



## The DISC Index

WHAT

WHY

**HOW**

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John Collins

September 24, 2013

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This Innermetrix Disc Index is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize your potential.

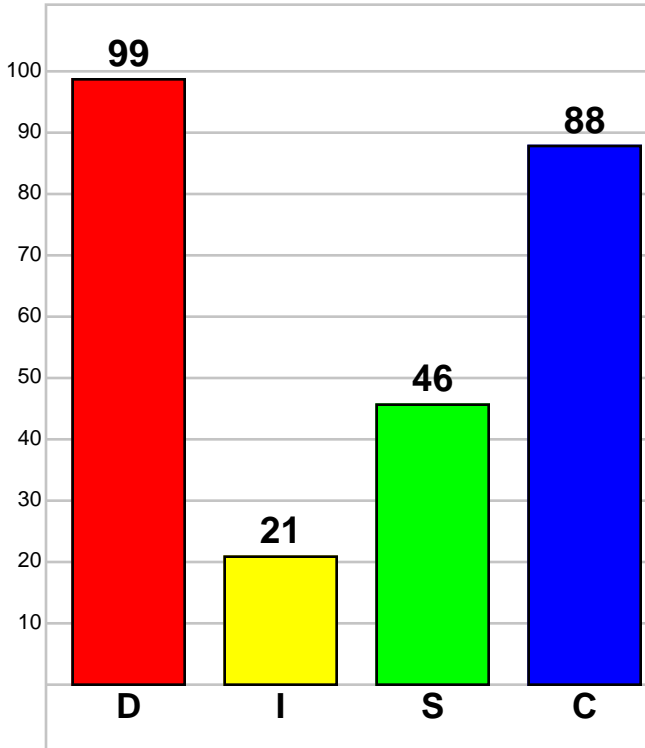
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## Natural and Adaptive Styles Comparison

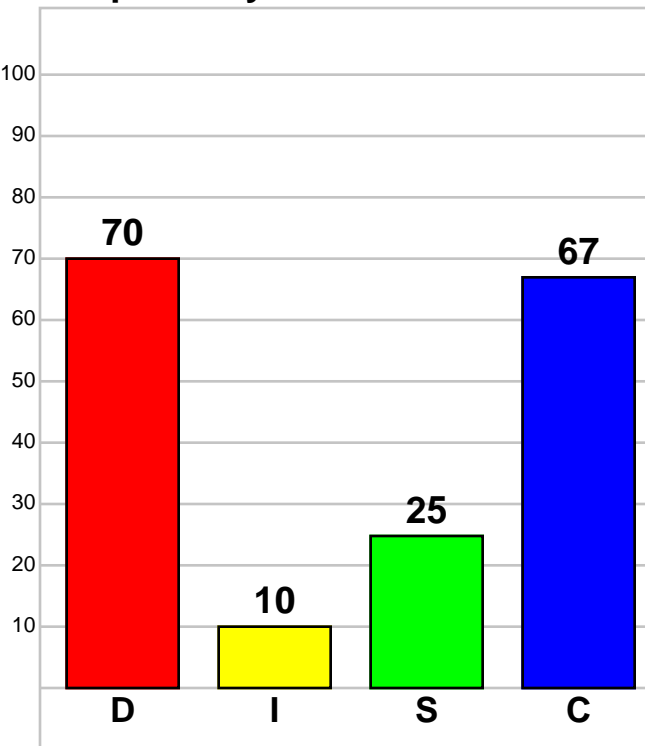
### Natural Style



**Natural Style:** The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

**Adaptive Style:** The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adapt to this style for too long you may become stressed and less effective.

### Adaptive Style



John Collins

## About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that fit their behavioral style. They also understand their limitations and where they are not effective and this helps them understand where not to go or how not to be as well. Those who understand their natural behavioral preferences are far more likely to pursue the right opportunities, in the right way, at the right time, and get the results they desire.

This report measures four dimensions of your behavioral style. They are:

- **Decisive** — your preference for problem solving and getting results
- **Interactive** — your preference for interacting with others and showing emotion
- **Stability** — your preference for pacing, persistence and steadiness
- **Cautious** — your preference for procedures, standards and protocols

## This report includes:

- **The Elements of DISC** — Educational background behind the profile, the science and the four dimensions of behavior
- **The DISC Dimensions** — A closer look at each of your four behavioral dimensions
- **Style Summary** — A comparison of your natural and adaptive behavioral styles
- **Behavioral Strengths** — A detailed strengths-based description of your overall behavioral style
- **Communication** — Tips on how you like to communicate and be communicated with
- **Ideal Job Climate** — Your ideal work environment
- **Effectiveness** — Insights into how you can be more effective by understanding your behavior
- **Behavioral Motivations** — Ways to ensure your environment is motivational
- **Continual Improvement** — Areas where you can focus on improving
- **Training & Learning Style** — Your preferred means of sharing and receiving styles
- **Relevance Section** — Making the information real and pertinent to you
- **Success Connection** — Connecting your style to your own life

## The Elements of the DISC-Index

This DISC-Index report is unique in the marketplace for a number of reasons. You just completed the first ever click & drag DISC instrument on the market. This was constructed in a precise manner to allow for ease of responses, even in the midst of many difficult decisions. This intuitive interface allows you to focus on your answers, not the process.

Also, unlike other DISC instruments, this instrument allows you to rank all four items instead. As a result, this instrument produces zero waste in responses. Some instruments ask you to choose two items out of four, and leave two items blank. Those instruments have a 50% waste of terms, and do not provide for an efficient response process. The DISC Index instrument eliminates that response problem.

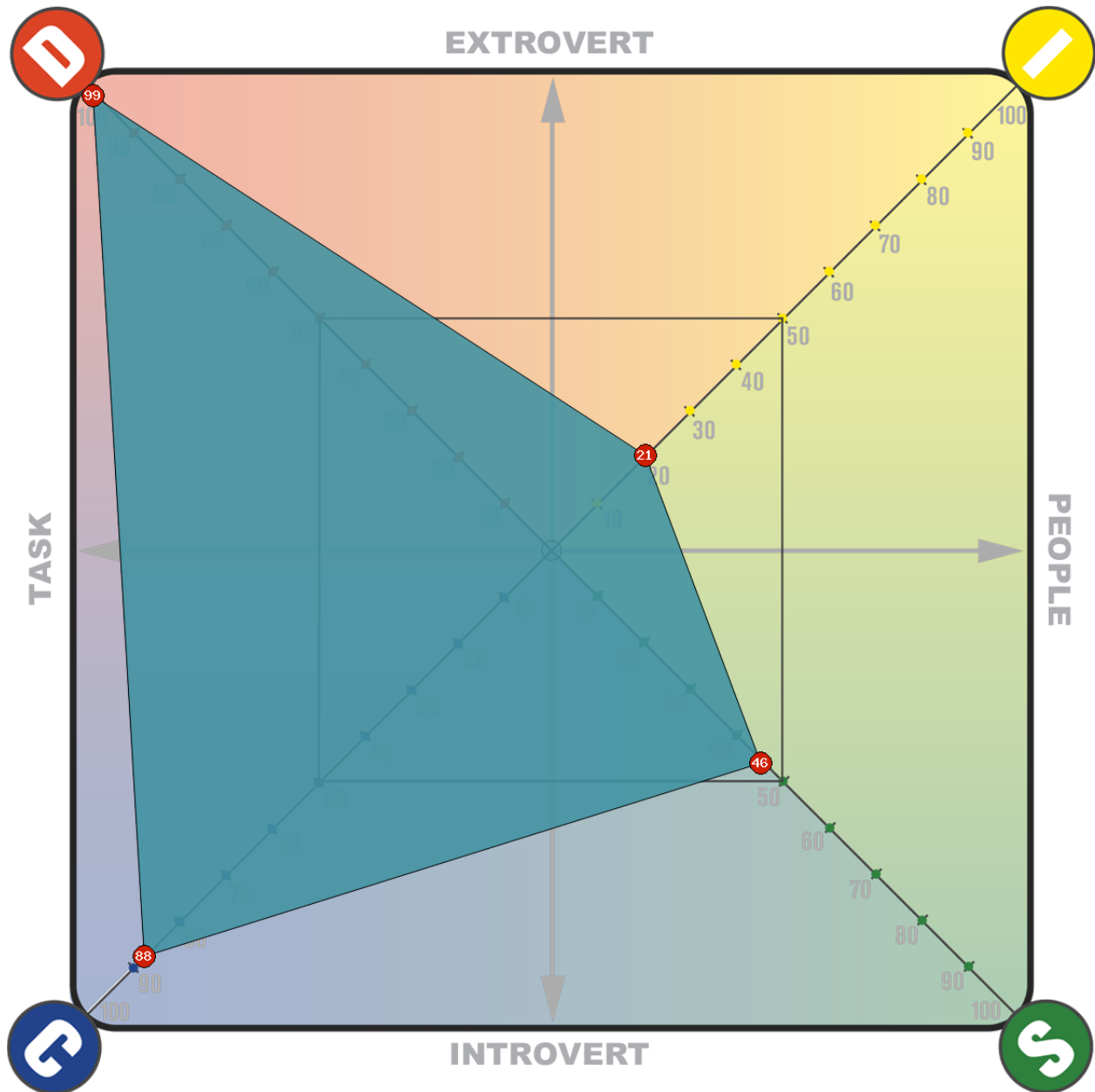
Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can serve as an important learning tool as you explore the deeper aspects of DISC. Your unique pattern of DISC traits is developed through the context of this report. Additionally, the following four pages will be devoted to exploring your DISC scores as separate components within the unique combination of traits that you exhibit.

A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we are adapting our behavior. The expression of these contradictions is a demonstration of the sensitivity of this instrument to determine these subtle differences in our natural and adaptive style.

A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
<b>Problems:</b> How you tend to approach problems and makes decisions	<b>People:</b> How you tend to interact with others and share opinions	<b>Pace:</b> How you tend to pace things in your environment	<b>Procedures:</b> Your preference for established protocol/ standards
<b>High D</b>	<b>High I</b>	<b>High S</b>	<b>High C</b>
<b>Demanding</b> Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable <b>Unobtrusive</b>	<b>Gregarious</b> Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Withdrawn <b>Aloof</b>	<b>Patient</b> Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Spontaneous <b>Impetuous</b>	<b>Cautious</b> Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless <b>Defiant</b>
<b>Low D</b>	<b>Low I</b>	<b>Low S</b>	<b>Low C</b>

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## Decisive

### Your approach to problem-solving and obtaining results

The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

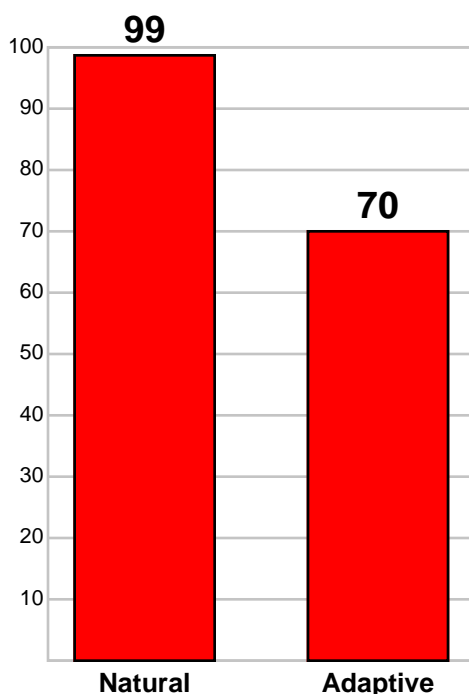
#### Higher D —

Tend to solve new problems very quickly and assertively. They take an active and direct approach to obtaining results. The key here is new problems such as those that are unprecedented or haven't happened before. There may also be an element of risk in taking the wrong approach or developing an incorrect solution, but those with a High D score are willing to take those risks, even if they may be incorrect.

#### Lower D —

Tend to solve new problems in a more deliberate, controlled, and organized manner. Again, the key here is new and unprecedented problems. The Lower D style will solve routine problems very quickly because the outcomes are already known. But, when the outcomes are unknown and the problem is an uncertain one, the Lower D style will approach the new problem in a calculated and deliberate manner by thinking things through very carefully before acting.

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Your score shows a very high score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are practical - all about the business and getting results quickly without fluff or delay.
- You are a great source of innovation and new solutions, even if radical sometimes.
- You are very decisive and a risk-taker.
- You migrate towards difficult assignments and opportunity for advancement.
- Your approach tends to be forceful and very direct.
- You may be perceived as somewhat egocentric by others (i.e., others who you feel are less confident than you).

## Interactive

### Your approach to interacting with people and display of emotions.

The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

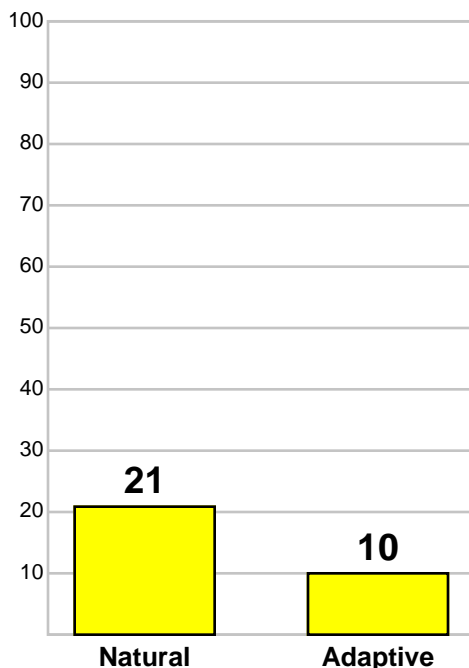
#### Higher I —

Tend to meet new people in an outgoing, gregarious, and socially assertive manner. The key here is new people whom one hasn't met before. Many other styles are talkative, but more so with people that they've known for some time. The Higher I scores are talkative, interactive and open even with people whom they have just initially met. People scoring in this range may also be a bit impulsive. Generally speaking, those with the Higher I scores are generally talkative and outgoing.

#### Lower I —

Tend to meet new people in a more controlled, quiet and reserved manner. Here's where the key word "new people" enters the equation. Those with Lower I scores are talkative with their friends and close associates, but tend to be more reserved with people they've just recently met. They tend to place a premium on the control of emotions, and approach new relationships with a more reflective approach than an emotional one.

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Your score shows a very low score on the 'I' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are reluctant to share your opinions and ideas with others you don't know well.
- You are encouraged to open up a bit more to others and take a stand on important issues.
- You are very introspective, keeping thoughts and emotions to yourself.
- You are more introvert than extrovert.
- You can be pessimistic at times regarding other's agendas or reasons.
- You can be suspicious of fast and loud-talking people. You need to warm up to them before extending your trust level.



## Stabilizing

### Your approach to the pace of the work environment

The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

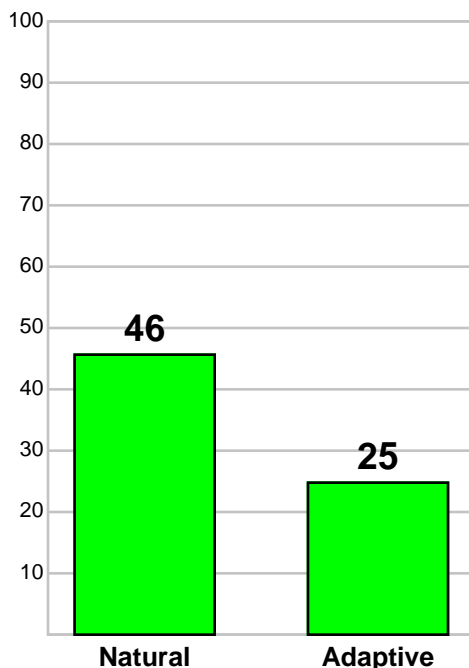
#### Higher S —

Tend to prefer a more controlled, deliberative and predictable environment. They place a premium on security of a work situation and disciplined behavior. They also tend to show a sense of loyalty to a team or organization, and as a result, may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style and are very patient coaches and teachers for others on the team.

#### Lower S —

Tend to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher S traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.

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Your score shows a low average score on the 'S' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You appreciate the need of others to have more freedom and less structure.
- You work well in a variety of environments and on a wide selection of projects or tasks.
- You respect the established ways, but are open to change when it is deemed necessary.
- You like being mobile and on the go, but you like a home base to return to from time to time.
- You prefer a faster paced environment, but one that is not frantic or chaotic.
- You are flexible enough to deal with change openly and without fear.

## Cautious

### Your approach to standards, procedures, and expectations.

The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

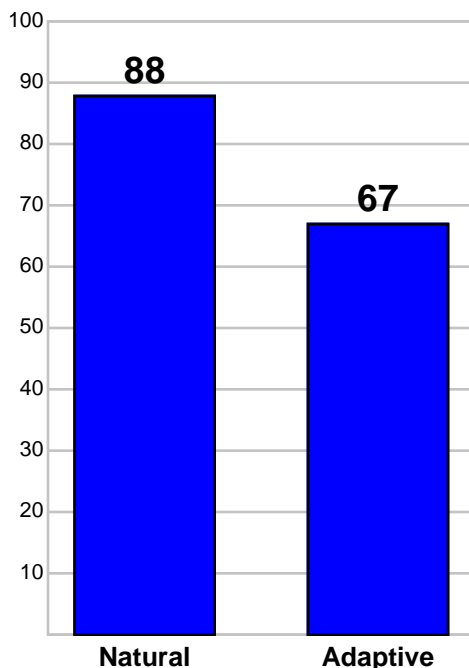
#### Higher C —

Tend to adhere to rules, standards, procedures, and protocol set by those in authority whom they respect. They like things to be done the right way according to the operating manual. "Rules are made to be followed" is an appropriate motto for those with higher C scores. They have some of the highest quality control interests of any of the styles and frequently wish others would do the same.

#### Lower C —

Tend to operate more independently from the rules and standard operating procedures. They tend to be bottom-line oriented. If they find an easier way to do something, they'll do it by developing a variety of strategies as situations demand. To the Lower C scores, rules are only guidelines, and may be bent or broken as necessary to obtain results.

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Your score shows a very high score on the 'C' spectrum. The comments below highlight some of the traits specific to just your unique score.

- When you present your argument you do so logically not emotionally.
- You tend to approach new ideas and directions with skepticism and caution.
- You have a strong preference for adhering to established rules, regulations and protocols that have been proven to work.
- You are known as an accurate fact-finder by others.
- You are a bottom-line oriented person who dislikes fluff and just wants the facts and data.
- You like things to be done the "right" way according to standard operating procedure.

## Natural Style Pattern:

Your natural style is the way you tend to behave when you aren't thinking about it. This is where you are most comfortable (natural). This is also the style you will revert back to when under stress or moving too quickly to be consciously thinking about modifying your behavior. Finally, this is the style you should seek to be true to in your daily roles. Being natural will return better results with less effort and stress. The following statements are true to just your unique natural style:

- Enjoys developing unusual responses or new ideas or solutions to existing problems.
- Tends to be assertive and at the vanguard of leadership in new, creative ideas and solutions.
- Two somewhat opposing drives emerge: The drive for quick, visible results coupled with an equal drive for high quality control. In an ideal world both can be accomplished simultaneously. However, in reality, sometimes these two drives are very difficult to achieve. (We may achieve one at the expense of the other.) The High D and High C traits account for this.
- When in high thought-processing mode, may be somewhat restrained in sharing ideas or expressing feelings. The Higher C and Lower I traits bring this restraint.
- Brings a future-oriented awareness to problems and solutions.
- A drive toward aggression and assertiveness is softened a bit by an internal sensitivity. Decisiveness, quick thinking, and rapid reaction time are met with some hesitation due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. This emerges from the High D and C combination, plus the Lower I and S combinations.
- May vacillate on some decisions, wanting to make the highest quality decision possible, and may keep the information-gate or data-gate open too long. The result may sometimes be decision-by-crisis. The High D and C preferences account for this.
- Day-to-day operations decisions are made very quickly and easily. There is substantially more time, effort, and caution put into larger decisions. The High D and High C traits

## **Adaptive Style Pattern:**

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none-the-less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- Shows dominance in many new situations and an ability to quickly analyze the facts.
- Motivated to be creative, becomes bored with routine work and seeks new problems to solve.
- Motivated toward a freedom and flexibility to investigate and reexamine results and conclusions.
- Handles assertive and aggressive people with a manner of blunt or critical response. The Higher D and Lower I traits bring this response.
- A drive toward aggression and assertiveness is softened a bit by an internal sensitivity.
- Two somewhat opposing drives emerge when on the job with critical problems to solve: The drive for quick, visible results coupled with an equal drive for high quality control. In an ideal world both can be accomplished simultaneously. However, in reality, sometimes these two drives are very difficult to achieve. (We may achieve one at the expense of the other.) The High D and C traits contribute to these responses.
- On the job, may vacillate on some decisions, wanting to make the highest quality decision possible and may keep the information-gate or data-gate open too long. The result may be sometimes decision-by-crisis. The Higher D and C traits bring this trait.
- Motivated to bring a future-oriented awareness to problems and solutions.

Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Showing a bit more warmth and sincerity towards others.
- Ask for more input from others.
- Resisting the need for total perfection every time, squeezing the trigger faster.
- Verbalize your thoughts more and include others in the decision-making process more.
- Being more open to change.
- Trusting that others can deliver with competence and high standards.
- In an environment with minimum of oversight, interference, and organizational politics getting in your way.
- Time where you can work uninterrupted when necessary.

Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- Time to analyze facts and data prior to making a final decision.
- Things to be done correctly the first time, so that later corrections aren't necessary.
- To get an internal sense of motivation when given authority equal to the assigned responsibility.
- New experiences and new challenges to meet.
- Direct, factual answers to questions, supported by accurate data.
- To see immediate results for the high quality effort provided on any project.
- High quality standards that all members of the team honor and support.
- An environment where it's acceptable to focus maximum effort on the job tasks, and to not be concerned with social protocol at the expense of productivity.

Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each other. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- Able to consider many alternatives, theories, and possibilities as you approach new problems to solve.
- Maintains a high sense of urgency: The clock is ticking.
- Strong agent of change.
- A very creative thinker and innovator.
- Able to make decisions with the bottom-line in mind.
- Maintains a strong business focus on problems, ideas, and solutions.
- Brings a sense of rapid solutions and high quality control to the organization.
- Able to use imagination and calculated risk-taking in ways to create new solutions to problems, or new systems for success.

Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave, an ideal climate for you is one that provides you with:

- Environment allowing for one to work alone and to think things through.
- Specialized and challenging assignments.
- Power and authority to make decisions and create change.
- Facts and examples, with no emotions attached to the information.
- Accomplishments that can be seen both quickly and maintained with a high sense of quality control.
- Challenging assignments, having both wide scope and details.
- Procedures done correctly the first time.
- Opportunity for advancement to positions allowing for creativity.



Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems. Due to your behavioral style, you may tend to:

- Appear somewhat abrupt and blunt toward others without being aware of it.
- Be somewhat cool and aloof at times.
- Vacillate too much between decisions due to the need to re-examine evidence, or even the chance that new evidence may come in.
- Have a high need for perfection that may hamper your satisfaction until it is reached.
- Not share your ideas with others on the team enough.
- Work in a rapid burst for a while, followed by periods of re-examination or quiet reflection, which can cause delays.
- Place "all" items on the to-do list as priority number one.
- Get stuck in a loop between wanting to get it done quickly, but also perfectly.

Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and in being taught and learning.

## **How you prefer to share knowledge or teach:**

- Comes to the training very well prepared, and ready to get to business.
- Helps group create new concepts and models of ideas.
- Takes more of a "manager" training style than a collaborative one.
- Presents in a decisive, authoritative manner.
- Bottom-line orientation to preparing participants for skills they will need.
- Structures the events for efficiency in achieving goals and skills.
- Presents detailed information in a logical and sequential manner.

## **How you prefer to receive knowledge or learn:**

- Individualized, independent self-study.
- Prefers the concrete rather than the abstract.
- Prefers individual work over interaction.
- Collects data and analyzes information.
- High expectations of performance.
- Accepting of a more impersonal training/learning venue.
- Wants to know how the learning will apply in real-time situations.

This page is unique in this report because it is the only one that doesn't speak directly to you, rather to those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others SHOULD do to be better understood by you (Do's) and the second list is of things others SHOULD NOT do (Don'ts) if they want you to understand them well.

### **Things to do to effectively communicate with John:**

- Prepare your case in advance; don't 'wing-it' using charm alone.
- Provide time to verify the issues and potential outcomes.
- Three rules: Make it quick, make it engaging, and make for the door.
- When agreeing, support the ideas and potential results, not the person.
- Stick to business matters only.
- Get to the point quickly and don't ramble.
- Provide logical and practical evidence.

### **Things to avoid to effectively communicate with John:**

- Don't be disorganized or confused.
- Don't use unreliable evidence or testimonials.
- Avoid rambling discussion and wasting time.
- Don't come in with a ready-made decision, unless you are ready to accept changes.
- Don't be sloppy or disorganized.
- Don't forget or lose things necessary for the meeting or project.
- Don't be unrealistic with deadlines.

In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

**Decisiveness:**

How is your 'D' score relevant to your life?

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**Interacting:**

How is your 'I' score relevant to your life?

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**Stabilizing:**

How is your 'S' score relevant to your life?

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**Cautiousness:**

How is your 'C' score relevant to your life?

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**Overall Natural Style:**

What is one way in which your natural style relates to your life?

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**Overall Adaptive Style:**

What is one way in which your adaptive style relates to your life?

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**Strength-based insights:**

What specific strengths do you think connect to your success more than any other?

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**Communication Dos and Don'ts:**

What did you learn from understanding your preferred communication style?

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**Ideal Job Climate:**

How well does your current climate fit your behavioral style?

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**Effectiveness:**

What is one way in which you could become more effective?

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**Motivation:**

How can you stay more motivated?

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**Improvement:**

What is something you learned that you can use to improve your performance?

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**Training/Learning:**

What did you learn that could help you instruct others better, or learn more effectively?

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## Relevance Section

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Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

### **Supporting Success:**

Overall, how can your unique behavioral style support your success? (cite specific examples)

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### **Limiting Success:**

Overall, how could your unique behavioral style get in the way of your success? (cite specific examples)

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