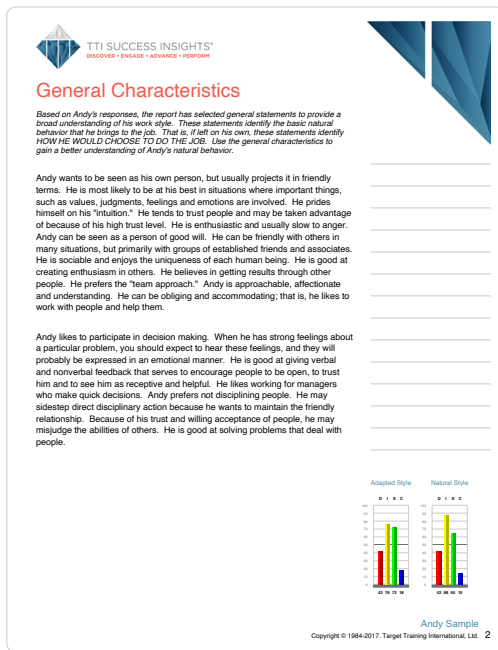


DISC - BEHAVIORS QUICK START USER GUIDE

Welcome to the DISC quick start user guide. The intent of this guide is to provide pertinent details about the report to make it easier to use. This guide outlines the structure of the DISC report and highlights key sections of which you will want to be aware. The report pictured below is the Management-Staff version of the report.



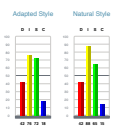
General Characteristics

Based on Andy's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Andy's natural behavior.

Andy wants to be seen as his own person, but usually projects it in friendly terms. He is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition." He tends to trust people and may be taken advantage of because of his high trust level. He is enthusiastic and usually slow to anger. Andy can be seen as a person of good will. He can be friendly with others in many situations, but primarily with groups of established friends and associates. He is sociable and enjoys the uniqueness of each human being. He is good at creating enthusiasm in others. He believes in getting results through other people. He prefers the "team approach." Andy is approachable, affectionate and understanding. He can be obliging and accommodating; that is, he likes to work with people and help them.

Andy likes to participate in decision making. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. He likes working for managers who make quick decisions. Andy prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He is good at solving problems that deal with people.

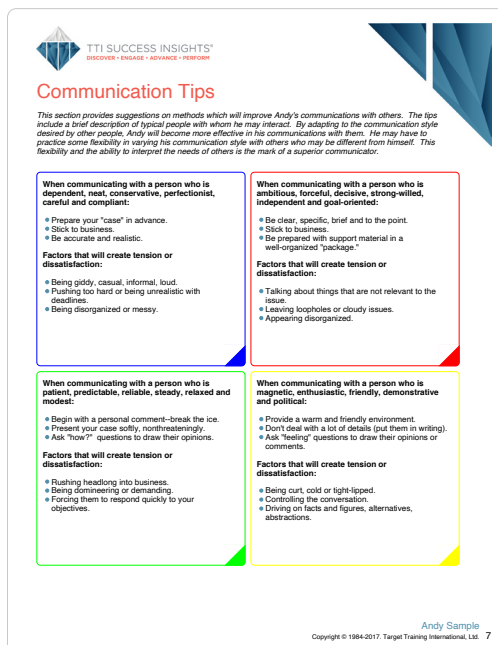
Adapted Style **Natural Style**



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SECTION 1 - Introduction, General Characteristics, Value to the Organization

- With the table of contents, you can click the page title (digitally) and will automatically go to that page. Clicking the diamond in the upper left will return you to the table of contents.
- The introduction page presents the basic factors that make up the science of DISC.
- General characteristics pages provide an overview of the person being assessed including a copy of their natural and adapted graphs.
- Value to the organization page is a list of bullet points that showcases the person's positive attributes toward the organization.



Communication Tips

This section provides suggestions on methods which will improve Andy's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, Andy will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> • Prepare your "case" in advance. • Stick to business. • Be accurate and realistic. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> • Being giddy, casual, informal, loud. • Pushing too hard or being unrealistic with deadlines. • Being disorganized or messy. 	<p>When communicating with a person who is ambitious, formal, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> • Be clear, specific, brief and to the point. • Stick to business. • Be prepared with support material in a well-organized "package." <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> • Talking about things that are not relevant to the issue. • Leaving loopholes or cloudy issues. • Appearing disorganized.
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> • Begin with a personal comment-break the ice. • Present your case softly, nonthreateningly. • Ask "how?" questions to draw their opinions. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> • Flushing headings into business. • Being domineering or demanding. • Forcing them to respond quickly to your objectives. 	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> • Provide a warm and friendly environment. • Don't deal with a lot of details (put them in writing). • Ask "feeling" questions to draw their opinions or comments. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> • Being curt, cold or tight-lipped. • Controlling the conversation. • Driving on facts and figures, alternatives, abstractions.

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SECTION 2 - Checklist for Communicating, Communication Tips, Ideal Environment

- Checklist for communicating provides optimum ways to communicate with the person as well as communication pitfalls to avoid.
- Communication tips is a dedicated section providing suggestions on methods to help the person improve communication with others through adaptation, based on the behavioral style of the person with whom they are communicating with.
- Ideal environment section showcases the ideal work environment based on the person's core behavioral style. This section is helpful in identifying specific responsibilities for the role that the person enjoys.



Descriptors

Based on Andy's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	Influencing	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

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SECTION 3 - Perceptions, Descriptors

- Perceptions page provides information on the person's self-perception and how others may perceive them when under moderate or extreme stress.
- Descriptors page highlights words that best describes the person based on each specific behavioral factor relative to the DISC graph.

Natural and Adapted Style

Andy's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

Problems - Challenges

Natural Andy is somewhat conservative in his approach to solving problems. He will accept challenges by being quite calculating in his response to the problem or challenge. Andy will be quite cooperative by nature and attempt to avoid confrontation as he wants to be seen as a person who is "easy" to work with.	Adapted Andy sees no need to change his approach to solving problems or dealing with challenges in his present environment.
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People - Contacts

Natural Andy's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.	Adapted Andy projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.
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Adapted Style Natural Style

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SECTION 4 - Natural & Adapted Style

- The natural and adapted style pages describe how the person is in their natural style (where they feel most comfortable) and how they may or may not be adapting based on the environment they are in.
- The adapted style page is a bulleted list of behaviors the person may see as a requirement of the current environment.



Keys to Motivating

This section of the report was produced by analyzing Andy's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Andy and highlight those that are present "wants."

Andy wants:

- Work assignments that provide opportunity for recognition.
- A support system to do the detail work.
- Freedom from many rules and regulations.
- No restrictions to hamper results.
- Independence.
- Flattery, praise, popularity and strokes.
- Exposure to those who appreciate his results.
- To be trusted.
- A friendly work environment.
- The chance to have fun (play hard–work hard).
- Rewards to support his dreams.

Adapted Style Natural Style

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SECTION 5 - Keys to Motivating, Managing, Areas for Improvement and Action Plan

- Keys to motivating page of the report analyzes the person's wants, since wants typically motivate a person.
- Keys to managing page showcases what workplace needs must be met in order for the person to perform at an optimum level.
- Areas for improvement acknowledges possible limitations without regard to a specific job.
- The pages detailed above provide the information needed to develop an action plan to enhance performance.

Behavioral Hierarchy

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

- 1. Interaction** - Frequently engage and communicate with others.
 0 1 2 3 4 5 6 7 8 9 10
 9.0 Natural
 8.0 Adapted
 6.0*
 5.5*
- 2. People-Oriented** - Build rapport with a wide range of individuals.
 0 1 2 3 4 5 6 7 8 9 10
 8.5 Natural
 9.0 Adapted
 6.5*
 6.2*
- 3. Customer-Oriented** - Identify and fulfill customer expectations.
 0 1 2 3 4 5 6 7 8 9 10
 8.3 Natural
 8.0 Adapted
 6.4*
 6.2*
- 4. Versatile** - Adapt to various situations with ease.
 0 1 2 3 4 5 6 7 8 9 10
 7.0 Natural
 5.5 Adapted
 5.4*
 5.2*

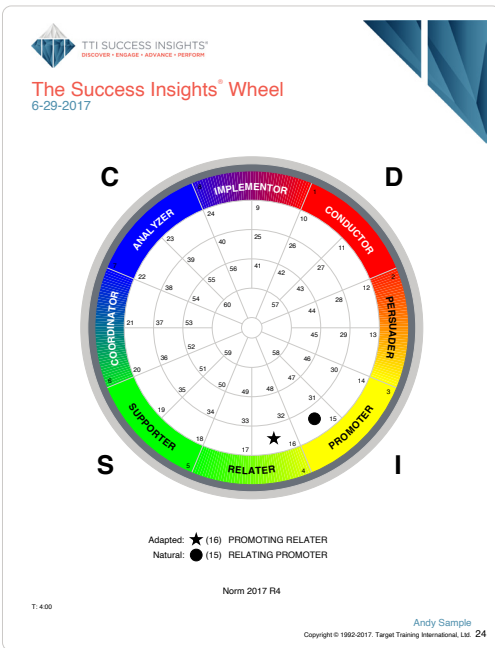
* 68% of the population falls within the shaded area.

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SECTION 6 - Behavioral Hierarchy, Style Insights Graph

- Behavioral hierarchy graph displays a ranking of the person's natural and adapted behavioral styles (compared with the general population) within a total of 12 areas commonly encountered in the workplace. This graph provides understanding of which of these areas the person will likely be most effective.
- Style Insights graphs page is dedicated specifically to the Adapted and Natural graph of the person. The graph shows where, on a scale from 0-100, a person falls in each of the four behavioral factors (D, I, S, C).

SECTION 7 - The Success Insights® Wheel



- The Success Insights Wheel visually represents a person's natural and adapted behavioral style and showcases how much they adapt their behavior.
- The wheel is color coded based on the traditional DISC colors (D=red, I=yellow, S=green, C=blue). Based on the combination of all four behavioral factors, a person's natural and adapted styles will typically be plotted (separately) on the wheel in one of 60 plot points.