



# **DISCcert - Self Report**

**Personalized Report For:  
Sample - ID - Report  
6/01/2017**

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# Introduction to DISC and Your DISCcert Report

## What is DISC?

The DISC Assessment gives us valuable information on how we prefer to communicate with others. It additionally, provides insightful instructions on treating and communicating with others the way they want to be treated. Dr. Tony Alessandra calls this wise counsel - The Platinum Rule®

The DISC assessment is a simple, practical and highly accurate tool that measures behaviors, observable indicators. It first helps us to focus on understanding our own communication styles, and then equally as important, how to enhance communications with others. It does not measure intelligence, values, or performance, but rather encourages us to explore all behavior styles and appreciate the differences.

## DISC History

Let us begin with a brief history of how DISC came to be, and how it has evolved over time. In the early 1920's, Carl Jung outlined the four types of personalities. But, it was Dr. Marston, in 1928, a psychology professor at Columbia University that published what we now refer to as the DISC model of communication behaviors.

Marston's motivation for developing the DISC model came from a desire to be able to measure the emotions of 'normal people'. He believed there was a connection between the energy of behavior and consciousness.

Although Dr. Marston came up with the model, it was Dr. Clarke in 1940 who constructed the first actual DISC Assessment. He named this assessment tool the 'Activity Vector Analysis'. Respondents took the assessment 2 times, first with 'Least' selections, and again with 'Most' selections. Then in the 1950's, Dr. Cleaver figured out a way to combine the process of selection, so the assessment needed only to be administered one time. His assessment was designed so that one must choose one out of four options, creating a 'forced choice' tool.

Dr. John Geier, in the 1970's, a prominent psychologist and professor at University of Minnesota, created the DISC assessment that is used today as the standard for all DISC assessment instruments. His tool updated the assessment terminology, and was designed to be a more user-friendly format. He also renamed the assessment as the "DISC."

Presently, we are now using DISCcert System which continues to focus on patterns of external observable behaviors. You will learn later, that this DISC assessment also incorporates scales of directness and openness for each style, providing additional clarifications.

## Introduction to DISC and Your DISCcert Report Cont.

### DISC Model

The DISC refers to the four core sets of behavior patterns (styles, languages); Dominant, Influence, Steady and Conscientious. The first letter of each of the patterns creates an easy to remember acronym: D I S C. The various combinations of the following four determine our own natural (native) DISC communication style (language.) No combination is better than another.

Each behavior style has a significantly different priority or orientation. Each priority denotes a specific focus that generates personal energy and motivation, and as a result there is a wide variance in the preferences to act.

Behavior Style	Priority	Preference
<b>Dominant</b>	Problem Solving	Prefers making quick decisions
<b>Influence</b>	People Involvement	Prefers to actively engage others
<b>Steady</b>	Plan Development	Prefers systematic approach
<b>Conscientious</b>	Procedures Followed	Prefers to be detailed

### How to Use Your DISC Report

In the next section you will be learning about your own personal DISCcert style. You will read about your style's strengths, as well as opportunities for continuing to develop the ability to flex/stretch/adapt. As you go through your DISCcert report, it is *important* to remember that there is no 'best style'. Each style has its own unique strengths. Many make the mistake of believing that everyone else would be more effective when communicating, if they were just "more like me." Instead, highly effective communications occur when one understands the four core DISC patterns and is willing to adapt their behavior to facilitate clear communications.

Your DISCcert report is not asking you to change who you are, but rather explains how you can capitalize on your strengths as well as modify your actions, in order to meet the needs for whatever communication that is taking place.

If you take the time to truly understand and learn how to use DISC in all your communications, you will increase receptivity, credibility, and most importantly – you will gain more positive outcomes than ever before!

## DISCcert Natural Graph II – Key Points

Style	Focus	Behavior	
		Above Energy Line	Below Energy Line
<b>D</b>	Problem Solve	Challenges	Cautious
<b>I</b>	People	Connects	Courteous
<b>S</b>	Plan	Consistent	Change Oriented
<b>C</b>	Procedures	Careful	Conceptual

### How Your Natural Graph II was Determined

Researchers discovered that people have more clarity around what they LEAST like. For example, if one’s LEAST favorite food is liver, it does not matter when (24/7) or where (Work or Home) you ask them this same question - their answer will be always be liver. Your Natural Graph II is based upon your LEAST selections when you took the DISC Assessment.

### Common Questions and Brief Answers

**What generates the letters listed as my Natural Style?**

All the points above the Energy Line in your Graph II make-up your (Primary) Natural Style.

**Is one Style better than another?**

All Styles are of equal importance. DISC is not a qualitative assessment.

**Will my Natural Graph II change over time?**

Very little. Goal is to not change who you are, but adapt when needed.

**Is my Graph II valid if I have 1 or 2 or 3 points below or above the Energy Line?**

Yes. You do need to have at least 1 point below or 1 point above.

**Can I overuse a style?**

Yes. For best communication results, it is best to learn how to flex your behaviors.

**Can I change my Natural Style?**

No. For example, you cannot change the native language you speak... but, you can develop other language skills, so you can communicate with more people successfully.

**How accurate is the DISCcert Report?**

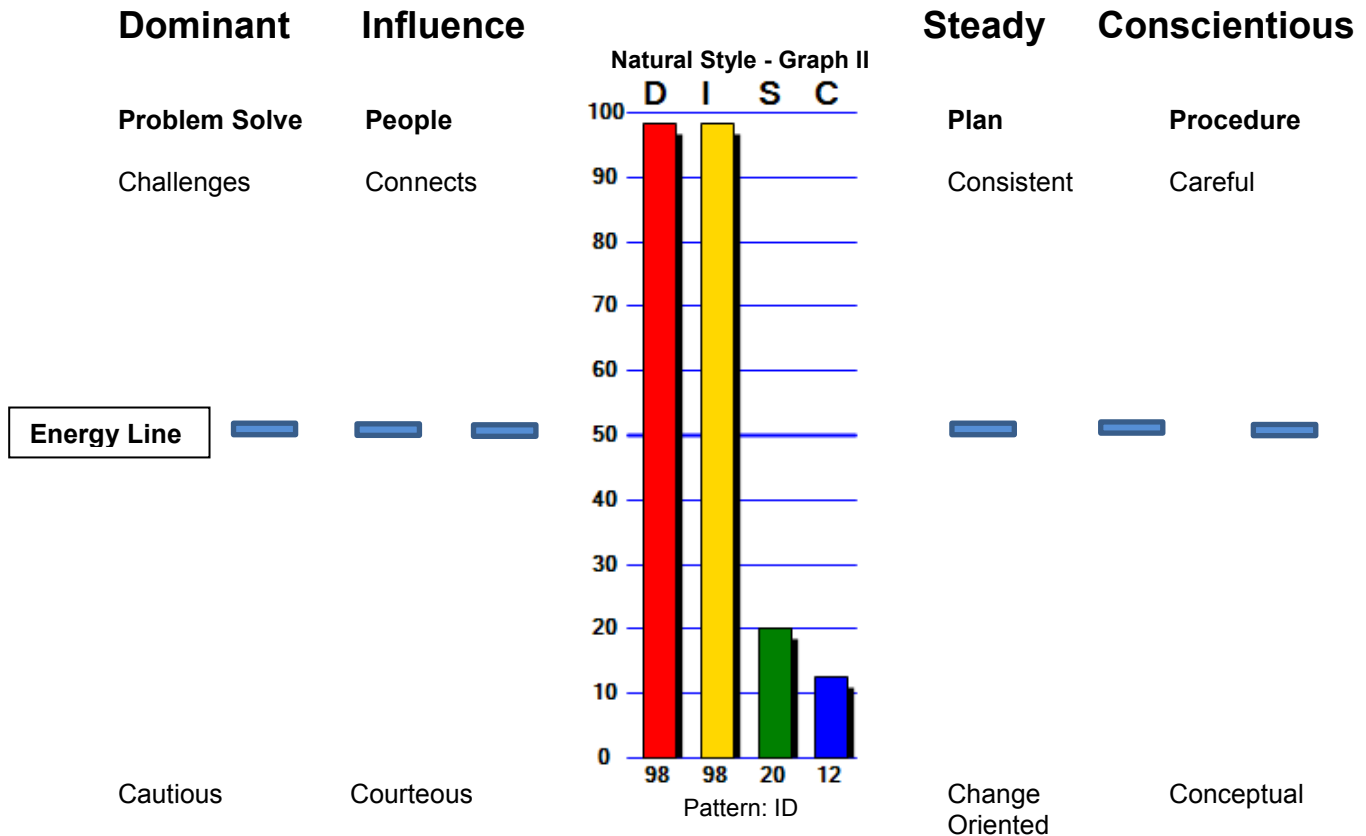
As accurate as the information entered. This is a self-report.

**What does the location of each Style point mean?**

The position of the plotted points determines the style intensity.

# DISCcert Natural eGraph II for Sample - ID - Report

**DISC is a Style Assessment, NOT a Skill Assessment.**  
**Natural Graph II represents both your 24-7, work & home.**  
**Natural Graph II is based on Nature (DNA) & Nurture (society & family) influencers.**




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## Your Word Sketch for Your Natural Graph II

Based on your assessment responses, your DISC report has identified characteristics that line-up with your Natural Graph II DISC Pattern. The highlighted words indicate your preference for solving problems, influencing people, developing plans and handling procedures. Note that all your points, whether above or below the Energy Line have positive descriptors. The actual location of each style represents the degree to which you more or less prefer in using when communicating with others.

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
DISC Focus →	Problem Solve	People	Plan	Procedures
	Competitive Assertive Daring Ambitious Directive Expedient	Demonstrative Enthusiastic Gregarious Intense Optimistic Persuasive	Systematic Stable Patient Peaceful Accommodating Team Player	Accurate Analytical Exacting Factual Precise Logical
	Decisive Risk-taker Goal oriented Pioneering	Expressive Charming Collaborative Sociable	Consistent Cooperative Loyal Supportive	Careful Data Driven Investigates High Standards
	Deliberate Determined Self-reliant Concise	Trusting Confident Friendly Generous	Relaxed Composed Calming Courteous	Focused Detail Oriented Pragmatic Conventional
	Calculated Risks Unassuming Rational Thoughtful	Poised Modest Reserved Subtle	Active Change Oriented Eager Spontaneous	Firm Challenges Self-assured Independent
	Reflective Contemplative Hesitant Seeks Information	Introspective Moderate Restrained Private	Energetic Carefree Vigorous Variety Oriented	Autonomous Open-minded Conceptual Adventurous
	Tentative Prudent Judicious Balanced	Understated Inconspicuous Sympathetic Discreet	Tenacious Energetic Animated Unstructured	Experiments Approximates Exploratory Progressive

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## Create Your DISCcert Summary

The next section provides insights on specific attributes of your DISC Communication Style(s.)

**Recommendation for easy reference for the future:**

As you read the pages listed below, **identify 2 that resonate** with you the most and list below. You may find it is helpful to share some of your elections with others.

Your General Characteristics (Page 9) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Your Strengths (Page 11) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Your Work Style Tendencies (Page 11) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Your Motivators (Page 12) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Your Ideal Work Environment (Page 12) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Your Work Oriented Needs (Page 13) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Your Potential Areas for Development (Page 13) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Your Communication Tips for Others (Page 14) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



## Your General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on your results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success. *Recommendation for easy reference for the future: Review preferences stated below, identify 2 and list them on page 8, "Create Your DISCcert Summary" page.*

Sample -, 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.

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.

Sample -, 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 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.

## Your General Characteristics (continued)

You can be very charming when persuading others in a favorable climate, but also rigid when confronting a hostile situation. Sample -, 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.

Sample -, 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.

People who score like you tend to make quick and firm decisions. They process information rapidly and often act decisively. Once a decision is made, they usually stick to it and will build a case to support it.

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.

## Your Strengths

You are likely to display your strength characteristics rather consistently. For the most part, these qualities tend to enhance your effectiveness within your organization. *Recommendation for easy reference for the future: Review preferences stated below, identify 2 and list them on page 8, "Create Your DISCcert Summary" page.*

- You are able to make decisions quickly and to take the credit or blame for the outcome of decisions.
- You have the ability to use discipline in an appropriate manner, often effecting win-win situations.
- 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 excellent at initiating activity and providing direction for the team or organization.
- You tend to set high goals, then work hard with people to achieve those goals.
- You are a very active agent in all that you do.

## Your Work Style Tendencies

The following work style tendencies are positive attributes that you bring to your job as well as team projects. *Recommendation for easy reference for the future: Review preferences stated below, identify 2 and list them on page 8, "Create Your DISC Styles Summary" page.*

- When pressured on the job, you may become more persuadable and less firm in your opinions.
- You are able to wield authority with confidence, and thus obtain the respect of others in the organization.
- You approach projects and express ideas with enthusiasm.
- You appreciate others who show a similar degree of flexibility and spontaneity with organizational projects.
- You want to be perceived as trustworthy, and easy work with.
- You are persuasive with customers and peers due to your personal and friendly approach.
- You tend to evaluate others on the job by their ability to express themselves verbally.

## Your Motivators

Your motivations are largely influenced by your wants. By understanding what uniquely motivates you, it can help you create work situations where you are more apt to be self-motivated. *Recommendation for easy reference for the future: Review preferences stated below, identify 2 and list them on page 8, "Create Your DISCcert Summary" page.*

- Recognition for your contributions to the success of a project.
- A supportive and encouraging working environment.
- Power, control, and authority to make decisions toward achieving successful results.
- Opportunities to learn, grow, and advance at a rapid pace.
- Awards that recognize ability, skill, or achievements.
- A trusted support team to assist with detail work and follow-through.
- Freedom to express your ideas to interested listeners.

## Your Ideal Work Environment

By learning and capitalizing on your motivations, you can be pro-active in creating an environment where you are able to perform at an optimal level. *Recommendation for easy reference for the future: Review preferences stated below, identify 2 and list them on page 8, "Create Your DISCcert Summary" page.*

- Ability to see rapid results from your efforts.
- A wide scope of involvement with a variety of people.
- Freedom from controls, details, and minutiae.
- A freedom to travel around the organization or around the country.
- Public recognition of your accomplishments.
- New and varied activities; a change-oriented workplace culture.
- Authority equal to your responsibility.

## Your Work Oriented Needs

Your behaviors are also driven by your needs. The more fully your needs are met, the better prepared you are to achieve success. *Recommendation for easy reference for the future: Review preferences stated below, identify 2 and list them on page 8, "Create Your DISCcert Summary" page.*

- To know the limits of your authority.
- Support when dealing with detailed work and repetitive tasks.
- To be more aware of your impact on other people, especially in pressure situations.
- To be presented with the expected outcome of a project or assignment, and to be evaluated on that outcome.
- To focus attention and conversation more on the immediate work tasks, and less on socializing.
- Freedom to express your own ideas, initiatives, and creativity.
- Opportunities for involvement with a wide variety of people, both in and out of the organization.

## Your Potential Areas for Development

If you do experience communication struggles, they may be simply the result of overextending your strengths. The following will offer you insights on what you can do to successfully address such challenges. *Recommendation for easy reference for the future: Review preferences stated below, identify 2 and list them on page 8, "Create Your DISCcert Summary" page.*

- You could be a bit more willing to share talents in order to help others develop professionally. You may tend to be a bit too self-serving.
- You may need to lower project expectations a bit in light of real-world constraints.
- You may sometimes intimidate others with power, position, or politics.
- You may become somewhat angry or belligerent when under pressure, or when threatened.
- You may not always verbalize the complete story and tend to consciously withhold some information.
- You may lose interest in a project or initiative once the challenge is gone.
- You could increase your sensitivity toward others.

## Your Communication Tips for Others

The following specific suggestions are intended to support you, when you are explaining to others your preferences for communicating. First segment states what you would like others to actively do when interacting with you. The additional segment describes what you would like others to not do, when communicating with you. By discussing this information with others, you are helping them to communicate with you more effectively. *Recommendation for easy reference for the future: Review preferences stated below, identify 2 and list them on page 8, "Create Your DISCcert Summary" page.*

### Actions you would like others to do when communicating with you:

- Give Sample - the opportunity to express her opinions and make some of the decisions.
- When you disagree, take issue with the methods or procedures, not with the person.
- Motivate and persuade Sample - by pointing out objectives and expected results.
- Put the details in writing, but don't plan on discussing them too much.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Be certain to conclude the communication with modes of action and specific instructions for the next step.
- Stay on track. Hit the major points first, and get to the main point quickly.

### Actions you would like others not to do when communicating with you:

- Engage in rambling discussion, and waste her time.
- Don't stick too rigidly to the agenda.
- Forget or lose things necessary for the meeting or project.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and action plans are the result.
- Confuse or distract her from the issues at hand.
- Get bogged down in facts, figures, or abstractions.
- Leave loopholes or vague issues hanging in the air.

## DISCcert eGraphs for Sample - ID - Report

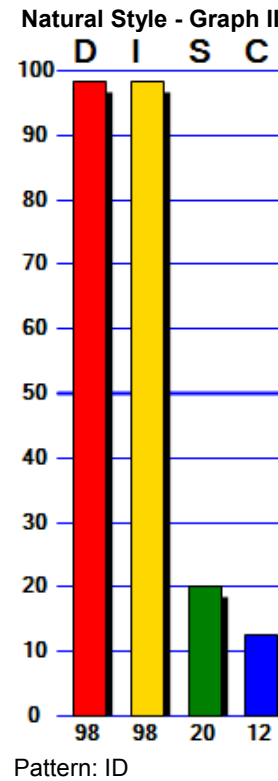
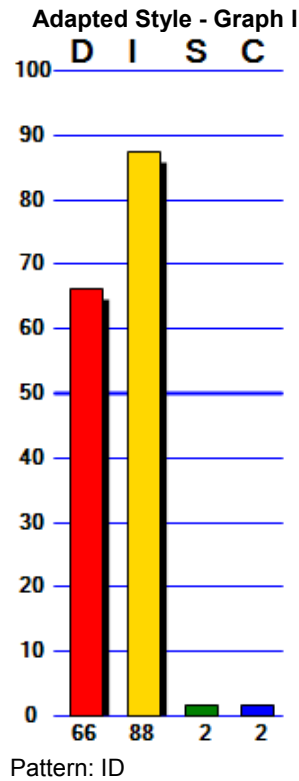
**Adaptive – Graph I**

1 Day at Work

Can change day to day

Your Influencers:  
Role, Responsibilities,  
Who You Relate To

Based on your “Most”



**Natural – Graph II**

24-7 Work AND Home

Based on combination:  
Nature (your DNA)  
Nurture (society influencers)

Remains quite constant

Based on your “Least”

### Comparing Your Graph I and Graph II

**If your Adaptive Graph I & Natural Graph II are similar** then it means then you used your same natural behavioral traits the day at work that you completed the assessment. Your job most likely that day felt in-line with how you would like to be communicating. However, the goal is to not stay in that mode day in and day out, otherwise you are not stretching to accommodate another’s way of communicating.

**If your Graph I Adaptive & Graph II Natural are different** then it means then the day you took the assessment you needed to adapt/flex/stretch to get the job done. You were willing to use behaviors that are not as comfortable or natural for you.

**Important question - Does this stretch occur occasionally or does it represent a much longer period of time?** If it represents a long period of time, it is helpful to remember that it is requiring more effort to accomplish tasks, which can cause stress. You may want to explore how you could accomplish the same assignment(s), but with an approach that does not entail such prolonged adaptation. If you cannot recall what you were specifically doing that day, think of what job responsibilities might have required you to stretch in such a manner. This can provide you increased understanding as to what you may experience in future situations that necessitate flexing.

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## Your Word Sketch for Your Adaptive Graph I

Based on your assessment “Most” responses, your DISC report has identified characteristics that line-up with your Adaptive Graph I DISC Pattern. The highlighted words indicate what communication behaviors you utilized the day you took the assessment to problem solve, influence people, develop plans and handle procedures. The behavioral traits you demonstrated are influenced by what role, responsibilities and to whom you were relating.

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
<b>DISC Focus →</b>	<b>Problem Solve</b>	<b>People</b>	<b>Plan</b>	<b>Procedures</b>
	Competitive Assertive Daring Ambitious Directive Expedient	Demonstrative Enthusiastic Gregarious Intense Optimistic Persuasive	Systematic Stable Patient Peaceful Accommodating Team Player	Accurate Analytical Exacting Factual Precise Logical
	Decisive Risk-taker Goal oriented Pioneering	Expressive Charming Collaborative Sociable	Consistent Cooperative Loyal Supportive	Careful Data Driven Investigates High Standards
	Deliberate Determined Self-reliant Concise	Trusting Confident Friendly Generous	Relaxed Composed Calming Courteous	Focused Detail Oriented Pragmatic Conventional
	Calculated Risks Unassuming Rational Thoughtful	Poised Modest Reserved Subtle	Active Change Oriented Eager Spontaneous	Firm Challenges Self-assured Independent
	Reflective Contemplative Hesitant Seeks Information	Introspective Moderate Restrained Private	Energetic Carefree Vigorous Variety Oriented	Autonomous Open-minded Conceptual Adventurous
	Tentative Prudent Judicious Balanced	Understated Inconspicuous Sympathetic Discreet	Tenacious Energetic Animated Unstructured	Experiments Approximates Exploratory Progressive

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## Overview of the Four Basic DISCcert Styles

Here is additional clarification for each of the four basic DISC styles.

- Descriptors for high points for each of the styles. Preference oriented, not Performance.
- Each style is identified by its unique orientations as well as its contrasting preferences.

	High <b>Dominant</b> Style	High <b>Influence</b> Style	High <b>Steady</b> Style	High <b>Conscientious</b> Style
<b>Orientation</b>				
<b>Pace Priority</b>	Quick/Decisive Task/Goal	Quick/Spontaneous People/Interact	Deliberate/Relaxed People/Relationships	Deliberate/Detailed Task/Accuracy
<b>Characteristics</b>				
<b>Strengths</b>	Pioneering Leadership Administration	Motivating Persuading Entertaining	Teamwork Listening Follow-through	Structured Thoroughness High Standards
<b>Workplace</b>	Efficient	Busy	Functional	Formal
<b>Outcomes</b>				
<b>Seeks</b>	Productivity Control Results	Participation Recognition Playfulness	Acceptance Friendship Cooperation	Precision Facts Quality
<b>Stressors</b>				
<b>Irritations</b>	Indecision Incompetence	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
<b>Fears</b>	Losing	Rejection	Sudden Changes	Work Criticized
<b>Growth Areas</b>	Poor Listener	Short Attention Span	Hesitant to Speak-up	Perfectionist
<b>May Become</b>	Authoritative	Sarcastic	Submissive	Withdrawn

### Key points to remember

- All DISC styles are of equal importance.
- Points above the Energy Line are “not better” than points below.
- No one style nor combination of styles is better than another.

## DISC Style Examples



### Non-Verbal Communications of a D

- Handshake - Firm and not held long
- Gestures - Used to speed things up
- Eye Contact - Have strong eye contact if they are listening to you
- Posture - Alert, ready for action
- Sitting - When sitting...sits "up"
- Walking - Typically walks quickly from point A to point B
- Stance - Hands on hips or arms crossed



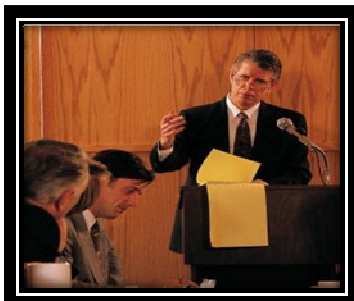
### Non-Verbal Communications of an I

- Handshake - Communicates "Happy to see YOU!"
- Gestures - Animated. Uses hands to emphasize a point.
- Eye Contact - Looks steadily and intensely to engage you.
- Posture - Anticipating your response.
- Sitting - Perched and ready to act.
- Walking - Energetic pace.
- Stance - Surveying for next opportunity.



### Non-Verbal Communications of a S

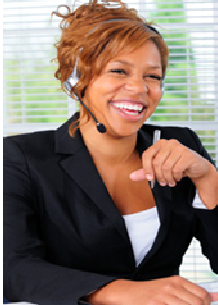
- Handshake - Solid, but friendly
- Gestures - Minimal
- Eye Contact - Direct without being intense
- Posture - Relaxed and neutral
- Sitting - Comfortable, composed
- Walking - Head slightly looking down, to see where they are going.
- Stance - Calm, stable



### Non-Verbal Communications of a C

- Handshake - Formal
- Gestures - Deliberate
- Eye Contact - Sparse
- Posture - Closed
- Sitting - Prefers distance between you
- Walking - Detached and quiet
- Stance - Contemplative

## DISC Style “Name that Style” Worksheet



**Conversation:** Opens with informal message.  
**Example:** *"Hi Ruth, its Sarah – I'm thrilled with the decision!"*  
**Pace:** Spontaneous, speaks rapidly.  
**Tone:** Enthusiastic, optimistic, and inspirational.  
**Example:** *"I've a great idea. Let's chat over lunch!"*

**Focus:** Builds alliances, generates ideas, expressive.  
**Power Cues:** Awards on wall. Loves to talk on the phone.  
**Example:** *"I'm calling to say thank you again for ..."*

What style is **Sarah**?

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**Conversation:** Opens with a formal, factual message.  
**Example:** *"This is Mr. Hall, calling regarding the AR account."*  
**Pace:** Cautious, procedure-driven, and analytical.  
**Tone:** Controlled logical, listens and then asks why.  
**Example:** *"Please follow the timeline exactly as it is."*

**Focus:** Procedures, accuracy, quality.  
**Power Cues:** Reference materials are sequenced.  
**Example:** *"We will ship the parts when they are correct."*

What style is **Mr. Hall**?

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**Conversation:** Opens with a personal greeting.  
**Example:** *"Hello Susan, this is Peter. How are you today?"*  
**Pace:** Methodical, process-driven, contemplative.  
**Tone:** Friendly, compassionate & soft-spoken.  
**Example:** *"Like to schedule 15 minutes with you to discuss.."*

**Focus:** Relationships, natural listeners.  
**Power Cues:** Family photos, mementos, & serene pictures.  
**Example:** *"Joe, if you need help on editing, just let me know."*

What style is **Peter**?

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**Conversation:** Charges right into issue.  
**Example:** *"Market's going down – oh,...how are you?"*  
**Pace:** Fast & abbreviated.  
**Tone:** All business, confident, challenging.  
**Example:** *"Ryan? Susan. Bob there?"*

**Focus:** Solve problems...quickly!  
**Power Cues:** Determines time & place of meetings.  
**Example:** *"I'll call you at 3:00 PM tomorrow."*

What style is **Susan**?

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## **DISCcert – Strategies for Adapting**

Adaptability is important to all successful relationships.

### **Adaptability concerns the way you manage your own behaviors.**

It is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's something applied more to yourself (to your patterns, attitudes and habits) than to others.

No one style is naturally more adaptable than another. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to modify how you communicate with one person, and not so with others. You can choose to be quite flexible with one person today and less flexible with that same individual tomorrow.

### **What adaptability looks like in short and long term.**

You practice adaptability each time you slow down for a **C** or **S** style; or when you move a bit faster for the **D** or **I** styles. It 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** styles focus on facts or get right to the point with **D** or **C** styles. It means adjusting your own behavior to make other people feel more at ease with you and the situation.

Adaptability does not mean “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.

A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a “foreign” style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

### **Benefits of adapting.**

Effectively adaptable people meet other people’s needs and their own. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or when the nature of the situation calls for them to totally adapt to the other person’s behavioral style, so they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding, and non-judgmental.

Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. With adaptability you can treat other people the way THEY want to be treated.

## Communication Tips

### Communication Tips with the **Dominant** Style

#### D - Behaviors

#### Communication Tips to Use with a D

Competitive	Offer solutions
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	State Advantages
Like personal choices	Present concrete options
Like changes	Include most current, profitable trends
Goal oriented	Get to the point quickly
Prefer to debate	Be prepared to be challenged
Need to be in charge	Recommend action plan

### Communication Tips with the **Influence** Style

#### I - Behaviors

#### Communication Tips to Use with an I

Likes recognition for job well done	Provide timely compliments and genuine appreciation
Seek enthusiastic people and situations	Be optimistic and provide positive comments
Expresses emotions	Acknowledge their feelings when possible
Want to know the general expectations	Focus on their role in the “big picture,” rather than details
Likes to be involved and included	Include in brainstorming sessions
Like changes and innovations	Offer new ideas and ask for their opinion
Look for action and stimulation	Keep up a fast, lively pace
Spontaneous and demonstrative	Allow time for them to describe and explain
Builds positive alliances	Incorporate their alliances when discussing solutions

## Communication Tips Continued

### Communication Tips with the **Steady** Style

#### S - Behaviors

#### Communication Tips to Use with a S

Concerned with stability	Show how your idea minimizes risk
Think systematically	Show step-by-step reasoning for a plan
Enjoy teamwork	Acknowledge their support and follow-through
Authentic relationships important	Demonstrate your sincere interest in them
Prefer to know step-by-step sequence	Review with them in person the outline and instructions
Look for calmness and peace	Contribute to a relaxing, friendly atmosphere
Avoid risks and changes	Give them advance notice and/or personal assurances
Dislike conflict	Focus on common interest
Offer opinion after assessing issue	Provide written information first, then ask for opinion

### Communication Tips with the **Conscientious** Style

#### C - Behaviors

#### Communication Tips to Use with a C

Like to contemplate	Tell them “why” and “how
Think logically	Show your reasoning with pros and cons
Seek facts	Give data to them in writing
Need to know the rationale	Provide detailed explanations and documentation
Prefer time to process	Expect them to request time to research before deciding
Be prepared with correct information	Provide them questions in writing prior to discussion
Focus on accuracy	Acknowledge in writing their contributions
Values creditability	Do your homework on topic, before scheduling a meeting
Avoid conflict	Tactfully ask for clarification and assistance you may need

## DISCcert - Case Scenarios

### Instructions:

As you read each of the following four scenarios you will be introduced to a new hypothetical co-worker. You will receive a brief explanation of their communication interactions, providing you with clues so you can determine their Natural (Graph II) Style. Then you will discover the communication challenge you are being asked to resolve. (See prior two pages, on Communication Tips, for helpful suggestions.)

### Case Study #1

Sam is tremendously objective, brings stability to any work group and is well-disciplined. If Sam says he is going to get something done by a certain time, it is done with quality in mind and done on time (often finished prior to deadline.) He is very dependable, good listener and remains calm under pressure. However, when deadlines get moved-up, some think he does not display a sense of urgency that is necessary to win.

You just found out that your deadline was moved-up two weeks. You know that will have an impact on Sam's deadline too.

Sam's prominent DISC style? \_\_\_\_\_ Your communication strategy with Sam? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### Case Study #2

Chris likes to do things the correct way the first time. Prefers structure and controls set in place. She does not like surprises; therefore, may develop complex plans to prevent them. May be seen as cool and aloof by others because of her private nature. She can be overly critical of herself and expects others to adhere to correct protocol. Chris is pragmatic and may resist change unless given reasons.

You have worked on the same team with Chris for 6 months and have mutual respect for one another's work. Yesterday you discovered another process that could cut your workload in half, without sacrificing quality. You believe Chris would benefit too.

Chris's prominent DISC style? \_\_\_\_\_ Your communication strategy with Chris? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## DISCcert - Case Scenarios Continued

### Instructions:

As you continue to read each of the following scenarios you will be introduced to a new hypothetical co-worker. You will receive a brief explanation of their communication interactions, providing you with clues so you can determine their Natural (Graph II) Style. Then you will discover the communication challenge you are being asked to resolve. (See prior pages, on Communication Tips, for helpful suggestions.)

### Case Study #3

Igor prides himself in generating enthusiasm amongst his teammates when a new project has been assigned and has less motivation when it comes to doing all the detailed work. He is quite gregarious and likes to get results by working with others. He's usually very optimistic but his timelines are not always realistic.

You have run into an unexpected work obstacle and have spent the last 2 unproductive hours trying to resolve. You think Igor has prior experience that could help, but are also aware he is behind in his own deadlines.

Igor's prominent DISC style? \_\_\_\_\_ Your communication strategy with Igor? \_\_\_\_\_

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### Case Study #4

Doris is highly ambitious, seen as a risk-taker and is always looking for a new challenge. She is very goal oriented and can display a very short attention span. Her fast pace has caused some frustration with co-workers. Doris prefers to get to the point and move onto the next action item.

The two of you have been on a planning committee for a month. In each of the planning meetings Doris has been very vocal and quick to rejected your recommendation for a new software program.

Doris's prominent DISC style? \_\_\_\_\_ Your communication strategy with Doris? \_\_\_\_\_

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# DISC - The Whole Picture

How can you effectively recognize another person's Behavioral Style?

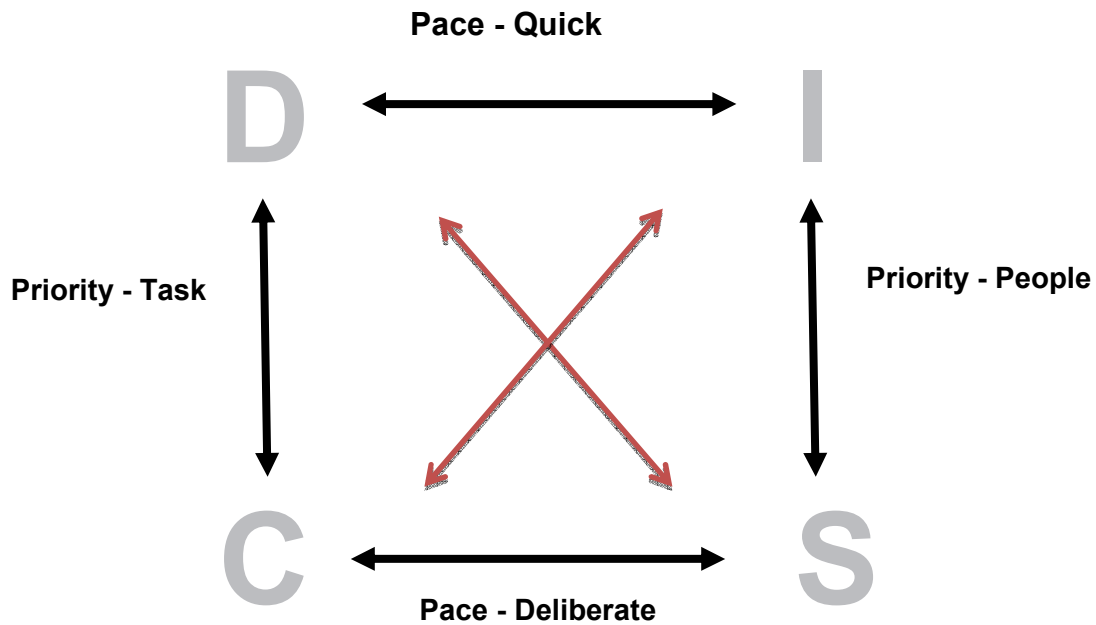
## Ask 2 Key Questions

**1. What is their Pace when communicating with others?**

If they are more apt to be Quick .....then D or I fits.  
 If they are more apt to be Deliberate ...then S or C fits.  
 Pace is the 1<sup>st</sup> predictor of style.

**2. What is their Priority when communicating with others?**

If it is more apt to be Task .....then D or C fits.  
 If it is more apt to be People .....then I or S fits.



**Combining Pace and Priority behaviors creates each of the four behavioral styles.**

- Dominance exhibits -- Pace that is Quick and Priority that is Task.
- Influence exhibits -- Pace that is Quick and Priority that is People.
- Steady exhibits -- Pace that is Deliberate and Priority that is People.
- Conscientious exhibits -- Pace that is Deliberate and Priority that is Task.



**Styles that typically require more adapting to one another.**

## DISC Style “Email Decoding” Worksheet

Here is one message written in each of the four DISC styles. Use the criteria below to determine the style of each email. Write an email response for each one.

<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
Greeting?.....	Purpose.....	Happy.....	Friendly.....
Formatted? .....	Brief .....	☺, Colors .....	Methodical.....
Word Choice?..	Notification .....	Party.....	Productive.....
			Formal Detailed Serious

**Email #1**

Subject: Planning Meeting Invitation

Hello Sam,

I would like to invite you to attend the planning meeting on Tuesday, October 15<sup>th</sup> on the second floor, the small conference room. I know you have a busy schedule, so I want to extend my appreciation for your time. The meeting starts @ 9:00 a.m. and ends @ 12:30 p.m. Please bring your reports, to help ensure this is highly productive meeting.

I look forward to seeing you on October 15<sup>th</sup> and working together to increase success for all of us. Please do not hesitate to call me @ [ext 43](#).

Warm Regards,  
Sarah Smith  
Customer Care Department

**Sarah Smith’s Natural Style:** \_\_\_\_\_

**Your Email Response:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Email #2**

Subject: Planning Meeting with Food! ;-)

**Hi Everyone!**

*I am so excited that we will all be working together on the planning committee! I scheduled it on Tues, Oct 15 from 9-12:30 (yes, there will be plenty of coffee in the morning and a great lunch at the end ;-)*  
 We'll be on the second floor – [sm](#) conference rm. This will be our first meeting and I know you'll all make it a huge success, with all the talent and experience you bring! I know several of you have some excellent materials to share – that's great. We'll have plenty of time to hear from everyone.

Thrilled you're a part of this new planning committee!  
 (We could come up with a special name for our committee too!)  
 See you on Oct 15! 🙏 Thanks so much ☺  
 Isabel,  
 Customer Care [Dept](#)

**Isabel’s Natural Style:** \_\_\_\_\_

**Your Email Response:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## DISC Style “Email Decoding” Worksheet Continued

Use criteria below to determine the style of each email. Write an email reponse for each one.

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
<b>Greeting?</b> .....	Purpose.....	Happy.....	Friendly.....	Formal
<b>Formatted?</b> .....	Brief .....	☺, Colors .....	Methodical.....	Detailed
<b>Word Choice?</b> ..	Notification .....	Party.....	Productive.....	Serious

### Email #3

Subject:	Planning Meeting Annoucement
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Attention Planning Committee:

The Planning Committee will be meeting on Tuesday, October 15 on the second floor in the smaller of the two Conference rooms. The meeting will begin @9:00 A.M. PST and conclude at 12:30 P.M. PST.

The agenda for the meeting is as follows:

1. Current status of our customer care process.
2. Proposal presentations (send your PowerPoints slides by October 1).
3. Sub-committee assignments and timelines.

We will commence our meeting on time @ 9:00 A.M. and conclude @ 12:30 P.M.

Regards,  
 Carlton Cornick  
 Customer Care Agent

**Carlton Cornick’s Natural Style:** \_\_\_\_\_

**Your Email Response:** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

### Email #4

Subject	Planning Committee
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Planning Committee

Mtg Oct 15 – 2<sup>nd</sup> floor – sm conference  
 9 – 12:30

We will start on time  
 D. Dacron

**D Dacron’s Natural Style:** \_\_\_\_\_

**Your Email Response:** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

## How to Modify Your Pace and Priority

**In some interpersonal situations, you will only be able to identify another person’s Pace or Priority, but not both.** In these situations, you need to know how to practice adaptability, one behavioral dimension at a time. With that in mind, let’s look at what you can do to modify YOUR Pace or Priority so you can develop your skill to adapt to each of the four styles.

### Pace

**To Increase being Quick**

- Speak, move and make decisions faster
- Initiate conversation and decisions
- Give recommendations
- Use direct statements vs roundabout questions
- Use a strong, confident voice
- If disagree, challenge with tact
- Increase your eye contact

**To Increase being Deliberate**

- Talk, walk and make decisions more slowly
- Seek and acknowledge others’ opinions
- Share decision-making
- Listen and do not interrupt
- Include pauses when speaking with others
- Refrain from criticizing or acting pushy
- When disagreeing, choose words carefully

### Priority

**To Increase People Orientation**

- Give the person your undivided attention
- Be willing to digress from the agenda
- Pay personal compliments
- Use friendly language
- Respond to the expression of others’ feelings
- Take time to develop the relationship
- Share feelings and show more emotion

**To Increase Task Orientation**

- Get right to the task – the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person’s time
- Do not initiate physical contact
- Minimize your enthusiasm and body movement
- Use businesslike language

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## How to Adapt to the **Dominant Style**

They are time-sensitive; so do not waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure — all on a single page.

The Dominant Styles are goal-oriented, so appeal to their sense of accomplishment. Appeal to their desire to be number one, by supporting their ideas and acknowledge their power and prestige where appropriate. The D Style wants to make decisions. If you disagree, argue with facts, not feelings. In groups, allow them to have their say because they are not the type who will take a back seat to others.

With the Dominant Style, in general, be efficient and competent.

### At Work, 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

### Sales and Service Strategies...

- 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

### In Social Settings...

- Let them know that you do not 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

## How to Adapt to the **Influencing** Style

The Influencing Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their optimistic aspirations and visions; get excited about them.

The I Styles are energized by motivating and inspiring others. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.

With the Influencing Styles, in general, be interested in *them*.

### At Work, 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

### Sales and Service Strategies...

- Show that you're interested in them, let them talk, and allow your animation and enthusiasm to emerge
- 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

### In Social Settings...

- 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

## How to Adapt to the **Steady Style**

They are relationship-oriented and work very well in teams. Take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. The S Styles do not want to upset status quo. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions.

Never back a Steady Style into making an on the spot decision. Be systematic and well prepared prior to meeting with them.

With the Steady Style, in general, be non-threatening and sincere.

### At Work 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
- Modify their tendency to automatically do what others tell them
- Get and accept credit and praise, when appropriate

### Sales and Service Strategies...

- 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

### In Social Settings...

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



## How to Adapt to the **Conscientious** Style

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented; so do not expect to become their friend before working with them. Friendship may develop later, but, unlike the Influencing Styles, it is not a prerequisite.

Support the Conscientious Styles in their organized, thoughtful approach to problem solving. Be logical, and exacting with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the C Styles to be leaders or outspoken contributors, but do rely on them to conduct research, crunch numbers, and perform detailed footwork for the group. If appropriate, set guidelines and exact deadlines. The C Styles like to be complimented on their brainpower, so recognize their contributions accordingly.

With the C Styles, be thorough, well prepared, detail-oriented, business-like, and patient.

### At Work 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

### Sales and Service Strategies...

- 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

### In Social Settings...

- 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

## DISC and Success

This DISC report is filled with information about your style and each of the four primary behavioral styles. You now have an understanding, awareness as well as strategies you can immediately use in your next interactions with others.

Use this report as a reference tool with its many practical suggestions for applying DISC in your daily work interactions. You will find that each time you to review the pages, you will gain more insight on how to use DISC successfully in all your communications with your peers, manager, internal and external customers, in fact, with all your co-workers.

Recommend you first just make a few minor modifications in your behavior and experience the results. Be ready to see positive results. **Remember The Platinum Rule®**: “Treat others the way **THEY** want to be treated.” You will have much more success in all your relationships!

## Additional DISC Resources

**A variety of great resources to deepen your DISC knowledge, such as a PDF workbook, PDF eBook, MP3 audio, DISC Virtual Training, etc.**

**We have one great offer **FOR ONLY \$0.99**  
(at over a 90% discount) – a fantastic value!**

Take a look at <http://www.AssessmentDownloads.com/offer>

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