orderly and precise. Since they prefer to be well-prepared, they tend to avoid taking risks or making rapid changes. Because you're probably more adventurous than they are, you may find it hard to relate to their cautious approach.

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

## C STYLE



**Goals:** Accuracy, objective processes

**Judges others by:** Expertise, systematic processes

**Influences others by:** Logic, exacting standards

**Overuses:** Analysis, restraint

**Under pressure:** Overwhelms others with logic, becomes rigid

**Fears:** Being wrong, strong displays of emotion

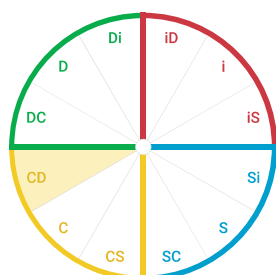
**Would increase effectiveness through:** Acknowledging others' feelings, looking beyond data

People with the C style focus on accuracy and getting things right. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. Since you tend to prioritize a friendly, open environment, you may find it hard to relate to their detached, logical approach.

In addition, they also value stability. Since they tend to appreciate follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Because you tend to be more receptive to quick decisions on new ideas, you may find it somewhat difficult to relate to their cautious approach.

Furthermore, people with the C style are attentive to uncovering problems and mistakes. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you tend to take a more accepting approach, you may be concerned that their skepticism could hurt people's feelings or harm team unity.

## CD STYLE



**Goals:** Efficient results, rational decisions

**Judges others by:** Competence, use of logic

**Influences others by:** Strict standards, resolute approach

**Overuses:** Bluntness, critical attitude

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

**Fears:** Failure, lack of control

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

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

In addition, they also prioritize accuracy, and they focus on thinking logically to create the best solutions. They tend to avoid letting their emotions get in the way of making rational decisions. To you, their approach may seem overly analytical and perfectionistic.

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