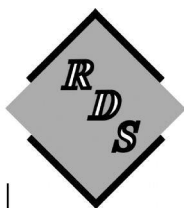




# EVERYTHING DiSC® WORKPLACE™

- Discovering Your DiSC® Style
- Understanding Other Styles
- Building More Effective Relationships
- Personalized Style Index



**Resource  
Development  
Systems** LLC

Managing the Human Side of Business <sup>SM</sup>

## Alex Bradley

Friday, May 29, 2009

This report is provided by:

Resource Development Systems, LLC  
Managing the Human Side of Business (sm)  
934 Falling Creek Dr., Macon, GA 31220  
478-254-3155  
or Toll Free in the US 888-909-6194  
info@rds-net.com  
www.ResourceDevelopmentSystems.com

# Introduction to DiSC®

Everything DiSC® Workplace™ Profile

## Welcome to Everything DiSC®

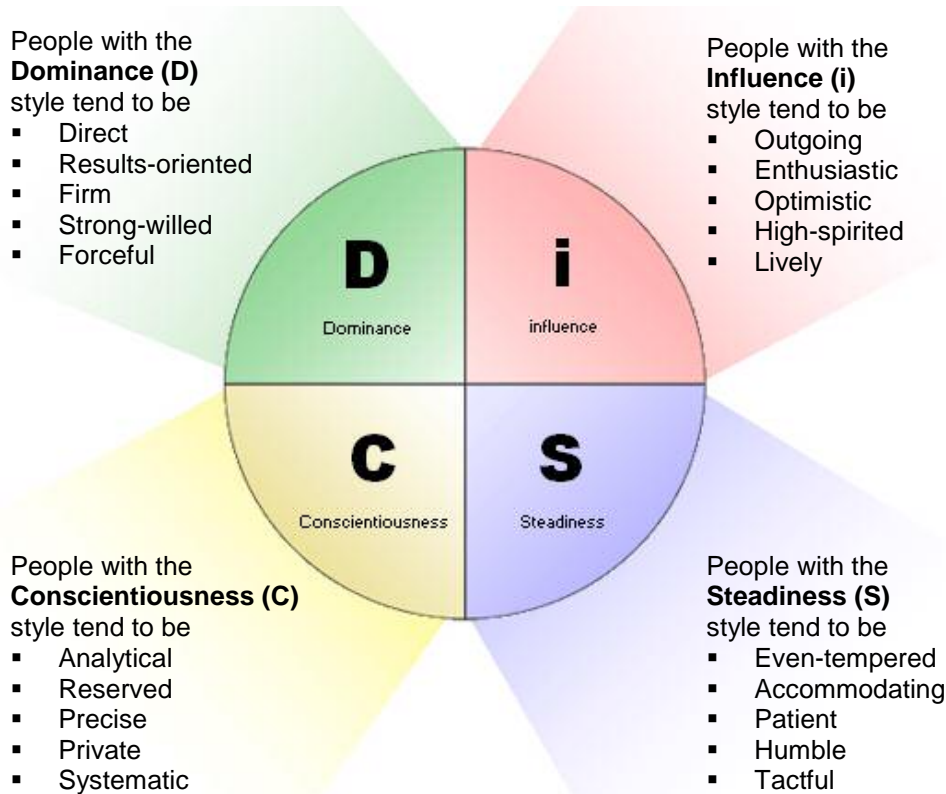
Alex, have you ever wondered why connecting with some people is easier for you than with others? Maybe you've noticed that you relate better to colleagues who focus more on creating momentum and inspiring others. Or, maybe you're more comfortable working with those who take a spontaneous, energetic approach than those who work at a steadier, more cautious pace. And, perhaps you relate best to people who are more expressive than restrained.

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

The DiSC model uses **four basic styles** to describe how people approach their work and relationships:

### Cornerstone Principles of Everything DiSC Workplace

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





# Your DiSC® Style

Everything DiSC® Workplace™ Profile

# Discovering Your DiSC® Style

## What Does Your Map Say about You, Alex?

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

Alex, the picture to the right shows your **Everything DiSC Workplace Map**.

**Your Style: iD**  
**Primary Style: i**  
**Secondary Style: D**

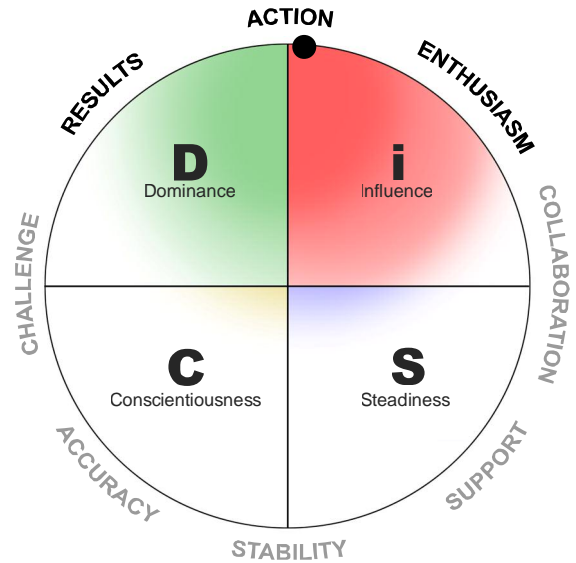
Your dot **location** shows your DiSC® style. Because your dot is in the i region, this is your **primary style**. However, your dot is located near the line dividing the i and D regions, so D is your **secondary style**, and you also have many characteristics associated with this region.

Note that the map **shading** also illustrates how inclined you are to use each style. The more of the region that is shaded, the more likely you are to show characteristics of that style.

Keep in mind that while **everyone is a blend of all four styles**, most people tend most strongly toward one or two styles.

The eight words around the map represent the **priorities** of the styles at work. When we talk about priorities, we mean the primary areas where people focus their energy. The three priorities that are closest to your dot are the top priorities of your DiSC style.

Now that you know where you fall on the Everything DiSC Map, you'll read an overview of your iD style. Then you'll learn about the workplace priorities and preferences associated with your style. In addition, you'll learn some basics about the other DiSC styles and how to use that information to connect better with others in your workplace.



### Close to the Edge or Close to the Center?

The position of your dot shows that you are **strongly inclined** toward the iD style. Because your dot is very close to the edge of the circle, it's also quite close to the priorities of Action, Enthusiasm, and Results. Therefore, these things are probably highly important to you.

On the other hand, the priorities of Stability, Accuracy, and Support are pretty far away from your dot. So, for example, if you have to choose between taking Action or maintaining a sense of Stability, the choice will probably be clear: you'll usually choose Action because it's much closer to your dot.



### Your DiSC Style: iD

Because you have an iD style, Alex, you're probably a goal-oriented person who seeks exciting breakthroughs. Most likely, you want to have the freedom to set your own course. You may have grand ambitions for your life, and you're probably attracted to high-profile assignments that will allow you to maximize your talents. Because you may be motivated by prestige and status, you probably push yourself to accomplish bigger and better things.

Most likely, you're extremely passionate and expressive, and your enthusiasm is often contagious. You probably have a self-assured attitude that many people are drawn to. You often use gestures and anecdotes to emphasize your points, and you tend to speak freely with little concern about filtering your thoughts.

You probably have a strong ability to persuade others to adopt your vision. More often than not, your persuasive powers allow you to work toward your goals by gaining the buy-in of others. However, people who are more analytical may challenge some aspects of your plans that you have left unaddressed. While you're often able to create forward momentum in a group, you may need to delegate more in-depth responsibilities to others.

Like others with your iD style, you're very active and energetic. You have a strong need for variety, so you like to have multiple projects on your plate, and you probably dislike sitting still for long periods or being forced into monotonous routines. You enjoy the gratification of kicking off a new project, but after the excitement wears off you may lose interest and fail to follow through on your plans.

Because you enjoy having influence, you may strive to be among the inner circle in an organization. Most likely, you feel a strong need to be heard, and you do your best to make a favorable impression. You appreciate being recognized for your contributions, and you're not easily embarrassed by public recognition. In fact, you probably thrive on it. And, because you value such compliments, you're often generous with your praise of others.

Most likely, you enjoy meeting new people and building on your large network of friends and associates. And, you may be particularly drawn to other people who share your charisma. You're probably not afraid to share personal information, even with people you've just met. Because you enjoy making connections, you're happy to introduce people who may have common interests. Furthermore, you think that playing off other people's ideas often yields more interesting results, so you may embrace opportunities for friendly banter or brainstorming.

When conflict arises, you probably try to focus on the positive. In fact, you may try to brush unpleasant issues under the rug for as long as possible. However, you also have a tendency to jump to conclusions, and if you become very upset, you're more likely to express your anger than to shut down. In such cases, you may lash out at other people without trying to control your emotions. While unleashing your feelings may seem cathartic, you may underestimate the impact that this intensity can have on others.

You're not afraid of the unexpected, and you probably enjoy the excitement of being spontaneous. Because you're so adventurous, you're often eager to seize new opportunities, even if it means changing directions quickly. You're open to taking risks, and you're often willing to make decisions based on your gut instinct. Because you can be overly optimistic at times, you may dismiss potential obstacles too quickly.

Alex, all of these behaviors reflect your top priorities of Action, Enthusiasm, and Results. Like others with the iD style, your most valuable contributions to the workplace may include your ability to initiate change, your passion, and your drive to succeed. In fact, these are probably some of the qualities that others admire most about you.



# Your Everything DiSC® Priorities

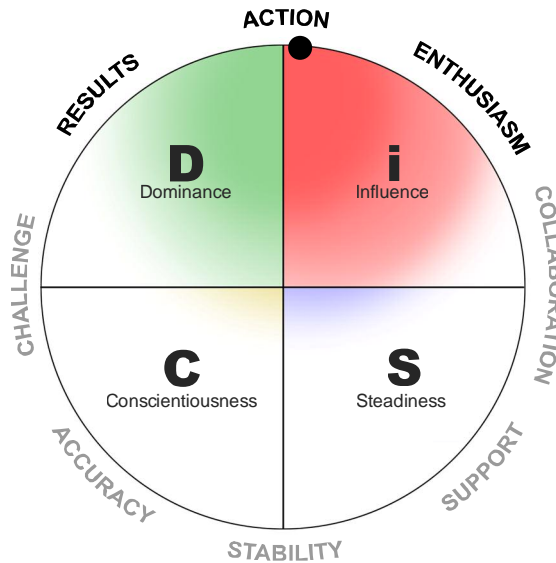
Everything DiSC® Workplace™ Profile

Your DiSC® style can say a great deal about what aspects of the job you see as most important, and it can influence how you interact with your colleagues.

Overall, you probably put a priority on Action, Enthusiasm, and Results. This means that you usually set adventurous goals and project a lot of energy. Others might describe you as passionate and expressive. Most likely, you're very outspoken with your ideas and get people excited about making breakthroughs.

Below is a more in-depth discussion of the priorities associated with your DiSC style.

# Discovering Your DiSC® Style



## What Priorities Shape Your Workplace Experience?

### ► Taking Action

Alex, you probably place a very high priority on making swift, immediate progress. Like others with the iD style, you may be much more adventurous and open to risks than most people. As a result, you tend not to spend too much time analyzing options and reviewing details. In fact, you're more likely to hit the ground running, and you may show impatience with rules or procedures that feel bogged down. You probably dislike routine or predictable tasks, so projects that have the potential for rapid change or improvisation are unlikely to intimidate you. At times, however, you may overlook important specifics in your drive to move forward.

### ► Generating Enthusiasm

People with your iD style often take a dynamic and positive approach when beginning projects or tackling issues. You likely keep an upbeat attitude, even when obstacles pile up, and you tend to maintain an optimistic viewpoint that helps you to avoid losing momentum. Your passion is probably easily noticed by other people, and you may be very outspoken with your opinions. Consequently, you can often inspire other people to be as excited about your ideas as you are. In fact, you may have a knack for persuading people without coming across as pushy.

### ► Getting Results

Like others with the iD style, you probably drive toward ambitious goals and favor innovative solutions. Toward that end, you may choose short cuts and groundbreaking ideas over steady, methodical progress. In fact, projects that drag on for too long may quickly lose your interest. You tend to respond well to plans that yield the biggest payoff for your effort, and you're probably willing to take risks to gain an immediate victory. Most likely, you work hard to implement your ideas rapidly, and you take time to recognize team members who contribute to your success.

# Your Motivators and Stressors

Everything DiSC® Workplace™ Profile

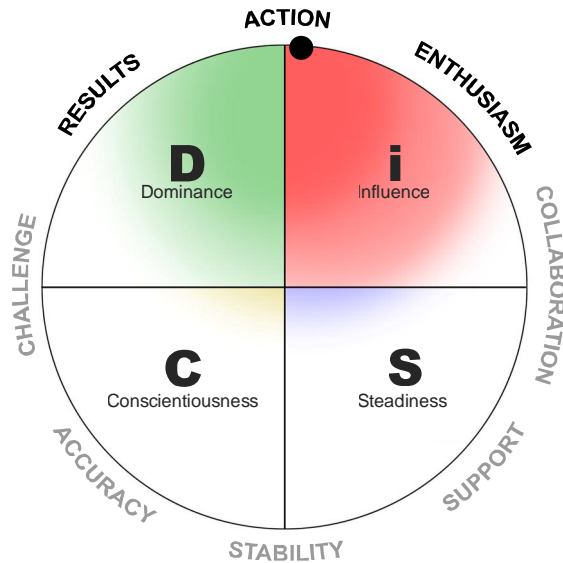
# Discovering Your DiSC® Style

## What Motivates You?

Different people find different aspects of their work motivating. Like other people with your iD style, Alex, you're probably attracted to projects that are adventurous and colorful. Most likely, you enjoy creative and energetic team environments where you can use your passion and charisma to lead the group toward major accomplishments.

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

- Setting bold goals
- Developing new relationships
- Persuading others
- Initiating colorful projects
- Inspiring others to do their best
- Creating enthusiasm and momentum
- Working toward challenging goals
- Being the center of attention
- Achieving immediate results



## What is Stressful for You?

Then there are those aspects of your work that are stressful for you. Because you tend to maintain an energetic pace and strive for quick results, you may find routine work and detail-oriented projects to be very draining. Consequently, you may be more interested in starting new projects than following through on old ones. Furthermore, you may dislike it if you have to rein in your innovative plans because the organization has different priorities.

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

- Sustaining interest in routine projects
- Slowing down to assure accuracy and quality
- Analyzing options in-depth
- Moderating your pace for others' benefit
- Setting realistic limits
- Using a slow, systematic approach
- Partnering with very cautious people
- Following strict rules or protocols
- Working steadily toward long-term goals

# Overview of the DiSC® Styles

Everything DiSC® Workplace™ Profile

## Discovering Your DiSC® Style

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

### D: Dominance

**Priorities:** getting immediate results, taking action, challenging self and others

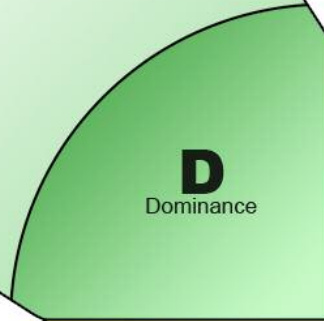
**Motivated by:** power and authority, competition, winning, success

**Fears:** loss of control, being taken advantage of, vulnerability

**You will notice:** self-confidence, directness, forcefulness, risk-taking

**Limitations:** lack of concern for others, impatience, insensitivity

Questioning  
Logic-Focused  
Objective  
Skeptical  
Challenging



**D**  
Dominance

Active  
Fast-paced  
Assertive  
Dynamic  
Bold

### i: Influence

**Priorities:** expressing enthusiasm, taking action, encouraging collaboration

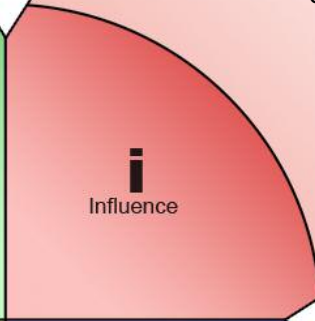
**Motivated by:** social recognition, group activities, friendly relationships

**Fears:** social rejection, disapproval, loss of influence, being ignored

**You will notice:** charm, enthusiasm, sociability, optimism, talkativeness

**Limitations:** impulsiveness, disorganization, lack of follow-through

Accepting  
People-focused  
Empathizing  
Receptive  
Agreeable



**i**  
Influence

### C: Conscientiousness

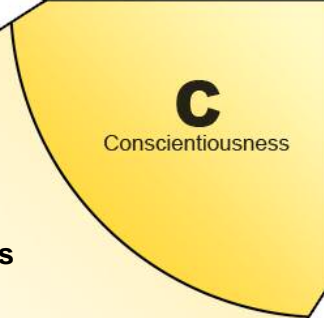
**Priorities:** ensuring accuracy, maintaining stability, challenging assumptions

**Motivated by:** opportunities to use expertise or gain knowledge, attention to quality

**Fears:** criticism, slipshod methods, being wrong

**You will notice:** precision, analysis, skepticism, reserve, quiet

**Limitations:** overly critical, tendency to overanalyze, isolates self



**C**  
Conscientiousness

Thoughtful  
Moderate-Paced  
Calm  
Methodical  
Careful

### S: Steadiness

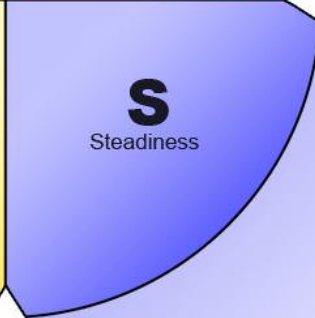
**Priorities:** giving support, maintaining stability, enjoying collaboration

**Motivated by:** stable environments, sincere appreciation, cooperation, opportunities to help

**Fears:** loss of stability, change, loss of harmony, offending others

**You will notice:** patience, team player, calm approach, good listener, humility

**Limitations:** overly accommodating, tendency to avoid change, indecisiveness



**S**  
Steadiness

## Understanding How Your iD Style Reacts to the D Style

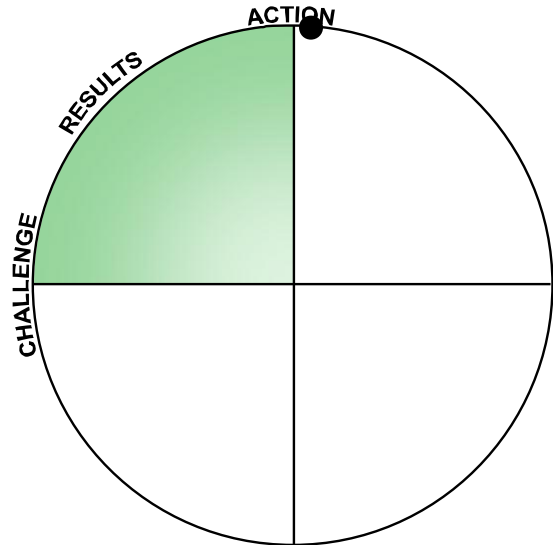
Everything DiSC® Workplace™ Profile

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, and though you respect her drive to succeed, you may find her direct, businesslike approach to be a bit too aggressive.

To you, this colleague often seems intense, demanding, and ready to tackle anything head-on. Because you like to leverage relationships and want to inspire others, you may wonder why she seems so determined to go her own way. Still, you also prefer a fast-paced work environment, so you're probably comfortable with her drive to keep things moving.

At the same time, since you tend to be upbeat, you may find her skeptical and questioning nature somewhat perplexing. She probably doesn't seem as interested in building team spirit as you are, and you may wonder why she doesn't share your enthusiasm for getting everyone involved.

## Understanding Other Styles



Compared to your iD style, Alex, people with the D style may seem:

- Driven
- Competitive
- Outspoken
- Forceful

### What Makes People Like This Tick?

As you can see from the map, they share your priorities of Results and Action. However, they prioritize Challenge rather than the Enthusiasm that you find important.

#### Results

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. Since you also tend to be fairly competitive, you can probably relate to their driven nature.

#### Action

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. Since you also prefer to move energetically toward your goals, you can probably relate well to their bold style.

#### Challenge

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you focus more on maintaining positive relationships, you may find it hard to relate to their sometimes challenging approach.

## Understanding How Your iD Style Reacts to the i Style

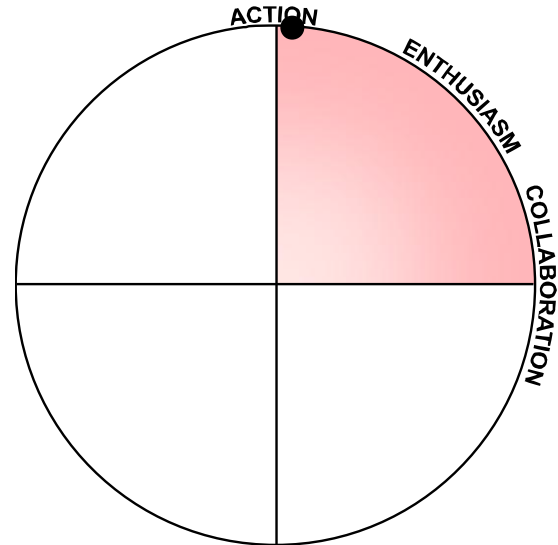
Everything DiSC® Workplace™ Profile

Now, imagine that you also work with someone with an i style. He seems to know everyone on a first-name basis and always has the latest scoop. Most likely, you admire his positive outlook and his enthusiasm, and you probably appreciate his openness to new ideas. While you both like keeping busy, you may find his approach to be slightly less results-oriented than yours.

Because you also enjoy the social aspects of work, you probably appreciate his fun, outgoing nature. And since you tend to enjoy cultivating relationships, you may appreciate his collaborative nature. At the same time, while you both probably like coming up with exciting ideas, you may be slightly more driven to implement them.

Furthermore, since you both tend to enjoy the spotlight, you may find that he competes with you for attention at times. However, because you tend to embrace change, you probably admire his spontaneity and flexibility, though the two of you may get bored with routine tasks.

## Understanding Other Styles



Compared to your iD style, Alex, people with the i style may seem:

- Passionate
- Fun-loving
- Adventurous
- Energizing

### What Makes People Like This Tick?

As you can see from the map, they share your priorities of Enthusiasm and Action. However, they prioritize Collaboration rather than the Results that you find important.

#### Enthusiasm

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 optimistic viewpoint, you may believe that they occasionally substitute high energy for results.

#### Action

In addition, they prioritize Action, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Because you tend to share their preference to hit the ground running, you may relate well to their spontaneous approach.

#### Collaboration

Furthermore, those with the i style also value Collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Although you tend to appreciate their efforts to get the best out of teamwork, you may sometimes find that they focus too heavily on the group at the expense of individual accomplishment.

## Understanding How Your iD Style Reacts to the S Style

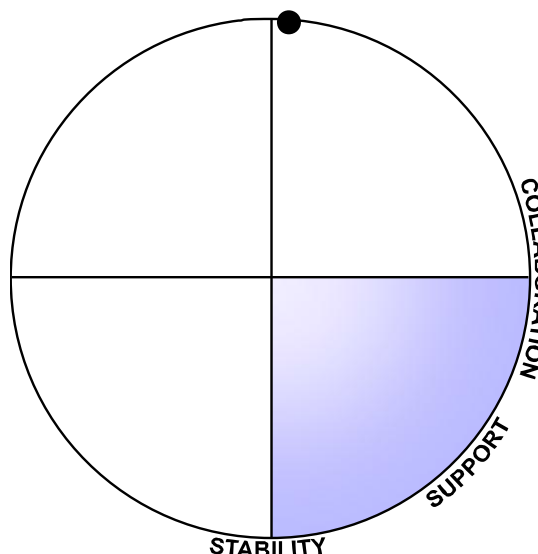
Everything DiSC® Workplace™ Profile

Now, let's imagine that you regularly interact with someone with an S style. He is well-liked by everyone and can always be counted on to perform his job consistently. But while he's certainly a "rock" around the office, he's not likely to step up to take charge or suggest adventurous ideas like you tend to do.

To you, this colleague seems warm and helpful. Whenever you ask him a question, he's always patient and happy to help. Still, because you tend to act boldly and make decisions confidently, you may find him to be too cautious and indecisive at times. However, while he's unlikely to share your sense of urgency, you probably see him as cooperative and hardworking, and it's probably a pleasure to collaborate with him.

While you probably enjoy personal recognition and attention, he tends to keep a low profile and gets embarrassed when someone showers him with praise. In response to this kind of recognition, he tends to say, "I'm just doing my job." At the same time, because you recognize the value of workplace relationships, you probably appreciate his team-player attitude and concern for others.

## Understanding Other Styles



Compared to your iD style, Alex, people with the S style may seem:

- Soft-spoken
- Tactful
- Accommodating
- Unassertive

### What Makes People Like This Tick?

As you can see from the map, they prioritize Support, Stability, and Collaboration. Since they highly value these priorities, they may lose sight of the priorities that you tend to focus on—Action, Enthusiasm, and Results.

#### Support

People with the S style place a high value on providing Support. They tend to be good listeners, and as a result they're often seen as patient and accommodating. Although you probably appreciate their friendly approach, you may view their easygoing style as too soft-hearted and unwilling to push people toward results.

#### Stability

In addition, they also prioritize Stability, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you probably embrace bold or exciting ideas, you may find it hard to relate to their caution and avoidance of change.

#### Collaboration

Furthermore, people with the S style also prioritize Collaboration. Since they value a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. While you probably enjoy being at the center of a group working together, you may focus more on individual accomplishments than they do.

## Understanding How Your iD Style Reacts to the C Style

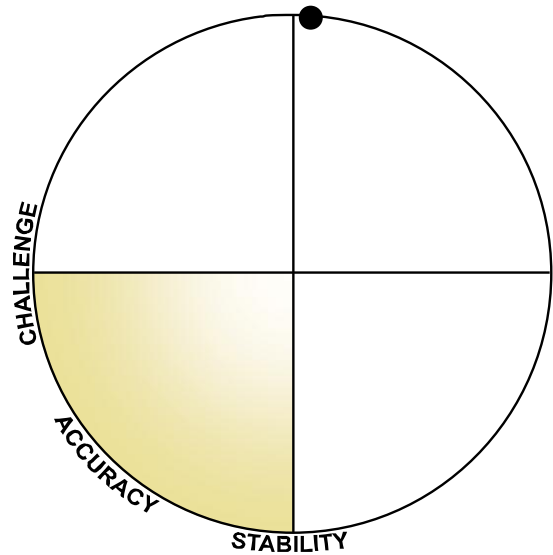
Everything DiSC® Workplace™ Profile

Imagine that you regularly interact with someone with a C style. She's not someone you would call a social butterfly, and you may have trouble relating to her reserved nature and her methodical approach. Because she wants quality and accuracy, she tends to hole up in her office for long periods of time, checking her work two or three times before being satisfied, which may seem like overkill to you.

To you, this colleague often seems too serious and precise. While you're fairly optimistic and flexible, she prefers to ask a lot of skeptical questions. You may see her tendency to rely on in-depth analysis as a roadblock to the energetic forward progress that you prefer.

Furthermore, since you place a high value on building and leveraging relationships, her detached approach may seem counterproductive to you. However, you probably do appreciate that she tends to pull her own weight and follows through on her commitments.

## Understanding Other Styles



Compared to your iD style, Alex, people with the C style may seem:

- Detached
- Precise
- Methodical
- Distant

### What Makes People Like This Tick?

As you can see from the map, they prioritize Accuracy, Stability, and Challenge. Since they highly value these priorities, they may lose sight of the priorities that you tend to focus on—Action, Enthusiasm, and Results.

#### 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. Since you tend to respond to passion and bold ideas, you may grow weary with their orderly, systematic approach.

#### Stability

In addition, they also prioritize Stability. Since they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Because you tend to appreciate spontaneity and immediate results, you may become frustrated with their cautious approach and moderate pace.

#### 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're probably more eager to move ahead with new ideas, you may find their skeptical approach to hamper forward progress.

## Strategies to Increase Your Effectiveness with the D Style

Everything DiSC® Workplace™ Profile

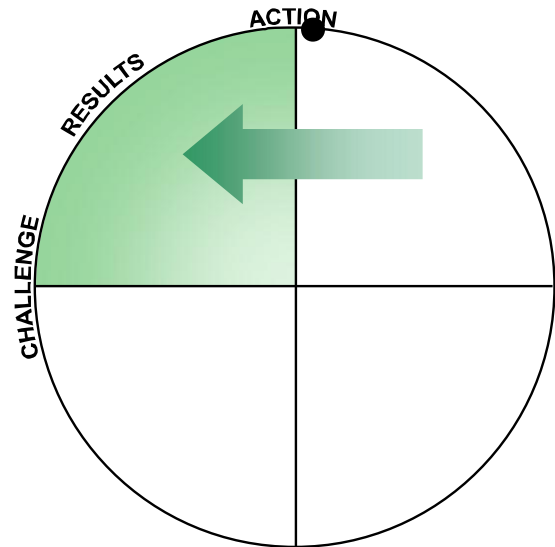
## Building More Effective Relationships

### When Trying to Connect

Alex, people with the D style like to get right to the point and make things happen immediately, so they may be blunt when trying to push their plans forward. Because you have an iD style, you also tend to move fast, but you're more likely to try to persuade them with charm and expressiveness. Since they're more straightforward in their approach, your passion is unlikely to sway them, and the two of you may end up talking over each other rather than listening to each other's ideas.

Therefore, if you want to connect effectively with people who have the D Style, consider the following strategies:

- Talk to them about the benefits of your adventurous ideas, but focus on bottom-line results
- Take the time to listen to their opinions rather than just trying to persuade them to go along with you
- Let them present their case without interruption



### When Problems Need to Be Solved

Compared to people with the D style, you're equally likely to make quick decisions and keep things moving. Because of your mutual appreciation for bold ideas and swift solutions, you may agree on the need for immediate action when solving problems. However, because of your passion and their insistence, the two of you may get locked in a power struggle. In addition, your shared desire for fast answers can cause you to overlook potential complications.

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

- Don't become so passionate about your ideas that you rush past potential issues
- Keep in mind that the goal is to work together to find effective, long-term solutions
- Take time to consider whether your speedy decisions might cause more issues in the future

### When Things Get Tense

While you share your "D" coworkers' tendency to address conflicts directly, you're more likely to focus on the positive when disagreements occur. While they may become very blunt or forceful at times, you're more inclined to try to win an argument through persuasion. However, you may lash out when pushed, and since you both like control, disagreements between the two of you may occasionally become heated, making it difficult to reach a resolution.

Therefore, when working through conflict with people who have the D style, consider the following strategies:

- Resist the urge to reciprocate their aggression
- Refrain from retaliating even if they make the argument personal
- Stick to the facts and avoid hot buttons

## Strategies to Increase Your Effectiveness with the i Style

Everything DiSC® Workplace™ Profile

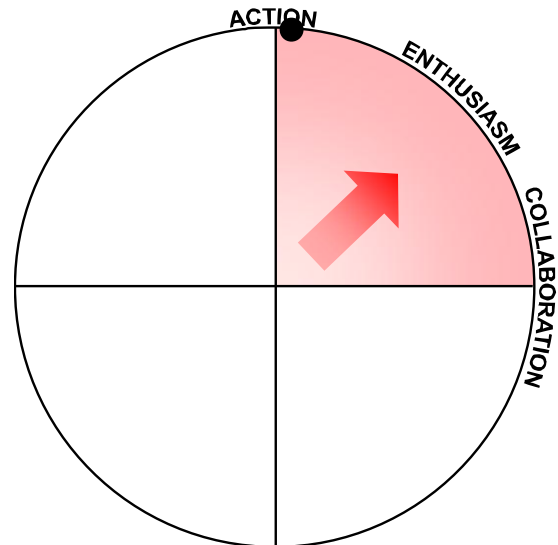
## Building More Effective Relationships

### When Trying to Connect

Because people with the i style prioritize collaborating on exciting projects in high-energy environments, Alex, they may be somewhat more interested than you are in being sociable. Although you probably share their enthusiasm for adventurous ideas, you may be more driven to achieve bottom-line results, while they focus on making personal connections. Therefore, your tendency to push for your own objectives, which is typical of your iD style, may leave them feeling a bit bullied or underappreciated.

Therefore, if you want to connect effectively with people who have the i style, consider the following strategies:

- Work collaboratively and solicit their ideas rather than selling your own
- Find ways to recognize them so they feel well-liked and appreciated
- Avoid pressuring them to put success above personal connections



### When Problems Need to Be Solved

People with the i style like to dive in and move quickly when confronting a problem, so your tendency to move rapidly and optimistically toward solutions to tough situations will likely resonate with them. However, they may believe that you're too quick to overrule their ideas in favor of your own solutions. In addition, because of your shared spontaneity, you both may fail to foresee potential complications.

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

- Capitalize on your shared energy, but take time to consider pros and cons
- Avoid letting your confidence in your own ideas keep you from hearing theirs
- Balance your mutual eagerness with a clear look at your solution's potential consequences

### When Things Get Tense

Because people with the i style want to maintain friendly relationships, they're a bit more likely than you are to gloss over differences. However, self-expression is very important to them, so they may insist on being heard in confrontations, even if it means becoming emotional and lashing out. Since you tend to be outspoken and expressive in conflict situations, the two of you may sometimes say harsh things to one another that are difficult to take back, and then have trouble letting things go.

Therefore, when working through conflict with people who have the i style, consider the following strategies:

- Give them time to have their say, and avoid purposefully escalating the argument
- Show them that you share their interest in maintaining a good relationship
- Remember that the conflict will be resolved more quickly if you focus on the issues and look at problems objectively rather than emotionally

## Strategies to Increase Your Effectiveness with the S Style

Everything DiSC® Workplace™ Profile

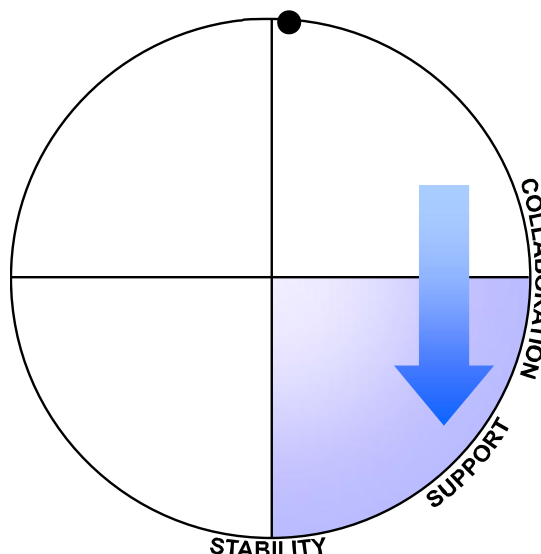
## Building More Effective Relationships

### When Trying to Connect

Because you tend to be bold and expressive compared to people with the S style, Alex, you may be more comfortable speaking your mind and controlling discussions. In fact, since they're often content to let others do most of the talking, the energy and spontaneous approach typical of your iD style may overwhelm them or prevent them from offering their opinions.

Therefore, if you want to connect effectively with people who have the S style, consider the following strategies:

- Use your upbeat, charismatic approach to get to know them as individuals
- Show concern for their feelings, and encourage them to let you know when something is bothering them
- Work collaboratively with them when possible



### When Problems Need to Be Solved

Compared to people with the S style, you're probably more inclined to make swift decisions and be open to bold solutions. While they don't like to rush into things because they dislike dramatic change, you're probably quite willing to alter your course rapidly and to act based on your intuition. As a result, their more cautious approach may seem indecisive to you, while your desire to create momentum may seem reckless or risky to them.

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

- Show respect for their caution, and keep in mind that they may enjoy making decisions more collaboratively
- Consider establishing a mutually agreed-upon deadline to avoid any tension that could arise from your decision-making differences
- Strike a balance between your more adventurous approach and their more careful one

### When Things Get Tense

Because you often prefer to confront issues more directly than your "S" coworkers do, you may focus your energy on persuading them to accept your solutions. But because they're often simply trying to avoid conflict, you may think that you have convinced them when they're just hiding their true feelings to restore harmony more quickly.

Therefore, when working through conflict with people who have the S style, consider the following strategies:

- Take a more diplomatic and patient approach, and let them know that you want to resolve the conflict quickly but thoroughly
- Don't interpret their silence as a resolution to conflict, as they may be burying their feelings and allowing bitterness to build
- Follow up to make sure the issue is resolved

## Strategies to Increase Your Effectiveness with the C Style

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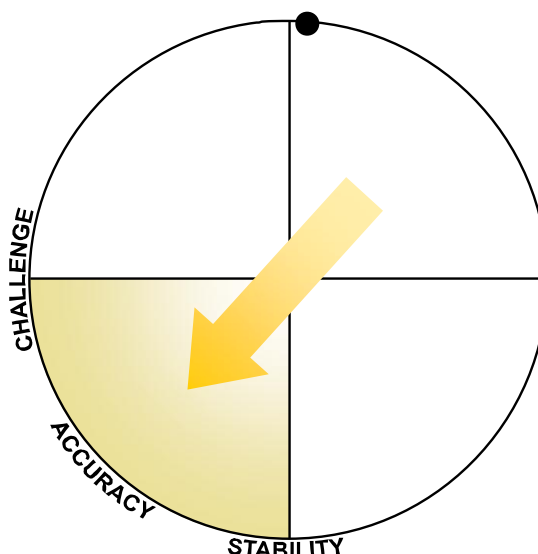
## Building More Effective Relationships

### When Trying to Connect

Alex, because people with the C style would often rather focus on facts than feelings, they may sometimes find it hard to relate to your expressive, high-spirited communication style. And since they like to have time to analyze new ideas, they may find the more spontaneous approach that is typical of your iD style to be frustrating or even reckless.

Therefore, if you want to connect effectively with people who have the C style, consider the following strategies:

- Avoid overwhelming them with your energy, since they may become distrustful of too much enthusiasm
- Stick to the facts rather than trying to use persuasion to influence them
- Avoid pressuring them for immediate action



### When Problems Need to be Solved

Your “C” coworkers want to thoroughly analyze all the facts before making a decision, while you’re more inclined to embrace adventurous solutions and trust your gut instinct. As a result, you may become frustrated when they second-guess your plans. In turn, they may see your spontaneity and energetic nature as haphazard or reckless.

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

- Reinforce the need for urgency if they seem bogged down, and work with them to set a mutually acceptable timeline
- Back up your arguments with evidence rather than passion
- Strike a balance between your adventurousness and their caution, and remember that they’re less likely to make quick decisions based on intuition

### When Things Get Tense

Because people with the C style often view conflict as a disagreement over who is correct, they usually want to avoid direct aggression and focus on the facts. On the other hand, because you’re fairly expressive, you may become passionate or competitive in a confrontation. Since they prefer more time to process and consider the situation objectively, they may withdraw or become defensive in response to your sometimes intense approach.

Therefore, when working through conflict with people who have the C style, consider the following strategies:

- Avoid becoming impatient or lashing out emotionally
- Focus on the facts at hand rather than arguing for your solution with too much passion
- Don’t insist on an immediate resolution, and give them space to process the situation before confronting the issues

## Summary: Building More Effective Relationships

Everything DiSC® Workplace™ Profile

Alex, because of your iD style, there are probably certain aspects of relationships that come very naturally to you. But for this same reason, other aspects may be quite a bit less natural. Given everything you've learned, what follows are some ideas that might help you work more effectively with all the people in your workplace.

### Be aware that your intensity and passion might shut others down

Like other people with the iD style, you tend to be quite animated, and you may overshadow others who tend to be less expressive. Rather than try to compete with you for attention, they may withdraw and fail to share their ideas. Continue to bring your energy to the table, but remember to rein it in a bit if people seem to respond with silence or greater restraint.

- Remember that while others may not enjoy the spotlight, they do have valuable opinions to share
- Step back to encourage others to lead discussions from time to time

### Be aware that others aren't as comfortable taking risks

Because you're probably willing to take a chance on bold new ideas, you may find risky experiments to be exhilarating. Keep in mind that many people that you work with may prefer routine, familiarity, and stability. Try to understand that while others may not share your affinity for adventure, their caution may be a useful counterbalance to your more spontaneous approach.

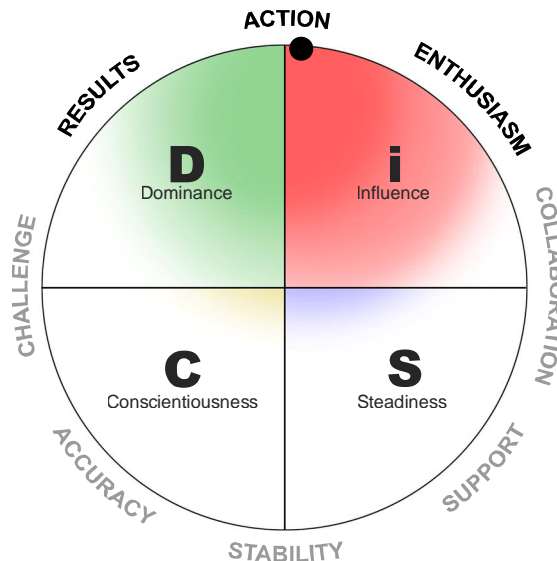
- Avoid pushing daring ideas on others too quickly
- Give people time to weigh the pros and cons of directions that may seem rash or at least unproven

### Avoid monopolizing conversations

Since you enjoy sharing ideas and connecting with others, you may have a tendency to drown out those who are less outgoing. Make an effort to give others a chance to talk, and focus on being an attentive listener. In addition, be sure to avoid cutting others off, even if you feel that you're just trying to build on their ideas.

- When others are speaking, listen with patience and interest
- Encourage those who are less outgoing to speak up by asking them questions to draw them out

## Building More Effective Relationships



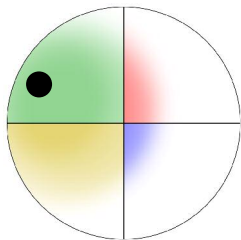
The next page provides an overview of the four basic DiSC® styles. To connect better with a specific person, check out the Personalized **Style Index** on the following pages. If you know his or her DiSC style, the Style Index will give you some insight into what makes this person tick. The index also helps explain the differences between your styles and priorities.

# How Your iD Style Relates to the D Styles

Everything DiSC® Workplace™ Profile

## Personalized Style Index

### DC Style



**Challenge  
Results  
Accuracy**

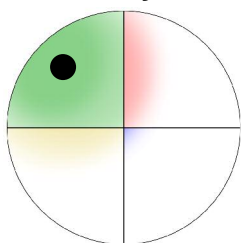
**Goals:** Independence, personal accomplishment  
**Judges others by:** Competence, common sense  
**Influences others by:** High standards, determination  
**Overuses:** Bluntness, sarcastic or condescending attitude  
**Under pressure:** Becomes overly critical  
**Fears:** Failure to achieve their standards  
**Would increase effectiveness through:** Warmth, tactful communication

Alex, people with the DC style prioritize Challenge, so they want to explore all options and make sure that the best possible methods are used. As a result, they may be very questioning and skeptical of other people's ideas. Since you tend to be more focused on using your influence and energy toward achieving your goals, you may not relate well to their challenging nature.

In addition, they also prioritize Results, so they're often very direct and straightforward. When they're focused on the bottom line, they may overlook the feelings of others. While you may not be quite as blunt and insistent, you can likely relate to their drive to succeed.

Finally, those with the DC style also prioritize Accuracy. Because they want to control the quality of their work, they prefer to work independently, and they may focus on separating emotions from facts. Since you tend to focus on working with others to meet goals quickly, you may not relate well to their sometimes systematic approach.

### D Style



**Results  
Action  
Challenge**

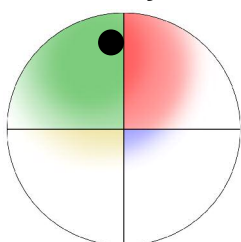
**Goals:** Bottom-line results, victory  
**Judges other by:** Ability to achieve results  
**Influences others by:** Assertiveness, insistence, competition  
**Overuses:** The need to win, resulting in win/lose situations  
**Under pressure:** Becomes impatient and demanding  
**Fears:** Being taken advantage of, appearing weak  
**Would increase effectiveness through:** Patience, empathy

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. Since you also tend to be fairly competitive, you can probably relate to their driven nature.

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. Since you also prefer to move energetically toward your goals, you can probably relate well to their bold style.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you focus more on maintaining positive relationships, you may find it hard to relate to their sometimes challenging approach.

### Di Style



**Action  
Results  
Enthusiasm**

**Goals:** Quick action, new opportunities  
**Judges other by:** Confidence, influence  
**Influences others by:** Charm, bold action  
**Overuses:** Impatience, egotism, manipulation  
**Under pressure:** Becomes aggressive, overpowers others  
**Fears:** Loss of power  
**Would increase effectiveness through:** Patience, humility, consideration of others' ideas

People with the Di style prioritize Action, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. Since you also like to keep things moving, you probably appreciate their vigorous pace.

In addition, they also prioritize Results, so they often work to accomplish their goals rapidly. While they are competitive, they can also use charm to persuade others to help them succeed. Most likely, you share this tendency to leverage relationships as you pursue your goals.

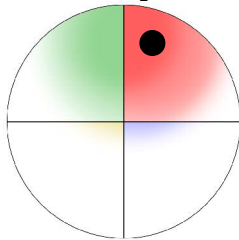
Finally, those with the Di style also prioritize Enthusiasm, so they may come across as charming and fun because of their high energy. They probably use their excitement to inspire others and to create a lively environment. Because you also tend to be outgoing and expressive, you can probably appreciate their dynamic approach.

# How Your iD Style Relates to the i Styles

## Personalized Style Index

Everything DiSC® Workplace™ Profile

### iD Style



**Action  
Enthusiasm  
Results**

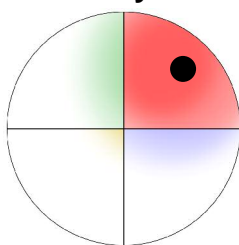
**Goals:** Exciting breakthroughs  
**Judges others by:** Ability to think creatively, charisma  
**Influences others by:** Boldness, passion  
**Overuses:** Impulsiveness, outspokenness  
**Under pressure:** Becomes impulsive, lashes out at others  
**Fears:** Fixed environments, loss of approval or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

Alex, people with the iD style prioritize Action, so they tend to focus on moving toward their goals quickly. They like to maintain a fast pace, and they're probably comfortable making decisions on the fly. Because you share their active and energetic pace, you may join them in working to create momentum.

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

Furthermore, those with the iD style also prioritize Results, so they may come across as ambitious and goal-oriented. Most likely, they enjoy leveraging relationships to achieve new accomplishments. Because you share their drive and ambition, you may relate to their tendency to focus on exciting outcomes.

### i Style



**Enthusiasm  
Action  
Collaboration**

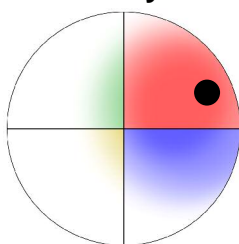
**Goals:** Popularity, approval, excitement  
**Judges other by:** Openness, social skills, enthusiasm  
**Influences others by:** Charm, optimism, energy  
**Overuses:** Optimism, praise  
**Under pressure:** Becomes disorganized, gets overly expressive  
**Fears:** Rejection, not being heard  
**Would 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 optimistic viewpoint, you may believe that they occasionally substitute high energy for results.

In addition, they prioritize Action, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Because you tend to share their preference to hit the ground running, you may relate well to their spontaneous approach.

Furthermore, those with the i style also value Collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Although you tend to appreciate their efforts to get the best out of teamwork, you may sometimes find that they focus too heavily on the group at the expense of individual accomplishment.

### iS Style



**Collaboration  
Enthusiasm  
Support**

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

People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Although you may share their desire to work with others at times, you're usually more comfortable than they are moving ahead independently.

In addition, they also prioritize Enthusiasm, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others. Although you're often equally upbeat, you're less likely to relate to their happy-go-lucky approach when you're trying to achieve bottom-line results.

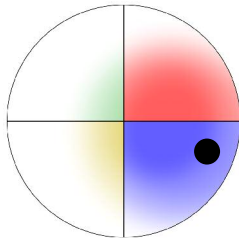
Furthermore, those with the iS style also value Support, so they tend to be flexible people who want what's best for the group. When others struggle, they tend to show concern and offer uncritical support. Although you tend to share their people-orientation, you may not relate to their soft-hearted approach since it might impact the bottom-line results that you seek.

# How Your iD Style Relates to the S Styles

Everything DiSC<sup>®</sup> Workplace<sup>™</sup> Profile

## Personalized Style Index

### Si Style



**Collaboration  
Support  
Enthusiasm**

**Goals:** Acceptance, close relationships

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

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

**Overuses:** Kindness, personal connections

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

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

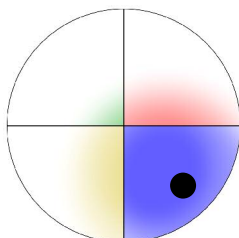
**Would increase effectiveness through:** Saying “no” if necessary, addressing issues

Alex, people with the Si style prioritize Collaboration, and they like to involve others in making decisions. Most likely, they try to build team spirit and are less concerned with individual accomplishment. While you also appreciate the value of different ideas, you may not always appreciate their team-centric approach if it gets in the way of individual goals.

In addition, they also prioritize Support, so they tend to place a high importance on the needs of others. Because they have an accommodating nature, they’re often willing to set aside their own opinions and needs to help others. Although you usually strive for good relationships, you may find their emphasis on uncritical acceptance to be somewhat excessive at times.

Furthermore, those with the Si style also value Enthusiasm, and they usually come across as cheerful. They tend to see the positive in most situations, and they’re encouraging of other people’s ideas. While you tend to take an upbeat approach as well, you probably focus your energy on bottom-line results somewhat more than on the friendly relationships that they value.

### S Style



**Support  
Stability  
Collaboration**

**Goals:** Harmony, stability

**Judges other by:** Dependability, sincerity

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

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

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

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

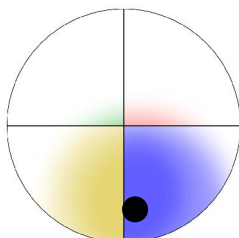
**Would increase effectiveness through:** Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing Support. They tend to be good listeners, and as a result they’re often seen as patient and accommodating. Although you probably appreciate their friendly approach, you may view their easygoing style as too soft-hearted and unwilling to push people toward results.

In addition, they also prioritize Stability, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you probably embrace bold or exciting ideas, you may find it hard to relate to their caution and avoidance of change.

Furthermore, people with the S style also prioritize Collaboration. Because they value a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. While you probably enjoy being at the center of a group working together, you may focus more on individual accomplishments than they do.

### SC Style



**Stability  
Support  
Accuracy**

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

**Judges other 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 spring a lot of surprises on them. Since you’re probably eager to take risks and act spontaneously in your quest for success, you may find it hard to relate to their focus on safe, dependable methods.

In addition, they also prioritize Support, so they tend to be accommodating and willing to forfeit their own needs and preferences when necessary. Most likely, they’re usually patient and diplomatic, and they aren’t likely to become overly emotional when pushed. Because you probably embrace bold or exciting ideas, you may find it hard to relate to their caution and avoidance of change.

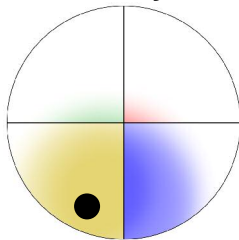
Furthermore, those with the SC style also value Accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. Because you tend to press ahead enthusiastically with new ideas, you may have trouble relating to their methodical and careful approach.

# How Your iD Style Relates to the C Styles

Everything DiSC® Workplace™ Profile

## Personalized Style Index

### CS Style



**Stability  
Accuracy  
Support**

**Goals:** Stability, reliable outcomes

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

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

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

**Under pressure:** Withdraws, gets bogged down

**Fears:** Emotionally charged situations, ambiguity

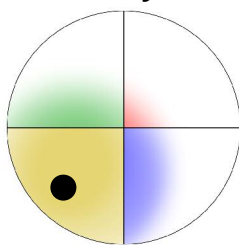
**Would increase effectiveness through:** Showing flexibility, being decisive, showing urgency

Alex, people with the CS style prioritize Stability, so they probably come across as orderly and precise. Since they prefer to be well-prepared, they tend to avoid taking risks or making rapid changes. Because you take a more energetic, spontaneous approach, you may find it hard to relate to their cautious, methodical style.

In addition, they also place a high priority on Accuracy, so they tend to spend time refining their ideas before moving forward. Most likely, they rely on data before making decisions and tend to take an objective approach. Because you tend to make quick decisions based on gut instinct, you may become frustrated with their careful, methodical approach.

Furthermore, those with the CS style also value Support, and they're usually willing to help when their expertise is needed. They also tend to be even-tempered and patient with both people and difficult situations. While you also tend to keep others' needs in mind, you're probably open and expressive and may not relate to their modest, obliging approach.

### C Style



**Accuracy  
Stability  
Challenge**

**Goals:** Accuracy, objective processes

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

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

**Overuses:** Analysis, restraint

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

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

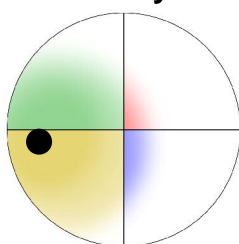
**Would increase effectiveness through:** Acknowledging others' feelings, looking beyond data

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. Since you tend to respond to passion and bold ideas, you may grow weary with their orderly, systematic approach.

In addition, they also prioritize Stability. Since they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Because you tend to appreciate spontaneity and immediate results, you may become frustrated with their cautious approach and moderate pace.

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're probably more eager to move ahead with new ideas, you may find their skeptical approach to hamper forward progress.

### CD Style



**Challenge  
Accuracy  
Results**

**Goals:** Efficient results, rational decisions

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

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

**Overuses:** Bluntness, critical attitude

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

**Fears:** Failure, lack of control

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

People with the CD style prioritize Challenge and may come across as skeptical and determined. Most likely, they won't accept ideas without asking a lot of questions, and they like to uncover problems that could affect results. Because of your more energetic, adventurous outlook, you may find their questioning approach to be overly critical and a barrier to innovation.

In addition, they also prioritize Accuracy, and they focus on thinking logically to create the best solutions. They tend to avoid letting their emotions get in the way of making rational decisions. Because you're more likely to rely on intuition and gut instinct, you may find it hard to understand their precise and analytical approach.

Furthermore, those with the CD style also value Results and tend to be determined to deliver quality outcomes efficiently. Most likely, they're also willing to take charge of projects when necessary, and they can usually be counted on to keep things on track. Since you probably share their interest in bottom-line results, you likely find it relatively easy to relate to their determination to succeed, although they may sometimes seem a bit too stubborn or demanding to you.