

# WORKPLACE PROFILE

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Erica, 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 building relationships and getting people involved.

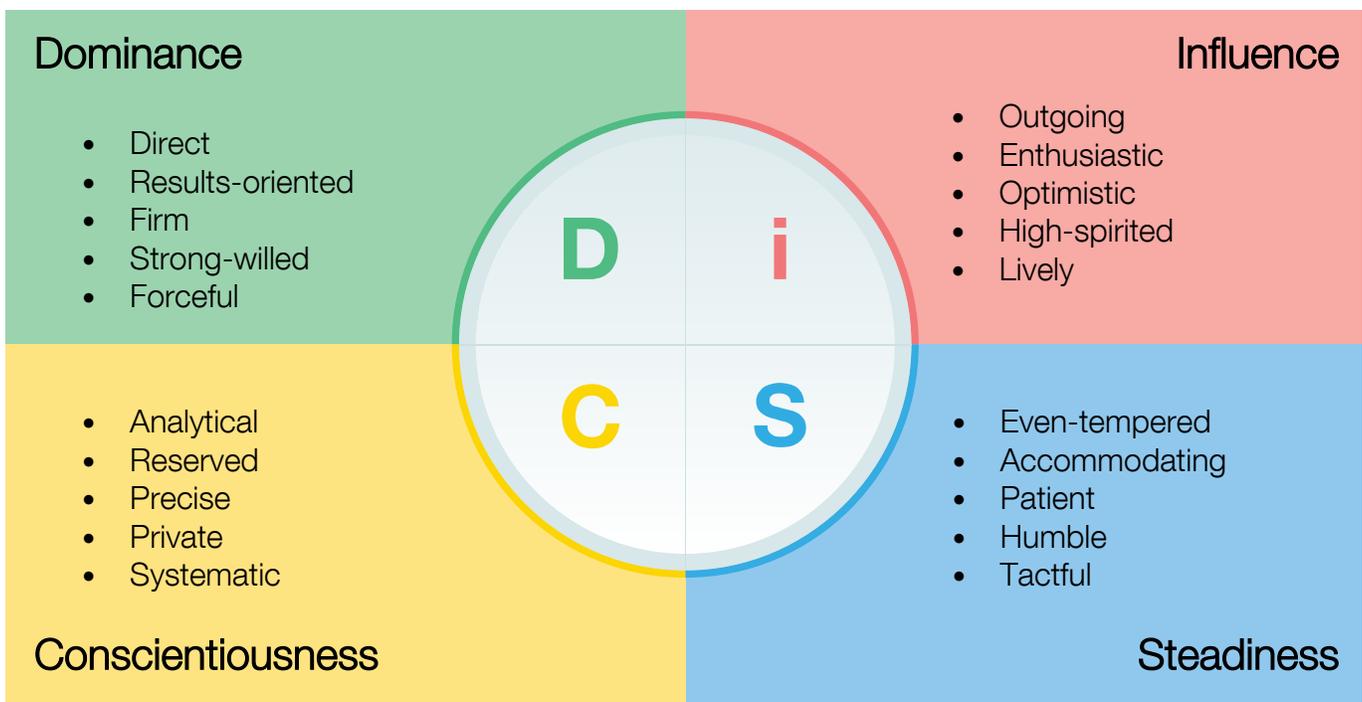
Or, maybe you're more comfortable working with those who take a light-hearted approach than those who want to analyze every step.

Or, perhaps you relate best to people who are more warm than skeptical.

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, Erica?

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

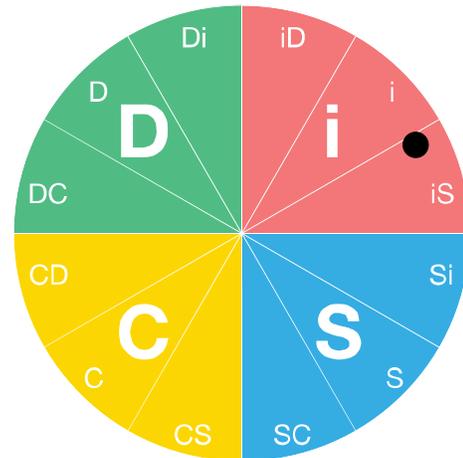
### Your Dot

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: iS

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

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



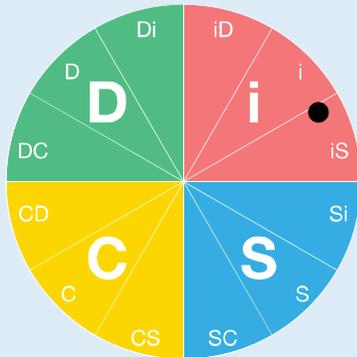
## Close to the Edge or Close to the Center?

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 edge of the circle, so you are **strongly inclined** and probably relate well to the characteristics associated with the iS style.

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: iS



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

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

yourself.

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

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

Like others with the iS style, you tend to be willing to go with the flow to show your support for the group. You're probably very accepting and optimistic, so you tend to appreciate other people and new ideas. In fact, you're often able to overlook personality quirks and weaknesses, and you tend to assume the best in everyone. At times, you might get yourself into trouble by trusting people who don't deserve it, and more skeptical colleagues may see you as naïve.

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

You genuinely enjoy cooperating with others, so you're probably drawn to projects where you can collaborate. In fact, you probably see group brainstorming sessions as leading to endless possibilities. You don't tend to be highly competitive, so you may do your best to make sure that everyone has a chance to contribute and be recognized.

Above all, you want everyone to be happy, so when you see others at odds, you may step in to try to mend the situation. However, when the conflict involves you personally, you often take a more indirect approach. In fact, you may refuse to deal with negative information even when it's important to do so, and, if left to you, situations may drag on without resolution. At the same time, if your frustration reaches a breaking point, you may lash out emotionally or say things you later regret.

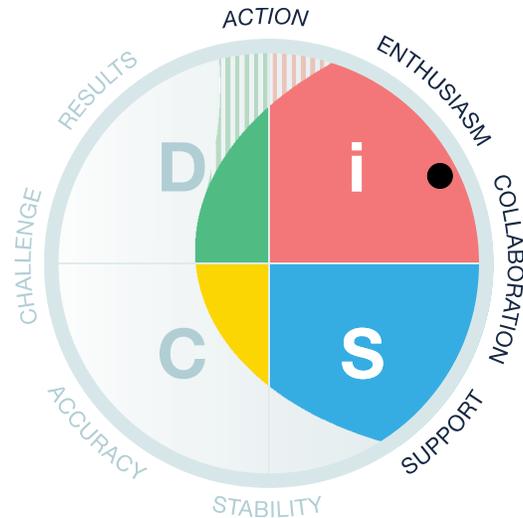
Erica, like others with the iS style, your most valuable contributions to the workplace may include your ability to connect with others, your commitment to building team spirit, and your desire to see people succeed. In fact, these are probably some of the qualities that others admire most about you.

## Your Shading Expands the Story

Erica, 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 iS style have shading that touches Collaboration, Enthusiasm, and Support. Your shading stretches to include Action, which isn't characteristic of the iS style.



## What Priorities Shape Your Workplace Experience?

### ► Valuing Collaboration

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

### ► Generating Enthusiasm

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

### ► Giving Support

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

### ► Taking Action

Also, you appear to place a high value on swift, immediate progress, a characteristic that is unusual for the iS style. You probably prefer to get going right away, and you may become impatient with obstacles that stand in your way. You're unlikely to be intimidated by rapid change or the need to improvise. Once you've chosen a course of action, you tend to stick to it and keep moving.

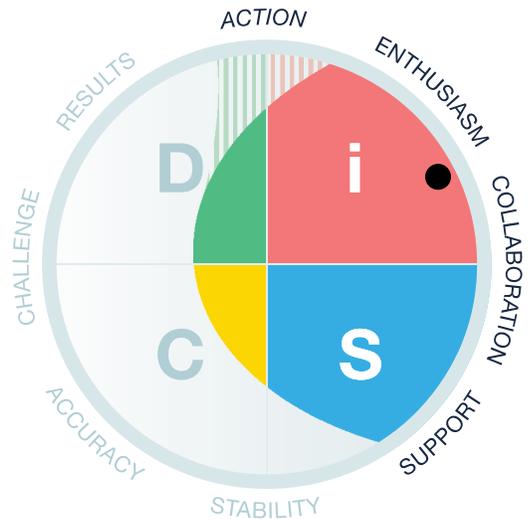
## What Motivates You?

Different people find different aspects of their work motivating. Like other people with the iS style, you probably appreciate opportunities to work with optimistic people toward a common goal, and you may enjoy helping and supporting those around you. Most likely, you seek out energetic, collaborative environments where you can work on colorful projects that give everyone the chance to shine. However, you may also enjoy working in a fast-paced environment where progress happens quickly, and this is less typical of the iS style.

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

### MOTIVATORS

- Developing warm relationships
- Inspiring others to do their best
- Getting people involved
- Being around people who are lively and cheerful
- Being complimented on a job well done
- Listening sincerely to people's concerns and needs
- Making a positive difference in people's lives
- Getting things moving
- Initiating change



*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 value friendly relationships, you may find it draining to work with people who are too pushy or critical. In such situations, you may feel that you need to fight for your opinion to be heard. And because you dislike being aggressive, this can be stressful. Situations that require you to confront others or give criticism may also cause you to worry. At the same time, unlike others with the iS style, you may become frustrated when things aren't moving as quickly as you would like.

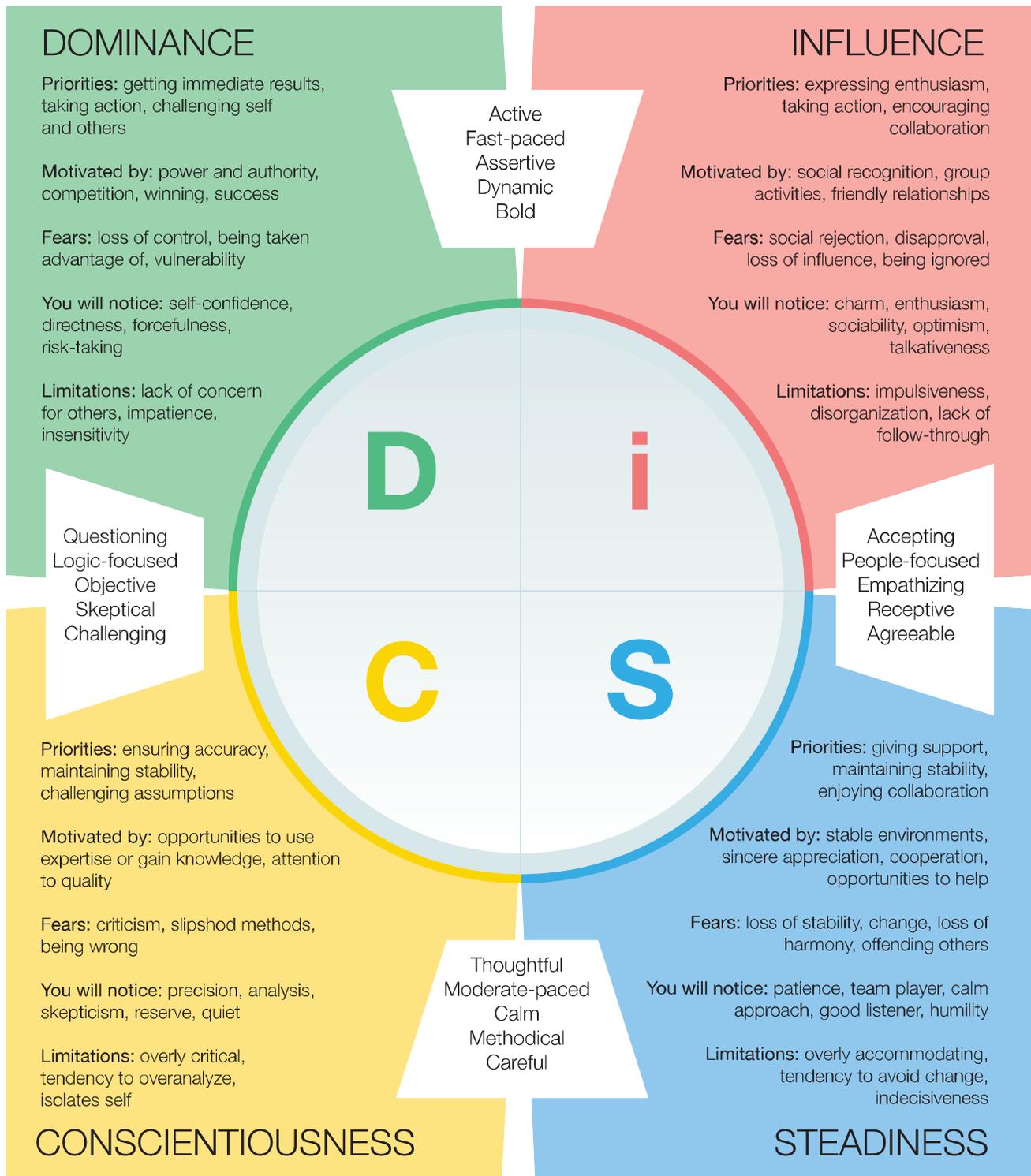
Many of the following aspects of your work may be stressful for you:

### STRESSORS

- Pushing others to meet deadlines
- Working with competitive or critical people
- Giving people unpleasant feedback
- Being forceful or insistent with others
- Being in a dull or unsocial environment
- Being direct about your expectations
- Being objective when evaluating others
- Moderating your quick pace
- Working methodically toward long-term goals

# OVERVIEW OF THE DiSC® STYLES

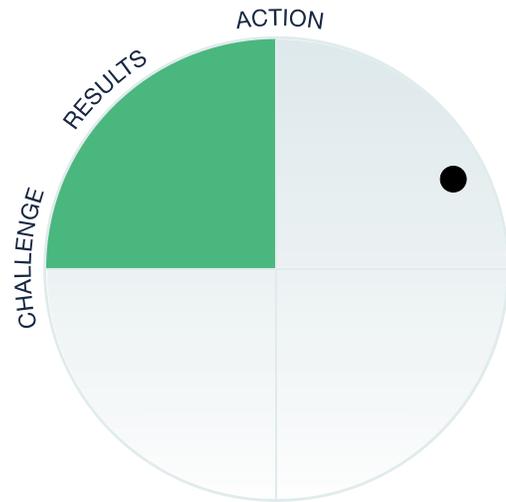
The graphic below provides a snapshot of the four basic DiSC® styles.



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 a bit unsympathetic. Also, because you like a warm, supportive environment, you may have trouble relating to her competitive drive for results.

Unlike others with the iS style, you share her priority of action, so you may welcome her desire to move swiftly. To you, this colleague seems to thrive on rapid progress, driving toward bold and dramatic change, and you're usually comfortable with this kind of fast-paced and dynamic work environment. Still, you place a high value on relationships, so you may wonder why she seems to push her ideas through without considering how they affect other people.

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



<i>To you, people with the D style may seem:</i>	✓	Demanding
	✓	Blunt
	✓	Dominant
	✓	Forceful

## 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 focus more on relationships and teamwork, you may not understand their competitiveness.

### Action

In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. Since you also like to move quickly, you probably have no trouble keeping up with their rapid pace.

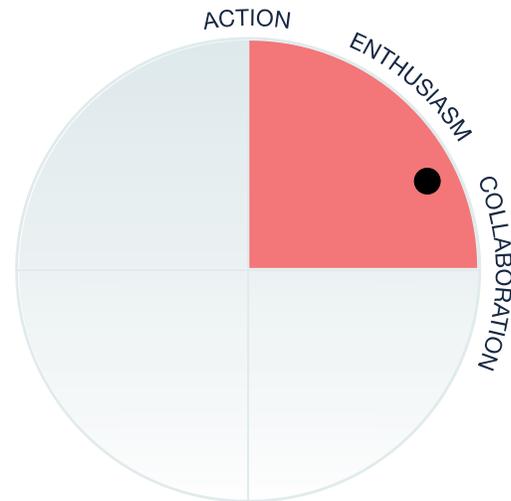
### Challenge

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

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

Unlike others with the iS style, you share his priority of action, and you don't mind when he initiates rapid change. Most likely, you have no trouble keeping up with his on-the-go approach, and you admire his spontaneity. However, while you both prefer a brisk pace, his constant need for movement may seem a bit scattered to you at times.

Since you both value collaboration and teamwork, you may find yourselves looking for opportunities to work together on projects. To you, he seems comfortable in the spotlight, and because you also enjoy the social aspects of work, you probably appreciate his fun, outgoing nature.



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

- ✓ Friendly
- ✓ Open
- ✓ Fun-loving
- ✓ Encouraging

## What Is the Motivation for Their Behavior?

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. Although you tend to share their optimism, you may think they are somewhat more energetic and high-spirited than you tend to be.

### Action

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

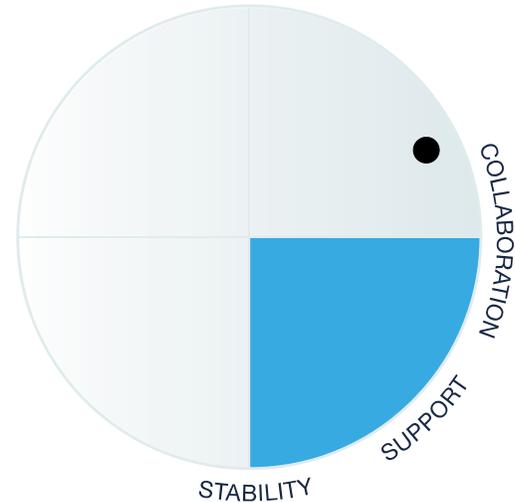
### Collaboration

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 relate to their interest in seeking opportunities to collaborate.

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

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

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



<i>To you, people with the S style may seem:</i>	✓ Humble
	✓ Patient
	✓ Accommodating
	✓ Gentle

## 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 friendly, helpful approach, although you may be slightly more expressive and open than they are.

### Stability

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

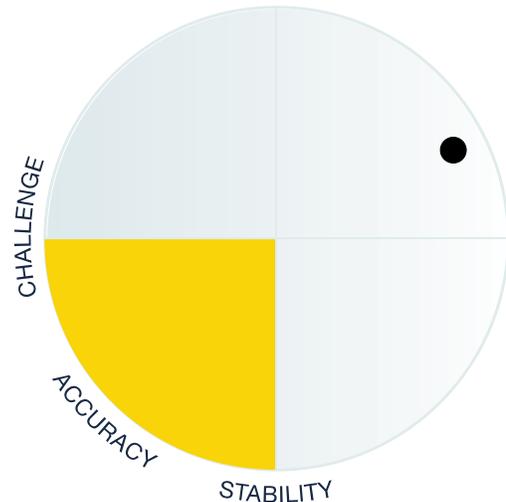
### Collaboration

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

Imagine that you regularly interact with someone with a C style. She's not highly sociable, and you may have trouble relating to her private nature and methodical approach. Because she wants quality and accuracy, she tends to hole up in her office for long stretches of time, checking her work two or three times before being satisfied. This probably seems unsociable to you, and you'd prefer more collaboration.

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

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



<i>To you, people with the C style may seem:</i>	✓	Detached
	✓	Precise
	✓	Skeptical
	✓	Methodical

## 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. Since you tend to prioritize a friendly, open environment, you may find it hard to relate to their detached, logical approach.

### Stability

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

### Challenge

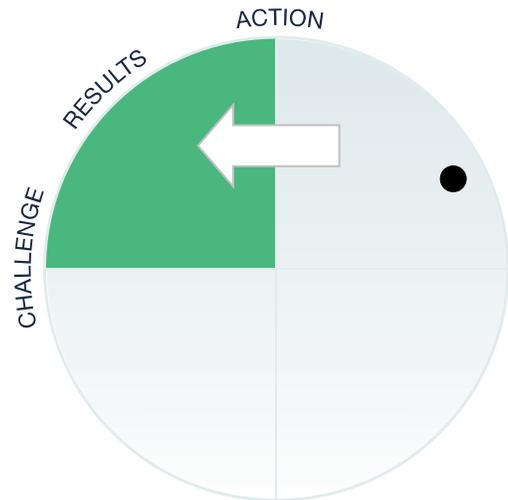
Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you tend to take a more accepting approach, you may be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

## When Trying to Connect

Erica, people with the D style like to get right to the point, and this might affect the way you relate to one another. They're probably willing to be blunt in the interest of getting things done. You're more likely to spend time building friendly relationships, and you may prioritize getting everyone involved instead of the bottom-line results they want. They may become frustrated with your focus on people's feelings, and you may find them frank or dismissive.

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

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



## When Problems Need to be Solved

People with the D style make quick, firm decisions in order to make progress and keep moving. Unlike others with the iS style, you also prioritize action, so you can identify with their desire to solve problems rapidly. However, you also want to get everyone involved, and they may become frustrated if your tendency to seek buy-in keeps the process from reaching a swift conclusion. In turn, you may see their focus on immediate answers over people's needs as shortsighted.

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

- Balance your emphasis on other people's feelings with finding workable answers.
- Be willing to take a stand if you think their solution overlooks important emotional considerations.
- Emphasize your shared desire to act quickly, but don't allow them to force you into plans that make you uncomfortable.

## When Things Get Tense

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

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

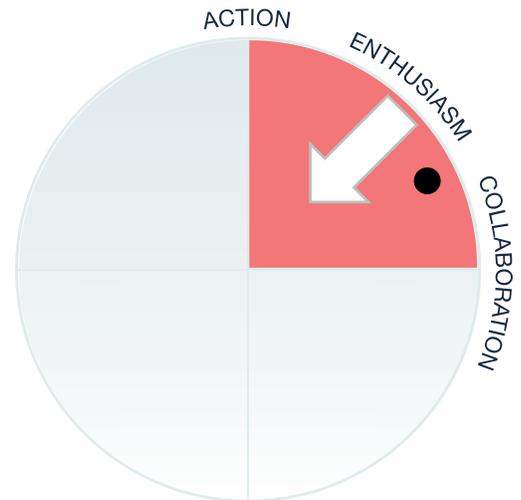
- Avoid interpreting their directness as a personal attack.
- Don't gloss over problems just to keep the peace.
- State your points confidently and objectively without becoming emotional.

## When Trying to Connect

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

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

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



## When Problems Need to be Solved

People with the i style like to dive right in and move quickly, and unlike others with the iS style, you also prioritize action and want to progress rapidly toward a solution. However, you and your "i" coworkers also tend to share an optimistic point of view even when confronting problems, so the two of you may gloss over potential issues 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:

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

## When Things Get Tense

Because people with the i style want to maintain friendly relationships, they share your tendency to initially gloss over differences. However, they're a bit more expressive than you are, so they may become emotional and lash out when confronted. At the same time, you may be so focused on avoiding negative feelings that you give in to their demands, which may just make you resentful in the future.

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

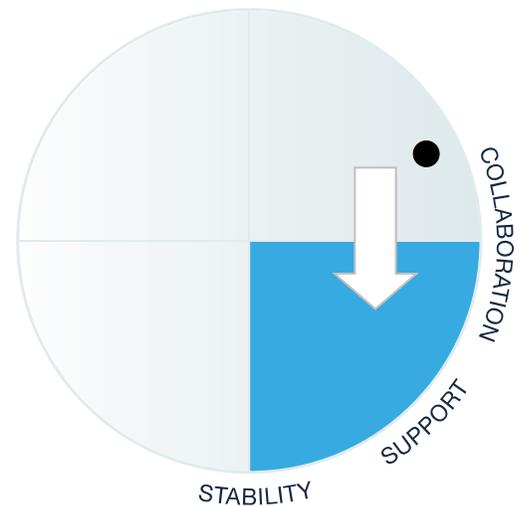
- Address the conflict directly, but use your empathy and warmth to keep them from feeling threatened.
- Express your own needs as well as concern for their feelings.
- Let them know that a disagreement now doesn't mean a poor relationship down the road.

## When Trying to Connect

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

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

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



## When Problems Need to be Solved

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

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

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

## When Things Get Tense

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

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

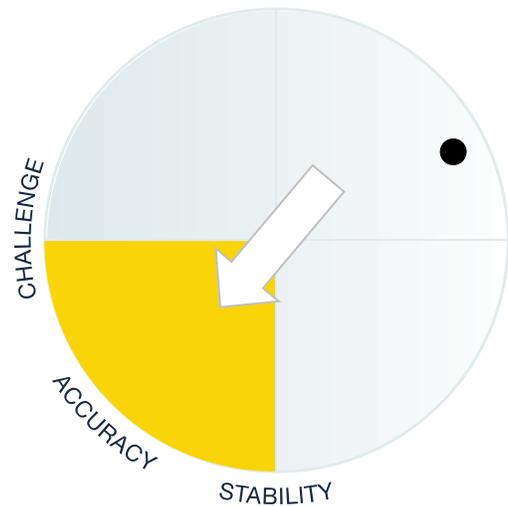
- Take a more direct approach to prevent bad feelings from intensifying.
- Show them that you want to work through the conflict quickly and calmly.
- Encourage them to share their opinions and feelings, as they may hesitate to speak up.

## When Trying to Connect

Erica, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. They may not reciprocate your friendly approach and interest in building relationships. In fact, they may be skeptical of your receptive, cheerful attitude. Since they prefer to take a more analytical approach, they may see your open acceptance as naïve, while you may find their focus on objectivity to be a bit impersonal.

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

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



## When Problems Need to be Solved

When it comes to solving problems, your “C” coworkers want to thoroughly consider all the consequences before making a decision, while you're more trusting and optimistic. As a result, you may become frustrated when they second-guess your plans during the problem-solving process. And, because they're so focused on objective facts and exercising caution, they may find your concern for how decisions will affect people as too soft or illogical.

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

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

## When Things Get Tense

Because people with the C style often view conflict as a disagreement over who is correct, they usually avoid direct aggression and focus on challenging the reasoning behind an argument. On the other hand, while you may initially gloss over differences, when forced to confront the situation, you may become emotional. This response may make them uncomfortable and cause them to withdraw. As a result, you both may try to avoid confrontation altogether and allow the conflict to linger.

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

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

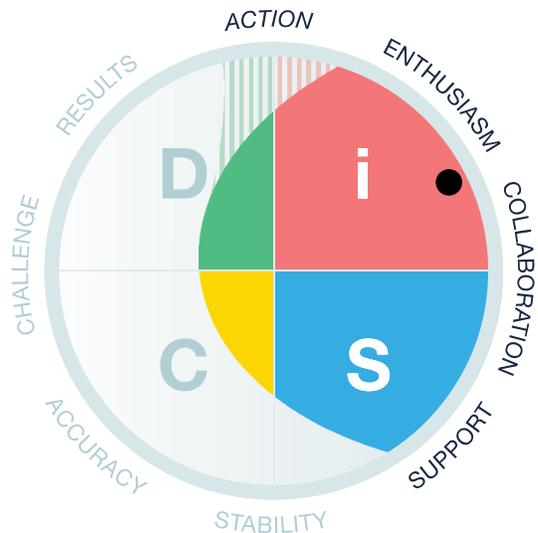
# SUMMARY: INCREASING YOUR WORKPLACE EFFECTIVENESS

Erica, 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 Focus on Follow-Through

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

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

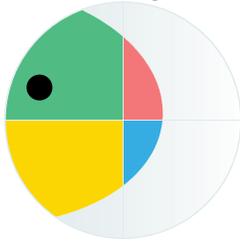
## 3 Be Firm and Stand Your Ground

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.

# 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

Erica, 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. You may have trouble relating to their 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 focus more on relationships and teamwork, you may not understand their competitiveness.

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 like to move quickly, you probably have no trouble keeping up with their rapid 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 be less critical, you may find it hard to relate to their challenging approach.

## 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

Erica, 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

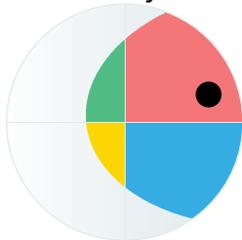
**Goals:** Popularity, approval, excitement  
**Judges others by:** Openness, social skills, enthusiasm  
**Influences others by:** Charm, optimism, energy  
**Overuses:** Optimism, praise  
**Under pressure:** Becomes disorganized, gets overly expressive  
**Fears:** Rejection, not being heard  
**Would 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. Although you tend to share their optimism, you may think they are somewhat more energetic and high-spirited than you tend to be.

In addition, they 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 also tend to get going quickly, 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 relate to their interest in seeking 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

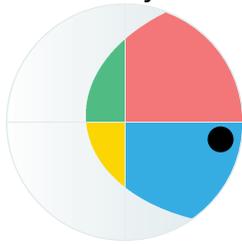
People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you share their desire to work with others, you may be just as eager as they are 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. Since you share their desire to help others, you can probably relate to their patient, accepting approach.

# 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

Erica, 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. Since you probably share their interest in people’s feelings, you may find it easy to relate to their tendency to look out for others.

Furthermore, those with the Si style 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

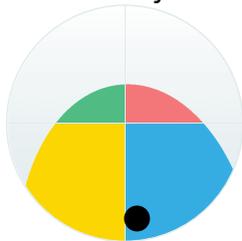
**Would increase effectiveness through:** Displaying self-confidence, revealing true feelings

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 friendly, helpful approach, although you may be slightly 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’re probably more open than they are to untested ideas, you may sometimes think that they’re too dependent on the status quo.

Furthermore, people with the S style also 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 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

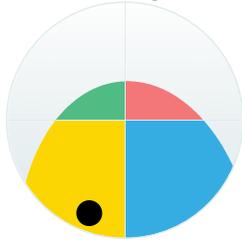
People with the SC style place a high priority on Stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won’t bring a lot of surprises. Since you’re probably willing to take risks, you may find it hard to relate to their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

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

# PERSONALIZED STYLE INDEX: THE C STYLES

## 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, becomes hesitant

**Fears:** Emotionally charged situations, ambiguity

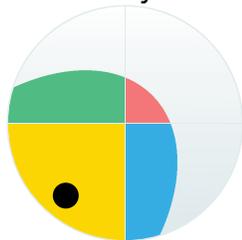
**Would increase effectiveness through:** Showing flexibility, being decisive, showing urgency

Erica, 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. You may find it hard to relate to their insistence on careful analysis.

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. Because you share their obliging approach, both of you may fail to assert your own needs to avoid rocking the boat.

## C Style



Accuracy  
Stability  
Challenge

**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

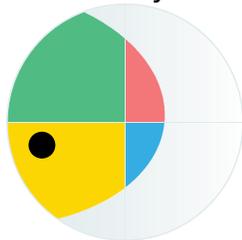
**Would increase effectiveness through:** Acknowledging others' feelings, looking beyond data

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. Since you tend to prioritize a friendly, open environment, you may find it hard to relate to their detached, logical approach.

In addition, they also 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 be more receptive to quick decisions on new ideas, you may find it somewhat difficult to relate to their cautious approach.

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

## CD Style



Challenge  
Accuracy  
Results

**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. To you, their approach may seem overly analytical and perfectionistic.

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.