



DISC Behavioral Tendencies

A Team Evaluation of Behavioral Styles

Report For: Sample Group
Date: 8/29/2025



NOTES FOR USING THIS REPORT

Scoring Legend - This is a measure of how frequently the individual team member will likely display the specific behavior when interacting and communicating with others in most situations. Keep in mind **which styles are measured** in each combination and *how those styles will be expressed*, in addition to *how frequently they will show up*. **High** frequency will align with the first letter in each noted comparison, **Low** frequency will align with the second letter in each noted comparison, and **Moderate** frequency is influenced by both styles, respectively:

- **High** - Clearly observed in most situations, seen more often.
- **High Moderate** - Frequently observed in many situations.
- **Moderate** - May or may not be observed depending on the situation.
- **Low Moderate** - Sometimes observed in some situations.
- **Low** - Absence of the behavior in most situations.

LEGEND
HIGH
HIGH MODERATE
MODERATE
LOW MODERATE
LOW

TEAM AVERAGE AND TEAM MEDIAN

For each Behavioral Tendency, you'll see a Team Average and Team Median score.

1. The **Team Average** is a true average – the sum of all team member scores divided by the number of team members. This is most useful when determining the overall pattern of scores when scores are close together.
2. The **Team Median** is the middle or center of the team's scores when listed from lowest to highest – half of the team scores above that number and half of the team scores below that number. This is most useful if there are scores that are much higher or lower than the rest, as it shows a mid-point not affected by outlier scores.

TEAM APPLICATION EXERCISE: INTEGRATED BEHAVIORS

Meet as a team to complete this exercise. Suggested time: 15-30 minutes.

DEBRIEF: DISCUSS THE FOLLOWING ITEMS AS A GROUP

1. What are the top three scores? These are the behaviors that this team exhibits MOST FREQUENTLY.
2. What are the bottom two to three scores? These are the behaviors that this team exhibits LEAST FREQUENTLY.
3. What implications do these facts have for the team? What are the strengths and weaknesses.
4. Do any individuals exhibit highs and/or lows that are opposite from the overall team highs and lows? Who? How might these individuals be regarded by the team? How might these individuals perceive the team's approach and/or effectiveness?
5. Are there any "ground rules" that the team should consider following as a group in the future, given what has been discussed?



TEAM MEMBER	ADAPTED
William Sample	38
John Sample	29
Leslie Sample	45
Kenneth Sample	39
Sample Report	36
TEAM AVERAGE	37
TEAM MEDIAN	38

TEAM MEMBER	NATURAL
William Sample	41
John Sample	68
Leslie Sample	32
Kenneth Sample	38
Sample Report	62
TEAM AVERAGE	48
TEAM MEDIAN	41

TEAM MEMBER	COMBINED
William Sample	39
John Sample	48
Leslie Sample	44
Kenneth Sample	39
Sample Report	53
TEAM AVERAGE	45
TEAM MEDIAN	44

Careful Decision Making (S/I)

High: Cautious (S)

Low: Impulsive (I)

Careful Decision Making, how this person approaches decisions and actions, measures how the strength of this individual's degree of patience and slower pace are influenced by the strength of their extroversion and a desire to socially interact and accommodate others.

- Individuals more S-driven in this area will likely display a great deal of care and consideration when interacting with others.
- Individuals more I-driven in this area will likely engage with others in an easy-going, carefree, and energetic manner.

LEGEND
HIGH
HIGH MODERATE
MODERATE
LOW MODERATE
LOW



TEAM MEMBER	ADAPTED
William Sample	46
John Sample	38
Leslie Sample	17
Kenneth Sample	16
Sample Report	52
TEAM AVERAGE	34
TEAM MEDIAN	38

TEAM MEMBER	NATURAL
William Sample	48
John Sample	70
Leslie Sample	30
Kenneth Sample	16
Sample Report	62
TEAM AVERAGE	45
TEAM MEDIAN	48

TEAM MEMBER	COMBINED
William Sample	44
John Sample	52
Leslie Sample	25
Kenneth Sample	15
Sample Report	60
TEAM AVERAGE	39
TEAM MEDIAN	44

Reasoning (C/I)

High: Evidence-based (C)

Low: Intuition-based (I)

Reasoning, how this person uses evidence to think through and solve problems, measures how the strength of this individual's desire for accuracy, structure, rules, and standards is influenced by the strength of their desire to interact, engage, and trust others.

- Individuals more C-driven in this area will likely follow structure, rules, and standards to a high degree in supporting team members (i.e. I'll help you within the constraints of protocol and rules).
- Individuals more I-driven in this area will likely focus more on engaging and encouraging the team with feelings and intuition, with less emphasis on the expected protocol and rules.

LEGEND
HIGH
HIGH MODERATE
MODERATE
LOW MODERATE
LOW



TEAM MEMBER	ADAPTED
William Sample	18
John Sample	54
Leslie Sample	64
Kenneth Sample	59
Sample Report	59
TEAM AVERAGE	51
TEAM MEDIAN	59

TEAM MEMBER	NATURAL
William Sample	12
John Sample	63
Leslie Sample	46
Kenneth Sample	32
Sample Report	62
TEAM AVERAGE	43
TEAM MEDIAN	46

TEAM MEMBER	COMBINED
William Sample	18
John Sample	57
Leslie Sample	57
Kenneth Sample	48
Sample Report	64
TEAM AVERAGE	49
TEAM MEDIAN	57

Change Resistance (S/D)

High: Reluctant to Change (S)

Low: Drives Change (D)

Change Resistance, how someone resists engaging with change, measures how the strength of this individual's level of patience, caution, and slower pace are influenced by the strength of their desire to lead, command, and direct activities focused on immediate results and solutions.

- Individuals more S-driven in this area will likely be willing to help others in change, but slower to accept or resist quick changes, and may appear unwilling – they likely need more information to adjust.
- Individuals more D-driven in this area will likely be more committed to quick movement and changes, provide their own ideas and ways of doing things, and will be less likely to bend to others' expressed desires or needs, including slowing down momentum.

LEGEND
HIGH
HIGH MODERATE
MODERATE
LOW MODERATE
LOW



TEAM MEMBER	ADAPTED
William Sample	26
John Sample	62
Leslie Sample	36
Kenneth Sample	36
Sample Report	75
TEAM AVERAGE	47
TEAM MEDIAN	36

TEAM MEMBER	NATURAL
William Sample	20
John Sample	64
Leslie Sample	45
Kenneth Sample	11
Sample Report	62
TEAM AVERAGE	40
TEAM MEDIAN	45

TEAM MEMBER	COMBINED
William Sample	23
John Sample	61
Leslie Sample	38
Kenneth Sample	24
Sample Report	71
TEAM AVERAGE	43
TEAM MEDIAN	38

Prioritizing (C/D)

High: Rules (C)
Low: Results (D)

Prioritizing, how this person determines the order for dealing with items or tasks based on established rules and structure, measures how the strength of this individual's need to precisely follow established structural and procedural guidelines, standards, and procedures is influenced by their need for direct, focused, "results-now" actions that target immediate accomplishments.

- Individuals more C-driven in this area will likely have a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols, and policies.
- Individuals more D-driven in this area will likely exhibit a more direct, immediate "results now" focus that will not likely be restrained by established protocols, procedures, and policies.

LEGEND
HIGH
HIGH MODERATE
MODERATE
LOW MODERATE
LOW



TEAM MEMBER	ADAPTED
William Sample	70
John Sample	25
Leslie Sample	31
Kenneth Sample	30
Sample Report	27
TEAM AVERAGE	37
TEAM MEDIAN	30

TEAM MEMBER	NATURAL
William Sample	79
John Sample	55
Leslie Sample	36
Kenneth Sample	55
Sample Report	50
TEAM AVERAGE	55
TEAM MEDIAN	55

TEAM MEMBER	COMBINED
William Sample	71
John Sample	41
Leslie Sample	37
Kenneth Sample	41
Sample Report	39
TEAM AVERAGE	46
TEAM MEDIAN	41

Self-Reliance (D/I)

High: Directive (D)

Low: Collaborative (I)

Self-Reliance, how a person works within the team, measures how the strength of this individual's direct, assertive, and results-oriented communication style is influenced by their desire to build relationships and interact, connect, and relate with others.

- Individuals more D-driven in this area will likely be more direct, authoritarian, and straight-forward with communication.
- Individuals more I-driven in this area will likely be engaging and suggestive in communication with a desire to interact socially and with more collaboration.

LEGEND
HIGH
HIGH MODERATE
MODERATE
LOW MODERATE
LOW



TEAM MEMBER	ADAPTED
William Sample	41
John Sample	41
Leslie Sample	79
Kenneth Sample	73
Sample Report	34
TEAM AVERAGE	54
TEAM MEDIAN	41

TEAM MEMBER	NATURAL
William Sample	43
John Sample	48
Leslie Sample	51
Kenneth Sample	71
Sample Report	50
TEAM AVERAGE	53
TEAM MEDIAN	50

TEAM MEMBER	COMBINED
William Sample	45
John Sample	46
Leslie Sample	69
Kenneth Sample	75
Sample Report	43
TEAM AVERAGE	56
TEAM MEDIAN	46

Work Process Alignment (S/C)

High: Consistency (S)

Low: Accuracy (C)

Work Process Alignment, how this person focuses on process to follow through on work, measures how the strength of this individual’s degree of patience, predictability, and slower pace are influenced by their need for accuracy, precision, and structure.

- Individuals more S-driven in this area will likely provide support to others with methodical follow-through and a consistent approach to the team’s direction, regardless of rules.
- Individuals more C-driven in this area may push back against the team’s direction if not in alignment with expectations or protocol.

LEGEND
HIGH
HIGH MODERATE
MODERATE
LOW MODERATE
LOW



TEAM MEMBER	ADAPTED
William Sample	59
John Sample	59
Leslie Sample	21
Kenneth Sample	27
Sample Report	66
TEAM AVERAGE	46
TEAM MEDIAN	59

TEAM MEMBER	NATURAL
William Sample	57
John Sample	52
Leslie Sample	49
Kenneth Sample	29
Sample Report	50
TEAM AVERAGE	47
TEAM MEDIAN	50

TEAM MEMBER	COMBINED
William Sample	55
John Sample	54
Leslie Sample	31
Kenneth Sample	25
Sample Report	57
TEAM AVERAGE	44
TEAM MEDIAN	54

Accuracy (C/S)

High: Precision (C)

Low: Predictability (S)

Accuracy, how this person focuses on correctness and exactness, measures how the strength of this individual's need for structure, accuracy, order, and precision is influenced by their slower pace, patience, and level of team accommodation.

- Individuals more C-driven in this area will likely desire to operate in a “perfect” environment supported by accurate data and thorough preparation and planning.
- Individuals more S-driven in this area may maintain steady-paced progress, strong support, consideration, and accommodation for the team's overall direction, desiring predictability over perfection.

LEGEND
HIGH
HIGH MODERATE
MODERATE
LOW MODERATE
LOW



TEAM MEMBER	ADAPTED
William Sample	30
John Sample	75
Leslie Sample	69
Kenneth Sample	70
Sample Report	73
TEAM AVERAGE	63
TEAM MEDIAN	70

TEAM MEMBER	NATURAL
William Sample	21
John Sample	45
Leslie Sample	64
Kenneth Sample	45
Sample Report	50
TEAM AVERAGE	45
TEAM MEDIAN	45

TEAM MEMBER	COMBINED
William Sample	29
John Sample	59
Leslie Sample	63
Kenneth Sample	59
Sample Report	61
TEAM AVERAGE	54
TEAM MEDIAN	59

Building Rapport (I/D)

High: Relationship-Focused (I)

Low: Result-Focused (D)

Building Rapport, how this individual focuses when interacting with others, measures how the strength of this person’s preference for social interaction and people connection is influenced by their assertiveness and need for immediate results.

- Individuals more I-driven in this area will likely be easily engaged in social interaction, connecting with others with a focus on keeping the atmosphere energetic and exciting.
- Individuals more D-driven in this area will likely be more explicit, concise, straightforward, and task-focused in communication efforts.

LEGEND
HIGH
HIGH MODERATE
MODERATE
LOW MODERATE
LOW



TEAM MEMBER	ADAPTED
William Sample	82
John Sample	46
Leslie Sample	36
Kenneth Sample	41
Sample Report	41
TEAM AVERAGE	49
TEAM MEDIAN	41

TEAM MEMBER	NATURAL
William Sample	88
John Sample	37
Leslie Sample	54
Kenneth Sample	68
Sample Report	38
TEAM AVERAGE	57
TEAM MEDIAN	54

TEAM MEMBER	COMBINED
William Sample	82
John Sample	43
Leslie Sample	43
Kenneth Sample	52
Sample Report	36
TEAM AVERAGE	51
TEAM MEDIAN	43

Personal Drive (D/S)

High: Self-Driven (D)
 Low: Others-Driven (S)

Personal Drive, how the individual's goals move things forward, measures how the strength of this person's direct, assertive, and "results now" oriented behaviors are influenced by their patience and steady, calming energy.

- Individuals more D-driven in this area will likely be self-sufficient, more urgent, less patient, and driven to move forward quickly toward achieving a successful result now.
- Individuals more S-driven in this area will likely have a more collaborative, reliant-on-others approach, tend to be more patient and steadier, valuing careful planning before acting in order to ensure long-term success.

LEGEND
HIGH
HIGH MODERATE
MODERATE
LOW MODERATE
LOW



TEAM MEMBER	ADAPTED
William Sample	74
John Sample	38
Leslie Sample	64
Kenneth Sample	64
Sample Report	25
TEAM AVERAGE	53
TEAM MEDIAN	64

TEAM MEMBER	NATURAL
William Sample	80
John Sample	36
Leslie Sample	55
Kenneth Sample	89
Sample Report	38
TEAM AVERAGE	60
TEAM MEDIAN	55

TEAM MEMBER	COMBINED
William Sample	77
John Sample	39
Leslie Sample	62
Kenneth Sample	76
Sample Report	29
TEAM AVERAGE	57
TEAM MEDIAN	62

Providing Instruction (D/C)

High: Directive & Compulsive (D)

Low: Reserved & Detailed (C)

Providing Instruction, how the individual dictates directions and expectations, measures how the strength of their direct, assertive, and “results now” focus is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives.

- Individuals more D-driven in this area are action-oriented in solving problems and challenges with less regard for structure, guidelines and rules in achieving results.
- Individuals more C-driven in this area are more compliant and protocol-driven in attaining results and solutions, doing things the “right way,” according to established protocol.

LEGEND
HIGH
HIGH MODERATE
MODERATE
LOW MODERATE
LOW



TEAM MEMBER	ADAPTED
William Sample	62
John Sample	71
Leslie Sample	55
Kenneth Sample	61
Sample Report	64
TEAM AVERAGE	63
TEAM MEDIAN	62

TEAM MEMBER	NATURAL
William Sample	59
John Sample	32
Leslie Sample	68
Kenneth Sample	62
Sample Report	38
TEAM AVERAGE	52
TEAM MEDIAN	59

TEAM MEMBER	COMBINED
William Sample	61
John Sample	52
Leslie Sample	56
Kenneth Sample	61
Sample Report	47
TEAM AVERAGE	55
TEAM MEDIAN	56

Customer & Team Interaction (I/S)

High: Engaging (I)
Low: Supporting (S)

Customer & Team Interaction, how this individual engages with customers and stakeholders (internal and external), measures how the strength of their people-focused extroversion is influenced by their degree of patience, slower pace and team focus.

- Individuals more I-driven in this area will likely be dynamic, lively, and spirited in their interactions and activities.
- Individuals more S-driven in this area will likely reflect more thoughtfulness and care when crafting both words and actions, steady through interactions and activities.

LEGEND
HIGH
HIGH MODERATE
MODERATE
LOW MODERATE
LOW



TEAM MEMBER	ADAPTED
William Sample	54
John Sample	62
Leslie Sample	83
Kenneth Sample	84
Sample Report	48
TEAM AVERAGE	66
TEAM MEDIAN	62

TEAM MEMBER	NATURAL
William Sample	52
John Sample	30
Leslie Sample	70
Kenneth Sample	84
Sample Report	38
TEAM AVERAGE	55
TEAM MEDIAN	52

TEAM MEMBER	COMBINED
William Sample	56
John Sample	48
Leslie Sample	75
Kenneth Sample	85
Sample Report	40
TEAM AVERAGE	61
TEAM MEDIAN	56

Expressing Openness (I/C)

High: Social (I)

Low: Structural (C)

Expressing Openness, how this individual is most comfortable expressing themselves, measures how the strength of this individual's extroversion and desire for personal connection with others is influenced by their need for structure, detail, and accurate evidence prior to taking action.

- Individuals more I-driven in this area are likely to be more confident and surer of themselves with less regard for group expectations and conventions.
- Individuals more C-driven in this area are more compliant with social norms, may be insecure, and will likely behave in ways that match expectations of "right" versus "wrong".

LEGEND
HIGH
HIGH MODERATE
MODERATE
LOW MODERATE
LOW