DISC Self and **Motivators**

A Dual Evaluation of Behavioral & Motivational Styles

Report For: **Michelle Tan**

Focus: **Work**

Date: **1/1/2020**

DISC TALENT
Knowing your TALENTs
change everything

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Why is Independently Tested Accuracy of this Assessment Important?

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

Introduction to the DISC & Motivators Combined Report

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

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

Remember:

- **DISC** measures **observable behavior** and **emotion**.

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

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

How to Use This Report

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

- **Part I** focuses on understanding each of the DISC styles through identifying characteristics, including the tendencies of each behavioral style. It also introduces the 7 Motivators that drive our behaviors and the definitions of each

- **Part II** reveals what makes you unique, through greater understanding of your own behavioral tendencies and blend of motivators.

- **Part III** explores adaptability and offers actionable recommendations for you and others who interact with you, helping you use this information as effectively as possible for immediate results.

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PART I - UNDERSTANDING DISC & MOTIVATORS

DISC STYLES

DISC is a simple, practical, easy to remember and universally applicable model. It focuses on individual patterns of external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four styles: **Dominance**, **Influence**, **Steadiness**, and **Conscientious**.
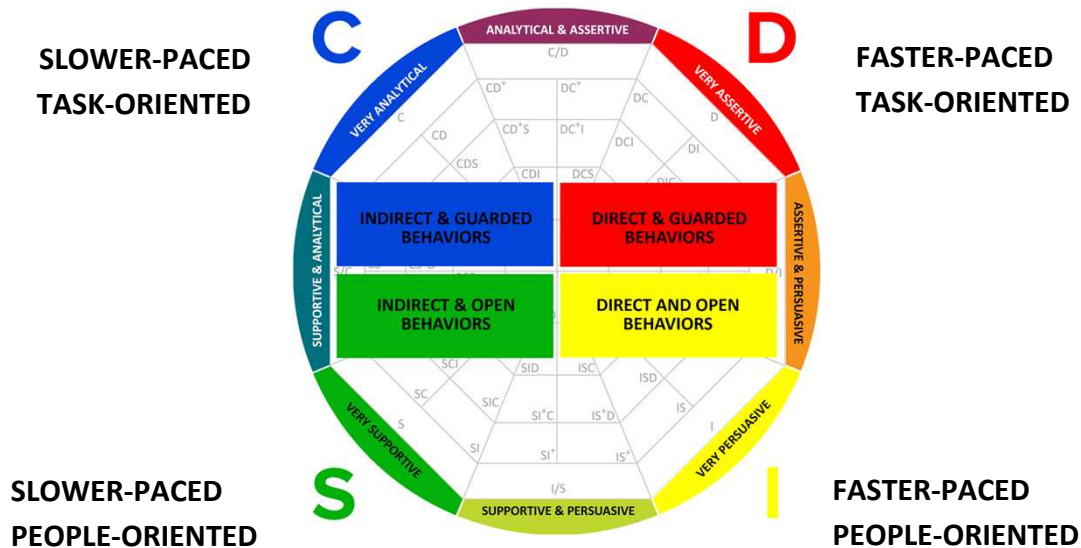
STYLE	TENDENCIES
Dominance	Tends to be direct and guarded
Influence	Tends to be direct and open
Steadiness	Tends to be indirect and open
Conscientious	Tends to be indirect and guarded

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

BEHAVIOR DESCRIPTORS OF EACH STYLE

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

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

SLOWER-PACED
TASK-ORIENTED

FASTER-PACED
TASK-ORIENTED

SLOWER-PACED
PEOPLE-ORIENTED

FASTER-PACED
PEOPLE-ORIENTED

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

MOTIVATORS

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

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

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

The Elements of the Motivation Index

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

The Seven Dimensions of Motivation measured in this report are:

Aesthetic - A drive for balance, harmony and form.

Economic - A drive for a return on investment.

Individualistic - A drive to stand out as independent and unique.

Power - A drive to be in control or have influence.

Altruistic - A drive to help others at the expense of self.

Regulatory - A drive to establish order, routine and structure.

Theoretical - A drive for knowledge, learning and understanding.

PART II - UNDERSTANDING YOURSELF

Adapted Style	Natural Style

Adapted Style (D I S C): 2, 2, 87, 83

Natural Style (D I S C): 23, 16, 98, 98

Values	Score	Ranking	Percentile Score
Aesthetic	64	2	
Economic	64	7	
Individualistic	68	4	
Power	45	6	
Altruistic	15	1	
Regulatory	56	5	
Theoretical	35	3	

Percentile axis: 0% 25% 50% 75% 100%
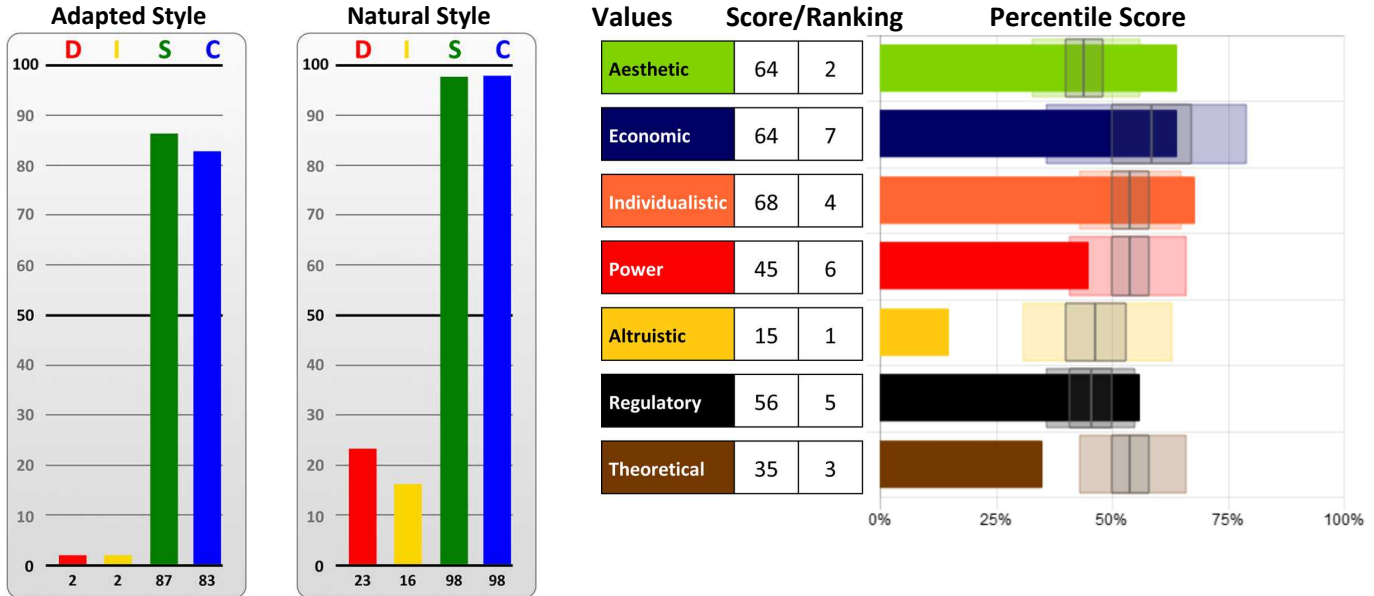
DISC describes you based on your observable behavior which can provide insights for others regarding your communication preferences and how you will likely interact with and respond to them.

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

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

DISC General Characteristics

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

Your response pattern indicates that you tend to hide your emotions. You are generally quiet in a group unless asked for input, or if the topic is one of high importance to you. Our advice is to move out of that comfort zone and be a bit more verbal. It will benefit the team, because many will not have considered the issues as deeply as you have. Your input will raise the quality of the conversation. And you will benefit by being perceived as a more open and interactive person.

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.

Your response pattern on the instrument indicates that you appreciate the security of efficient systems and procedures, and strive to maintain or improve them to the highest possible standards. This also might mean that you spend more time thinking about various processes and procedures than others on the team, and as a result, may act as an oracle for those who are uncertain. They ask you because they know you'll have the correct answer, but you may wonder why they didn't learn the correct procedure in the first place.

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.

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 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 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.

Michelle, your motto could be, "There is a right way and a wrong way to complete all projects. Let's complete it the right way." You score like those who read instructions on new appliances and computers. Whether at home or at the office, you like to do things correctly. When writing, rarely do you have the need for spell-checking or proofreading for grammar.

Your Behavioral Style: Formalist

Formalist rely upon procedure and structure in all aspects of life. They are detailed oriented and seek perfection. They need to know the expectations and the timetable for their work. They can get bogged down in detail and will not rush important decisions. They will take a risk if they have the facts to support it. They may be initially suspicious of personal compliments, praise or flattery.

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

- **Emotional characteristic:** Internally focuses energy on holding themselves to exacting standards and doing things right; may appear reserved and restrained.

- **Goals:** To achieve stable and reliable accomplishments.

- **How others are valued:** The consistent ability to be precise and accurate.

- **Influences group:** Through detailed and accurate input to team efforts.

- **Value to the organization:** Will embrace and support high quality and expected standards.

- **Cautions:** Rely too much on past procedures; can become rule bound.

- **Under Pressure:** May revert to too much diplomacy and overly careful maneuvering.

- **Fears:** Aggressive, risky and confronting interactions; superficial personal relationships.

WORD SKETCH - Adapted Style

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

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

DISC Focus	D — Problems / Tasks	I — People	S — Pace (or Environment)	C — Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality

	D	I	S	C
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

WORD SKETCH - Natural Style

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

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

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality

|				
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

DISCstyles Graphs for Michelle Tan

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

Your Adapted Style is your graph displayed on the left. It **is your perception of the behavioral tendencies you think you need to display to be successful in your focus situation.** This graph may change when you change roles or situations.

The graph on the right is your Natural Style **and indicates the intensity of your instinctive behaviors.** It is often a better indicator of the "real you" and your "knee jerk", inherent behaviors. This is how you would choose to behave when you are most comfortable and there are no additional considerations or influences on your behavior. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.

Adapted Style - Graph I

D	I	S	C
2	2	87	83
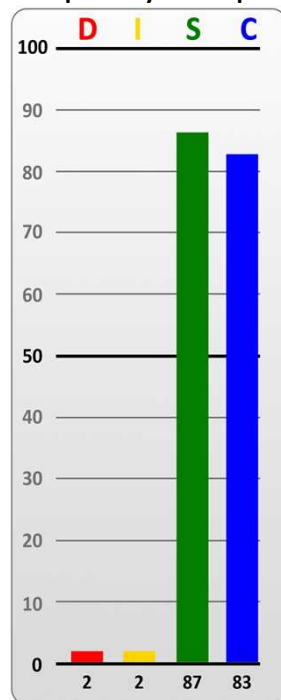
Pattern: SC (1166)
Focus: Work

Natural Style - Graph II

D	I	S	C
23	16	98	98
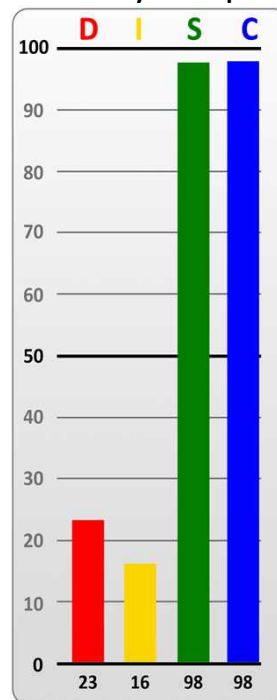
Pattern: CS (2166)

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

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

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Behavioral Pattern View

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

THE SCORING LEGEND

D = Dominance: How you deal with Problems and Challenges
I = Influence: How you deal with People and Contacts
S = Steadiness: How you deal with Pace and Consistency
C = Conscientious/Compliance/Structure: How you deal with Procedure and Constraints

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

Data, Fact & Analysis Based. Precise & Accurate Trusts in the Value of Structure, Standards & Order. Sees the value of "Rules".

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

Balances & Values Data & Diplomacy, Mindful of the "Rules". Will be Goal Focused, Dislikes Confusion and Ambiguity.

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

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

MORE ABOUT YOUR DISC STYLE

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

Communication Tips for Others

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

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

When Communicating with Michelle, DO:
- Outline individual tasks and responsibilities in writing.
- Assure Michelle that there won't be any unexpected surprises.
- List pros and cons to suggestions you make.
- Be certain that the information you have is credible.
- Approach issues in a logical, straightforward, and factual way.
- Give Michelle time to verify the issues and potential outcomes.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.

When Communicating with Michelle, DON'T:
- Offer assurances and guarantees that you can't fulfill.
- Make decisions for Michelle.
- Leave an idea or plan without backup support.
- Be vague about what's expected of the group.
- Be rude, abrupt, or too fast-paced in your delivery.
- Rush the issues or the decision-making process.
- Offer promises that you can't keep.

Wants and Needs

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

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

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

You Tend to Be Motivated By:
- A home life that is supportive of work demands.
- The knowledge that the products and services offered are of the highest quality.
- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- Appreciation for the competence and work ethic demonstrated over the long haul.
- A link to some of the traditions that have built success in the past.
- Complete explanations of systems and processes that impact the work environment.
- Sincerity from peers and colleagues.

People With Patterns Like You Tend to Need:
- Reassurance for taking appropriate and calculated risks.
- Increased authority to delegate routine tasks and procedures to a reliable and trustworthy support staff, especially when the work culture is under pressure.
- Sufficient time for effective planning, especially prior to change.
- Options for increasing the efficiency of certain methods or procedures.
- Reassurance that your contributions are significant to the success of the team.
- Job descriptions which are presented clearly (preferably in writing), with no ambiguities.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.

What You Bring to the Organization

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

Your Strengths:
- You may be sought after by other members of the team because of your complete knowledge of processes and procedures.
- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.
- You provide valuable input on projects by considering possible pitfalls that others on the team may have overlooked.
- You are not an extremist and tend to be supportive of team efforts.
- You are especially careful that there are no loose ends on a project that may have been overlooked by others.
- You are a strong guardian of quality-control standards and procedures.
- You have an excellent, considerate, analytical listening style.

Your Work Style Tendencies:
- You demonstrate a strong need for perfection and detail orientation.
- You are highly conscientious and can be relied on to follow through on detailed projects and complex assignments.
- You like your workspace to be neat, well organized, and tidy, with everything in its place.
- You need to feel well-informed regarding specific details related to your area of authority and responsibility.
- You may get bogged down in details due to your tendency to keep the "data gate" open too long. You always worry that there may be more information forthcoming that can impact the direction of the decision.
- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.
- You set high performance standards for yourself and others, and expect everybody to meet those standards.

You Tend to Be Most Effective In Environments That Provide:
- Freedom from intensely pressured decisions.
- Sufficient time to adjust to changes in workplace procedures.
- Highly specialized assignments and technical areas of responsibility.
- A workplace relatively free of interpersonal conflict and hostility.
- Activities that can be monitored from beginning to end.
- A secure work situation.
- Few sudden shocks, unexpected problems, or crises.

The C Style

Under Stress - Perceptions, Behavior and Needs for the C

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

Potential Self Perception:
- Emotionally stable and in control
- Does it right the first time and always
- High detail orientation
- Very high quality control

Under Stress, May be Perceived by Others:
- Inflexible
- Too much 'by-the-book' thinking
- Indecisive under pressure
- Overly sensitive to criticism

Under Stress You Need:
- A slow pace for "processing" information
- Accuracy
- Guarantees that you are right

Your Typical Behaviors in Conflict:
- You tend to hold conflicts or conflicting views in your mind, looking for proof that you are right or a new valid way of looking at things that accommodates both points of view.
- You often resort to various indirect techniques to manipulate the environment to make it more favorable to your position. You may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.
- Your tendency to be something of a loner may make it more difficult for other people to trust you, although your demonstrated reliability tends to offset this.

Strategies to Reduce Conflict and Increase Harmony:
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.

Potential Areas for Improvement

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

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

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

Potential Areas for Improvement:

- You may sometimes overthink or overexert yourself on standard or routine procedures.
- You could benefit from a greater degree of self-confidence and an increased sense of urgency to accomplish activities on a tighter timeline.
- You may be perceived as slow in making decisions and tentative when it comes to making changes.
- You may be perceived by some as rigid, inflexible, and overly strict regarding procedures and options.
- You could demonstrate more flexibility regarding new ideas and innovations.
- You may sometimes use facts, figures, and details as a "security blanket" to avoid confrontation or hostility.
- You may be overly dependent on a few people who share a similar focus, leading to the exclusion of others on the team who could provide valuable input.

12 Behavioral Tendencies - Summary

The primary styles - **D, I, S, and C** - are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way your DISC styles combine and influence one another. On this page you'll see all 12 Behavioral Tendencies in Summary, and the following pages deliver more detail about each of these measurements.
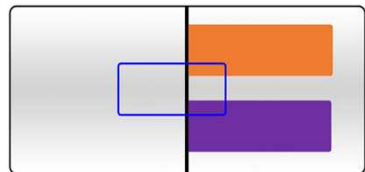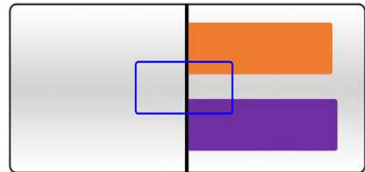
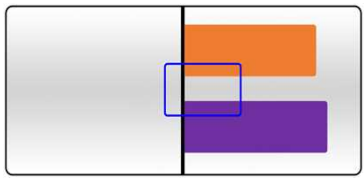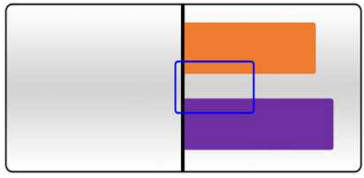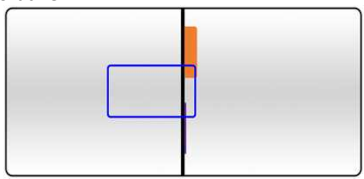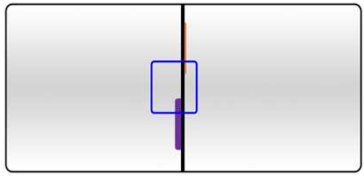| Behaviors	Natural	Adapted
Reasoning *How this individual uses evidence to think through and solve problems.*	Evidence-based	Evidence-based
Careful Decision Making *How this individual approaches decisions and actions.*	Cautious	Cautious
Prioritizing *How this individual determines the order for dealing with items or tasks based on established rules and structure.*	Rules	Rules
Change Resistance *How this individual resists engaging with change.*	Reluctant to Change	Reluctant to Change
Self-Reliance *How this individual works within a team.*	Situational	Situational
Accuracy *How this individual focuses on correctness and exactness.*	Situational	Situational
Work Process Alignment *How this individual focuses on process to follow through on work.*	Situational	Situational
Building Rapport *How this individual focuses when interacting with others.*	Situational	Situational
Personal Drive *How this individual's own goals move things forward.*	Others-driven	Others-driven
Providing Instruction *How this individual dictates directions and expectations.*	Reserved & Detailed	Reserved & Detailed
Customer & Team Interaction *How this individual engages with customers and stakeholders, internal and external.*	Supporting	Supporting
Expressing Openness *How this individual is most comfortable expressing themselves.*	Structural	Structural

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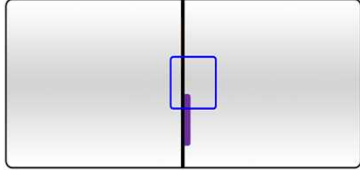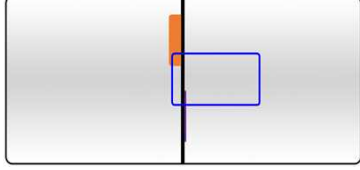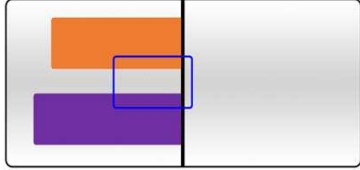
12 Behavioral Tendencies – Details & Graphs

**For each of the 12, you will see a graph and personalized statement for your Natural and Adapted style.
These scores and statements reveal which of your style combinations are most observable and describe how you express that tendency based on your DISC blend.**
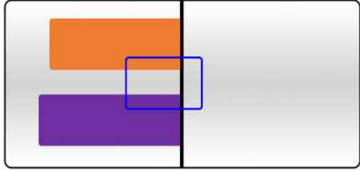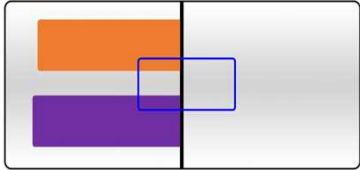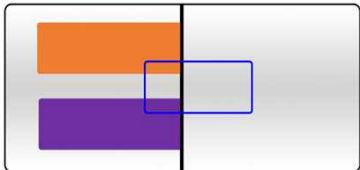
Interpretation Notes:
1. **Frequency Observed**: The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed.
   - **HI** – Clearly observed in most situations, seen more often
   - **HM** – Frequently observed in many situations
   - **MOD** – May or may not be observed depending on the situation
   - **LM** – Sometimes observed in some situations
   - **LOW** – Absence of the behavior in most situations
2. **Direction of your score** – As the graph **moves to the right or left**, it shows how you will likely express the behavior. If the graphs are near the center, the result is a balancing behavioral effect that will depend on the situation.
3. **General Population Comparison** – The **blue box** represents the general population in this behavioral tendency. Approximately 68% of people score in this range.

	Situational
Reasoning **Natural (HI):** You frequently rely on data and evidence to ensure decisions reflect the right thing to do, and will seek comprehensive verification to determine precise and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team. **Adapted (HI):** Consistent with natural style	Intuition-based Evidence-based
Careful Decision Making **Natural (HI):** You are deliberate and cautious, taking time for thorough, careful consideration of risks and benefits ensuring that you are prepared for any outcome. You are likely to approach decisions with thoughtfulness often weighing pros and cons before moving forward. There are times when it can be appropriate to do what feels right. Don't let logic be the only ruler. **Adapted (HI):** Consistent with natural style	Impulsive Cautious

	Situational
### Prioritizing	Results Rules
Natural (HI): You frequently focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision. You are likely to prioritize the rules rather than the results. While the rules and procedures are a key component to success and what should take precedence, be sure you know what the end result should be. **Adapted (HI):** Consistent with natural style	
### Change Resistance	Drives Change Reluctant to Change
Natural (HI): You are reluctant to embrace change unless you can prepare for it and understand all expectations and reasons for the needed adjustments. You are likely to respond/interact in change by building understanding first, and then planning how to successfully navigate what may come. You won't always have time to fully prepare so flexibility and openness can be a benefit **Adapted (HI):** Consistent with natural style	
### Self-Reliance	Collaborative Directive
Natural (MOD): You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work. **Adapted (MOD):** Consistent with natural style	
### Accuracy	Predictability Precision
Natural (MOD): Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will like have more positive outcomes when using balanced planning. **Adapted (MOD):** Consistent with natural style	

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	Situational
### Work Process Alignment	Accuracy Consistency
Natural (MOD): Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes. **Adapted (MOD):** Consistent with natural style	
### Building Rapport	Results-Focused Relationships-Focused
Natural (MOD): Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great! **Adapted (MOD):** Consistent with natural style	
### Personal Drive	Others-driven Self-Driven
Natural (LOW): Your determination is very steady, very supportive and less urgent, highly driven by considering relationship consequences before taking action. You will likely by driven to action based on the expectations of others which may mean you take on more than your fair share or stretch yourself too thin when you make commitments. **Adapted (LOW):** Consistent with natural style	

	Situational

Providing Instruction

Natural (LOW): You are very likely to precisely follow established structural and procedural guidelines, enforcing the need for accuracy and compliance to most guidelines and protocol. Keep in mind that a strict adherence to the rules may be difficult for others who are more flexible.

Adapted (LOW): Consistent with natural style

Reserved & Detailed   Directive & Compulsive

Customer & Team Interaction

Natural (LOW): You are consistently providing optimal support, bringing a grounding and calming presence to others, and providing the best care possible for their needs to build trust and confidence and rapport. You are more likely to do whatever you can to make sure others are taken care of and get what they require. It is important to also be attentive to the needs of the business too.

Adapted (LOW): Consistent with natural style

Supporting   Engaging

Expressing Openness

Natural (LOW): You are very comfortable when focused on the structure, detail and accuracy requiring adequate time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure precision. Remember, there are times when creating connection with others can boost your success as well.

Adapted (LOW): Consistent with natural style

Structural   Social

Summary of Michelle Tan's DISC Style

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

COMMUNICATION DOS & DON'TS
1._____
2._____

YOUR MOTIVATIONS: WANTS
1._____
2._____

YOUR MOTIVATIONS: NEEDS
1._____
2._____

YOUR STRENGTHS
1._____
2._____

YOUR WORK STYLE TENDENCIES
1._____
2._____

EFFECTIVE ENVIRONMENTAL FACTORS
1._____
2._____

POTENTIAL AREAS FOR IMPROVEMENT
1._____
2._____

Summary of Michelle's Motivation

Values	Score/Ranking		Percentile Score
Aesthetic	64	2	
Economic	64	7	
Individualistic	68	4	
Power	45	6	
Altruistic	15	1	
Regulatory	56	5	
Theoretical	35	3	

0%   25%   50%   75%   100%
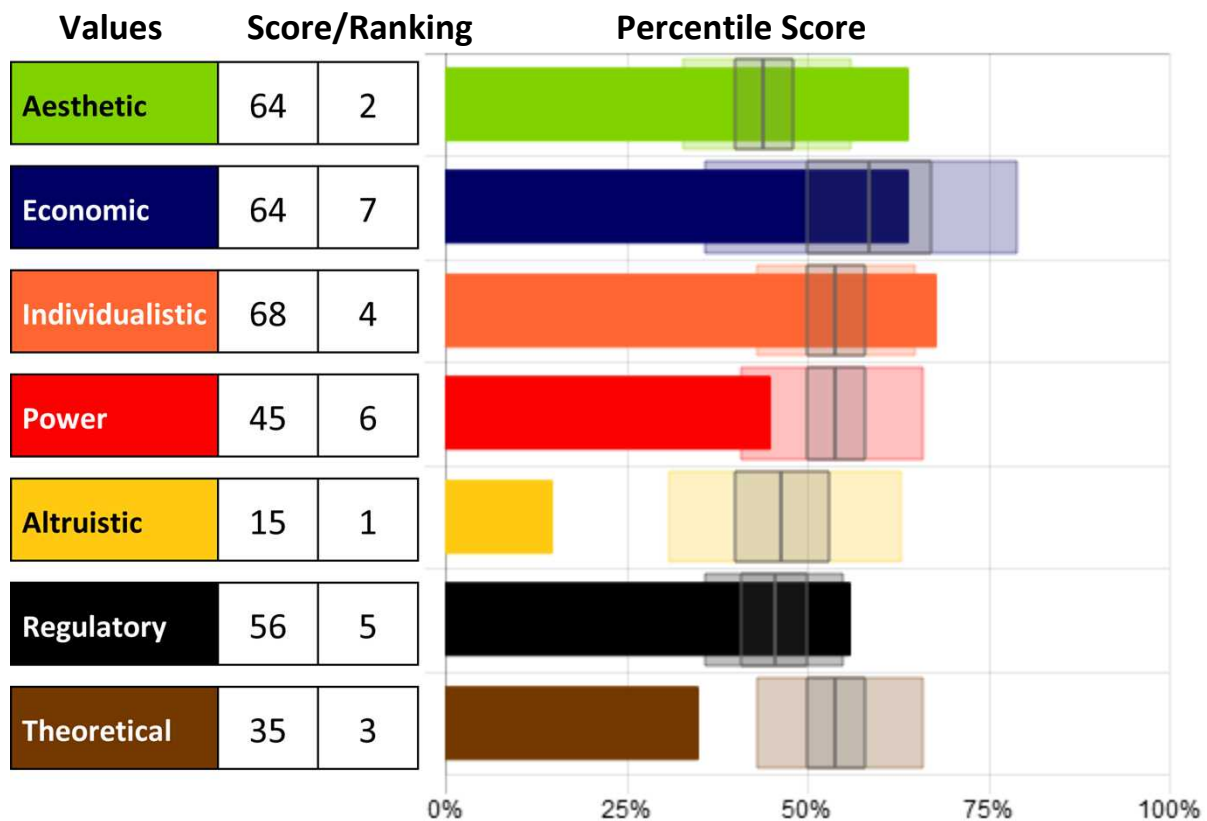
1. The **lightly colored**, **shaded area** for each Motivator highlights **the majority of the population's scores**. This means that if you took a normal sample of motivator scores and ranked the scores from 1 – 100, you can expect that a majority of the scores would fall inside the shaded area. This indicates if most of the population scores higher or lower in the dimension. Are you similarly driven in your Motivators as most others are?

2. The **norm box** (small box plot) represents the **AVERAGE** scoring range. The scores inside this box represent the scores of people who are **more like everyone else** (therefore, it is considered **normal**). When your score falls inside the norm box, it is **situational**; you consistently ranked the statements of that dimension **both high and low.**

3. The **line in the center** of the box plot represents the **median score**. Like the median in a road, the median divides the range of scores into equal halves. 50% of the scores are above the median line and 50% of the scores fall below the median line.

4. The **colored bar is aligned to your score from 1-100.** These reveal the **level of importance** of that motivator to you. Higher numbers mean you consistently ranked the motivator as **more important** & lower numbers mean the motivator was consistently ranked **less important**. The number also reveals placement in *Very Low, Low, Average, High and Very High.* The people who score within each group share common traits and descriptions (i.e. those who have *Very Low* scores will share common values with one another).

5. Your **ranking** reveals **how influential the Motivators are to your behavior and decisions in order from 1-7.** Keep in mind that some Motivators have relationships with other Motivators that strengthen them, but this is a true 1 through 7 ranking based on which are individually most impactful.

A Closer Look at the Seven Motivator Dimension Scores

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

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

Details of Michelle's Motivation

Aesthetic - Very High
You tend to think "alternatively" and will likely seek personal fulfillment, creative alternatives, and peace of mind rather than the status quo.

Economic - Average
You will balance yourself between being satisfied with what you have and a need for more.

Individualistic - Very High
You will seek independence, freedom, and positions of autonomy where you can freely express and display your reasoning.

Power - Low
You are a better collaborator and won't likely seek position power or authoritative roles.

Altruistic - Very Low
You will be difficult to take advantage of and will excel in areas of self-interest.

Regulatory - High
You believe there's only one way to solve a problem and will endeavor to work within established boundaries.

Theoretical - Very Low
You will tend to skip over information you consider unnecessary and will rely solely on what you already know.

Michelle's Motivator Word Matrix

AES	ECO	IND	POW	ALT	REG	THE
Eccentric	Self-Mastered	Unrestricted	Domineering	Pushover	Black & White	Scholarly
Impractical	Maximized	Independent	Forceful	Sacrificial	Fixed	Fact-Finder
Unconventional	Competitive	Self-Reliant	Authoritative	Accommodating	Systemic	Studious
Divergent	Incentivized	Creative	Controlling	Obliging	Orderly	Investigative
Imaginative	Practical	Balanced	Directive	Supportive	Disciplined	Inquisitive
Sensible	Judicious	Cooperative	Influential	Helpful	Open-Minded	Reflective
Realistic	Relaxed	Accommodating	Supportive	Self-Protective	Flexible	Street Smart
Practical	Aloof	Supportive	Yielding	Suspicious	Independent	Intuitive
Real World	Apathetic	Apprehensive	Passive	Distrusting	Spontaneous	Surface Analyzer
Grounded	Satisfied	Secure	Submissive	Self-Focused	Defiant	Dis-interested

This charting of your descriptors provides a better sense of what drives your motivation.

The motivator word matrix translates your numeric score into a one-word description and places each word in a relative position to other descriptors.

By labeling your numeric score with one word you can better understand, describe and locate your motivator orientation.

Your Aesthetic Motivator - Very High

Aesthetic	64	2
Economic	64	7
Individualistic	68	4
Power	45	6
Altruistic	15	1
Regulatory	56	5
Theoretical	35	3

0%   25%   50%   75%   100%
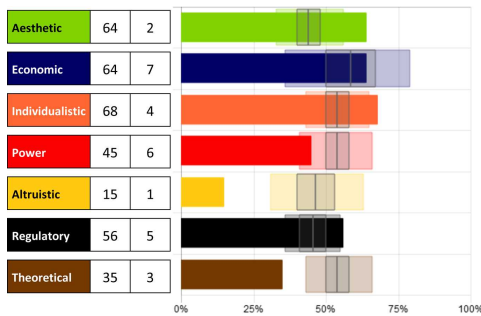
The Aesthetic Motivator: Strong desire and need to achieve equilibrium between the world around us and ourselves (within) while creating a sustainable work/life balance between the two. Creative, imaginative, arty, mystical and expressive, this style may redefine or resist real world approaches to current challenges.

Universal Assets:
- You may feel as though you were born at the wrong time and might feel misunderstood by most.
- You may prefer to be your own person and will likely have a high interest in protecting wildlife, the environment, and the undiscovered.
- You may care less about money and things, but will gravitate towards just being happy and fulfilled.
- You may think in unconventional ways which could lead to inefficient processes to real world problems.

Driving Intuitions:
- You should realize that very few people think like you and that your unconventional approach to life may look extreme to others.
- You should consider your path and be true to yourself, if it isn't something you really want to do.
- Although you may feel you are misplaced, you will likely bloom later when things become a little more clear to you.
- You should support your drive to understand the deeper meanings behind issues or objectives.

Critical Advantages:
- You believe people should do work that is an expression of who they are as opposed to a job that simply must get done.
- You will see things differently than most because your insights are intuitive, like seeing the rainbow in a prism.
- You believe in making meaningful contributions rather than consuming all the resources.
- You may demonstrate a very high personal and professional regard for the feelings and emotions of those outside the machine.

Growth Opportunities:
- At times, you may try to be too much of a non-conformist and may rebel against established systems and processes.
- You could get lost in creative intuition if not kept somewhat reined in and on target.
- You run the risk of your work backing up because you are using impractical means to accomplish work tasks.
- You could benefit from having your feet a bit more grounded as opposed to your head being in the clouds.

Learning Paths:
- You should not be afraid to look like the rest of society; it doesn't mean you are one of them.
- You can assist team members in accessing their creative side.
- You have the ability to act as a go-between and integrate people's imaginations with certain tasks.
- To increase the meaning of people's lives you could act as a facilitator between people's gifts and talents and meaningful jobs that might require them.

Your Economic Motivator - Average

Aesthetic	64	2
Economic	64	7
Individualistic	68	4
Power	45	6
Altruistic	15	1
Regulatory	56	5
Theoretical	35	3

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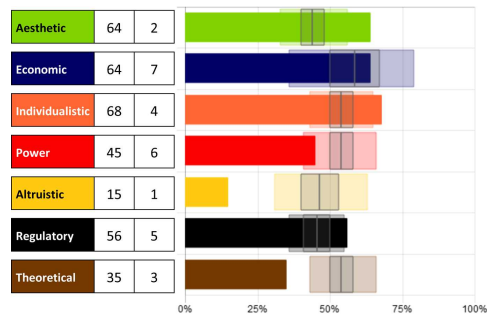
The Economic Motivator: The motivation for security from self-interest, economic gains, and achieving real-world returns on personal ventures, personal resources, and focused energy. The preferred approach of this motivator is both a personal and a professional one with a focus on ultimate outcomes.

Universal Assets:
- Your score indicates a balance between being satisfied with what you have and the need for more.
- You have the ability to identify with individuals who have both high and low satisfaction rates.
- You may have already achieved substantial economic goals of your own.
- Your score indicates that there would be no excessive need to win when engaging with others.

Driving Intuitions:
- You can leverage your ability to cooperate with all types of people.
- You are likely not bent on having to win in everything.
- You're an asset when it comes to getting along with both practical and imaginative types.
- You are comfortably poised between what's in it for you and what's in it for them.

Critical Advantages:
- You're fine with helping others with their projects and initiatives without experiencing to "get yours."
- You can balance the needs and perspectives of those with different attitudes towards financial gain.
- You do not try to compete to the extent of creating dissension within the group.
- You are not an extremist and, therefore, a stabilizing force when winning is required.

Growth Opportunities:
- you may need to get into a different gear in order to get what they want.
- You should think about your financial future with stronger urgency.
- Because you work to live as opposed to living to work, you could be missing out on greater opportunities.
- You might need to be aware of those who are not as incentivized as you.

Learning Paths:
- You should work with those who are not so concerned about leveraging their best interests.
- You can focus both on the ambitious and those who are content where they are.
- You may engage in training and development activities in a balanced and supportive method.
- There are times when you need to put your foot down when team members lack incentive.

Your Individualistic Motivator - Very High

Aesthetic	64	2
Economic	64	7
Individualistic	68	4
Power	45	6
Altruistic	15	1
Regulatory	56	5
Theoretical	35	3

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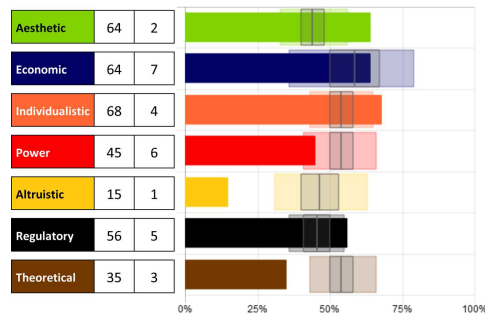
The Individualistic Motivator: Need to be seen as autonomous, unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression apart from being told what to do.

Universal Assets:
• You'll likely take the necessary risks depending upon your appetite for jumping off the cliff and building your wings on the way down.
• You will seek your own personal niche where you can be seen as unbelievable.
• You will likely have out-of-the-box ideas and want to share them.
• You really enjoy doing your own thing your own way.

Driving Intuitions:
• You need the freedom and autonomy to bring your ideas to a conclusion.
• You must realize you don't do things in the standard, traditional way.
• Many times your style thinks outside the box, but you may keep it to yourself if you're the quiet type.
• You may have expanded on current ideas and need to be aware that unless you push for them, they'll go unnoticed.

Critical Advantages:
• Your energy and expressive intuition enables you to think like MacGyver.
• You are likely to be fearless with calculated risks.
• Your ideas are likely to be forced to the forefront because of your need to be seen as unique.
• You will have a variety of outstanding ideas to choose.

Growth Opportunities:
• Your potential value can clash with realistic people who think in only real-world terms.
• Sometimes innovation isn't the answer when existing processes will do.
• You may get caught up in selling yourself instead of your idea.
• Be aware that being different may be too important to you and may turn certain people types off.

Learning Paths:
• You need hyper flexibility and freedom to create when learning new things.
• You need a wide variety of options available to you.
• You must link the benefits of learning new things to your personal ability to recreate new ways of doing things.
• You'll need a large amount of creative space when working with teams.

Your Power Motivator - Low

Aesthetic	64	2
Economic	64	7
Individualistic	68	4
Power	45	6
Altruistic	15	1
Regulatory	56	5
Theoretical	35	3

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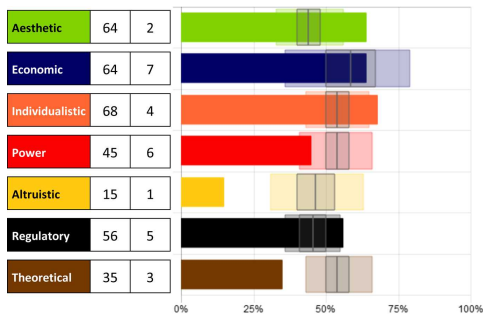
The Power Motivator: Being seen as a leader, while having influence and control over one's environment and success. Competitiveness and control is often associated with those scoring higher in this motivational dimension.

Universal Assets:
- You will excel when in situations that require a maintenance mindset over very high drive.
- You will at times not have the energy for conflicting matters or leadership disputes.
- You may prefer slow and steady moves to faster or hectic moves you must control.
- At times you'll likely want to watch others lead more than you'll want to lead things yourself.

Driving Intuitions:
- Just because people don't voice it, you can't always believe you haven't made a difference.
- Use your stabilizing ability when working with others and don't allow others to run you over.
- Remember not to say yes to things you don't really want to do.
- You won't mind yielding your position to avoid controversy or conflict.

Critical Advantages:
- Personal accomplishments far outweigh the need for recognition and power.
- You don't have to be the one always behind the wheel; you may be just as happy to chat with a friend in the back seat.
- You'll likely be more of a helper as opposed to being controlling and authoritative.
- You're a better collaborator and won't expect credit for all you do.

Growth Opportunities:
- You may seek to sidestep unnecessary problems and challenges and may only deal with what is unavoidable.
- You may not think you are worth other people's time or investment.
- You may be settling for less as opposed to fighting for more.
- You may be allowing other people to frame your world.

Learning Paths:
- You may not want to compete, but will feel at home when working as a team.
- You may need to take stronger initiative when working with dominant types.
- You may enjoy more cooperative learning activities as opposed to activities that require directing and controlling.
- You will likely enjoy group activities with some leadership opportunities.

Your Altruistic Motivator - Very Low

Aesthetic	64	2
Economic	64	7
Individualistic	68	4
Power	45	6
Altruistic	15	1
Regulatory	56	5
Theoretical	35	3

0%   25%   50%   75%   100%
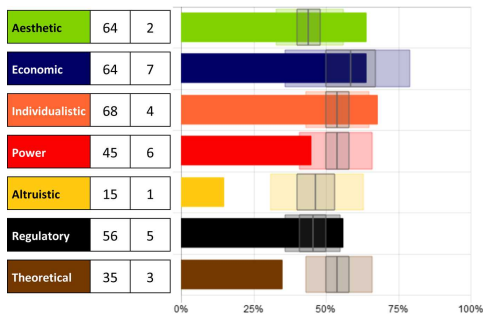
The Altruistic Motivator: An expression of the need or energy to benefit others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always. Oftentimes an intense level within this dimension is more associated with low self-worth.

Universal Assets:
- You will likely see others as guilty until proven innocent.
- You will likely be distrusting of most people.
- You will be difficult to take advantage of simply because you are expecting it.
- You may view others as "in your way" as opposed to "on your side."

Driving Intuitions:
- Your no-nonsense approach could easily be misunderstood by the more sociable people types.
- Remember that there will be a decent amount of people that may believe you don't like them.
- Your approach will likely be unemotional.
- You respond better to logic and reason and will likely rebuff touchy-feely approaches.

Critical Advantages:
- You are able to do the harder things when it comes to people decisions.
- You are not afraid to say "no."
- You take problems and challenges seriously.
- You'll have a low tolerance for wasted time and energy.

Growth Opportunities:
- Some may think you are selfish and self-absorbed.
- Remember that some people simply take longer to learn.
- Remember that helping others helps yourself.
- You may benefit from placing yourself in someone else's shoes more often.

Learning Paths:
- You will likely enjoy group activities that support your personal agenda.
- Be aware of your no-nonsense and direct approach to other people.
- You may not enjoy cooperative learning activities as opposed to activities that require directing and controlling.
- Being forceful isn't bad, but sometimes it scares people if it's too strong.

Your Regulatory Motivator - High

Aesthetic	64	2
Economic	64	7
Individualistic	68	4
Power	45	6
Altruistic	15	1
Regulatory	56	5
Theoretical	35	3

0% 25% 50% 75% 100%
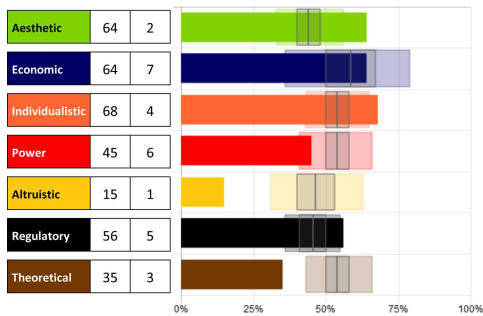
The Regulatory Motivator: A need to establish order, routine and structure. This motivation is to promote a black and white mindset and a traditional approach to problems and challenges through standards, rules, and protocols to color within the lines.

Universal Assets:
- You likely wouldn't do certain things for a million dollars.
- You'll hold others to your standards and may become vengeful when people break your rules.
- You're a black and white thinker with little to no wiggle room.
- You usually color within the lines and expect others to do the same.

Driving Intuitions:
- You need to believe it's worth it before you make important changes.
- You will prefer private correction that is proven necessary.
- You need to know what to do and what not to do before you do it.
- You need to be profusely convinced or you won't change your mind.

Critical Advantages:
- You'll take things seriously while others are goofing off.
- You won't cross certain lines.
- You may have very strong views.
- You have high standards for yourself and others.

Growth Opportunities:
- Try putting yourself in someone else's shoes.
- Have some fun and be more spontaneous.
- You should be just a bit more open to being wrong.
- Not everything has to be put into writing.

Learning Paths:
- You should be exposed to others who take more risks and allow yourself the benefit of being around them.
- Your learning activities need to be structured and outlined.
- Your learning development should be connected to traditional venues.
- Your learning and development should connect you and your inside the box thinking to outside of the box leaders.

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Your Theoretical Motivator - Very Low

Aesthetic	64	2
Economic	64	7
Individualistic	68	4
Power	45	6
Altruistic	15	1
Regulatory	56	5
Theoretical	35	3
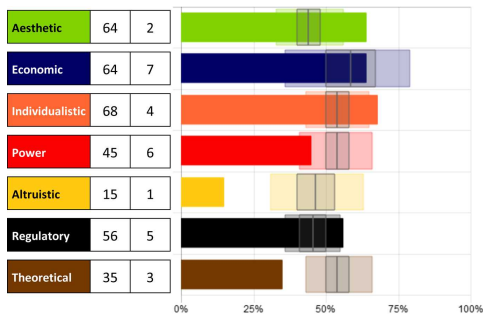
The Theoretical Motivator: The desire to uncover, discover, and recover the "truth." This need to gain knowledge for knowledge sake is the result of an "itchy" brain. Rational thinking (frontal lobe), reasoning and problem solving are important to this dimension. This is all about the "need" to know why.

Universal Assets:
• You won't likely appreciate learning for learning's sake as it may zap your energy.
• You probably look for the road of least resistance.
• You may want to skip learning "everything" in order to get to the most important information.
• You likely have a very pragmatic or creative approach to discovery.

Driving Intuitions:
• You prefer less paperwork and minute details.
• You like to cut to the chase and not waste energy on non-essentials.
• Because the end justifies the means, you'll figure it out.
• Remember, you have a way of looking at the broader perspective and others may not.

Critical Advantages:
• You'll likely try anything in your attempt to figure something out.
• You are likely an innovative and practical thinker.
• The end probably justifies the means.
• Your imagination is probably very active.

Growth Opportunities:
• You may quickly reach information overload.
• Your lack of interest in certain subjects doesn't mean you are not intelligent.
• You have potential to miss important rules and protocols when learning new things.
• You may have trouble connecting the dots within certain subjects.

Learning Paths:
• The trainer or presenter may need to force-feed you some important details, especially if they are perceived as unimportant or a waste of your time.
• You should avoid getting bogged down in the hypothetical and theoretical.
• You should hit only those essential items that relate to increased success or efficiency on projects.
• You should make training and development activities as hands-on as possible.

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Summary of Michelle Tan's Motivators

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

MOST INFLUENTIAL ORDER OF MOTIVATORS

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

MOTIVATOR NEEDS (Scores over 85)

1._____
2._____

MOTIVATOR RISKS (Scores below low teens)

1._____
2._____

MOST IMPORTANT TO KNOW ABOUT MY MOTIVATORS COMBINATION

1._____
2._____
3._____

PART III UNDERSTANDING OTHERS AND ADAPTABILITY

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

DISC ADAPTABILITY

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

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

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

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

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

Adaptability is dependent on recognizing another's person's behavioral style.
To quickly determine someone's style, ask these 2 questions & based on the answers, adapt accordingly:

1. Are they DIRECT or INDIRECT in their communication?

2. Are they GUARDED or OPEN in their communication?

Direct Style: D or I *Enthusiastic, competitive and results focus, fast paced* *Indirect Style: C or S* *Reserved, cooperative & patient, slower/deliberate*	*Guarded Style: D or C* *More private, specific, logical and analytical, task focus* *Open Style: I or S* *Desire to build a connection with others, relationship focus*

MOTIVATORS ADAPTABILITY

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

Aesthetic	• What is beautiful to you? • How important is it for you that you can express yourself creatively? • Are form and aesthetics more important, or is functionality more important? • How important is work/life balance? • Do you find that you are more "head in the clouds" or more practical?
Economic	• How important is winning for you? • What is a reasonable return on investment? • Do you generally think people have an agenda or want/need something from you? • Would you consider starting your own business or being an entrepreneur? • When you are faced with a situation do you first consider how it will affect you, or how it will affect others?
Individualistic	• How important is it for you to be independent and autonomous? • If you could do anything you wanted today, what would it be? • Do you think people generally see the world the same way you do? • How do you feel about teamwork and collaboration? • What does "freedom" mean to you?
Power	• What role do you typically take in a group? • How important is it for you to be in charge? • How would you motivate others to take action? • What kinds of things do you like to have control over? • Do you take initiative, or do you prefer direction before acting?
Altruistic	• Do you have a hard time saying no, or feel overwhelmed and spread too thin? • What is considered a reasonable amount of assistance or help for others? • Would you more likely give to anyone who needs it, or only to those who deserve it? • Do you tend to sacrifice your needs for the needs of others? • Do you feel like you need to do things for others to be valuable or loved?
Regulatory	• Is there a right way and a wrong way, or many ways to accomplish something? • How important is it for you to be right? • Are rules and regulations important to you? • How important is structure and process to you? • When you solve problems, do you prefer the tried and true approach or are you more flexible and open to options?
Theoretical	• How important is it to understand all perspectives and details of a project/problem? • Do you consider yourself to be an expert in any field? • Would you rather spend time studying and reading, or just learn as you go? • What do you love about learning new things? • What do you think is most important – action or knowledge?

COMMUNICATING WITH THE DISCStyles™

Communicating with the DOMINANT Style

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

Communicating with the INFLUENCING Style

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

Communicating with the STEADY Style

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

Communicating with the CONSCIENTIOUS Style

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

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

To Modify Directness and Openness

DIRECT/INDIRECT

With D Styles DIRECT	With I Styles DIRECT	With S Styles INDIRECT	With C Styles INDIRECT
● Use a strong, confident voice ● Use direct statements rather than roundabout questions ● Face conflict openly, challenge and disagree when appropriate ● Give undivided attention	● Make decisions at a faster pace ● Be upbeat, positive, warm ● Initiate Conversations ● Give Recommendations ● Don't clash with the person, but face conflict openly	● Make decisions more slowly ● Avoid arguments and conflict ● Share decision-making ● Be pleasant and steady ● Respond sensitively and sensibly	● Do not interrupt ● Seek and acknowledge their opinions ● Refrain from criticizing, challenging or acting pushy – especially personally

GUARDED/OPEN

With D Styles GUARDED	With I Styles OPEN	With S Styles OPEN	With C Styles GUARDED
● Get Right to the Task, address bottom line ● Keep to the Agenda ● Don't waste time ● Use businesslike language ● Convey Acceptance ● Listen to their suggestions	● Share feelings, show more emotion ● Respond to expression of their feelings ● Pay Personal compliments ● Be willing to digress from the agenda	● Take time to develop the relationship ● Communicate more, loose up and stand closer ● Use friendly language ● Show interest in them ● Offer private acknowledgements	● Maintain logical, factual orientation ● Acknowledge their thinking ● Down play enthusiasm and body movement ● Respond formally and politely

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To Modify Pace and Priority

PACE

With D Styles FASTER	With I Styles FASTER	With S Styles SLOWER	With C Styles SLOWER
● Be prepared, organized ● Get to the point quickly ● Speak, move at a faster pace ● Don't waste time ● Give undivided time and attention ● Watch for shifts in attention and vary presentation	● Don't rush into tasks ● Get excited with them ● Speak, move at a faster pace ● Change up conversation frequently ● Summarize details clearly ● Be upbeat, positive ● Give them attention	● Develop trust and credibility over time, don't force ● Speak, move at a slower pace ● Focus on a steady approach ● Allow time for follow through on tasks ● Give them step-by-step procedures/instructions ● Be patient, avoid rushing them	● Be prepared to answer questions ● Speak, move at a slower pace ● Greet cordially, and proceed immediately to the task (no social talk) ● Give them time to think, don't push for hasty decisions

PRIORITY

With D Styles TASK	With I Styles PEOPLE	With S Styles PEOPLE	With C Styles TASK
● Get right to the task ● Provide options and let them decide ● Allow them to define goals and objectives ● Provide high-level follow up	● Make time to socialize ● Take initiative to introduce yourself or start conversation ● Be open and friendly, and allow enthusiasm and animation ● Let them talk ● Make suggestions that allow them to look good ● Don't require much follow-up, details, or long-term commitments	● Get to know them personally ● Approach them in a friendly, but professional way ● Involve them by focusing on how their work affects them and their relationships ● Help them prioritize tasks ● Be careful not to criticize personally, keep it specific and focused	● Be prepared with logic and practicality ● Follow rules, regulation and procedures ● Help them set realistic deadlines and parameters ● Provides pros and cons and the complete story ● Allow time for sharing of details and data, ● Be open to thorough analysis

Adapting in Different Situations: AT WORK

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

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

Adapting in Different Situations: IN SALES AND SERVICE

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

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

Adapting in Different Situations: IN SOCIAL SETTINGS

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

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

Adapting in Different Situations: IN LEARNING ENVIRONMENTS

DOMINANT STYLE

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

INFLUENCING STYLE

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

STEADY STYLE

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

CONSCIENTIOUS STYLE

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

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A DEEPER LOOK AT THE FOUR DISCStyles™

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

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

DISC Application Activities

Adaptability Practice

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

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

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

Adaptability Activity

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

1 Identify the behavioral style of the other person using the 2 Power Questions:
- Are they <u>DIRECT or INDIRECT</u> in their communication?
- Are they <u>GUARDED or OPEN</u> in their communication?

2 Brush up on their style and look at ways to adapt your Directness and Openness when working with them.

3 To further understand the tension that may exist in the relationship, notice the difference in preference in pace and priority and modify accordingly.

4 Practice approaching them in the way you think *THEY want to be treated.* Remember, it may feel uncomfortable at first, but with practice and dedication to adapting, you will be amazed at the difference.

Tension Among the Styles Exercise

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

My Style:_____

My Pace:_____

My Priority:_____

RELATIONSHIP

Name: *John Doe*

Style: *High I*

Pace: *Faster-paced*

Priority: *People-oriented*

Difference: *Pace and Priority*

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

SAMPLE

RELATIONSHIP 1

Name:_____

Style:_____
Pace:_____
Priority:_____
Difference:_____

Strategy:_____

_____

_____

RELATIONSHIP 2

Name:_____

Style:_____
Pace:_____
Priority:_____
Difference:_____

Strategy:_____

_____

_____

Create a DISC POWER TEAM

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

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

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

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

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

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

1. The scores in this report are a snapshot in time. These scores represent your preference-pathways (desires, such as being in control or not) at the time you completed the survey. These are not lifelong motivators from which you have no choice or power to influence. Your scores are not the end of your learning they are the beginning of what you have learned.

2. There are no good or bad scores to have, but there are consequences. If you do not like the level of effort you feel toward your goals, how you are behaving toward others or how others are behaving toward you, you can influence them through intended behavior and emotions (See your DISC).

3. The key is to understand your motivational preferences so you can flex with the situation to encourage progress.

What works?

- Decide what level of effort and intensity (energy) you want to use moving forward.

- Pick one simple behavior such as how long you take to think through a problem or how you endeavor to get what you need from someone.

- Make it easier to do using your motivational orientation you have right now, rather than finding a greater or a more difficult motivational element.

- It is important for you to develop a practical understanding of your own motivational orientation so you do not trick yourself into feeling you lack motivation. We are all motivated but we may lack the "emotional energy" (your natural/concealed DISC graph) for the process of getting what we want.

What is proven not to work?

- Not starting or giving up.

- Getting more information. Information may help to change your attitude and intention but information alone does not work well to change your behaviors. Advice is hard to give and receive. When you hear advice, you may not be sure it will work for you. The way to get unstuck is not becoming extreme by exaggerating your efforts or stopping them altogether. Try doing something small and then look at the evidence.

- Wanting to get better at something is easy. Sticking with small changes is a different story.

- Avoid pursuing "ideal motivational activities or work." Instead, improve your pursuit of vital work/activities using your natural motivational orientation within this report.

Tiny Steps, Big Results Plan

You are only a few behaviors away from making progress.

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

_____

_____

_____

Which motivators don't need any additional attention?

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

ASI Certified

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

_____

_____

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

_____

_____

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

_____

_____

_____

So Now What?

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

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

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

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

"…this DISC assessment has one of the highest Cronbach scores in the DISC marketplace."
"...we applaud your efforts at making Motivators reliable and valid.."
- Assessment Standards Institute

The Assessment Industry's Past and Present

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

The Solution? Independent & Verifiable Testing by a Qualified Institution

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

Construct Validity (APA Standards) [DISC & Motivators]

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

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

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

External Data Reliability (APA Standards) [Motivators]

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

Disparate Impact (EEOC Guidelines) [DISC & Motivators]

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

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