# DBeard Consulting, LLC

*"When Accountability and Performance Matter ...*
*Get the Right People, in the Right Seat, on Your Bus"*

*David Beard, President*

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Authorized Bus Concept™ Distributor

The

# DISCstyles™ Behavioral Report

Personalized Report For:
Kelly Sample
Focus: Work
3/25/2011

# Table of Contents

Note:  This is the initial DISCstyles Behavioral Report.  Contact your administrator if you wish to acquire the *Expanded DISCstyles Model* that presents the coaching, teamwork and developmental components of this powerful technology that has proven so valuable to so many over the years.

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# Introduction to the DISCstyles™ Behavior Report

*This is the DISCstyle Assessment that measures observable human BEHAVIORS. What do we mean by behaviors? Think of them as the delivery vehicle we use to transmit our ideas, concepts and most importantly, our decisions to other people. The DISC model has been used over 50 Million times and has been found to be very accurate in its ability to reflect how we prefer to interact with others. Please understand that like ingredients in a cake, <u>everyone possesses some degree of each of these 4 primary behavioral factors</u>. The intensity of each factor and how they combine and interact with each other define and power our unique behavioral style. Please see the last two pages to review your plot points.*
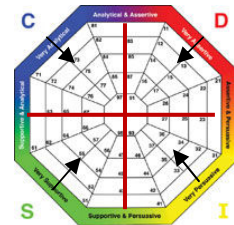
The Four Behavioral Factors measured by the DISC model are:

## 1. Dominance

**Dominance [D factor] measures and identifies how assertively and aggressively an individual prefers to deal with the PROBLEMS they encounter.** Someone with a high (0-100) "D score" will actively pursue and attack problems, while someone with a low (0-100) "D score" will be more reserved and conservative in tackling difficult, problematic and confrontational issues. **Individuals who plot in the upper right "D" dominant quadrant of the behavioral diamond will typically exhibit a more assertive, guarded and direct results oriented behavioral style.**

## 2. Influence/Extroversion

**The Influence/Extroversion [I factor] measures and identifies how an individual prefers to deal with the OTHER PEOPLE they encounter.** Someone with a high (0-100) "I score" will be outgoing, seek personal connections and enjoy frequent interactions with others while someone with a low (0-100) score will be more introverted, more reserved and less inclined to initiate new personal connections and interactions with others. **Individuals whose integrated plot is in the lower right "I" Influence/Extroversion quadrant of the behavioral diamond will typically exhibit a more people oriented, direct but open behavioral style.**

## 3. Steadiness/Patience

**The Steadiness or Patience [S factor] measures and identifies how an individual prefers to deal with the ACTIVITY LEVEL or PACE of their daily agenda.** Someone with a high (0-100) "S score" will exhibit a great deal of patience and prefers a stable, focused and consistent workload preferring not to frequently shift gears and alter direction mid-stream. Someone with a low (0-100) "S score" exhibits strong URGENCY or LOW PATIENCE and prefers a fast-paced, rapid fire, multi-tasked agenda that offers active, change-oriented and spontaneous options. **Individuals whose integrated plot is in the lower left "S" steadiness/patient quadrant of the behavioral diamond will typically exhibit a more indirect but open, patient and teaming behavioral style.**

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## 4. Compliance/Following the Rules

**a.** **The Conscientious/Compliance [C factor] measures and identifies how an individual prefers to deal with the "rules", attention to detail, accuracy and data.** Someone with a high score (0-100) will insist on accuracy, reliable facts, precision and high standards. Someone with a low score (0-100) will tend to question the rules, can be quite independent, opinionated and may favor emotional persuasion over logical data. **Individuals plotting in the upper left "C" Conscientious/Compliant quadrant will typically exhibit a more indirect and guarded, data focused detailed and analytical behavioral style.**

Adapted  Natural

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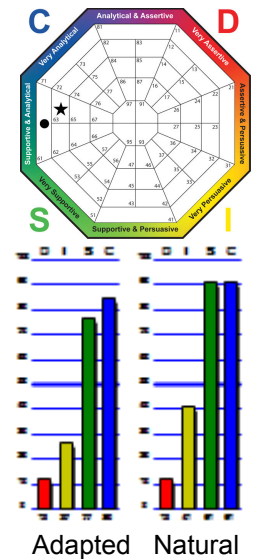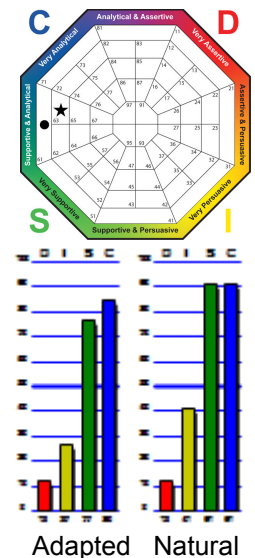
# General Characteristics

The following narration presents an overview of your **General Natural Behavioral Tendencies.** Please recognize that our behaviors represent how we deliver our decisions into the world. Behaviors define how we interact with others as we approach the problems, personal interactions, activity level, and structure of our day to day lives. The first step in leveraging these DISC tools begins with understanding your own style.

You set high performance standards for yourself and others and expect everybody to meet those standards. You have remarkably good quality control skills and a high degree of patience. These traits combine to allow you to aim your sights higher than some others on the team. You lead by setting the example yourself, rather than delegating to others and walking away.

You tend to evaluate others by how well they implement and execute procedures, standards, and quality action. You hold others accountable to the same high standards that you maintain for yourself. Those who demonstrate these high standards (as you know, they are somewhat rare) are individuals that you will tend to hold in esteem.

You are very conscientious and attentive to follow through in working on detailed projects and complex assignments. Others on the team can depend on you and the efforts you provide to make the project a success. Some on the team may not realize all of the work you have done, and all the thought you have given to the project, because much of it might have been done behind the scenes. To maintain your own sense of accomplishment, be certain that others on the team know what you're doing for them in the background. Your modesty may make this a challenge, but you should always find a time and place to make sure your efforts are being recognized.



You tend to judge others by objective standards, and prefer to be evaluated by specific criteria, preferably provided in writing. For you, things are more clear and well-defined when written down. When evaluation time comes, your preference is a list of specific criteria, or a rubric that is specific and unambiguous.

Adapted   Natural

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# General Characteristics - Continued

Your response pattern on the instrument indicates that you persuade others by careful attention to detail, and through facts, data, and logic, rather than emotion. People can depend on you to present a case that is logical and supportable. This is the primary strength that you bring to a team or organization when at the decision-making table.

Kelly, people who score like you may tend to get bogged down in details during the decision-making process, thinking that there may be more information forthcoming that might impact the choice. It's true that there will almost always be more information available if we continue to wait; however, there is also a time at which the collection of data must stop and the decision must be made. Be aware of this when facing a series of data-driven decisions.

You like your space to be neat and well-organized. When the workspace is clean and clutter-free, you are more able to focus clearly on the project at hand.

You take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes. This is a strength. However, when the team has a deadline, you could be perceived as a bottleneck to the process. Not maliciously, but because you want to analyze the facts and data and determine all possible outcomes as a result of a decision. Be aware of this, and be prepared to abbreviate the analysis a bit when the clock is ticking.

Adapted    Natural

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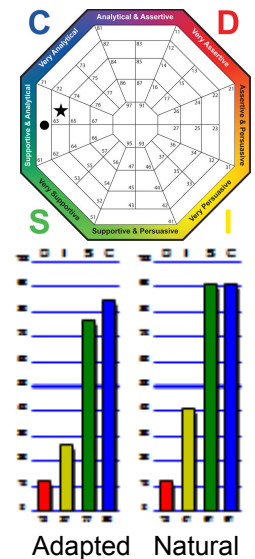
# Your Natural Strengths &
# How you apply them in the Workplace

**You are likely to display your Natural Behavioral Strengths rather consistently**. For the most part, these qualities tend to enhance your ability to transmit your decisions effectively as you communicate and work with others. The bottom half of the page identifies the Work Style Tendencies you prefer as you carry out your duties and work/interact with others during a team or group project. They represent the behavioral talents and tendencies you bring to the world(s) you typically function within.

## *Your Strengths:*

- You provide valuable input on projects by considering possible pitfalls that others on the team may have overlooked.

- You provide an objective, reality-focused view of systems, procedures, and organizational operations.

- You maintain a high degree of accuracy while keeping an eye toward project deadlines.

- You are a strong guardian of quality-control standards and procedures.

- You may be sought after by other members of the team because of your complete knowledge of processes and procedures.

- You are not an extremist and tend to be supportive of team efforts.

- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.

## *Your Work Style Tendencies that You Bring to the Job:*

- You need to feel well-informed regarding specific details related to your area of authority and responsibility.

- You demonstrate a strong need for perfection and detail orientation.

- You give careful consideration to all variables and input on a project.  This process may take a bit more time, but it will yield a quality outcome.

- You appreciate an occasional word of reassurance from your supervisor or board, as long as it is sincere input.

- You are highly conscientious and can be relied on to follow through on detailed projects and complex assignments.

- You persuade others on the team by careful attention to detail, and through facts, data, and logic.

- You will take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes.



Adapted    Natural

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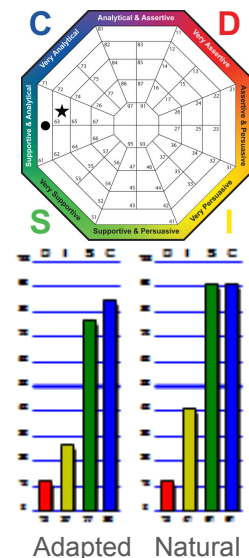
# Potential Areas for Growth & Improvement

Everyone struggles in some situations. Sometimes, it's simply an overextension of our strengths which can begin to work against us. For example, a High D's directness may be viewed as a strength in many situations, but when overextended it may be viewed as becoming too bossy.

Take note of the following behavioral areas that will likely assist and benefit you as you amplify or moderate the intensity you have habitually applied.

## *Potential Areas for Improvement:*

- You may be too tightly bound to established procedures and tradition, even as more efficient and effective methods become available.

- You may tend to spend more time than necessary on certain details, for fear of being seen as underprepared.

- You may sometimes use facts, figures, and details as a "security blanket" to avoid confrontation or hostility.

- You could demonstrate a bit more spontaneity and take yourself a bit less seriously.

- You may sometimes overthink or overexert yourself on standard or routine procedures.

- You could broaden your perspective by interacting with a wider variety of people.

- You may be perceived by others as private, guarded, shy, and undemonstrative.



Adapted    Natural

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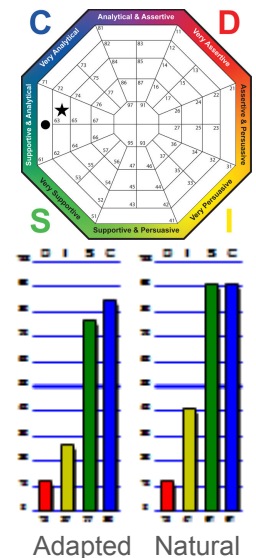
# 12 Integrated DISC Style Relationships
## for Kelly Sample
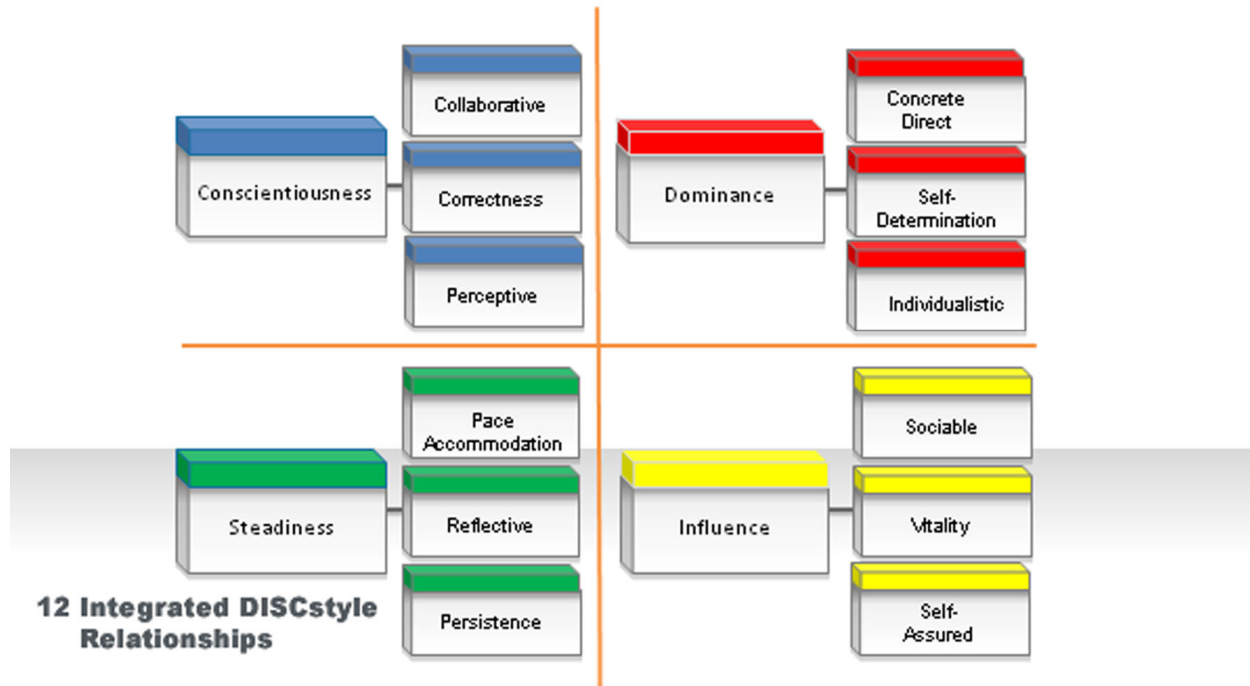


For a more complete understanding of a person's overall behavior style, you can view how each of the primary (4) four DISC factors interact to produce (12) twelve integrated behaviors.

When comparing each of the (4) four basic DISC factors with the others, a group of (12) twelve factors of individual behaviors can be identified. Each person will display some of these factors more strongly than the others. Each of the (12) twelve factors has been assigned a specific descriptor(s) to help you naturally associate the factor to a specific behavior.

The ability to identify and measure the relative interaction of the (12) twelve factors represents a dramatic improvement in the use and application of DISC to better understand human workplace behavior.

We can measure the strength of a factor in a person's overall behavioral style by viewing the intensity score. Intensity is a measurement of the relative contribution of a specific factor to a person's observable natural behaviors that are most often displayed in most situations. The (5) five intensity levels range from Low (absent in most situations) thru High (clearly displayed in most situations).

This integrated behavioral view represents an improvement that contributes to the overall understanding of human behavior. Behaviors define how we deliver our thinking into the world. We recommend you add this powerful new view to your tool kit and use it to assist you in understanding why and how people shape their communications and connections with the other people in their life.

This list of (12) twelve Integrated DISC relationships reveals how the (4) four Primary DISC behaviors combine and work together to create the socialized behaviors others see and experience. The Length of the **black bar** shows the relative influence of the DISC factors in someone's overall observable behavioral style.

## 1. Pace and Accommodation Behavior [High Intensity]

0.............10.............20.............30.............40.............50.............60.............70.............80.............90.............100
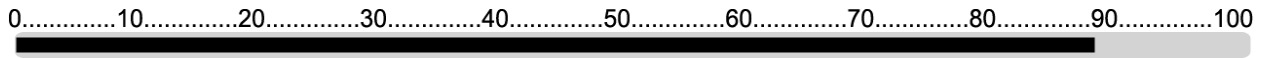
The Pace and Accommodation score measures the intensity of the capacity to work at a steady and slower pace. It also measures the willingness to tolerate difficult circumstances. High scores will reflect the capacity to support alternative solutions when working with others.

## 2. Collaborative Behavior [High Intensity]

0.............10.............20.............30.............40.............50.............60.............70.............80.............90.............100
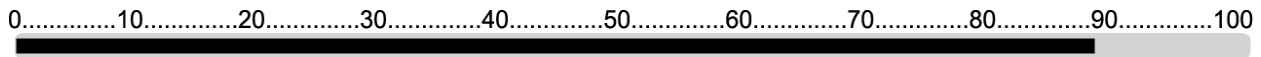
The Collaborative score reflects the intensity for using structure, established procedures, systems and rules to guide their work. This style seeks to avoid confrontation and will work toward finding solutions that are supported by others and work within the established guidelines.

## 3. Correctness Behavior [High Intensity]

0.............10.............20.............30.............40.............50.............60.............70.............80.............90.............100
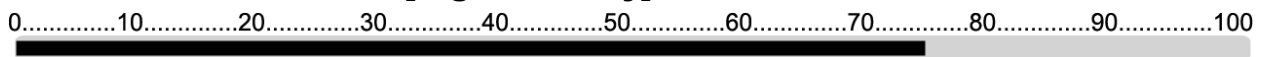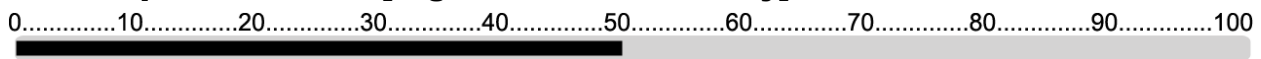
The Correctness score measures the intensity on mistake avoidance, accuracy, concern for details, order and methods. This style focuses on using correct evidence to build a case and will tend to let the weight of the evidence direct the person's decisions rather than relying upon emotion and persuasion.

## 4. Reflective Behavior [High Moderate Intensity]

0.............10.............20.............30.............40.............50.............60.............70.............80.............90.............100
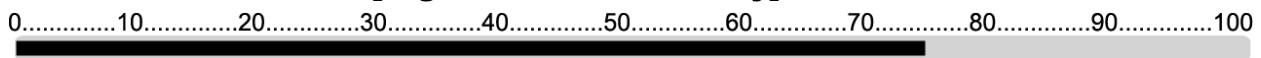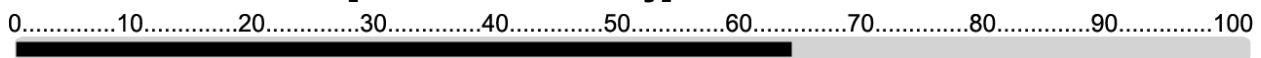
The Reflective score measures the intensity of the person's thoughtfulness when crafting their words and actions. High scores would NOT exhibit high urgency or decisive action to get things done. This factor favors logic, data and factual analysis. It measures the desire to take some time to carefully consider their plans and actions before they act.

## 5. Perceptive Behavior [High Moderate Intensity]

0.............10.............20.............30.............40.............50.............60.............70.............80.............90.............100

The Perceptive score measures the intensity of a person's awareness of their current circumstances. They will be sensitive and alert to problems, mistakes, errors and procedures and will flex accordingly. This behavior will favor opportunities that adapt to the immediate need. High scores in this factor may appear to others to strongly support a prescribed action or solution.

## 6. Sociable Behavior [Moderate Intensity]

0.............10.............20.............30.............40.............50.............60.............70.............80.............90.............100

The Sociable score measures the intensity of the relationship between the lack of directness and its influence on the person's outgoing verbal and non-verbal behaviors. It reflects the degree of willingness to accommodate, support and oblige others. It also identifies the interest in assisting others to succeed and achieve their goals. The emphasis is on social interaction rather than routine tasks.

## 7. Concrete - Direct Behavior [Moderate Intensity]

0.............10.............20.............30.............40.............50.............60.............70.............80.............90.............100
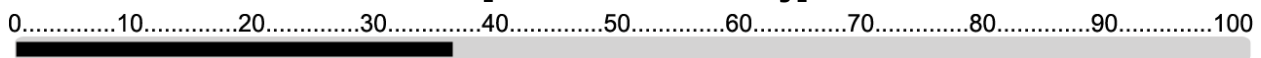
The Concrete-Direct score measures the intensity for using a direct, concrete style to achieve results. It reflects a capacity to prioritize tasks while subordinating a relationship focus. High scores in this behavior suggest a willingness to make difficult decisions and remain firm in supporting those choices.

## 8. Persistence Behavior [Low Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100
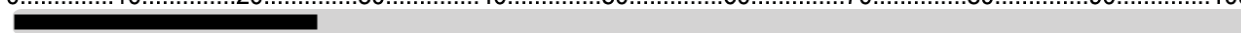
The Persistence score measures the intensity for staying on task and supporting current procedures and processes. High scores in this factor will reflect a style that is more resistant to being changed and will tend to hold on to the current methods and approaches.

## 9. Vitality Behavior [Low Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100

The Vitality score measures the intensity of outward expressive energy and urgency. This engaging style will likely be interested in new ideas and topics and the outgoing demonstration of that interest may be a source of influence on others.

## 10. Self-Assured Behavior [Low Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100

The Self Assured score measures the intensity of the projection of social confidence in a variety of social situations.  High scores in this factor can sometimes lead to over confidence and spontaneous actions.

## 11. Self-Determination [Low Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100

The Self Determination score measures the intensity of the results oriented drive supported by an emphasis on urgency and action.  This style combines the drive of a self-starter with a clear need to take actions that address problems, challenges and opportunities. High scores in this factor maintain consistent movement toward their goals with impatience toward those who do not keep pace with their personal timetable.

## 12. Individualistic Behavior [Low Intensity]

0..............10..............20..............30..............40..............50..............60..............70..............80..............90..............100

The Individualistic score reflects the intensity of the assertive and independent approach toward tackling problems, challenges and opportunities while maintaining freedom from controls. High Individualistic scores will not likely be deterred by potential restraints when they pursue their goals and objectives.

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**Intensity Scoring Legend** – DISC Style intensity is a measure of how you will likely display the specific behavior when interacting and communicating with others in most situations.
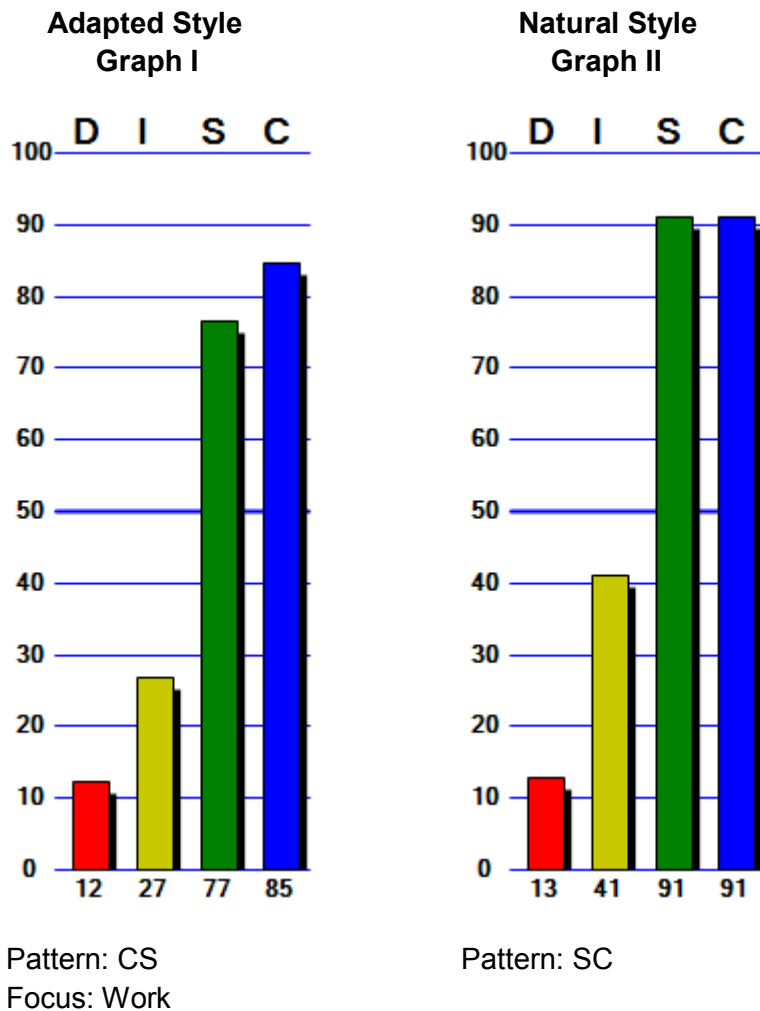
- **Low Intensity** - Low Intensity scores indicate the ABSENCE of this behavior in MOST situations.
- **Low Moderate** - Low Moderate Intensity scores are only SOMETIMES observable in SOME situations.
- **Moderate Intensity** - Moderate Intensity scores do not mean "mild."  Moderate means the behavior is flexible and may or may not become observable based upon the requirements of the specific situation.
- **High Moderate** - High Moderate Intensity scores are frequently observable in many situations.
- **High Intensity** - High Intensity scores will be clearly observable, displayed more often and seen in most situations.

*Note: Each of the (12) twelve Integrated Behaviors has a unique intensity scoring scale because some of the (12) Integrated Behaviors are more commonly found in the business population than others. Therefore, different Integrated Behaviors with the same numerical score can have different intensity levels. The intensity level (low through high) is the key consideration.

# DISCstyles™ Graphs for Kelly Sample

Your **Natural Style (Graph 2)** indicates that you naturally tend to use the behavioral traits of the SC style(s).

Your **Adapted Style** (**Graph 1)** indicates you tend to use the behavioral traits of the CS style(s) in your selected Work focus.



**Adapted Style**
**Graph I**

D I S C

| 12 | 27 | 77 | 85 |

Pattern: CS
Focus: Work

**Natural Style**
**Graph II**

D I S C

| 13 | 41 | 91 | 91 |

Pattern: SC

The Natural Graph on the **Right side** represents your innate preferences for dealing with the problems, people, pace, and procedures you encounter.  This "real you baseline graph" tends to remain somewhat stable over time and nearly always reflects your behaviors in stressful situations.

The Adapted Graph on the **Left side** reflects your view of how you believe you need to modify your natural style to "adapt" to the environment you currently function within.  The closer these two graphs are the less stress is caused from having to constantly "expend energy to modify your natural behaviors". Both DISC graph scores are plotted on a 0-100 scale.

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# Expanded Behavioral Diamond

### *"Understanding the Behavioral Diamond"*

The Behavioral Diamond 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 diamond identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the diamond two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone.

**The Scoring Legend:**

The D = Dominance (How you deal with Problems); the I = Influence/Extroversion (How you deal with Other People); the S = Steadiness/Patience (How you deal with your Activity Level); and the C = Conscientious/Compliance/Structure (How you deal with the "Organization's Rules" as well as the focus on details, accuracy and precision).

**Data, Fact & Analysis Based. Precise & Accurate Trusts in the Value of Structure, Standards & Order. Sees the value of "Rules"**
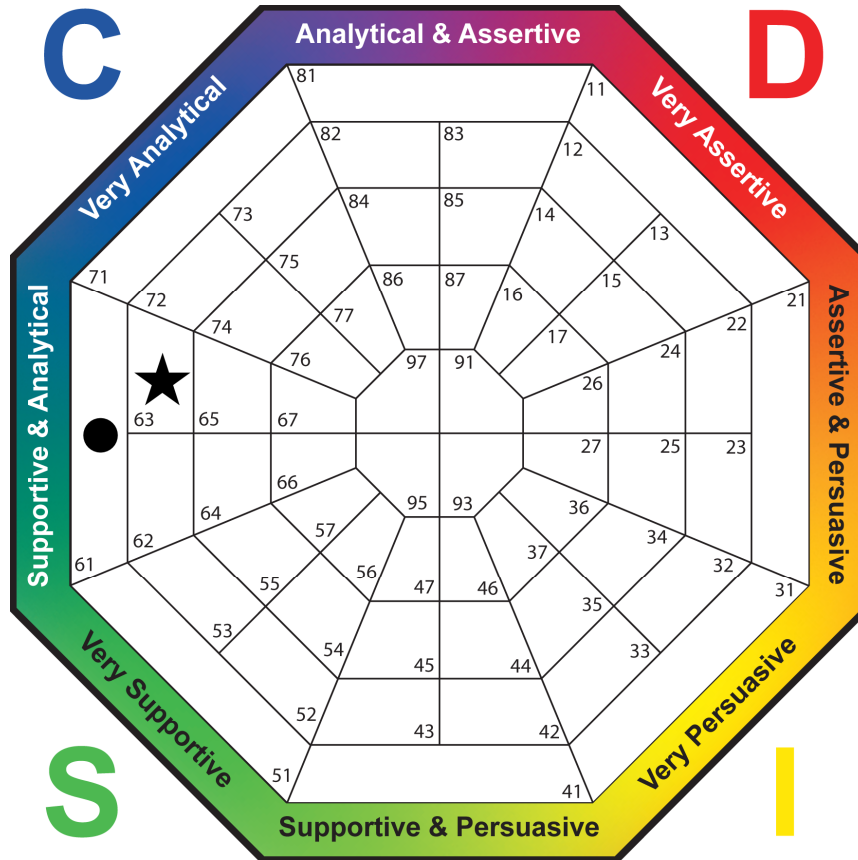
**Balances & Values Data & Diplomacy, Mindful of the "Rules". Will be Goal Focused, Dislikes Confusion and Ambiguity.**

**Very Patient & Favors Stability and Structure. Not a Risk Taker, Likes to operate at a Steady, Even Pace.**

**Efficient, Analytical, Organized, Factual, Aware of the Consequences of their Actions, Practical and Innovative.**

**Assertive, Results Focused, Rapid Decisions, Will Seek Challenges, Can be Aggressive and Impatient, Desires to Lead.**

**Both Assertive and Persuasive, Likely to embrace New Concepts, Often a Mover and a Shaker, Can be very outgoing with High Energy and Engaging Effort.**

**Very Outgoing & Persuasive, Very People Oriented, Quite Optimistic Outlook, Strong Communication Skills, Likes to have Variety in their day.**

**Supportive & Persuasive, Good Team Player, Creates Good Will & provides Good Customer Service**



● = **Natural** Behavioral Style

★ = **Adapted** Behavioral Style