



DISC Self and Motivators

A Dual Evaluation of Behavioral & Motivational Styles

Report For: **Dennis Koerner**

Focus: **Work**

Date: **7/29/2021**

iTN ANALYTICS

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Why is Independently Tested Accuracy of this Assessment Important?



A recent review revealed a **significant majority of assessments available today were absent the studies & reporting to confirm their accuracy.** Of the small minority which claimed reporting, the significant majority of those were conducted privately; oftentimes by the assessment provider itself, rather than an objective and scientifically qualified third party. However, we are leading by example in this otherwise unregulated industry. How are we doing this? By submitting our assessments to an objective, independently conducted battery of tests: Construct Validity, Reliability, and Disparate Impact - all by a qualified scientific authority (*Assessment Standards Institute*). Our goal? Ensuring the trust and confidence of our users by producing the industry's most accurate and class protected assessments. Please turn to the last page of this report to learn more on this topic, and the steps we've taken to safeguard the scientific accuracy of this assessment.

Introduction to the DISC & Motivators Combined Report

Research shows that the most successful people share the common trait of self-awareness. They're able to more quickly recognize situations that will make them more successful. With this personalized and comprehensive DISC and Motivators combined report, you have tools to help you become a better you.

Please Note: Any behavioral descriptions mentioned in this report are only **tendencies** for your style group and may or may not specifically apply to you personally.

Remember:

- **DISC** measures **observable behavior** and **emotion**.
- **Motivators** shows the **values** that **drive** our behavior and emotion.

When our DISC and MOTIVATORS are **in alignment**, we have personal **synergy**. When our DISC and MOTIVATORS are **not in alignment**, we experience personal **conflict or tension**.

How to Use This Report

With this personalized and comprehensive DISC and Motivators combined report, you have tools to help you become a better you. The report is divided into 3 parts:

- **Part I** focuses on understanding each of the DISC styles through identifying characteristics, including the tendencies of each behavioral style. It also introduces the 7 Motivators that drive our behaviors and the definitions of each
- **Part II** reveals what makes you unique, through greater understanding of your own behavioral tendencies and blend of motivators.
- **Part III** explores adaptability and offers actionable recommendations for you and others who interact with you, helping you use this information as effectively as possible for immediate results.

PART I - UNDERSTANDING DISC & MOTIVATORS

DISC STYLES

DISC is a simple, practical, easy to remember and universally applicable model. It focuses on individual patterns of external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four styles:

Dominance, **Influence**, **Steadiness**, and **Conscientious**.

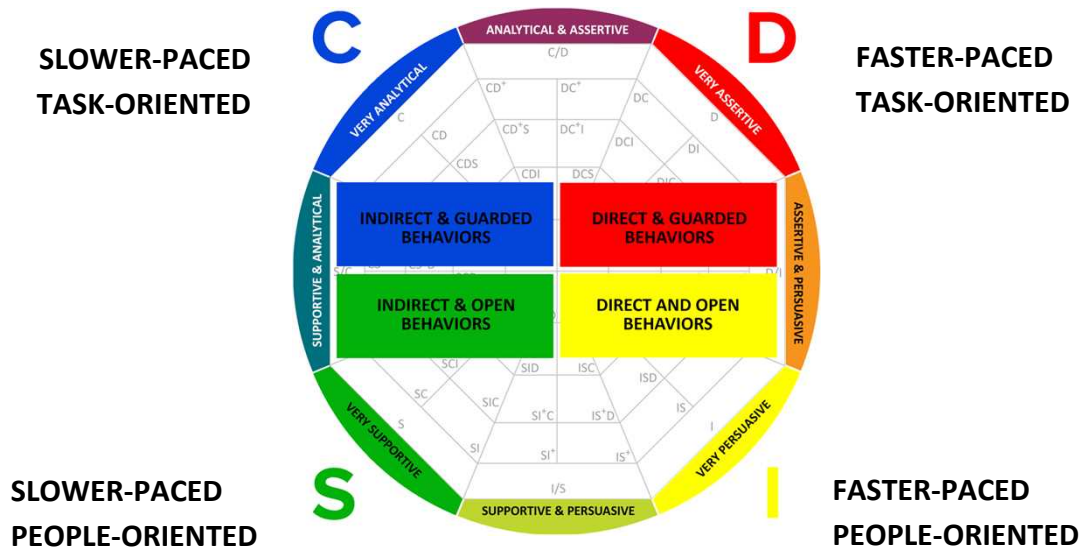
| STYLE | TENDENCIES |
|----------------------|----------------------------------|
| DOMINANCE | Tends to be direct and guarded |
| INFLUENCE | Tends to be direct and open |
| STEADINESS | Tends to be indirect and open |
| CONSCIENTIOUS | Tends to be indirect and guarded |

Using the DISC model, it is easy to identify and understand our own style, recognize and cognitively adapt to different styles, and develop a process to communicate more effectively with others. As you begin to explore the DISC styles and see them in your own life and in your relationships, keep in mind the following:

BEHAVIOR DESCRIPTORS OF EACH STYLE

| DOMINANCE | INFLUENCE | STEADINESS | CONSCIENTIOUS |
|------------------|------------------|-------------------|----------------------|
| Decisive | Charming | Understanding | Accurate |
| Competitive | Confident | Friendly | Precise |
| Daring | Convincing | Good Listener | Analytical |
| Direct | Enthusiastic | Patient | Compliant |
| Innovative | Inspiring | Relaxed | Courteous |
| Persistent | Optimistic | Sincere | Diplomatic |
| Adventurous | Persuasive | Stable | Detailed |
| Problem-Solver | Sociable | Steady | Fact-Finder |
| Results-Oriented | Trusting | Team Player | Objective |

PACE AND PRIORITY: Two main sources of tension between the styles



| PACE | PRIORITY | PACE & PRIORITY |
|--|---|---|
| <p><i>Direct, Fast-Paced</i> vs. <i>Indirect, Slower-Paced</i></p> | <p><i>Guarded, Task-Oriented</i> vs. <i>Open, People-Oriented</i></p> | <p><i>Direct, Fast-Paced, Guarded, Task-Oriented</i> vs. <i>Indirect, Slower-Paced, Open, People-Oriented</i></p> |
| <p>High S + High I (Lower Left vs. Lower Right Quadrant).</p> | <p>High D + High I (Upper Right vs. Lower Right Quadrant)</p> | <p>High S + High D (Lower Left vs. Upper Right Quadrant)</p> |
| <p>High C + High D (Upper Left vs. Upper Right Quadrant)</p> | <p>High C + High S (Upper Left vs. Lower Left Quadrant)</p> | <p>High C + High I (Upper Left vs. Lower Right Quadrant)</p> |

MOTIVATORS

Research shows that the most successful people share the common trait of self-awareness. They're able to more quickly recognize situations that will make them more successful. As such, it's easier for them **to find ways of achieving objectives that resonate and align with their motivations**. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.








Motivation helps influence behavior and action. It is vital for superior performance to ensure that your motivations are satisfied by what you do to drive your passion, reduce fatigue, and inspire you.

The Motivators assessment is the result of Dr. Eduard Spranger's and Gordon Allport's combined research into what drives and motivates an individual. **The dimensions of value discovered between these two researchers identify the reasons that drive an individual to utilize their talents in the unique way they do.** These pages will help you understand your motivations and drivers, providing a clear course on how to maximize your performance by achieving better alignment with your passion for what you do and your behavior.

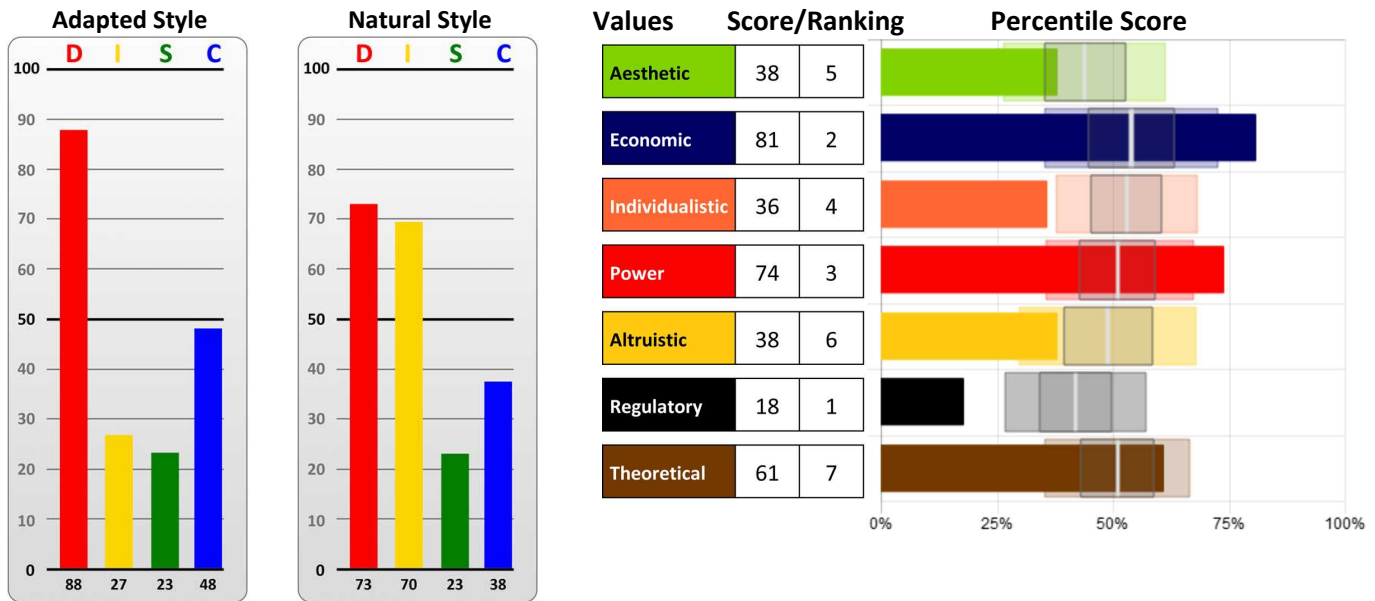
The Elements of the Motivation Index

This Motivation Index is unique to the marketplace in that it examines seven independent and unique aspects of motivation. Most similar instruments only examine six dimensions of motivation by combining the Individualistic and Power into one dimension. This assessment remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique drivers.

The Seven Dimensions of Motivation measured in this report are:

-  **Aesthetic** - A drive for balance, harmony and form.
-  **Economic** - A drive for a return on investment.
-  **Individualistic** - A drive to stand out as independent and unique.
-  **Power** - A drive to be in control or have influence.
-  **Altruistic** - A drive to help others at the expense of self.
-  **Regulatory** - A drive to establish order, routine and structure.
-  **Theoretical** - A drive for knowledge, learning and understanding.

PART II - UNDERSTANDING YOURSELF



DISC describes you based on your observable behavior which can provide insights for others regarding your communication preferences and how you will likely interact with and respond to them.

MOTIVATORS describe you based on your values and beliefs. Understanding motivation helps reveal your preferences and why you do what you do. It is vital for aligned, superior performance that our motivators are satisfied by what we do.

Through this report you have an opportunity to discover (observe and evaluate) your behavioral responses in various environments and examine your unique values and what drives you to behave in the ways you do. You can explore your actions and reactions (and the actions and reactions of others) in a variety of situations and contexts to determine the most effective communication strategy or course of action to be sure you are living in alignment and able to express your best self.

DISC General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It provides a framework for understanding and reflecting on your DISC results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.

You can be very charming when persuading others in a favorable climate, but also rigid when confronting a hostile situation. Dennis, this can be a two-edged sword, especially if you are required to shift gears quickly from charming to confrontational. Those who score like you may balance this trait successfully by defaulting toward the charming side, but still presenting a firm position. You can object to an idea while maintaining a smile.

You are poised, confident, and very articulate in front of groups, either large or small. While this is something you are certainly aware of, our coaching would encourage you to leverage this trait to maximize its benefit. The ability to present an idea to a large group is valuable to any organization.

Dennis, the responses you gave on the instrument indicate that you project an image of openness and friendliness toward others, even while maintaining self-control. You also have an ability to distance yourself from others when necessary. This assists in helping you to be objective in situations when others may be feeling more emotional, either enthused or reticent. You have the rare ability to step back from a situation and view it unemotionally.

Dennis, you tend to be confident and independent; a self-starter with a strong competitive edge. While attention from others is important to you, at times you desire independence from the group. These are not necessarily opposing traits. Your high degree of decisiveness fuels a need to be a trailblazer, leading the way with new ideas. This, in turn, yields the competitive spirit, which then feeds the drive to be a self-starter.

Your response pattern shows that you have the ability to influence others using both charm and a firm hand in delegating tasks and responsibilities. You have the ability to work hard and play hard, even in the midst of difficult assignments. When the going gets tough for the team, you have the ability to maintain a positive spirit for the group, especially when in front of others. You also have the ability to present firm deadlines, and to make rapid decisions when changes are necessary.

You function at a faster pace than most people and tend to be a multi-tasker. This theme emerged in your responses to the instrument and is a strength that could propel you into a variety of leadership positions, should you choose to follow that path. Due to your rapid problem-solving ability and verbal skills, you are able to juggle many projects without anything hitting the ground. However, be aware that some people who score like you have difficulty saying "no" to requests, and sometimes spread themselves too thin.

Dennis, your pattern of responses to the instrument indicates that you have very strong verbal and persuasive skills. Consequently, you can likely provide insight on a number of decisions, and have your influence make a difference. Thus, you have probably gotten what you wanted in many situations. However, you may become disappointed sometimes when you don't get your way.

You are able to think quickly on your feet, often providing new and unique solutions, sometimes developed spontaneously. This ability comes from two combined traits: a high level of decisiveness, and excellent verbal skills. This rare combination allows you to speak smoothly and effectively while simultaneously planning what to say next.

Your Behavioral Style: Dynamo

Dynamos will make an attempt to adjust or modify the thoughts and actions of others. They are good at understanding how to steer others toward a predetermined result. They will set the stage for the desired result before they verbalize that desire. Their strong persuasive skills can elicit cooperation from others but sometimes create a feeling by others of being manipulated. Dynamos can be intimidating and can seek to override the decisions of others.

Below are some key behavioral insights to keep in mind and share with others to strengthen your relationships.

- **Emotional characteristic:** May appear to not need attention or affirmation from others.
- **Goals:** To gain control over circumstances, outcomes and other people.
- **How others are valued:** How they project their personal power.
- **Influences group:** Uses relationships, personal power, incentives and rewards to get the results they want.
- **Value to the organization:** Will be a "mover and shaker." Uses a variety of methods when interacting with others to move behaviors towards a desired result.
- **Cautions:** Understand that the ends do not always justify the means.
- **Under Pressure:** Can be seen as manipulative, argumentative and abrasive.
- **Fears:** Being seen taken advantage of or losing social status in the group.

WORD SKETCH - Adapted Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

This chart shows your ADAPTED DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

| | D | I | S | C |
|-----------------|---|--|--|--|
| DISC Focus | Problems/Challenges | People/Contacts | Pace/Consistency | Procedures/Constraints |
| Needs | Challenges to solve, Authority | Social relationships, Friendly environment | Systems, Teams, Stable environment | Rules to follow, Data to analyze |
| Emotions | Anger, Impatience | Optimism, Trust | Patience, Non-Expression | Fear, Concern |
| Fears | Being taken advantage of/lack of control | Being left out/loss of social approval | Sudden change/loss of stability and security | Being criticized/loss of accuracy and quality |
| 6 | argumentative daring demanding decisive domineering egocentric | emotional enthusiastic gregarious impulsive optimistic persuasive | calming loyal patient peaceful serene team person | accurate conservative exacting fact-finder precise systematic |
| 5 | adventurous risk-taker direct forceful | charming influential sociable trusting | consistent cooperative possessive relaxed | conscientious courteous focused high standards |
| 4 | assertive competitive determined self-reliant | confident friendly generous poised | composed deliberate stable steady | analytical diplomatic sensitive tactful |
| 3 | calculated risk moderate questioning unassuming | controlled discriminating rational reflective | alert eager flexible mobile | own person self-assured opinionated persistent |
| 2 | mild seeks consensus unobtrusive weighs pro/con | contemplative factual logical retiring | discontented energetic fidgety impetuous | autonomous independent firm stubborn |
| 1 | agreeing cautious conservative contemplative modest restrained | introspective pessimistic quiet pensive reticent suspicious | active change-oriented fault-finding impatient restless spontaneous | arbitrary defiant fearless obstinate rebellious sarcastic |

WORD SKETCH - Natural Style

DISC is an observable, “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

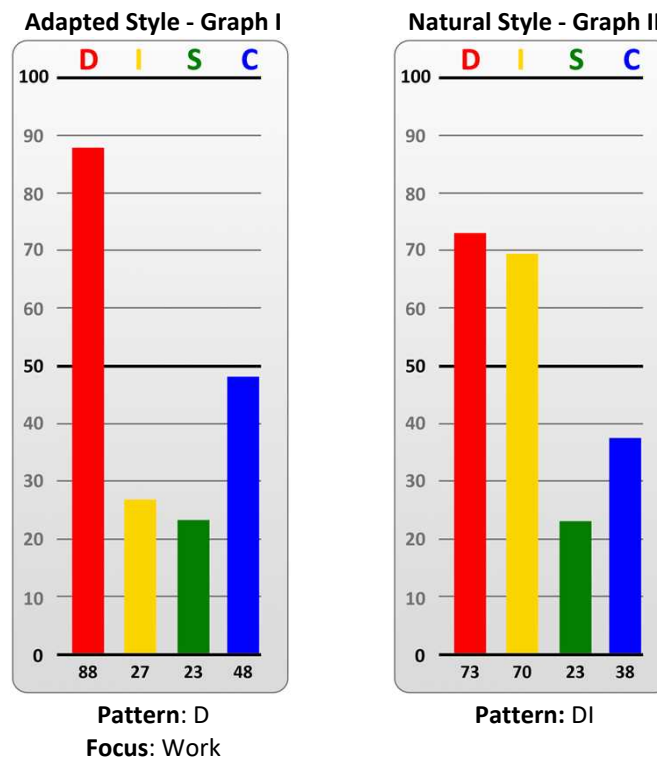
This chart shows your NATURAL DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

| | D | I | S | C |
|-----------------|---|--|--|--|
| DISC Focus | Problems/Challenges | People/Contacts | Pace/Consistency | Procedures/Constraints |
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DISCstyles Graphs for Dennis Koerner

Your Adapted Style indicates you tend to use the behavioral traits of the D style(s) in your selected Work focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the DI style(s).

Your Adapted Style is your graph displayed on the left. It is **your perception of the behavioral tendencies you think you should use in your selected focus** (work, social or family). This graph may change when you change roles or situations. The graph on the right is your Natural Style **and indicates the intensity of your instinctive behaviors and motivators**. It is often a better indicator of the “real you” and your “knee jerk,” instinctive behaviors. This is how you act when you feel comfortable in your home environment and are not attempting to impress. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.



If you have scores under 10 or over 90, these are extended scores where the behavior becomes a **need**. If expressing that behavior isn't possible, you'll likely create situations where that *behavioral need* can be met.

If the bars are similar, it means that you tend to use your same natural behaviors in either environment. If your Adapted Style is different from your Natural Style, this may cause stress if over a long period of time. You are then using behaviors that are not as comfortable or natural for you.

The higher or lower each D, I, S, C point is on your graph, the greater or lesser your behavior impacts your results at work and with others around you. Once aware, you can adapt your style to be more effective. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioral change comes only with awareness and practice.

Behavioral Pattern View

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the BPV identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the BPV, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone. +The plus sign indicates that the preceding style score is higher, moving you closer to that style zone (i.e. CD+S: The D score is stronger than in CDS so it plots closer to the D behavioral zone).

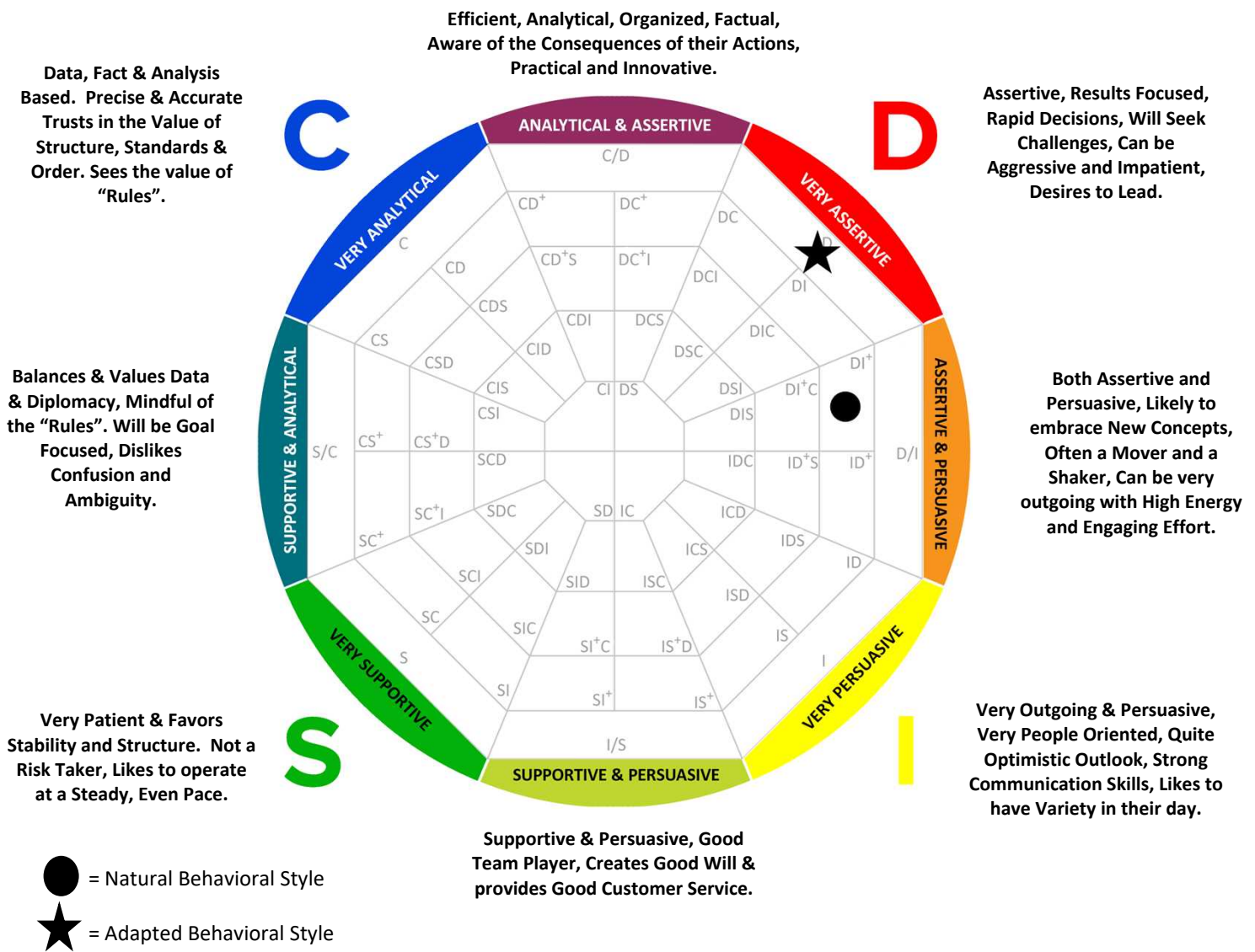
THE SCORING LEGEND

D = Dominance: How you deal with Problems and Challenges

I = Influence: How you deal with People and Contacts

S = Steadiness: How you deal with Pace and Consistency

C = Conscientious/Compliance/Structure: How you deal with Procedure and Constraints



MORE ABOUT YOUR DISC STYLE

In this portion of the report, you'll learn more about your DISC style behavioral tendencies and emotions. This information can be useful in helping you understanding your own behavior, and also support you in learning about and understanding others more effectively.

Communication Tips for Others

The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

Check the two most important ideas when others communicate with you (dos & don'ts) and transfer them to the Summary of Your Style page.

When Communicating with Dennis, *DO*:

- Provide testimonials from people Dennis sees as important and prominent.
- Provide immediate incentives for Dennis's willingness to help on the project.
- Motivate and persuade Dennis by pointing out objectives and expected results.
- Be engaging, stimulating, and fast-paced.
- Give Dennis the opportunity to express opinions and make some of the decisions.
- Stay on track. Hit the major points first, and get to the main point quickly.
- Plan to talk about things that support Dennis's dreams and goals.

When Communicating with Dennis, *DON'T*:

- Get bogged down in facts, figures, or abstractions.
- Don't stick too rigidly to the agenda.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and action plans are the result.
- Confuse or distract Dennis from the issues at hand.
- Let the discussion with Dennis get caught in dreams too much, otherwise you'll lose time.
- Forget or lose things necessary for the meeting or project.
- Speculate wildly without factual support.

Wants and Needs

Motivation is the enthusiasm or willingness to do something. Everybody is motivated; however, all people are motivated for their own reasons, not somebody else's. Simply, people are motivated by what they want.

Our behaviors are also driven by our needs. Each style has different needs. If one person is stressed, they may need quiet time alone; another may need social time around a lot of people. Each has different ways to meet their needs. The more fully our needs are met, the easier it is to perform at an optimal level.

Choose the two most important wants and the two most important needs and transfer them to the Summary of Your Style page.

You Tend to Be Motivated By:

- Influence and power to delegate in order to achieve results.
- Results that can be seen quickly and measurably.
- Work activities involving contacting, leading, and directing people.
- Wielding authority equal to the responsibility you are given.
- New experiences and a variety of activities.
- A flexible job culture.
- Efficient methods to process details and deal with minutiae.

People With Patterns Like You Tend to Need:

- Support when dealing with detailed work and repetitive tasks.
- Systems or utilities to assist in record-keeping or office organization.
- Appreciation for the hard work you bring to the team.
- To mask strong emotions at times so as not to distance yourself from others.
- To be presented with the expected outcome of a project or assignment, and to be evaluated on that outcome.
- To know the limits of your authority.
- Opportunities for leadership, self-development, rapid learning, broad scope of operations, and advancement.

What You Bring to the Organization

This page provides useful insights for a job or as you work together on a team or family project. These are the talents and tendencies you bring. When used in environments that you are most effective in, you are likely to be self-motivated to accomplish great things. It is possible that you may not always be in an environment that allows you to be your best. We recommend you speak with your leader to see what can be incorporated into your current environment to help maintain your motivation. Check the two most important strengths, the two most important work style tendencies and the two most important environmental factors and transfer them to the Summary of Your Style page.

Your Strengths:

- You are able to juggle many projects and activities simultaneously, while maintaining a keen awareness of the status of each.
- You have excellent presentation skills when dealing with groups. You bring a poised, confident, and engaging message to any audience.
- You are able to make decisions quickly and to take the credit or blame for the outcome of decisions.
- You have a strong tendency to work toward making things happen, rather than waiting for things to happen.
- You are a very active agent in all that you do.
- You demand a high performance from yourself and others.
- You have the ability to use discipline in an appropriate manner, often effecting win-win situations.

Your Work Style Tendencies:

- You excel at promoting ideas, opportunities and people.
- You are able to think quickly on your feet -- you can react, adjust, or modify your behavior in a variety of situations.
- You have the ability to inspire others to reach their maximum potential.
- Your pace of personal operation is faster than that of many people.
- You tend to be a "multi-tasker," capable of juggling several projects simultaneously.
- You are able to delegate, while maintaining control over activities within the project.
- You project emotional strength and a talent for working with others.

You Tend to Be Most Effective In Environments That Provide:

- A variety of challenging assignments with high-stakes opportunities for success.
- Responsibilities requiring a high degree of decisiveness.
- Lots of interpersonal contact, many disparate activities, and an occasional surprise situation.
- Assignments involving the motivation and persuasion of a network of people.
- Direct answers to questions.
- An organizational eye toward the future that rewards innovation and encourages creative risk-taking.
- A workplace that frees you from many details and heavy supervision.

The D Style

Under Stress - Perceptions, Behavior and Needs for the D

Stress is unavoidable. The perceptions of our behavior may have a significant impact on our effectiveness - both in how we perceive ourselves and how others perceive us. The way we behave under stress can create a perception that is not what we intend. The descriptions below of perceptions by others may seem somewhat extreme at times (especially if our behavior is an over-extended strength that becomes a weakness or limitation). As you understand these perceptions more clearly, you are able to modify your behavior to maximize your own effectiveness and ensure that others see you as you intend.

Potential Self Perception:

- Innovative entrepreneur
- Thinks quickly on solutions
- Many simultaneous activities
- Poised

Under Stress, May be Perceived by Others:

- Impatient
- Superficial
- Self-centered
- Bends the rules too frequently

Under Stress You Need:

- Control of the situation and yourself
- A fast pace for moving toward goals
- Tangible evidence of progress

Your Typical Behaviors in Conflict:

- Your passion to win may result in win/lose situations, making it difficult for others to work with you.
- You are quite comfortable with conflict, aggression and anger. Many times you may not realize the impact your behavior has on others. In other instances, however, you may consciously choose anger and aggression as a tactical weapon. In any case, you are likely to increase the level of aggression.
- Your anger is directed at the situation and the lack of desired results, not at anyone, personally. However, your outbursts and behaviors may appear to be a personal attack. You tend to react quickly and often may fail to choose your words appropriately.

Strategies to Reduce Conflict and Increase Harmony:

- You need to take time to express your ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying your message up front will result in more efficient operations later.
- Avoid creating controversy or "stirring up the pot" just to keep things interesting. This may increase your own energy for the task; however, it is likely to have a serious negative effect on many others.
- You need to include all the people involved with a project in your decision-making process. Ask for their input on a regular basis and take it into consideration. You can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.

Potential Areas for Improvement

Everyone has struggles, limitations, or weaknesses. Oftentimes, it's simply an overextension of our strengths which may become a weakness. For example, a High D style's directness may be a strength in certain environments, but when overextended they may tend to become bossy.

As you consider ways to continue to improve to be a better communicator, we recommend you focus on no more than two at a time, practice and strengthen them, and then choose another area to focus on and improve.

Check the two most important areas you are committed to improve upon and transfer them to the Summary of Your Style page.

Potential Areas for Improvement:

- You could increase your sensitivity toward others.
- You may lose interest in a project or initiative once the challenge is gone.
- You may sometimes intimidate others with power, position, or politics.
- You may not always verbalize the complete story and tend to consciously withhold some information.
- You may be a selective listener, at times hearing only what you want to hear.
- You may need to lower project expectations a bit in light of real-world constraints.
- You may lack follow-through, expecting others to pick up the loose ends.

12 Behavioral Tendencies - Summary

The primary styles - **D, I, S, and C** - are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way your DISC styles combine and influence one another. On this page you'll see all 12 Behavioral Tendencies in Summary, and the following pages deliver more detail about each of these measurements.

| Behaviors | Natural | Adapted |
|--|----------------------------|----------------------------|
| Personal Drive <i>How this individual's own goals move things forward.</i> | Self-Driven (D) | Self-Driven (D) |
| Customer & Team Interaction <i>How this individual engages with customers and stakeholders, internal and external.</i> | Engaging (I) | Situational |
| Providing Instruction <i>How this individual dictates directions and expectations.</i> | Directive & Compulsive (D) | Directive & Compulsive (D) |
| Expressing Openness <i>How this individual is most comfortable expressing themselves.</i> | Social (I) | Structural (C) |
| Accuracy <i>How this individual focuses on correctness and exactness.</i> | Situational | Precision (C) |
| Self-Reliance <i>How this individual works within a team.</i> | Situational | Directive (D) |
| Building Rapport <i>How this individual focuses when interacting with others.</i> | Situational | Results-Focused (D) |
| Work Process Alignment <i>How this individual focuses on process to follow through on work.</i> | Situational | Accuracy (C) |
| Reasoning <i>How this individual uses evidence to think through and solve problems.</i> | Intuition-based (I) | Evidence-based (C) |
| Prioritizing <i>How this individual determines the order for dealing with items or tasks based on established rules and structure.</i> | Results (D) | Results (D) |
| Careful Decision Making <i>How this individual approaches decisions and actions.</i> | Impulsive (I) | Situational |
| Change Resistance <i>How this individual resists engaging with change.</i> | Drives Change (D) | Drives Change (D) |

12 Behavioral Tendencies – Details & Graphs

For each of the 12, you will see a graph and personalized statement for your Natural and Adapted style. These scores and statements reveal which of your style combinations are most observable and describe how you express that tendency based on your DISC blend.

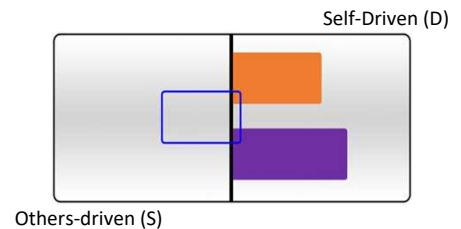
Interpretation Notes:

- Frequency Observed:** The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed.
 - HI** – Clearly observed in most situations, seen more often
 - HM** – Frequently observed in many situations
 - MOD** – May or may not be observed depending on the situation
 - LM** – Sometimes observed in some situations
 - LOW** – Absence of the behavior in most situations
- Direction of your score** – As the graph moves to the right or left, it shows how you will likely express the behavior. If the graphs are near the center, the result is a balancing behavioral effect that will depend on the situation.
- General Population Comparison** – The blue box represents the general population in this behavioral tendency. Approximately 68% of people score in this range.

Personal Drive

Natural (HM): You are somewhat self-determined, often focused on taking actions that achieve results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.

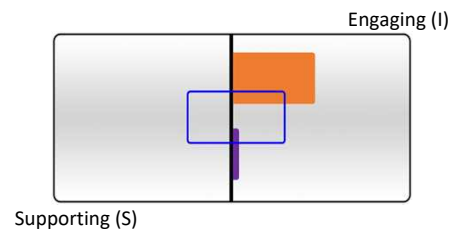
Adapted (HI): You are self-determined, focused on taking immediate actions that achieve immediate results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.



Customer & Team Interaction

Natural (HM): You are somewhat engaging, charming, persuasive, and influential, often connecting with others in a way that builds trust and confidence. You are more likely to focus on engaging with the others to create a relationship, interacting with them to build a friendship to ensure they will come back to work with you directly. Sometimes business should be just business.

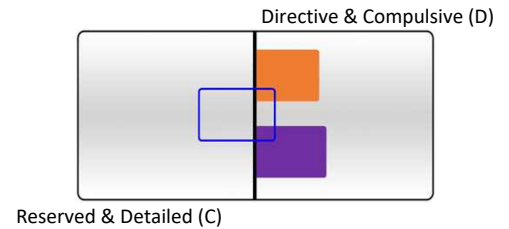
Adapted (MOD): You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.



Providing Instruction

Natural (HM): You are somewhat direct and results-focused, and may prefer to set the course and direct others, rather than following the set expectations. Engaging with others for additional thoughts and perspectives can lead to better outcomes.

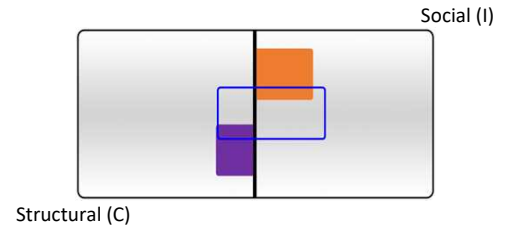
Adapted (HM): Consistent with natural style



Expressing Openness

Natural (HM): You are somewhat comfortable when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.

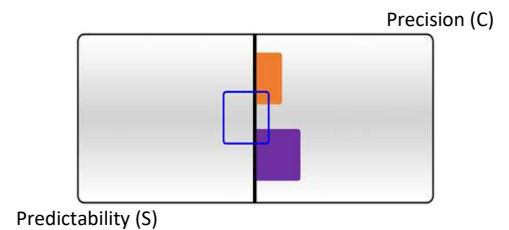
Adapted (LM): You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.



Accuracy

Natural (MOD): Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will have more positive outcomes when using balanced planning.

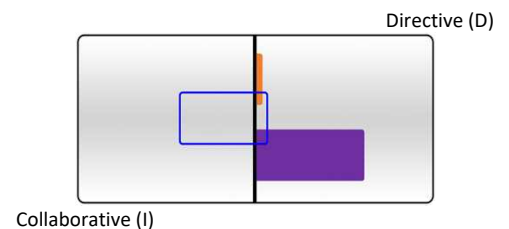
Adapted (HM): You frequently focus on carefully and deliberately ensuring high-quality outcomes with great importance on accuracy, structure, order and precision in all you do. You are likely to focus on being and doing things right. While doing it the right way can impact success dramatically, it is also helpful to have dependability and uniformity in planning processes.



Self-Reliance

Natural (MOD): You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work.

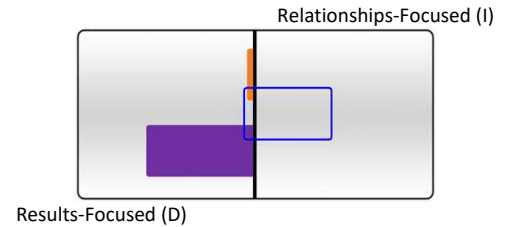
Adapted (HI): You are very results driven, focused on accomplishing things now and are likely to do so independently and directly for efficiency. You will likely do your best work independently when you can manage your productivity and efficiency autonomously. Be sure you are not distancing yourself too much.



Building Rapport

Natural (MOD): Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!

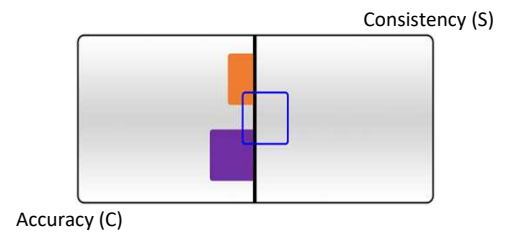
Adapted (LOW): You are very results driven in your connections with others, interacting only as required to reach a specific outcome or purpose. You are more likely to focus on results with a desire to reach a goal or complete a task, rather than connecting or building relationship. Remember, others may like to get to know you more when working together.



Work Process Alignment

Natural (MOD): Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.

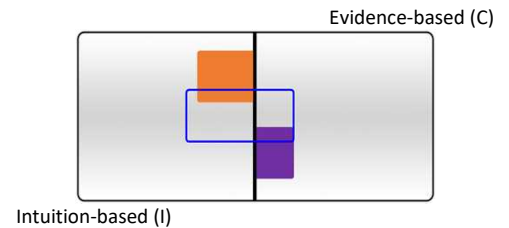
Adapted (LM): Your process and follow through is often driven by upholding quality standards to be sure what you are doing is accurate and precise. You are likely to process information and follow through with exactness and precision as a focus. There are times when consistency is as important as accuracy. Don't forget to balance them.



Reasoning

Natural (LM): You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable. You are likely to think things through based on emotions over logic, trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.

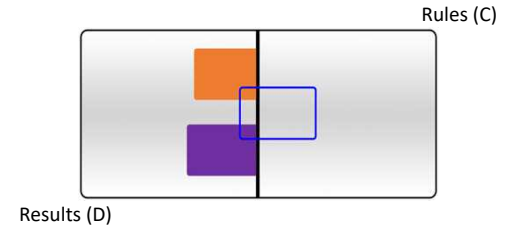
Adapted (HM): You often rely on data and evidence to ensure decisions reflect the right thing to do, and will seek verification to make complete and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.



Prioritizing

Natural (LM): You often focus specifically and directly on results now and take actions that target immediate accomplishment, and are less concerned with the established guidelines. You will likely prioritize and focus on the results and the bottom line. While the end result is certainly a key component of what should take priority, be sure you are also aware of the rules and constraints of your situation.

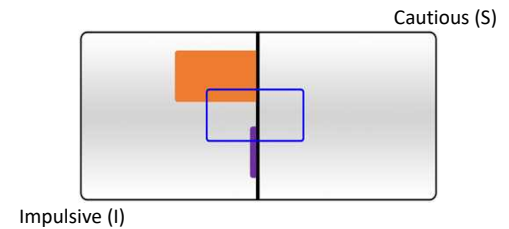
Adapted (LM): Consistent with natural style



Careful Decision Making

Natural (LM): You are somewhat impulsive based on feelings rather than taking the time to consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.

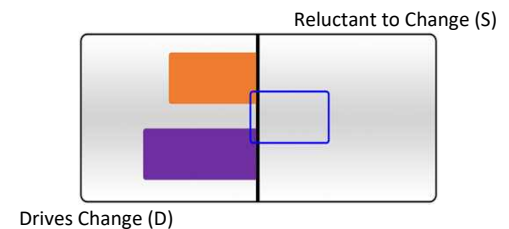
Adapted (MOD): You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.



Change Resistance

Natural (LM): You are likely to be more firm in times of change, preferring to lead and direct activities focused on results and solutions. You are likely to respond/interact in change by driving action and facing it head on as it comes. You may even want to change things just to see how it can be different. Sometimes keeping things consistent is good too.

Adapted (LOW): You can be resolute and determined in times of change, desiring to have the authority to command and direct activities and reach immediate results and solutions. You are likely to respond/interact in change by driving action and facing it head on as it comes. You may even want to change things just to see how it can be different. Sometimes keeping things consistent is good too.



Summary of Dennis Koerner's DISC Style

Communication is a two-way process. Encourage others to complete their own DISCstyles Online Assessment and then share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the DISCstyles information. Complete the worksheet below from the previous pages of this report.

COMMUNICATION DOS & DON'TS

1. _____
2. _____

YOUR MOTIVATIONS: WANTS

1. _____
2. _____

YOUR MOTIVATIONS: NEEDS

1. _____
2. _____

YOUR STRENGTHS

1. _____
2. _____

YOUR WORK STYLE TENDENCIES

1. _____
2. _____

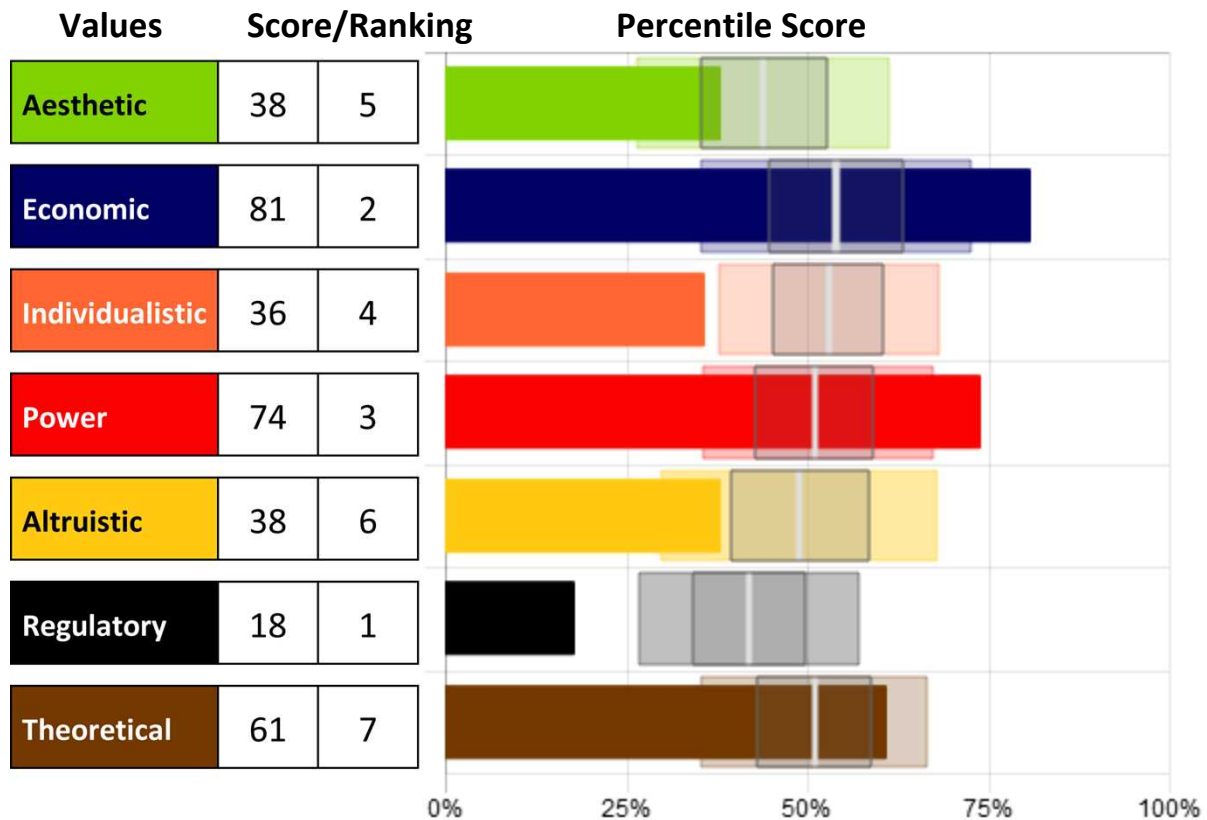
EFFECTIVE ENVIRONMENTAL FACTORS

1. _____
2. _____

POTENTIAL AREAS FOR IMPROVEMENT

1. _____
2. _____

Summary of Dennis's Motivation



1. The **lightly colored, shaded area** for each Motivator highlights **the majority of the population's scores**. This means that if you took a normal sample of motivator scores and ranked the scores from 0 – 100, you can expect that a majority of the scores would fall inside the shaded area. This indicates if most of the population scores higher or lower in the dimension. Are you similarly driven in your Motivators as most others are?
2. The **white, vertical line in the center of the lightly colored, shaded (majority) area** represents the **median score**. Like the median in a road, the median divides the range of scores into equal halves. 50% of the scores are above the median line and 50% of the scores fall below the median line.
3. The **norm box** (small box plot) represents the **AVERAGE** scoring range. The scores inside this box represent the scores of people who are **more like everyone else** (therefore, it is considered **normal**). When your score falls inside the norm box, it is **situational**; you consistently ranked the statements of that dimension **both high and low**.
4. The **colored bar is aligned to your score from 1-100**. These reveal the **level of importance** of that motivator to you. Higher numbers mean you consistently ranked the motivator as **more important** & lower numbers mean the motivator was consistently ranked **less important**. The number also reveals placement in **Very Low, Low, Average, High and Very High**. The people who score within each group share common traits and descriptions (i.e. those who have Very Low scores will share common values with one another).
5. Your **ranking** reveals **how influential the Motivators are to your behavior and decisions in order from 1-7**. Keep in mind that some Motivators have relationships with other Motivators that strengthen them, but this is a true 1 through 7 ranking based on which are individually most impactful. Rankings are determined by each score's distance from 50. The farther away from 50, whether high or low, the more impact that Motivator will have.

A Closer Look at the Seven Motivator Dimension Scores

Each descriptor below reveals your preference for shaping behavior and indicates what energizes you.

| Motivator | Low Score Energized by... | High Score Energized by... |
|------------------------|--|--|
| Aesthetic | Grounded Pragmatic and tangible approaches that bring concrete and reliable results. | Eccentric Achieving equilibrium and harmony between the world around you and yourself. |
| Economic | Satisfied Less competitive approaches and being more satisfied with what you already have. | Self-Mastered Self-interest, economic gains, and achieving real-world returns on efforts. |
| Individualistic | Secure Not seeking the limelight, keeping ideas to yourself, and less likelihood of self-promotion. | Unrestricted Expressing your autonomy and freedom from others' ideas and protocols. |
| Power | Submissive Supporting other people's efforts and a less focused approach to owning your own personal space. | Domineering Directing and controlling people, environments, and personal spaces. |
| Altruistic | Self-Focused Focusing on personal wants and needs and taking a more suspicious stance towards the moves of others. | Pushover Helping and eliminating pain and suffering of others at personal cost. |
| Regulatory | Defiant Remaining independent of as opposed to depending on the restrictive ideas of others. | Black & White Establishing routine, order, and setting boundaries for yourself and others. |
| Theoretical | Disinterested A more dismissive view of gathering new information and discovery while relying more on your natural instincts and past experiences for answers. | Scholarly Activities towards knowing everything that can be known about what you believe to be important and truthful. |

Details of Dennis's Motivation



Aesthetic - Average

You will balance yourself between creative alternatives and practical approaches without being extreme in either dimension.



Economic - Very High

You will appreciate bottom-line results and will likely have a strong competitive “me first” thinking set.



Individualistic - Very Low

You appreciate what others bring to the table and may be apt to become the unsung hero of any project or team.



Power - Very High

You will seek to achieve positions of authority and will be drawn to roles that allow you to direct and control yourself and others.



Altruistic - Low

You will make sure you position yourself, so you don't get burned when working closely with others.



Regulatory - Very Low

You may subvert or break the rules you feel don't apply and will attempt multithreaded approaches to solving problems.

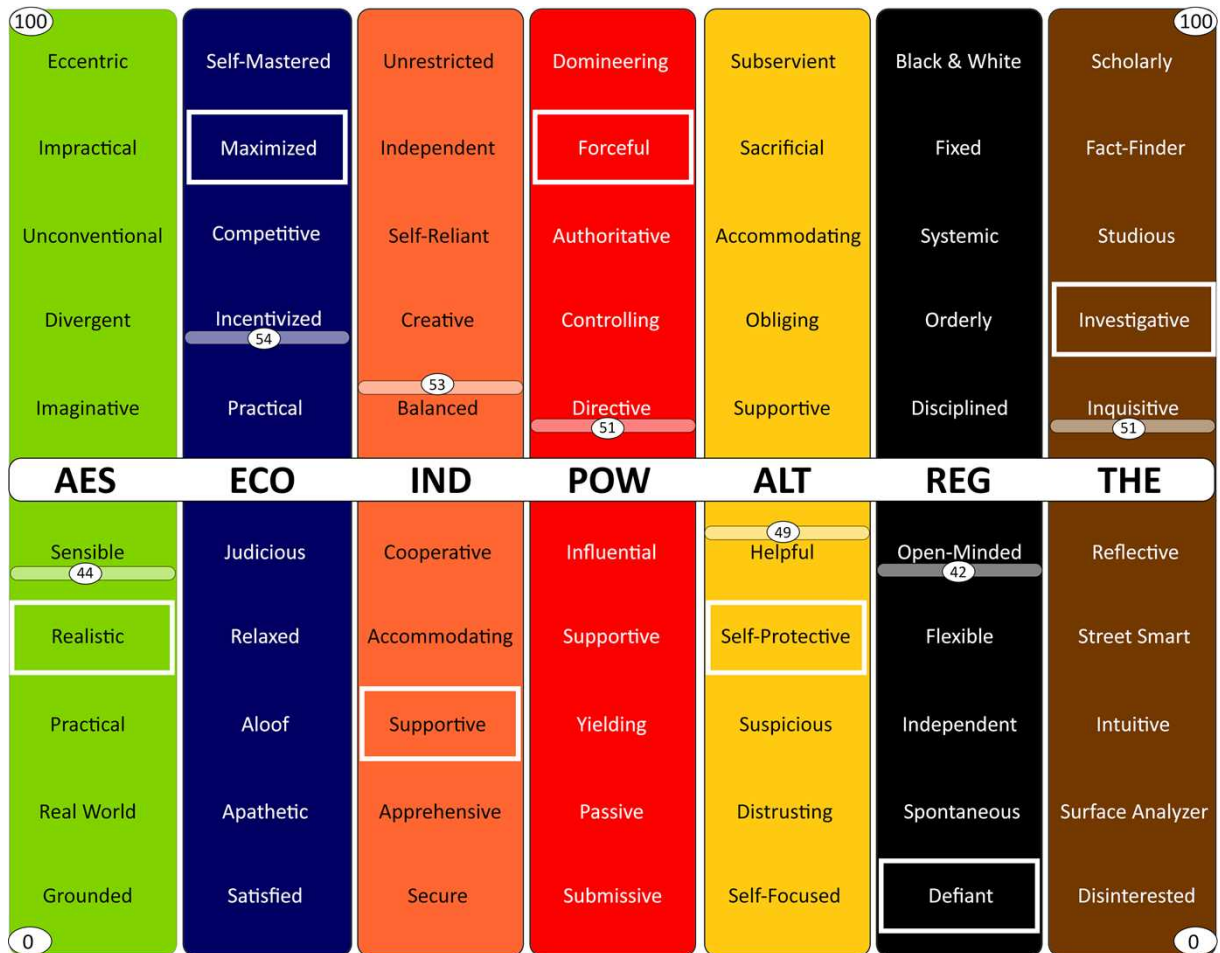


Theoretical - High

You will learn whatever you need to know to get the job done and then some.

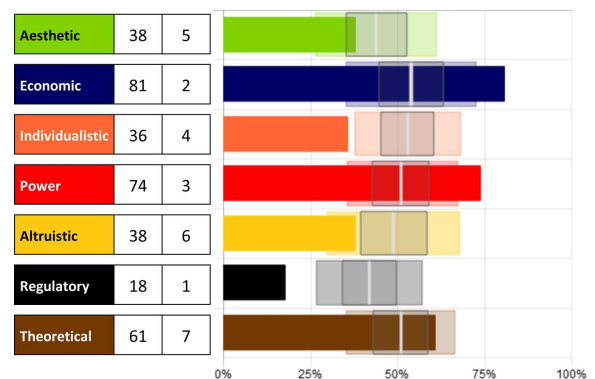
Dennis's Motivator Word Matrix

The Motivator Word Matrix translates your numeric score into a descriptor in each dimension, and highlights each word relative to other descriptors. By labeling your numeric score, you can better identify, understand, and describe your motivator orientation.

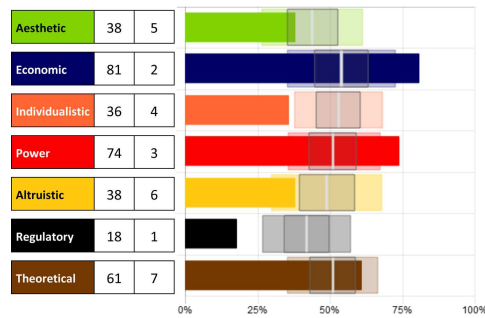


Important Details:

- Motivators are scored from 0-100, shown in **small circles** at the edges of the Matrix: **0 is very low, 100 is very high.**
- The **shaded line** highlights the **median score** for each Motivator based on the population.
- The highlighted Motivator **descriptor** is representative of *your score* in each Motivator.
- Your score and ranking are **not** noted on the Matrix. Refer to your graph for your specific information.



Your Aesthetic Motivator - Average



The Aesthetic Motivator: Strong desire and need to achieve equilibrium between the world around us and ourselves (within) while creating a sustainable work/life balance between the two. Creative, imaginative, arty, mystical and expressive, this style may redefine or resist real world approaches to current challenges.



Universal Assets:

- You can appreciate others' needs to express their creativity.
- You can work well with others to create and transform.
- You work equally well with practical and imaginative, self-expressive types.
- You possess a healthy balance between style, purpose, and function.



Driving Intuitions:

- You possess a level of artistic appreciation.
- You will equalize team efforts between doing it right and enjoying being innovative.
- You believe offsetting work and play is important for emotional balance and health.
- You likely believe that creativity is available to everyone, but it depends on how one defines it.



Critical Advantages:

- You appreciate nature and its beauty and will likely protect what is important to you.
- You recognize conservation efforts, but may or may not participate in them.
- You are willing to help others especially if you appreciate their uniqueness.
- You desire a sense of balance between work and life, but are not crippled without it.



Growth Opportunities:

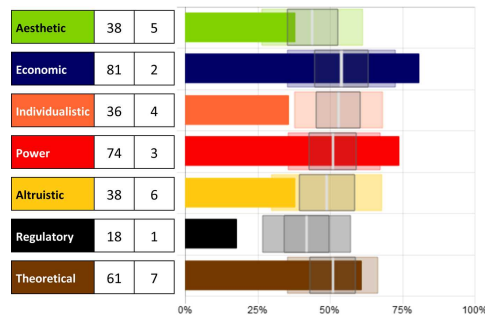
- You can mediate between those who do and do not see the value in unconventional approaches.
- You may benefit by taking a more visible position on teams.
- You could benefit by ensuring your life is well balanced between personal and professional worlds.
- You may benefit by being a bit more realistic at times.



Learning Paths:

- You can develop both your soft skills and hard skills.
- Your development should be equal parts method and meaning, not just a job.
- You can work well with either groups, or individuals.
- You appreciate developing your soft skills and will care about emotional health.

Your Economic Motivator - Very High



The Economic Motivator: The motivation for security from self-interest, economic gains, and achieving real-world returns on personal ventures, personal resources, and focused energy. The preferred approach of this motivator is both a personal and a professional one with a focus on ultimate outcomes.



Universal Assets:

- You are typically interested in what makes logical sense and gives a greater return for your efforts.
- When it comes to getting what you need, you likely believe the end justify the means.
- Sales, technical, or management training programs must demonstrate a bottom-line gain as a result of your participation.
- People who score like you not only compete with others; they compete with themselves.



Driving Intuitions:

- You will not like your time being wasted by nonsense and therefore will not likely waste someone else's.
- You have no problem rewarding high performance in tangible and monetary ways.
- You will find it difficult to balance work and life or doing and being.
- Remember that you have a heightened awareness of wasted time and material.



Critical Advantages:

- You will ask yourself, "What am I getting out of this" before engaging in opportunity.
- You are highly driven by competition, challenges, and economic incentives.
- You are able to multi-task in a variety of areas, and keep important projects that will reward you moving.
- You have high motivation to achieve and win in a variety of areas.



Growth Opportunities:

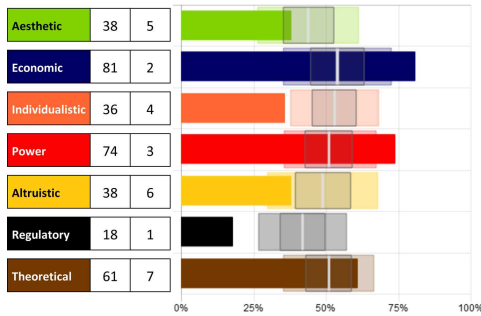
- People may see you as intense and more focused on your own personal needs.
- You may need to focus more attention on others and less on yourself.
- You may need to slow down and enjoy being with others not just competing and comparing yourself with them.
- You should learn to appreciate creative people who are less practical in their approach to things.



Learning Paths:

- Remember, everything is not a competition.
- You should work with those who desire to increase their financial standing.
- You should provide some rewards or incentives for participation in additional training and professional development.
- Your scores are like those who want information that will help them increase bottom-line activity and effectiveness.

Your Individualistic Motivator - Very Low



The Individualistic Motivator: Need to be seen as autonomous, unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression apart from being told what to do.



Universal Assets:

- Because you don't seek attention for your efforts, you may be left feeling like a ghost, never drawing attention to yourself.
- You may never make the necessary noise surrounding important issues and may set yourself up for being overlooked.
- Since the squeaky wheel gets the grease, you'll need to speak up to be noticed more.
- You will not likely seek lime light roles, but rather stay back and support someone else.



Driving Intuitions:

- You may hide rather than thrive in team environments so don't be discouraged when people don't recognize your contribution.
- You may need more support than you initially imagine.
- Don't accept leadership roles that make you uncomfortable.
- Because you demonstrate a high degree of team-mindedness, you can easily get overlooked.



Critical Advantages:

- You'll likely be the unsung hero of any project or team endeavor.
- You will be able to offer ideas with respect to others and their ideas.
- Not one to draw attention to your own efforts, you will likely be pointing out the efforts of others.
- You'll likely be seen as supportive and serene when the pressure is on.



Growth Opportunities:

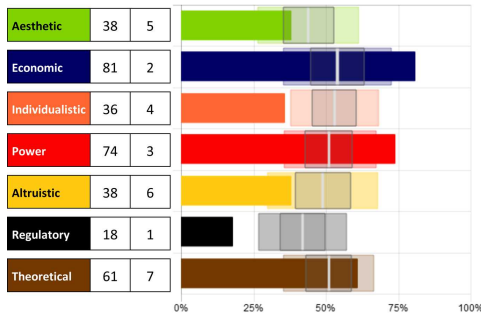
- You may settle for less as opposed to fight for what you want.
- You may struggle with social poise and people interaction at times.
- You may need to speak up more when you want to suggest something.
- You may not project your voice when speaking and may not be heard easily.



Learning Paths:

- You will do well helping others behind the scenes.
- You should work in cooperative settings where no one is the star of the show.
- You will likely be more disciplined than chaotic.
- You will likely enjoy group activities.

Your Power Motivator - Very High



The Power Motivator: Being seen as a leader, while having influence and control over one's environment and success. Competitiveness and control is often associated with those scoring higher in this motivational dimension.



Universal Assets:

- You believe victory is yours.
- You only listen to direct and control or agree or disagree.
- You need to direct and control subordinates as opposed to letting them control themselves.
- Advancement must be available or you will be highly dissatisfied.



Driving Intuitions:

- You should recognize that other people want to own their own environments as well.
- You should understand that you might come across stronger than you think.
- You should allow others the same freedom to make decisions that you want.
- You should be willing to share victories and not keep them all for yourself.



Critical Advantages:

- You will own your roles within the workplace and handle everything associated with it.
- You never quit trying.
- You believe you will be victorious before you start.
- You may get angry or agitated quickly with slow moving people and will nudge them forward.



Growth Opportunities:

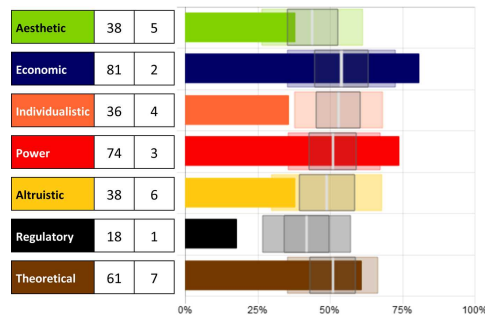
- You might think in terms of extreme competition.
- You may be overly decisive and less contemplative.
- You will benefit from approaching situations with an open mindset of greater humility.
- You need to allow others to fail and then assist them in becoming better when they do.



Learning Paths:

- You'll need your own space when working with teams.
- You need the freedom to come up with your own agenda.
- You could use a small group to lead and work with when in training.
- You need hyper flexibility and freedom to create when learning new things.

Your Altruistic Motivator - Low



The Altruistic Motivator: An expression of the need or energy to benefit others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always. Oftentimes an intense level within this dimension is more associated with low self-worth.



Universal Assets:

- You may view difficult decisions involving people as "just business" and not personal.
- You probably have low tolerance for people who complain and whine about their problems.
- You may view others as "in your way" as opposed to "on your side" in certain situations.
- You will likely be distrusting of some people.



Driving Intuitions:

- You connect all outcomes to practical needs as opposed to people needs.
- You respond better to logic and reason and will likely rebuff touchy-feely approaches.
- Your no-nonsense approach could be taken wrong by the more sociable styles.
- Remember that there will be a decent amount of people that may believe you don't like them.



Critical Advantages:

- You will likely avoid what you think are "stupid" people if you're highly cognitive.
- You will likely not shy away from difficult decisions.
- You will have a no-nonsense approach to common sense.
- You have little to no patience for ignorance.



Growth Opportunities:

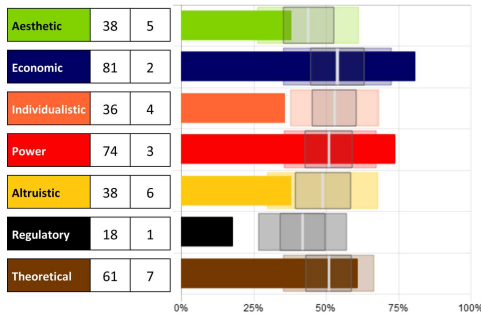
- Remember that some people simply take longer to learn.
- You might be avoided by emotional "feeler" types especially if you're not a people person.
- Some may see you as reserved and closed to their emotional appeals.
- Some may think you are selfish and self-absorbed.



Learning Paths:

- Be aware of your no-nonsense approach to other people.
- You may need to step back and realize your strength when working with passive types.
- Being forceful isn't bad, but sometimes it scares people if it's too strong.
- You may not enjoy cooperative learning activities as opposed to activities that require directing and controlling.

Your Regulatory Motivator - Very Low



The Regulatory Motivator: A need to establish order, routine and structure. This motivation is to promote a black and white mindset and a traditional approach to problems and challenges through standards, rules, and protocols to color within the lines.



Universal Assets:

- You will not like being constrained or restricted to certain protocols.
- You need freedom from rules and regulations that stifle your creative flow.
- You will feel bogged down when forced to do things a "certain" way.
- You will likely hate it when people refuse to believe things they don't understand.



Driving Intuitions:

- You do not support inefficient means to any end.
- You want open and honest feedback so you can do what needs to be done.
- Remember, you have a way of looking at the broader perspective and others may not.
- Because the end justifies the means, you'll figure it out.



Critical Advantages:

- You will always find a way no matter what.
- You believe mistakes are normal and part of a learning process.
- You likely don't want to wait for permission before taking action.
- You are very open-minded and will believe in multiple options.



Growth Opportunities:

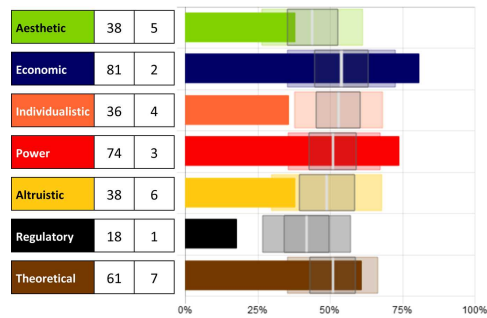
- Remember to respect the differences between you and everyone else.
- You can still be innovative while following procedures sometimes.
- Your lack of systemic sequence can get you in trouble sometimes.
- Boredom is no reason to take unnecessary risks.



Learning Paths:

- You're likely thinking, "That's not how I'd do it."
- You can be a part of something without being controlled by it.
- You prefer spontaneous and independent work environments where you can be more flexible.
- You prefer multiple learning modalities that enable your creative side.

Your Theoretical Motivator - High



The Theoretical Motivator: The desire to uncover, discover, and recover the "truth." This need to gain knowledge for knowledge sake is the result of an "itchy" brain. Rational thinking (frontal lobe), reasoning and problem solving are important to this dimension. This is all about the "need" to know why.



Universal Assets:

- You have high focus and are likely research oriented.
- You probably don't like it when someone says, "trust me."
- You are likely seen as an expert in your field of interest.
- You enjoy analytical problem solving.



Driving Intuitions:

- You need more opportunities to expand your theoretical bandwidth.
- People will see you as technically credible and a resource for information.
- You will prefer opportunities that draw upon your expertise.
- You prefer knowledge-based incentives.



Critical Advantages:

- You have a hungry brain that must constantly be fed with new information.
- You may have forgotten more than some people know.
- You will likely make decisions based upon the information and not your personal feelings.
- You have what is known as a large "catchment" area within your neural network.



Growth Opportunities:

- You may have more skills for acquiring knowledge than for acquiring relationships.
- Remember, just because one knows things, it doesn't mean they're wise in their application of that knowledge.
- You may need help with time management.
- You may have a fear of looking stupid, or not knowing.



Learning Paths:

- You should be exposed to others who take more risks and allow yourself the benefit of being around them.
- Your learning development should be connected to new ideas and concepts.
- Your learning activities need to be structured and outlined.
- Your training and development should involve reliable information that makes logical sense.

Summary of Dennis Koerner's Motivators

Encourage others to complete their own Motivators Assessment and then share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying this information. Complete the worksheet below from the previous pages of this report.

MOST INFLUENTIAL ORDER OF MOTIVATORS

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

MOTIVATOR NEEDS (Scores over 85)

1. _____
2. _____

MOTIVATOR RISKS (Scores below low teens)

1. _____
2. _____

MOST IMPORTANT TO KNOW ABOUT MY MOTIVATORS COMBINATION

1. _____
2. _____
3. _____

PART III UNDERSTANDING OTHERS AND ADAPTABILITY

People generally make the mistake of assuming that others interact and think the same way they do, and many of us grew up believing in The Golden Rule: treating others the way you would like to be treated. Instead, we encourage another practical rule to live by - what Dr. Tony Alessandra calls **The Platinum Rule®: to treat others the way THEY want to be treated.**

DISC ADAPTABILITY

People want to be treated according to *their style, not yours.*

Adapting to another's behavioral preference is not always easy! Adaptability is based on two elements: **Flexibility and Aptitude** to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. **Flexibility** is your **Willingness** and **Aptitude** is your **Capability**. Adaptability is something you must **cognitively choose to apply** to yourself (to your patterns, attitudes and habits), not expect from others.

Adaptability does not mean an "imitation" of the other person's style. It does mean adjusting your openness, directness, pace, and priority in the direction of the other person's preference, while maintaining your own identity.

We practice adaptability each time we slow down for a C or S style; or when we move a bit faster for the D or I style. It also occurs when the D or C styles take the time to build the relationship with an S or I style, or when the I or S style focuses on facts or gets right to the point with D or C styles.

Important:

- Adaptability is important to **all** successful relationships.
- No one style is naturally more adaptable than another.
- Adaptability is a choice:
 - You can choose to be adaptable with one person, and not so with others.
 - You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow.

Adaptability is dependent on recognizing another's person's behavioral style.

To quickly determine someone's style, ask these 2 questions & based on the answers, adapt accordingly:

1. Are they DIRECT or INDIRECT in their communication?

2. Are they GUARDED or OPEN in their communication?

Guarded Style: D or C

More private, specific, logical and analytical, task focus

Direct Style: D or I

Enthusiastic, competitive and results focus, fast paced

Indirect Style: C or S

Reserved, cooperative & patient, slower/deliberate

Open Style: I or S

Desire to build a connection with others, relationship focus

MOTIVATORS ADAPTABILITY

Adapting to another's Motivational preference can be quite difficult! Sometimes Motivations are not readily observable, or may be disguised in behavior that doesn't align to them. A key way to understand another's Motivations is to pay attention to the things they value, the way they speak, and where they spend their time and attention (or other resources). What do you see that drives them? You can use some of these questions to guide your discovery; you may ask them or just observe. Once you know someone's Motivators, you can interact with them in a more effective way.

| | |
|--|--|
| Aesthetic  | <ul style="list-style-type: none"> • What is beautiful to you? • How important is it for you that you can express yourself creatively? • Are form and aesthetics more important, or is functionality more important? • How important is work/life balance? • Do you find that you are more "head in the clouds" or more practical? |
| Economic  | <ul style="list-style-type: none"> • How important is winning for you? • What is a reasonable return on investment? • Do you generally think people have an agenda or want/need something from you? • Would you consider starting your own business or being an entrepreneur? • When you are faced with a situation do you first consider how it will affect you, or how it will affect others? |
| Individualistic  | <ul style="list-style-type: none"> • How important is it for you to be independent and autonomous? • If you could do anything you wanted today, what would it be? • Do you think people generally see the world the same way you do? • How do you feel about teamwork and collaboration? • What does "freedom" mean to you? |
| Power  | <ul style="list-style-type: none"> • What role do you typically take in a group? • How important is it for you to be in charge? • How would you motivate others to take action? • What kinds of things do you like to have control over? • Do you take initiative, or do you prefer direction before acting? |
| Altruistic  | <ul style="list-style-type: none"> • Do you have a hard time saying no, or feel overwhelmed and spread too thin? • What is considered a reasonable amount of assistance or help for others? • Would you more likely give to anyone who needs it, or only to those who deserve it? • Do you tend to sacrifice your needs for the needs of others? • Do you feel like you need to do things for others to be valuable or loved? |
| Regulatory  | <ul style="list-style-type: none"> • Is there a right way and a wrong way, or many ways to accomplish something? • How important is it for you to be right? • Are rules and regulations important to you? • How important is structure and process to you? • When you solve problems, do you prefer the tried and true approach or are you more flexible and open to options? |
| Theoretical  | <ul style="list-style-type: none"> • How important is it to understand all perspectives and details of a project/problem? • Do you consider yourself to be an expert in any field? • Would you rather spend time studying and reading, or just learn as you go? • What do you love about learning new things? • What do you think is most important – action or knowledge? |

COMMUNICATING WITH THE DISCStyles™

Communicating with the **DOMINANT** Style

| D CHARACTERISTICS: | SO YOU SHOULD... |
|---------------------------------------|---|
| Concerned with being #1 | Show them how to win, new opportunities |
| Think logically | Display reasoning |
| Want facts and highlights | Provide concise data |
| Strive for results | Agree on goal and boundaries, the support or get out of their way |
| Like personal choices | Allow them to “do their thing,” within limits |
| Like changes | Vary routine |
| Prefer to delegate | Look for opportunities to modify their workload focus |
| Want others to notice accomplishments | Compliment them on what they’ve done |
| Need to be in charge | Let them take the lead, when appropriate, but give them parameters |
| Tendency towards conflict | If necessary, argue with conviction on points of disagreement, backed up with facts; don’t argue on a “personality” basis |

Communicating with the **INFLUENCING** Style

| I CHARACTERISTICS: | SO YOU SHOULD... |
|---|--|
| Concerned with approval and appearances | Show them that you admire and like them |
| Seek enthusiastic people and situations | Behave optimistically and provide upbeat setting |
| Think emotionally | Support their feelings when possible |
| Want to know the general expectations | Avoid involved details, focus on the “big picture” |
| Need involvement and people contact | Interact and participate with them |
| Like changes and innovations | Vary the routine; avoid requiring long-term repetition by them |
| Want others to notice THEM | Compliment them personally and often |
| Often need help getting organized | Do it together |
| Look for action and stimulation | Keep up a fast, lively, pace |
| Surround themselves with optimism | Support their ideas and don’t poke holes in their dreams; show them your positive side |
| Want feedback that they “look good” | Mention their accomplishments, progress and your other genuine appreciation |

Communicating with the **STEADY** Style

| S CHARACTERISTICS: | SO YOU SHOULD... |
|--|---|
| Concerned with stability | Show how your idea minimizes risk |
| Think logically | Show reasoning |
| Want documentation and facts | Provide data and proof |
| Like personal involvement | Demonstrate your interest in them |
| Need to know step-by-step sequence | Provide outline and/or one-two-three instructions as you personally “walk them through” |
| Want others to notice their patient perseverance | Compliment them for their steady follow-through |
| Avoid risks and changes | Give them personal assurances |
| Dislike conflict | Act non-aggressively, focus on common interest or needed support |
| Accommodate others | Allow them to provide service or support for others |
| Look for calmness and peace | Provide a relaxing, friendly atmosphere |
| Enjoy teamwork | Provide them with a cooperative group |
| Want sincere feedback that they’re appreciated | Acknowledge their easygoing manner and helpful efforts, when appropriate |

Communicating with the **CONSCIENTIOUS** Style

| C CHARACTERISTICS: | SO YOU SHOULD... |
|--------------------------------------|---|
| Concerned with aggressive approaches | Approach them in an indirect, nonthreatening way |
| Think logically | Show your reasoning |
| Seek data | Give data to them in writing |
| Need to know the process | Provide explanations and rationale |
| Utilize caution | Allow them to think, inquire and check before they make decisions |
| Prefer to do things themselves | When delegating, let them check procedures, and other progress and performance before they make decisions |
| Want others to notice their accuracy | Compliment them on their thoroughness and correctness when appropriate |
| Gravitate toward quality control | Let them assess and be involved in the process when possible |
| Avoid conflict | Tactfully ask for clarification and assistance you may need |
| Need to be right | Allow them time to find the best or “correct” answer, within available limits |
| Like to contemplate | Tell them “why” and “how” |

The first step to building stronger communication is awareness. By identifying how we are similar and different, we can make cognitive choices when interacting to create stronger, more engaged relationships.

To Modify Directness and Openness

DIRECT/INDIRECT

| With D Styles DIRECT | With I Styles DIRECT | With S Styles INDIRECT | With C Styles INDIRECT |
|--|---|---|---|
| <ul style="list-style-type: none"> • Use a strong, confident voice • Use direct statements rather than roundabout questions • Face conflict openly, challenge and disagree when appropriate • Give undivided attention | <ul style="list-style-type: none"> • Make decisions at a faster pace • Be upbeat, positive, warm • Initiate conversations • Give recommendations • Don't clash with the person, but face conflict openly | <ul style="list-style-type: none"> • Make decisions more slowly • Avoid arguments and conflict • Share decision-making • Be pleasant and steady • Respond sensitively and sensibly | <ul style="list-style-type: none"> • Do not interrupt • Seek and acknowledge their opinions • Refrain from criticizing, challenging, or acting pushy – especially personally |

GUARDED/OPEN

| With D Styles GUARDED | With I Styles OPEN | With S Styles OPEN | With C Styles GUARDED |
|---|---|--|---|
| <ul style="list-style-type: none"> • Get right to the task, address bottom line • Keep to the agenda • Don't waste time • Use businesslike language • Convey acceptance • Listen to their suggestions | <ul style="list-style-type: none"> • Share feelings, show more emotion • Respond to expression of their feelings • Pay personal compliments • Be willing to digress from the agenda | <ul style="list-style-type: none"> • Take time to develop the relationship • Communicate more, loosen up, and stand closer • Use friendly language • Show interest in them • Offer private acknowledgements | <ul style="list-style-type: none"> • Maintain logical, factual orientation • Acknowledge their thinking • Downplay enthusiasm and body movement • Respond formally and politely |

To Modify Pace and Priority

PACE

| With D Styles FASTER | With I Styles FASTER | With S Styles SLOWER | With C Styles SLOWER |
|--|--|--|---|
| <ul style="list-style-type: none"> Be prepared, organized Get to the point quickly Speak, move at a faster pace Don't waste time Give undivided time and attention Watch for shifts in attention and vary presentation | <ul style="list-style-type: none"> Don't rush into tasks Get excited with them Speak, move at a faster pace Change up conversation frequently Summarize details clearly Be upbeat, positive Give them attention | <ul style="list-style-type: none"> Develop trust and credibility over time, don't force Speak, move at a slower pace Focus on a steady approach Allow time for follow through on tasks Give them step-by-step procedures/instructions Be patient, avoid rushing them | <ul style="list-style-type: none"> Be prepared to answer questions Speak, move at a slower pace Greet cordially, and proceed immediately to the task (no social talk) Give them time to think, don't push for hasty decisions |

PRIORITY

| With D Styles TASK | With I Styles PEOPLE | With S Styles PEOPLE | With C Styles TASK |
|---|--|---|--|
| <ul style="list-style-type: none"> Get right to the task Provide options and let them decide Allow them to define goals and objectives Provide high-level follow up | <ul style="list-style-type: none"> Make time to socialize Take initiative to introduce yourself or start conversation Be open and friendly, and allow enthusiasm and animation Let them talk Make suggestions that allow them to look good Don't require much follow-up, details, or long-term commitments | <ul style="list-style-type: none"> Get to know them personally Approach them in a friendly, but professional way Involve them by focusing on how their work affects them and their relationships Help them prioritize tasks Be careful not to criticize personally, keep it specific and focused | <ul style="list-style-type: none"> Be prepared with logic and practicality Follow rules, regulations, and procedures Help them set realistic deadlines and parameters Provide pros and cons and the complete story Allow time for sharing of details and data Be open to thorough analysis |

Adapting in Different Situations: AT WORK

DOMINANT STYLE

HELP THEM TO:

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

INFLUENCING STYLE

HELP THEM TO:

- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice
- Write things down

STEADY STYLE

HELP THEM TO:

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings

CONSCIENTIOUS STYLE

HELP THEM TO:

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, less checking
- Maintain high expectations for high priority items, not everything

Adapting in Different Situations: IN SALES AND SERVICE

DOMINANT STYLE

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives – what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible

INFLUENCING STYLE

- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these toward mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

STEADY STYLE

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs as well as their task or business expectations
- Get them involved by focusing on the human element... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

CONSCIENTIOUS STYLE

- Prepare so that you can answer as many of their questions as soon as possible
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Hone your skills in practicality and logic
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into a hasty decision
- Tell them both the pros and cons and the complete story
- Follow through and deliver what you promise

Adapting in Different Situations: IN SOCIAL SETTINGS

DOMINANT STYLE

- Let them know that you don't intend to waste their time
- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

INFLUENCING STYLE

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence

STEADY STYLE

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and minimum of change

CONSCIENTIOUS STYLE

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond formally and politely
- Negative discussions are OK, so long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say

Adapting in Different Situations: IN LEARNING ENVIRONMENTS

DOMINANT STYLE

- Likes to learn quickly; may be frustrated with a slower pace
- Has own internal motivation-clock, learns for their own reasons, not for anyone else's reasons
- May like to structure their own learning design
- Does okay with independent self-study
- Defines own goals
- May have a short attention span

INFLUENCING STYLE

- Likes learning in groups
- Interacts frequently with others
- Responds to extrinsic motivation, praise, and encouragement
- Needs structure from the facilitator; may lose track of time
- Needs "what to do" and "when to do it"
- May exceed deadlines if left on their own and learning may be completed late

STEADY STYLE

- Accepts a balance between individual and group work
- Shows patience with detailed or technical processes
- Likes journaling and follow-through
- Prefers explicit instructions
- Wants to know the performance outcomes and expectations
- May need help in prioritizing tasks if a long assignment; may take criticism personally

CONSCIENTIOUS STYLE

- Prefers individual work over group interaction
- Accepts more impersonal training, such as remote or on-line
- Has high expectations of their own performance
- Will structure their own activities only with explicit goals and outcomes established
- Emphasizes details, deep thinking, and theoretical bases for the learning
- May get overly bogged down in details, especially if the learning climate is pressured

A DEEPER LOOK AT THE FOUR DISCStyles™

Below is a chart to help you understand some of the characteristics of each of the Four Basic DISC Styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived, in personal, social and work situations.

| | HIGH DOMINANT STYLE | HIGH INFLUENCING STYLE | HIGH STEADY STYLE | HIGH CONSCIENTIOUS STYLE |
|-------------------------------------|----------------------------------|--------------------------------------|--------------------------------------|--|
| Tends to Act | Assertive | Persuasive | Patient | Contemplative |
| When in Conflict, this Style | Demands | Attacks | Complies | Avoids |
| Needs | Control | Approval | Routine | Standards |
| Primary Drive | Independence | Interaction | Stability | Correctness |
| Preferred Tasks | Challenging | People related | Scheduled | Structured |
| Comfortable with | Being decisive | Social friendliness | Being part of a team | Order and planning |
| Personal Strength | Problem-solver | Encourager | Supporter | Organizer |
| Strength Overextended | Preoccupation- goals over people | Speaking without thinking | Procrastination in addressing change | Overanalyzing everything |
| Personal Limitation | Too direct and intense | Too disorganized and nontraditional | Too indecisive and indirect | Too detailed and impersonal |
| Personal Wants | Control, Variety | Approval, Less Structure | Routine, Harmony | Standards, Logic |
| Personal Fear | Losing | Rejection | Sudden Change | Being Wrong |
| Blind Spots | Being held accountable | Follow through on commitments | Embracing need for change | Struggle to make decisions without overanalyzing |
| Needs to Work on | Empathy, Patience | Controlling emotions, Follow through | Being assertive when pressured | Worrying less about everything |
| Measuring Maturity | Giving up control | Objectively handling rejection | Standing up for self when confronted | Not being defensive when criticized |
| Under Stress May Become | Dictatorial, Critical | Sarcastic, Superficial | Submissive, Indecisive | Withdrawn, Headstrong |
| Measures Worth by | Impact or results, Track record | Acknowledgments, Compliments | Compatibility, Contributions | Precision, Accuracy, Quality of results |

DISC Application Activities

Adaptability Practice

Spend some time with people at home and at work that you know and trust who are different styles than you. Explore ways to communicate more effectively with them. Ask for support and feedback as you try new ways to communicate. Remember- tell them this is a skill you are building so they aren't surprised when you are behaving differently and can provide helpful feedback!

- **Practice Identifying their style based** on observable behavior
- **Practice Modifying your Directness and Openness** in conversation with them
- **Practice Modifying your Pace and Priority**
- **Ask for feedback** on your effectiveness in communicating with them
- **Take some time to reflect on your experience** and what worked or didn't work for you and for them
- **Consider** what you should repeat, and what you need to modify further to communicate as effectively as possible.

As you begin feeling more comfortable with adaptability and the needs of each style, try it with others!

Adaptability Activity

Select a relationship in which things have not gone as smoothly as you would like. Make a commitment to take the time to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship.

- 1 Identify the behavioral style of the other person using the 2 Power Questions:
 - Are they DIRECT or INDIRECT in their communication?
 - Are they GUARDED or OPEN in their communication?
- 2 Brush up on their style and look at ways to adapt your Directness and Openness when working with them.
- 3 To further understand the tension that may exist in the relationship, notice the difference in preference in pace and priority and modify accordingly.
- 4 Practice approaching them in the way you think **THEY want to be treated**. Remember, it may feel uncomfortable at first, but with practice and dedication to adapting, you will be amazed at the difference.

Tension Among the Styles Exercise

Even if you have the highest regard toward a person, tension can exist in a relationship where styles are different. If this is behavior related, applying The Platinum Rule® - Treat others the way THEY want to be treated – may be helpful. Complete this exercise to gain insights on how to improve tense relationships. If you feel comfortable, you may discuss with the other person things you can do to ease the tension.

My Style: _____

My Pace: _____

My Priority: _____

RELATIONSHIP

Name: *John Doe*

Style: *High I*

Pace: *Faster-paced*

Priority: *People-oriented*

Difference: *Pace and Priority*

Strategy: *Be more personable, social, upbeat, and faster-paced with John*

SAMPLE

RELATIONSHIP 1

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

RELATIONSHIP 2

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

Create a DISC POWER TEAM

Wouldn't it be amazing to have a DISC POWER TEAM where all members brought their best strengths to the table, and each of our challenges could be supported by someone who was skilled in the areas we struggle?

Considering the strengths and workplace behaviors for each style, who would be an ideal DISC POWER TEAM Member?

| | DOMINANT STYLE | INFLUENCING STYLE | STEADY STYLE | CONSCIENTIOUS STYLE |
|--------------------------------|---|--|---|--|
| STRENGTHS | Supervising Leadership Pioneering | Persuading Motivating Entertaining | Listening Teamwork Follow-through | Planning Systemizing Orchestration |
| WORKPLACE BEHAVIORS | Efficient Busy Structured | Interacting Busy Personal | Friendly Functional Personal | Formal Functional Structured |
| TEAM MEMBER | | | | |

For an upcoming project, consider how your DISC POWER TEAM could accomplish greatness!

- Assign responsibilities based on strengths
- Determine what opportunities or challenges exist or may come up
- Give each Team Member the opportunity to showcase their skills and experience
- Check in regularly and discuss as a team how it's going
- Provide feedback regarding roles, strengths, needs, and any additional support required

Guidelines to help you explore and apply what is in this report.

1. The scores in this report are a snapshot in time. These scores represent your preference-pathways (desires, such as being in control or not) at the time you completed the survey. These are not lifelong motivators from which you have no choice or power to influence. Your scores are not the end of your learning they are the beginning of what you have learned.
2. There are no good or bad scores to have, but there are consequences. If you do not like the level of effort you feel toward your goals, how you are behaving toward others or how others are behaving toward you, you can influence them through intended behavior and emotions (See your DISC).
3. The key is to understand your motivational preferences so you can flex with the situation to encourage progress.

What works?

- Decide what level of effort and intensity (energy) you want to use moving forward.
- Pick one simple behavior such as how long you take to think through a problem or how you endeavor to get what you need from someone.
- Make it easier to do using your motivational orientation you have right now, rather than finding a greater or a more difficult motivational element.
- It is important for you to develop a practical understanding of your own motivational orientation so you do not trick yourself into feeling you lack motivation. We are all motivated but we may lack the “emotional energy” (your natural/concealed DISC graph) for the process of getting what we want.

What is proven not to work?

- Not starting or giving up.
- Getting more information. Information may help to change your attitude and intention but information alone does not work well to change your behaviors. Advice is hard to give and receive. When you hear advice, you may not be sure it will work for you. The way to get unstuck is not becoming extreme by exaggerating your efforts or stopping them altogether. Try doing something small and then look at the evidence.
- Wanting to get better at something is easy. Sticking with small changes is a different story.
- Avoid pursuing “ideal motivational activities or work.” Instead, improve your pursuit of vital work/activities using your natural motivational orientation within this report.

Tiny Steps, Big Results Plan

You are only a few behaviors away from making progress.

Where do I currently excel at work and what motivators are in play already?

Which motivators don't need any additional attention?

With which motivators am I currently struggling and need an extra boost?

Using my understanding of my motivational orientation, which types of additional motivations would work best for me right now?

Using my understanding of my motivational orientation, which types of additional motivations would not work for me right now?

Choose one harmful influence on your motivational orientation (take in small steps) to act on today. Then, practice and repeat.

Choose one positive influences on your motivational orientation (take in small steps) to act on today. Then, practice and repeat

We all are motivated to get better but we get stuck with the process we must go through to move toward what we want. How can I make the process of making progress smaller and simpler? List up to three (3).

So Now What?

This report is filled with information about your behavioral and motivational style and the styles that you will encounter in others. There are many suggestions in the application section of this report for you to apply this information. Take the next step and DO the exercises. Don't put this report on a shelf or in a file. Knowing your own style is just the beginning— you must be able to apply this information to improve all of your relationships.

Continually use this report as a reference tool. It contains a lot of information and was never meant to be digested in a single reading. Experiment with making a few changes in your behavior and examine the results. You might be surprised!

Remember The Platinum Rule® - “Treat others the way THEY want to be treated.”

(continued from page 2)

How to Assure Assessment Accuracy? Independent & Qualified Testing at Standards Set by the **APA** and **EEOC**.

"...this DISC assessment has one of the highest Cronbach scores in the DISC marketplace."

"...we applaud your efforts at making Motivators reliable and valid.."

- Assessment Standards Institute

The Assessment Industry's Past and Present

Assessments have been used since the mid-20th century, initially relied upon by Fortune 500s, calculated by highly skilled PhDs and produced by only a handful of trusted developers. With the advent of the internet in the 1990s, the ability to produce, market, and sell assessments became exponentially easier and less expensive. Since then, it has developed into a kind of "global cottage industry" with hundreds of new assessment developers, producing thousands of different assessments. Each developer purporting its assessments to be scientifically accurate instruments - sold, resold and used by individuals and organizations of all kinds; including many of our largest institutions like Fortune 500s, major universities, world governments, and even military. Frighteningly, this "global cottage industry," which produces data relied upon by millions, is entirely unregulated with nothing to ensure its consumers are receiving what they are being told and sold. There are zero requirements, safeguards, laws or regulations ensuring the consumer receives a scientifically accurate instrument - or even what the developers and sellers claim.

The Solution? Independent & Verifiable Testing by a Qualified Institution

The *Assessment Standards Institute (ASI)* provides our assessments with verifiably objective testing and reporting that meet standards set by the **American Psychological Association (APA)** and the **Equal Employment Opportunity Commission (EEOC)**. This battery of tests is both voluntary and verifiably transparent. Our goal? To ensure this assessment's professional merit and scientific accuracy for you, the user. These reports are readily available upon request and include:

Construct Validity (**APA Standards**) [DISC & Motivators]

Construct validity is one of the most central concepts in psychology. It is the degree to which a test measures what it claims, or purports to be measuring. Researchers generally establish the construct validity of a measure by correlating it with a number of other measures and arguing from the pattern of correlations that the measure is associated with these variables in theoretically predictable ways.

Reliability - Cronbach's alpha (**APA Standards**) [DISC]

This technique is regarded as one of the most robust measures of reliability and presents the highest 'bar' from which to compare. The readers should note that Cronbach's alpha is the method selected for this instrument, because of its high standards. The reader is encouraged to compare reliability coefficients presented herein to other vendors, and also to ask those vendors which reliability formulas they used to compute their reliability coefficients. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency.

External Data Reliability (**APA Standards**) [Motivators]

The term reliability in psychological research refers to the consistency of a testing or assessment method. In this case we are measuring the reliability or consistency of assessment measures over time. External Reliability measures the extent to which assessment measure varies from one use to another. In this analysis we are measuring reliability from the use of a test at one time as compared to another time. The comparison is using a mean variance measure referred to as the mean value ratio. The mean value ratio measures the external or time consistency of an assessment.

Disparate Impact (**EEOC Guidelines**) [DISC & Motivators]

Employers often use tests and other selection procedures to screen applicants for hire and employees for promotion. The use of tests and other selection procedures can be a very effective means of determining which applicants or employees are most qualified for a job. However, use of these tools can also violate the EEOC Guidelines if they disproportionately exclude people in a protected group by class, race, sex, or another covered basis. Importantly, the law does allow for selection procedures to select the best candidates based on job related requirements. If the selection procedure has a disparate impact based on race, color, religion, sex, or national origin, the employer is required to show that the selection procedure is job related and consistent with business necessity. If discrimination exists, the challenged policy or practice should therefore be associated with the skills needed to perform the job successfully.

Issue date: January 1, 2020. Renewal date: January 1, 2025.

