

# WORKPLACE PROFILE

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ASSESSMENT TO ACTION.

**Isaac Conyers**

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Isaac, 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 lively environments and relationships.

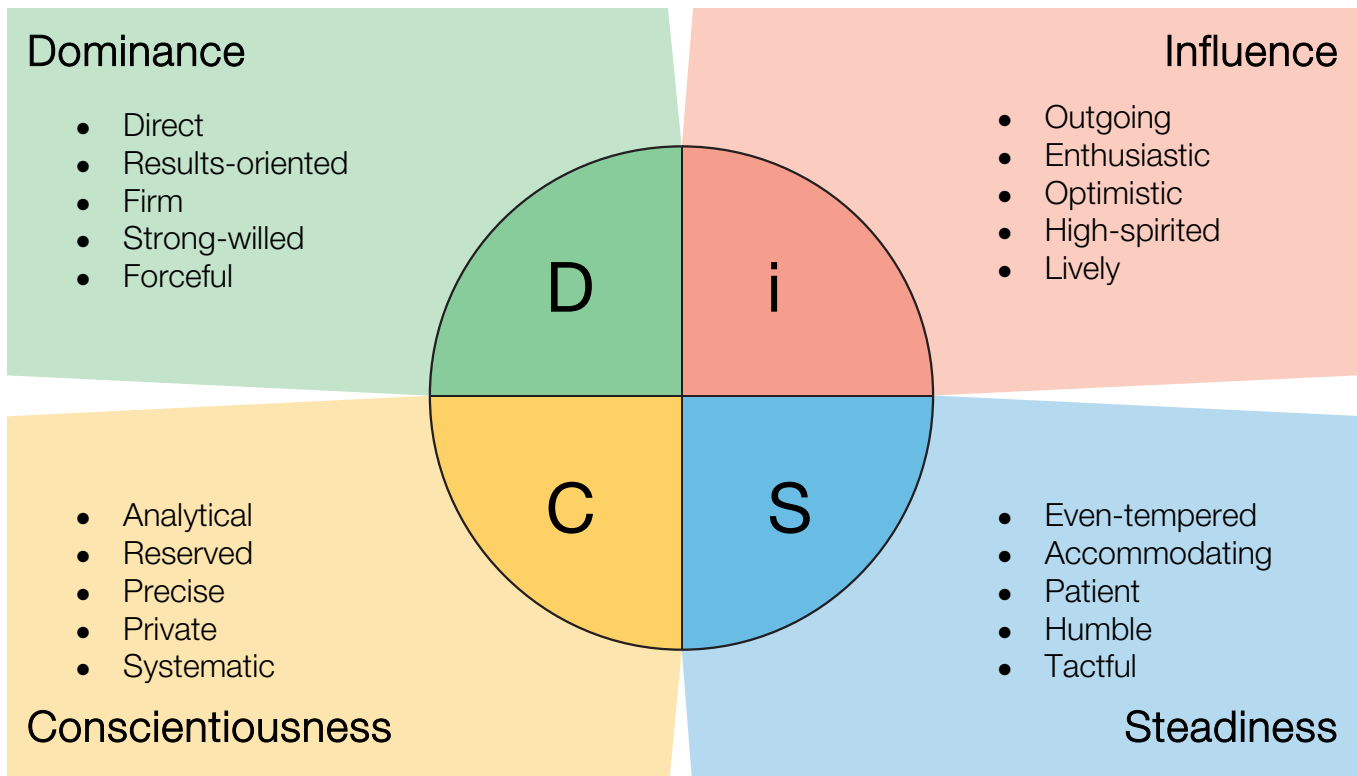
Or, maybe you're more comfortable working with those who take an optimistic, fast-paced approach than those who work at a steadier pace.

Or, perhaps you relate best to people who are more enthusiastic than analytical.

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

## Cornerstone Principles of Everything DiSC Workplace

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



## How is this report personalized to you, Isaac?

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

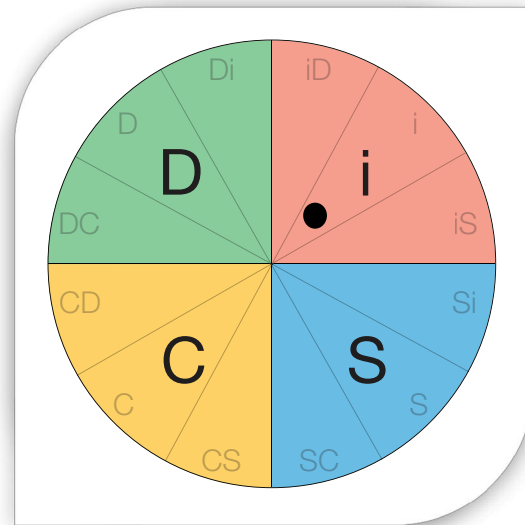
### Your Dot

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

Your DiSC® Style: i

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

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



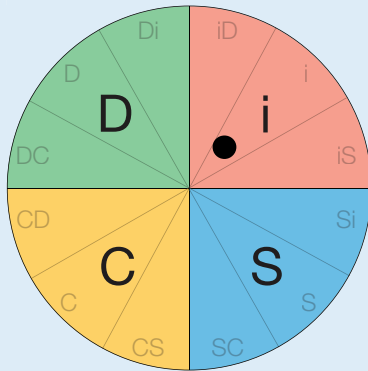
## Close to the Edge or Close to the Center?

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. Your dot location is near the center of the circle, so you are **slightly inclined** and probably relate to the characteristics of all four styles to some extent. Still, because your dot is in the i region, the characteristics of the i style may be most natural to you.

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

## Your Dot Tells a Story

Your DiSC Style is: i



Isaac, you may have noticed that your dot is just barely in the i region of the Everything DiSC® Workplace Map. In fact, it's pretty close to all the DiSC® styles. And so, even though you have a slight inclination toward the i style, you may find it relatively easy to relate to the D, S, or C styles as well. But since your dot is in the i region, this is the style that probably comes most naturally to you.

Since you're most inclined toward the i style, you probably enjoy relating to other people. You tend to have a fairly large network of friends and colleagues, and you may view a roomful of strangers as a fun opportunity to connect. Similarly, you're likely to get personal satisfaction out of introducing people who would not otherwise meet.

Because you're optimistic and enthusiastic, you may find it relatively easy to get people excited about your goals and ideas. When you speak, you're likely to promote your opinions with passion and wholeheartedness. Many people probably find your enthusiasm contagious. However, those who are more skeptical may feel that you are overly optimistic at times.

When communicating, you tend to be expressive, and you may increase your volume and gestures to get people's attention. Compared to most people, you have a stronger urge to process your feelings by verbalizing them. Because of your somewhat talkative nature, you may be comfortable taking the lead in conversations.

You genuinely enjoy being around other people, so you're probably drawn to projects where you can work collaboratively. In group settings, you may be able to bring people together. Most likely, you see team brainstorming sessions as leading to endless possibilities, and you tend to actively solicit ideas from other people.

Like others with the i style, you may strive to make favorable impressions whenever possible, and you're most likely fairly comfortable being the center of attention. In fact, you probably enjoy telling stories and entertaining others in a colorful, engaging way.

Most often, you tend to be accepting of new people and ideas. As a result, when other people offer their opinions, you sometimes may be a bit reluctant to give negative feedback for fear of being seen as the "bad guy." At times, your optimism may also cause you to overestimate your own abilities or misjudge the difficulty of a task. However, your positive outlook can inspire others.

When conflict arises, you do your best to settle differences without letting things get out of hand. However, if things get heated, you may feel the need to outwardly vent your anger or frustration.

To avoid getting bored with routine, you like to have a variety of tasks on your plate. In fact, you probably enjoy initiating action and making gut-instinct decisions. Although you're often excited to start a new project, you may occasionally dive in without adequate planning or resources. Because you're fairly confident in your ability to improvise, you may prefer a somewhat more free-flowing approach.

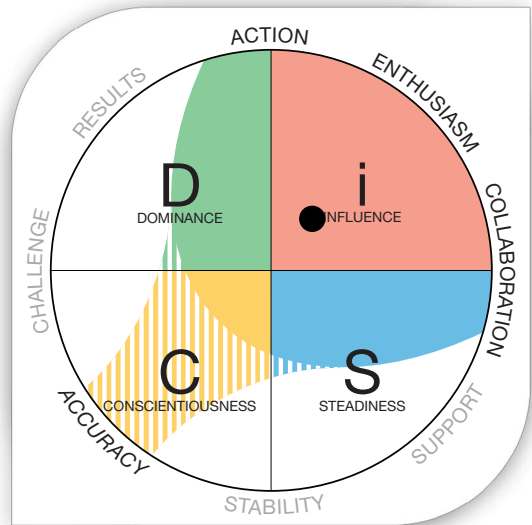
Isaac, like others with the i style, your most valuable contributions to the workplace may include your ability to generate excitement, your high energy, and your desire to bring people together. In fact, these are probably some of the qualities that others admire most about you.

## Your Shading Expands the Story

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

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

Typically, people with the i style have shading that touches Enthusiasm, Action, and Collaboration. Your shading stretches to include Accuracy, which isn't characteristic of the i style.



## What Priorities Shape Your Workplace Experience?

### ► Generating Enthusiasm

Isaac, you like to maintain a positive, upbeat attitude. Most likely, you assume the best in people and look at the bright side of any given situation. Furthermore, your energy fuels your exuberance, and you're usually open and expressive with your opinions and emotions. Because you like to encourage team spirit, you focus on generating enthusiasm.

### ► Taking Action

People with the i style like excitement and fast movement. Most likely, you're energized by innovative, groundbreaking solutions, and you're eager to hit the ground running. In fact, your rapid pace might be too much for others, and rather than slowing down to meet their needs, you may encourage them to keep up with you. Your willingness to take quick action can help the group move forward.

### ► Valuing Collaboration

Like others with the i style, you're probably friendly and outgoing, and you prefer working with others. Most likely, you enjoy meeting new people and finding opportunities to interact. In fact, you probably have a difficult time understanding people who would rather work independently. You value collaboration because you think it not only leads to better outcomes, but it makes the job more fun.

### ► Ensuring Accuracy

You also tend to prioritize quality results and objective facts, which is a bit unexpected for someone with the i style. Because you often focus on precision, you may be uncomfortable with vague or ambiguous ideas. Not only do you want to get things done, but you want to get them done right. As a result, you probably consider your options carefully before pursuing any course of action.

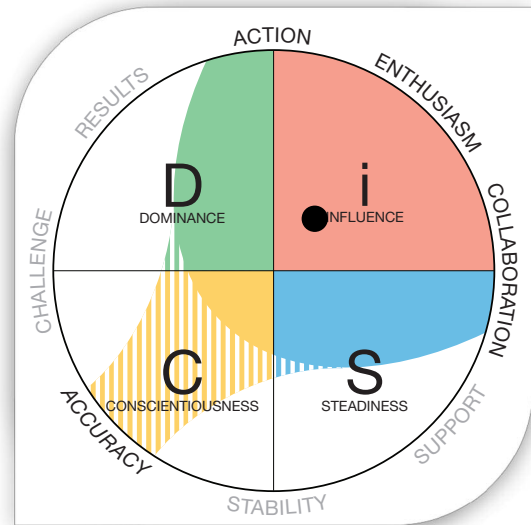
## What Motivates You?

Different people find different aspects of their work motivating. Like other people with the i style, you probably appreciate opportunities to work with passionate people toward a common goal. Most likely, you enjoy working in high-energy environments where everyone can express themselves. Because you like to be on the go, you may seek opportunities to meet new people and work on a variety of tasks. However, you may also like working in an environment that enables you to focus on precision, and this is less typical of the i style.

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

### MOTIVATORS

- Meeting new people
- Being the center of attention
- Inspiring others to do their best
- Initiating colorful projects
- Being around people who are lively and charismatic
- Getting people involved
- Creating enthusiasm
- Emphasizing accuracy and precision
- Catching errors or flaws in design



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

## What is Stressful for You?

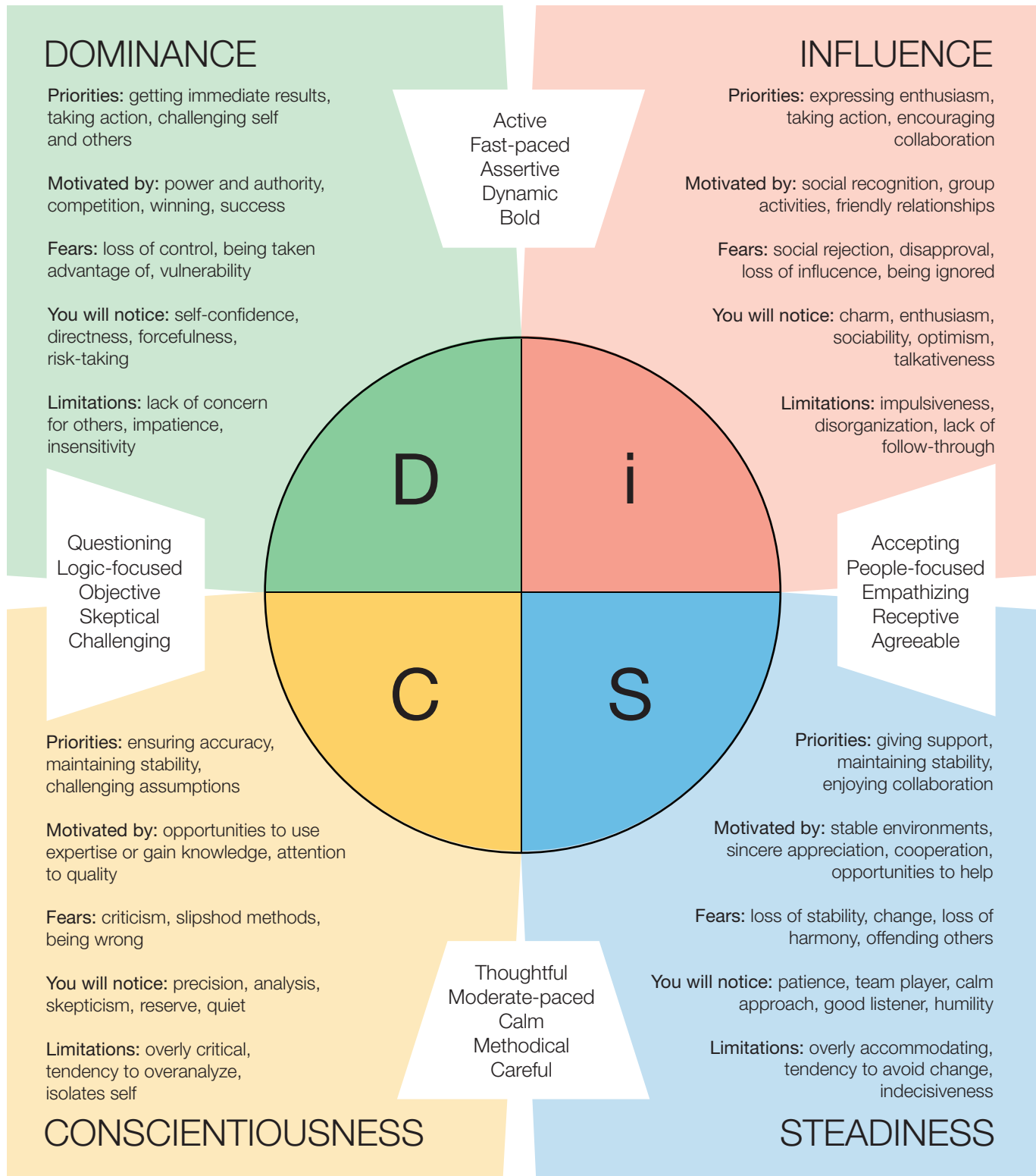
Then there are those aspects of your work that are stressful for you. Because you tend to be active and lively, you may find routine work to be very draining. Consequently, you may be more interested in starting new projects than following through on old ones. Furthermore, environments that are dull or don't allow you to express yourself may also sap your energy. At the same time, unlike others with the i style, it may be stressful for you if you're not allowed to achieve the precision you value.

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

### STRESSORS

- Giving people unpleasant feedback
- Being forceful or insistent with others
- Being isolated for long periods
- Working steadily toward long-term goals
- Being in a dull or unsocial environment
- Being unable to use your intuition
- Being forced to slow your pace
- Making decisions without time for analysis
- Being wrong or unprepared

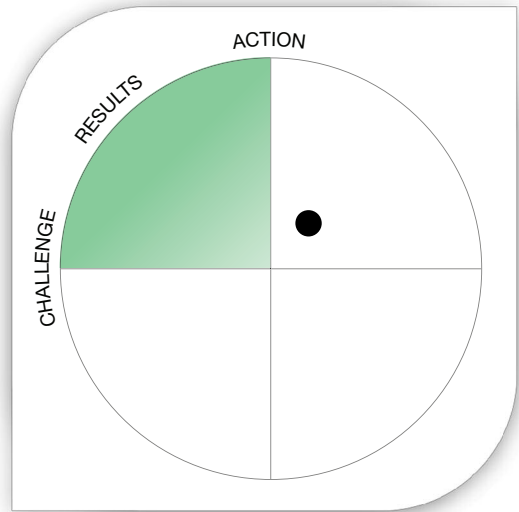
The graphic below provides a snapshot of the four basic DiSC® styles.



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

Like you, this colleague prefers an exciting, action-oriented work environment, and you probably welcome her desire to move swiftly. However, she often seems intense and demanding, and because you're optimistic and people-focused, you may wonder why she tries to push her ideas through without reaching out to others.

Furthermore, you may not relate well to her skeptical and questioning nature, and you may find her blunt approach to be a bit impersonal. She probably doesn't seem as interested in collaboration as you are, and you may wonder why she challenges ideas rather than trying to engage people through teamwork.



<p><i>To you, people with the D style may seem:</i></p>	<ul style="list-style-type: none"> <li>✓ Driven</li> <li>✓ Blunt</li> <li>✓ Outspoken</li> <li>✓ Forceful</li> </ul>
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## What is the Motivation for their Behavior?

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

### Results

People with the D style tend to be strong-willed individuals who prioritize **Results**. Because they are so driven, they constantly look for new challenges and opportunities. They strive for success and won't give up just because they run into a few obstacles. Since you tend to value relationships, you may have trouble relating to their competitive determination.

### Action

In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. Their bold style may be easy for you to relate to since you also prefer to maintain an energetic pace.

### Challenge

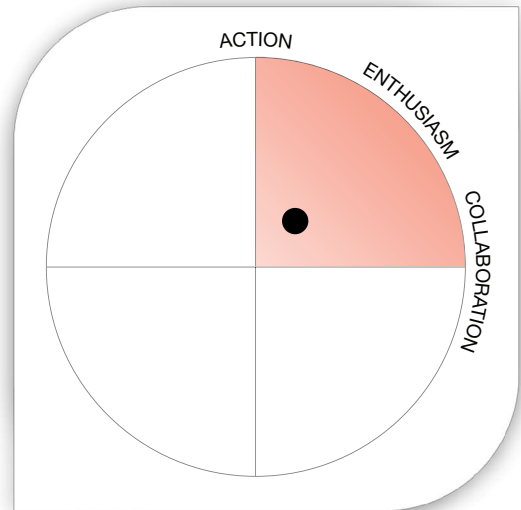
Furthermore, those with the D style also prioritize **Challenge**. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. Since you prefer to focus on the positive, you may find their challenging approach to be too critical at times.



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

Because you both tend to prioritize action and a fast pace, you probably find his spontaneity to be exciting. Most likely, you share his energetic approach and inclination toward change, but the two of you might get so caught up in new ideas that you fail to stick to more routine tasks.

Since you both value collaboration and teamwork, you may be eager to work together on projects. Each of you enjoys the social aspects of work, and you probably appreciate his fun, outgoing nature. However, since you both tend to seek the spotlight, the two of you may compete for attention at times.



- |  |   |             |
|--|---|-------------|
| <i>Like you, people with the i style may seem:</i> | ✓ | Passionate  |
|  | ✓ | Fun-loving  |
|  | ✓ | Adventurous |
|  | ✓ | Energizing  |

## What is the Motivation for their Behavior?

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

### Enthusiasm

People with the i style put a high priority on **Enthusiasm** and tend to maintain an upbeat attitude. Because they get excited about new possibilities, they may be very expressive when communicating their ideas. Because you tend to share their optimistic viewpoint, the two of you may feed off each other's high energy to create a lively atmosphere.

### Action

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

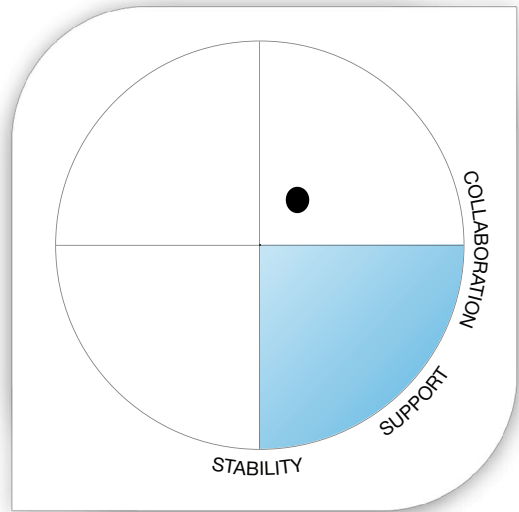
### Collaboration

Furthermore, those with the i style also prioritize **Collaboration**. They enjoy meeting new people, and they probably have a talent for getting everyone involved and building team spirit. They appreciate teamwork and often gather the group to work on projects collaboratively. Since you share their emphasis on teamwork, you may join them in looking for opportunities to collaborate.

Now, let's imagine that you regularly interact with someone with an S style. To you, he seems kind and supportive, and whenever you ask him a question, he's always patient and happy to help. While you identify somewhat with his tendency to prioritize supporting others, you may think that he focuses too much energy on keeping everyone happy rather than on energizing the team.

He is well-liked by everyone and can always be counted on to perform his job consistently. In fact, around the office he's often referred to as a "rock." But because you tend to be spontaneous and adventurous, there may be times when you think he's too cautious and tentative.

You both value relationships and team spirit, so you probably appreciate his ability to keep the group together. Still, while you probably enjoy being the center of attention, he tends to keep a low profile and seems embarrassed when someone showers him with praise. In response to the enthusiastic recognition that you like to give, he tends to say, "It's really not a big deal."



<i>To you, people with the S style may seem:</i>	✓ Soft-spoken
	✓ Careful
	✓ Patient
	✓ Modest

## What is the Motivation for their Behavior?

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

### Support

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

### Stability

In addition, they prioritize **Stability**, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they're probably methodical and avoid rapid change whenever possible. Because you probably embrace spontaneity and new ideas, you may find it difficult to understand their more cautious approach.

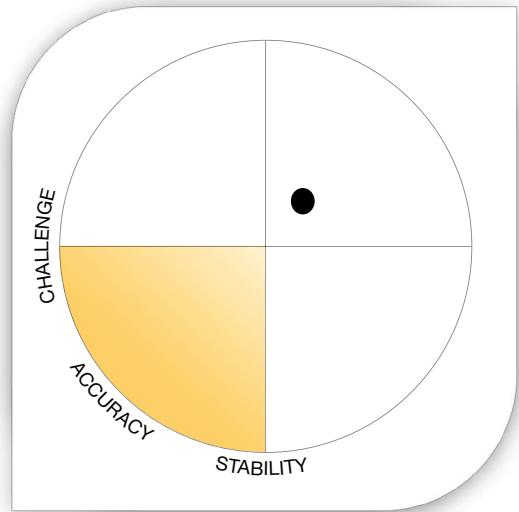
### Collaboration

Furthermore, people with the S style also prioritize **Collaboration**. They enjoy working with others in a trusting, warm environment, and they may go out of their way to make sure people feel included and accepted. You probably share their focus on teamwork, and although you're more likely to take the lead in group settings, you may work with them to establish an accepting and open environment.

Imagine that you regularly interact with someone who has a C style and shares your priority of accuracy, an unexpected characteristic for someone with the i style. Because she has high standards and values precision, she tends to hole up in her office for long stretches of time, checking her work two or three times before being satisfied, and you probably appreciate her dedication to getting things done right. Still, she's not highly sociable, and you may have trouble relating to her private nature.

To you, this colleague often seems overly detached and serious. She wants a stable environment where she can ensure reliable outcomes. You tend to be more adventurous than she is, and her careful, systematic approach may seem like a roadblock to the energetic pace that you prefer.

Furthermore, while you tend to be optimistic and accepting, she tends to be skeptical and ask a lot of probing questions. Because you probably place a high value on relationships, her tendency to prioritize details and challenge other people's ideas may seem cold to you. However, you probably do appreciate that she tends to pull her own weight and follow through on commitments.



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

- ✓ Skeptical
- ✓ Precise
- ✓ Unemotional
- ✓ Distant

## What is the Motivation for their Behavior?

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

### Accuracy

People with the C style place a high priority on **Accuracy**. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. They value being precise, and as result, they will often ask in-depth or skeptical questions. Although you share their logical approach, you tend to be more expressive and lively than they are.

### Stability

In addition, they prioritize **Stability**. Because they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. They tend to analyze all the options, and they often make decisions that promise predictable outcomes. Because you tend to respond quickly and energetically to new ideas, you may become frustrated with their cautious approach and moderate pace.

### Challenge

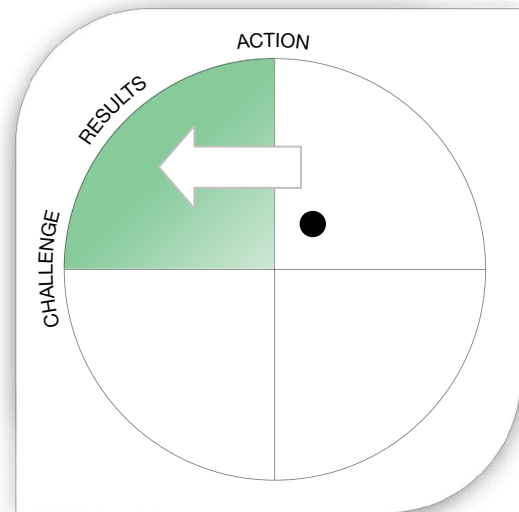
Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you're probably more accepting of new people and ideas, you may find it difficult to understand why they seem so skeptical or fault-finding.

## When Trying to Connect

Isaac, people with the D style like to get right to the point, and this might affect the way you relate to one another. They're probably straightforward and even blunt at times, while you're more likely to spend time building friendly relationships rather than focusing quickly on the bottom line. As a result, they may become frustrated if you spend too much time socializing, and you may sometimes take their frankness personally.

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

- Minimize the small talk and dig right into business.
- Avoid taking it personally when they ignore your efforts to be friendly and go directly to the topic at hand.
- Show them how your people-focused approach can bring bottom-line results.



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## 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 you both appreciate rapid solutions, you probably agree to act immediately when solving problems. However, you're much less likely to choose aggressive or unpopular approaches, and they may see you as overly concerned with what other people think. 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:

- Avoid emphasizing other people's feelings at the expense of finding workable answers.
- Refrain from suggesting unrealistically positive scenarios.
- Take time to consider whether your speedy decisions might cause more problems in the future.

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## When Things Get Tense

Because you prioritize friendly relationships, you're more likely than your "D" coworkers to gloss over differences for as long as possible. On the other hand, they tend to challenge ideas and even become argumentative in conflict situations. When they confront you, you may lash out and say things that are difficult to take back. As a result, disagreements between the two of you may become heated, and you may find it difficult to move past your feelings to seek a resolution.

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

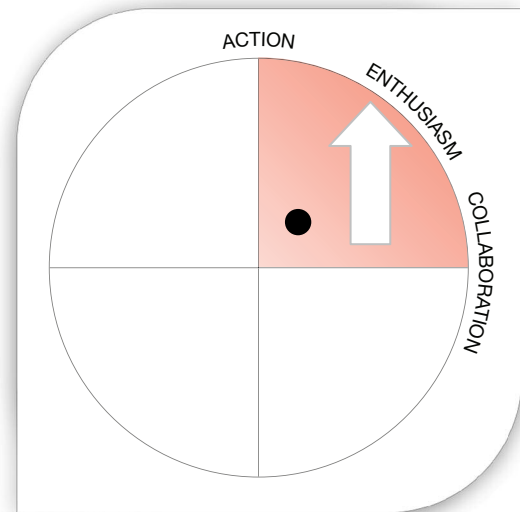
- Don't brush problems under the rug just to keep things friendly.
- Avoid interpreting their directness as a personal attack.
- State your points objectively rather than lashing out emotionally.

## When Trying to Connect

Because people with the i style like high-energy environments where they can collaborate on exciting projects, Isaac, they may share your frequently lively approach. You also have an i style, so discussions between you may be friendly and sociable, but you may stray off topic. Furthermore, the two of you may skip important details in your eagerness to move quickly.

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

- Join them in looking for fun, collaborative projects.
- Enjoy the social aspects of your work, but keep each other focused on the task at hand when necessary.
- Work together to make sure that you're considering both the big picture and the details.



## When Problems Need to be Solved

People who share your i style rely heavily on intuition, and they like to dive in and move quickly when confronting a problem. You both tend to move rapidly toward a solution, and you may agree on the need to face tough situations with an optimistic attitude. However, in your mutual enthusiasm to find an answer, the two of you may overlook important details or make unrealistic assumptions that rely on best-case scenarios.

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.
- Share your exciting ideas with them.
- Balance your spontaneous approach with a clear look at your solution's potential consequences.

## When Things Get Tense

Because people who share your i style want to maintain friendly relationships, you're both likely to initially gloss over differences in conflict situations. However, self-expression is probably very important to the two of you, and you each may eventually insist on being heard, even if it means lashing out. As a result, you may say harsh things to one another that are difficult to take back. Furthermore, you may lose focus on the issue at hand and bring up other areas of discontent.

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

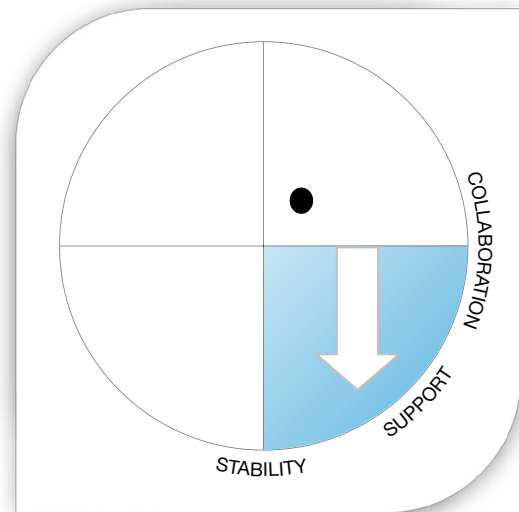
- Avoid personal attacks and stick to the topic at hand.
- Express a desire to work through the conflict quickly but thoroughly.
- Let them know that a disagreement now doesn't mean a poor relationship down the road.

## When Trying to Connect

People with the S style value cooperation and friendly interaction, Isaac, and this might affect the way you relate to one another. Like them, you also prioritize collaboration and getting everyone involved. However, you tend to be much more expressive than they are, and you may end up inadvertently monopolizing conversations with them. And, while they probably appreciate your cheerful, spirited approach, your high energy may be a little overwhelming for them at times.

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

- Use your upbeat approach to encourage them to share their ideas.
- Avoid pushing them beyond their comfort zone toward your adventurous plans.
- Work collaboratively with them, but avoid overwhelming them with your energy and chattiness.



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## When Problems Need to be Solved

Compared to people with the S style, you're probably more inclined to make spontaneous decisions when it comes to solving problems. While they value stability and predictability, you're more likely to be open to exciting, untested solutions. In fact, you're probably quite willing to change course rapidly and to act based on your gut instinct, which may seem impulsive or risky to them. At the same time, their more cautious approach may seem indecisive to you.

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

- Keep in mind that their more cautious approach may be a good counterbalance for your spontaneity.
- Encourage them to share their concerns about risky options since they can be hesitant to speak up.
- Weigh the evidence carefully before jumping on new ideas.

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## When Things Get Tense

Because people with the S style want to support others, they avoid rocking the boat and upsetting the people around them. You both tend to dislike confronting conflict head-on, so you may sometimes gloss over disagreements with your "S" coworkers. At the same time, they're more likely to hide their true feelings to restore harmony quickly, while you may lash out when pushed. When this happens, you may cause them to shut down even further.

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

- Express your concern for their feelings, and show a desire to work through the conflict quickly and calmly.
- Address the situation directly right from the start rather than masking your differences.
- Follow up to make sure the issue is resolved.

## When Trying to Connect

Isaac, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. While it's unexpected for someone with the i style, you share their priority on accuracy, and they probably appreciate your focus on precision. However, your enthusiastic acceptance of new people and ideas may be at odds with their more cautious, reserved approach.

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

- Skip the small talk and keep the discussion focused on the task at hand.
- Let them set the pace rather than expecting them to reciprocate your lively approach.
- Highlight your shared desire for accuracy by focusing on the facts.



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## When Problems Need to be Solved

When it comes to solving problems, your “C” coworkers want to thoroughly consider all the consequences before making a decision, while you’re more inclined to trust your gut instinct and change course rapidly. As a result, you may become frustrated when they second-guess your plans during the problem-solving process. In turn, they may see your enthusiastic push for exciting options as careless or sloppy.

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

- Reinforce the need for urgency if they appear bogged down, but remember that their careful analysis may lead to new opportunities.
- Back up your arguments with hard data rather than energy and enthusiasm.
- Strike a balance between your more optimistic approach and their more skeptical one.

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## When Things Get Tense

Because people with the C style often view conflict as a disagreement over who is correct, they usually avoid direct aggression and focus on challenging the reasoning behind an argument. On the other hand, while you may initially gloss over differences, when forced to confront the situation, you may become emotional or lash out. Since they prefer a more detached, objective approach, your expressiveness may cause them to withdraw and refuse to discuss the issue anymore.

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

- Don't insist on an immediate resolution, since they may need time to process the situation.
- State your position factually and objectively and give them time to present their side.
- Avoid emotional displays, since this makes them uncomfortable and more likely to retreat.

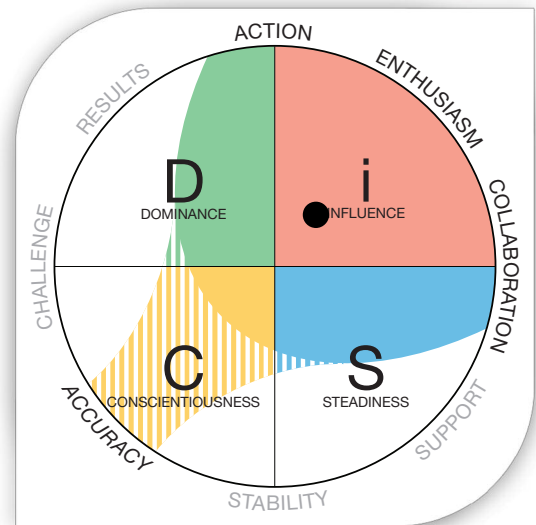
# SUMMARY: INCREASING YOUR WORKPLACE EFFECTIVENESS

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

## 1 Acknowledge Problems Rather Than Glossing Them Over

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

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



## 2 Be Firm and Stand Your Ground

You may find it hard to take a firm stance when you feel you're being pressured to take a different direction. As you've probably discovered, a lot of people are willing to push their plans on someone who they think will give in. If you continually back off from your own ideas too easily, people might assume you're generally indifferent, and they may have less regard for your preferences in the future.

- Remind yourself that just because others are confident doesn't mean their ideas are better than yours.
- Consider the long-term consequences of letting your ideas be stifled.

## 3 Slow Down and Listen to Others

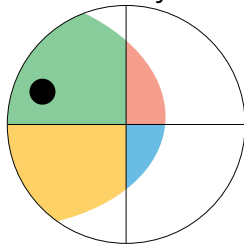
You tend to be very energetic, so you probably enjoy being spontaneous and processing information quickly. However, your fast pace may be overwhelming for others on your team. Because some people aren't able to put their ideas together as quickly as you do when making decisions, you may need to slow down to give them enough time to process so that things feel less chaotic for them.

- Allow for periods of silence so others have time to put their thoughts together.
- Remember to step back and show patience, since many people will not share their concerns when someone else is quick to take charge.



# PERSONALIZED STYLE INDEX: THE D STYLES

## DC Style



Challenge  
Results  
Accuracy

**Goals:** Independence, personal accomplishment

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

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

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

**Under pressure:** Becomes overly critical

**Fears:** Failure to achieve their standards

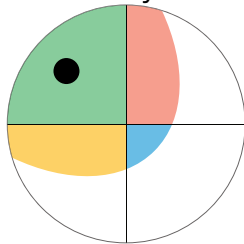
**Would increase effectiveness through:** Warmth, tactful communication

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

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

Finally, those with the DC style also prioritize Accuracy. Because they want to control the quality of their work, they prefer to work independently, and they may focus on separating emotions from facts. Since you also like to maintain high standards, you can probably relate to their objective, analytical approach.

## D Style



Results  
Action  
Challenge

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

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

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

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

**Under pressure:** Becomes impatient and demanding

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

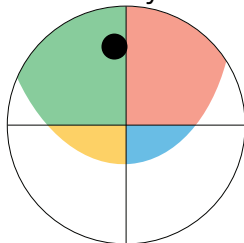
**Would increase effectiveness through:** Patience, empathy

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. Since you tend to value relationships, you may have trouble relating to their competitive determination.

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. Their bold style may be easy for you to relate to since you also prefer to maintain an energetic pace.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you prefer to focus on the positive, you may find their challenging approach to be too critical at times.

## Di Style



Action  
Results  
Enthusiasm

**Goals:** Quick action, new opportunities

**Judges others by:** Confidence, influence

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

**Overuses:** Impatience, egotism, manipulation

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

**Fears:** Loss of power

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

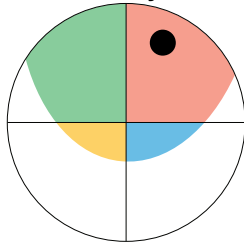
People with the Di style prioritize Action, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. Since you also like to maintain a fast pace, you can probably relate well to their high-energy approach to work.

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

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

# PERSONALIZED STYLE INDEX: THE i STYLES

## iD Style



Action  
Enthusiasm  
Results

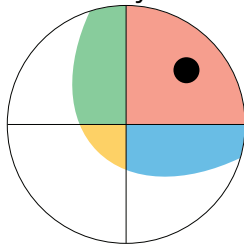
- Goals:** Exciting breakthroughs
- Judges others by:** Ability to think creatively, charisma
- Influences others by:** Boldness, passion
- Overuses:** Impulsiveness, outspokenness
- Under pressure:** Becomes impulsive, lashes out at others
- Fears:** Fixed environments, loss of approval or attention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

Isaac, 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 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. You also tend to express yourself and stay positive, so you may appreciate their tendency to get people excited about ideas.

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

## i Style



Enthusiasm  
Action  
Collaboration

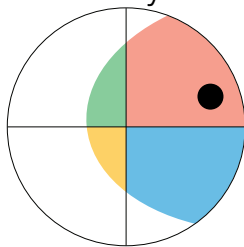
- Goals:** Popularity, approval, excitement
- Judges others by:** Openness, social skills, enthusiasm
- Influences others by:** Charm, optimism, energy
- Overuses:** Optimism, praise
- Under pressure:** Becomes disorganized, gets overly expressive
- Fears:** Rejection, not being heard
- Would increase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

People with the i style put a high priority on Enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Because you tend to share their optimistic viewpoint, the two of you may feed off each other's high energy to create a lively atmosphere.

In addition, they prioritize Action, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you tend to share their preference to hit the ground running, you may appreciate 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. Since you share their emphasis on teamwork, you may join them in looking for opportunities to collaborate.

## iS Style



Collaboration  
Enthusiasm  
Support

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

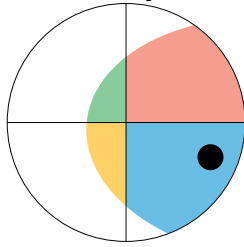
People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you share their desire to work with others, you may be just as eager as they are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

In addition, they also prioritize Enthusiasm, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others. Because you share their positive outlook, you probably find it easy to relate to their happy-go-lucky approach.

Furthermore, those with the iS style 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. You sometimes share their desire to help others, but they are somewhat more patient and accepting than you tend to be.

# PERSONALIZED STYLE INDEX: THE S STYLES

## Si Style



Collaboration  
Support  
Enthusiasm

**Goals:** Acceptance, close relationships

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

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

**Overuses:** Kindness, personal connections

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

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

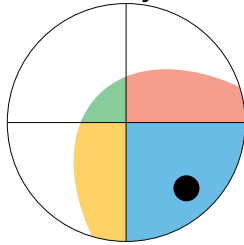
**Would increase effectiveness through:** Saying “no” if necessary, addressing issues

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

In addition, they also prioritize Support, so they tend to place a high importance on the needs of others. Because they have an accommodating nature, they’re often willing to set aside their own opinions and needs to help others. While you sometimes share their interest in supporting others, they may spend more times focusing on people’s feelings than you do.

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

## S Style



Support  
Stability  
Collaboration

**Goals:** Harmony, stability

**Judges others by:** Dependability, sincerity

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

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

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

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

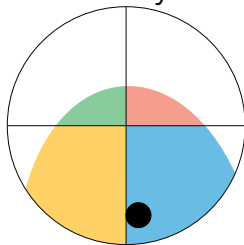
**Would increase effectiveness through:** Displaying self-confidence, revealing true feelings

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

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 spontaneity and new ideas, you may find it difficult to understand their more cautious approach.

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. You probably share their focus on teamwork, and although you’re more likely to take the lead in group settings, you may work with them to establish an accepting and open environment.

## SC Style



Stability  
Support  
Accuracy

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

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

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

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

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

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

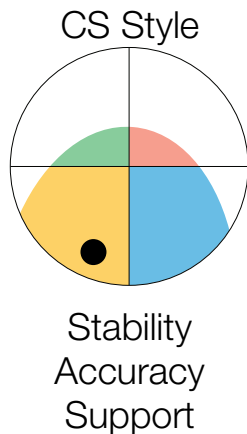
**Would increase effectiveness through:** Initiating change, speaking up

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

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. While you sometimes share their willingness to support others, they may be more patient and obliging than you tend to be.

Furthermore, those with the SC style also value Accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. You probably relate well to their interest in producing solid, error-free work.

# PERSONALIZED STYLE INDEX: THE C STYLES



**Goals:** Stability, reliable outcomes

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

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

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

**Under pressure:** Withdraws, becomes hesitant

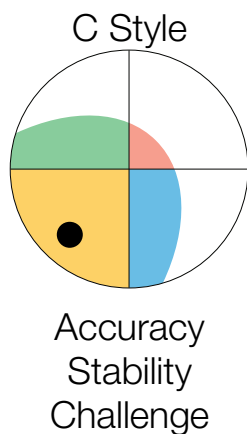
**Fears:** Emotionally charged situations, ambiguity

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

Isaac, 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're probably more adventurous than they are, you may find it hard to relate to their cautious approach.

In addition, they also place a high priority on Accuracy, so they tend to spend time refining their ideas before moving forward. Most likely, they rely on data before making decisions and tend to take an objective approach. Because you share their tendency to value accurate outcomes, you may appreciate 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 sometimes share their obliging approach, they may be more likely to avoid rocking the boat.



**Goals:** Accuracy, objective processes

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

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

**Overuses:** Analysis, restraint

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

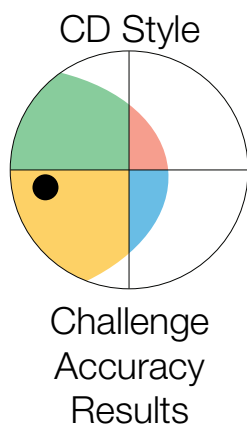
**Fears:** Being wrong, strong displays of emotion

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

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. Although you share their logical approach, you tend to be more expressive and lively than they are.

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 respond quickly and energetically to new ideas, 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 accepting of new people and ideas, you may find it difficult to understand why they seem so skeptical or fault-finding.



**Goals:** Efficient results, rational decisions

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

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

**Overuses:** Bluntness, critical attitude

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

**Fears:** Failure, lack of control

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

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

In addition, they also prioritize Accuracy, and they focus on thinking logically to create the best solutions. They tend to avoid letting their emotions get in the way of making rational decisions. Because you share their analytical approach, you may find it easy to relate to their emphasis on objectivity and logic.

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