



DISC Collaboration

An Evaluation of Behavioral Style Comparisons

Report Comparing: **Sumo Tan** and **Michelle Tan**

Date: **May 3, 2020**



DISC TALENT
*Knowing your TALENTs
change everything*

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Overview of the four basic DISC styles

Sumo, below is an overview chart to help you better understand some of the characteristics of each of the Four Basic DISC Styles, so you can interact with **Michelle** and other DISC styles more effectively. DISC is quite useful in describing how a person behaves and is perceived in personal, social and work environments.

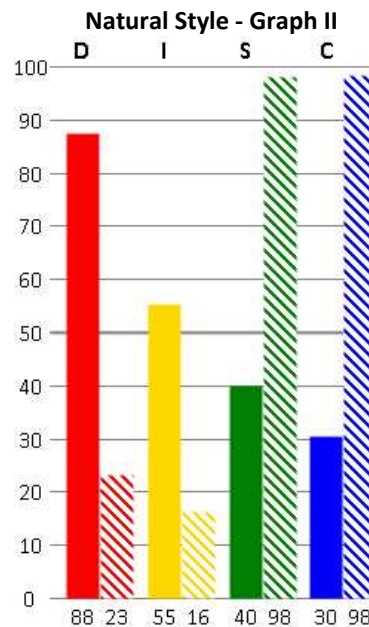
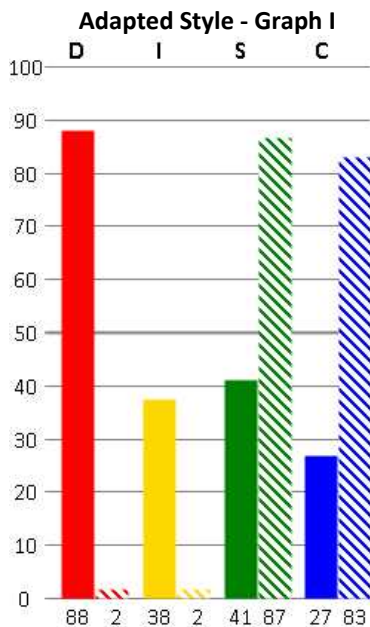
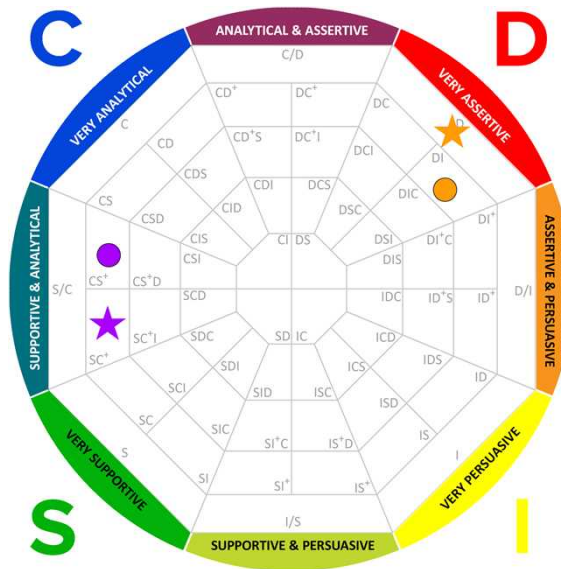
	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
PACE	Faster/Decisive	Faster/Spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Challenges	Attention	Relationships	Correctness
SEEKS	Productivity Control	Participation Applause	Acceptance Status Quo	Data And Proof Precision
STRENGTHS	Administration Leadership Problem Solver	Persuasive Motivator Optimistic	Good Listener Team Player Loyalty	Critical Thinker Accuracy Planning
STRUGGLES	Impatient Lacks Tact Poor Listener	Inattentive To Detail Short Attention Span Impulsive	Oversensitive Resists Change Slow To Act	Perfectionist Critical Unresponsive
FEARS	Being Taken Advantage Of	Loss Of Social Recognition	Little Time To Adjust To Change	Personal Criticism Of Their Work Efforts
CONVERSATIONS	Short, Fast, Abrupt	Spontaneous, Upbeat	Supportive, Friendly	Systematic, Nonverbal
UNDER STRESS MAY BECOME	Demanding Aggressive	Excitable Disorganized	Submissive Indecisive	Withdrawn Critical
PLANNING	Achieving The Plan	Promoting The Plan	Implementing The Plan	Structuring The Plan
VOICE	Strong, Clear Confident	Animated, Friendly, Much Inflection	Soft, Lower Volume, Warm	Monotone, Quiet, Precise
WORKPLACE	Efficient Stacks Of Papers Plaques & Awards	Messy Desk Photos & Sayings Many Post-Its	Comfortable Family Photos Team Awards	Stark & Structured Wall Charts/Calendar Latest Technology

DISC scores of Sumo and Michelle

This DISC Collaboration Report shows how **Sumo** and **Michelle** interact with each other in order to help them develop a better working relationship. Their DISC behavioral style is only one aspect within a working relationship, but it is one of the most crucial elements, as it defines how they interact and communicate with each other.

- Sumo Tan**
- = Natural Behavioral Style
 - ★ = Adapted Behavioral Style
 - ▒ = Bar Graph

- Michelle Tan**
- = Natural Behavioral Style
 - ★ = Adapted Behavioral Style
 - ▒ = Bar Graph



Classical DISC style overview

The behaviors of **Sumo** and **Michelle** displayed on this page are a combination of the influence of each of the four major DISC factors. Typically, each person will have one or two (most often) of the DISC factors that are prominently displayed. What follows is a description of the classic workplace patterns along with some insights into how **Sumo** and **Michelle** typically function in their day-to-day interpersonal dynamics. Their style is a baseline indicator that likely will be adapted by **Sumo** and **Michelle** based upon the interpersonal dynamic of their relationship.

Sumo Tan's DISC style: Results-Driven

Results-Driven Style Overview

The Results-Driven style displays strong self-confidence that may be viewed as arrogance. They will pursue options that challenge them to achieve goals. They like difficult tasks, unique opportunities and seek positions of authority. They avoid constraints. Rules can be viewed as loose guidelines. They act quickly and can become impatient and critical with more methodical and analytical people. In the extreme, they can appear cool and abrasive to others.

- **Emotional characteristic:** High ego strength and single-minded intensity.
- **Goals:** Winning, achieving dominance and lack of restraints.
- **How others are valued:** Through ability to accomplish tasks quickly and keep pace.
- **Influences group:** Power of assertion and persistence to win.
- **Value to the organization:** Get it done mind-set.
- **"Watch-out-for":** Can become too impatient and seek the "I win - You lose" scenario.
- **When under pressure:** Critical and fault-finding; can overstep bounds and not contribute fully to the team direction if different than their own.
- **Fears:** That other will take advantage, appearing too accommodating or too slow to act.

Michelle Tan's DISC style: Formalist

Formalist Style Overview

Formalists rely upon procedure and structure in all aspects of life. They are detail 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.

- **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.
- **"Watch-out-for":** Rely too much on past procedures; can become rule bound.
- **When under pressure:** May revert to too much diplomacy and overly careful maneuvering.
- **Fears:** Aggressive, risky and confronting interactions; superficial personal relationships.

Strengths of **Sumo** versus strengths of **Michelle**

Sumo and **Michelle** likely display the strengths below rather consistently. For the most part, these qualities tend to enhance their interpersonal effectiveness. The big question is – how can **Sumo** & **Michelle** best utilize their strengths when working together?

Sumo's strengths:

- You approach challenges in a forceful, direct, and bottom-line savvy manner.
- You have the ability to be both firm and friendly, as the situation demands.
- You are highly driven toward solutions and success, and enjoy bringing others with you on the journey.
- You are able to efficiently multi-task, maintaining control over many projects simultaneously.
- You are able to direct and motivate others, while still being sensitive to their needs and concerns.
- You are ready to take the credit or assume the blame for the results.
- You have a strong ability to motivate and manage others through your optimistic attitude and firm delegation of tasks.

Michelle's 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.

Work style tendencies

Work Style Preferences provide useful insights as **Sumo** and **Michelle** work together on a team or project. They are the talents and tendencies they each bring to the job. How do their work style tendencies mesh or clash?

Sumo's work style tendencies:

- You are self-confident and actively seek challenging projects.
- You want to be seen by others as flexible, versatile, and positive, in all environments.
- You possess the ability to motivate others on the team, and to help get projects done on time and within budget.
- You seem to thrive in positions of power, authority, and responsibility.
- You may be perceived by some as aggressive, in your strong determination to meet or exceed expectations.
- You tend to be a very resourceful person -- well-networked and influential.
- You are able to take charge of a project, even in mid-stream, and work hard to make it a success.

Michelle's 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.

Motivations – Ideal environments

Everybody is motivated; however, they are motivated for their own reasons, not somebody else's reasons. By understanding each other's motivations, **Sumo** and **Michelle** can create an environment where they are most likely to be able to be self-motivated and motivate each other.

Sumo tends to be most effective in environments that provide:

- Management that is flexible as to your need for activity and change.
- Social recognition for accomplishments.
- A broad bandwidth of operation and influence.
- Assignments involving motivational skills in leading others.
- A climate that supports innovative ideas.
- Freedom from mundane, repetitive details.
- Challenges in building new territory or networks of people.

Michelle tends 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.

Communication plans

The following suggestions can help **Sumo** and **Michelle** understand and be aware of each other's unique communication preferences. To use this information effectively, share it with each other, as well as with co-workers, and discuss your communication preferences to form a more productive, less stressful working relationship.

When communicating with **Sumo**, **DO**:

- Be prepared to handle some objections.
- Join in with some name-dropping, and talk positively about people and their goals.
- Plan some extra time in your schedule for talking, relating, and socializing, but let Sumo take the lead, and don't be surprised if the socializing ends abruptly.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Give Sumo the opportunity to express opinions and make some of the decisions.
- Plan to talk about things that support Sumo's dreams and goals.
- Put the details in writing, but don't plan on discussing them too much.

When communicating with **Sumo**, **DON'T**:

- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Be sloppy or disorganized.
- Forget or lose things necessary for the meeting or project.
- Get bogged down in facts, figures, or abstractions.
- Be overly task-oriented.
- Leave loopholes or vague issues hanging in the air.
- Ask rhetorical or useless questions.

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.

Struggles of **Sumo** versus struggles of **Michelle**

Everyone has possible struggles, limitations or weaknesses. Oftentimes, it is simply an overextension of their strengths that may become a weakness. **Sumo's** and **Michelle's** struggles are listed below. It's best if they read through their list and identify the one or two struggles with which they are having the most difficulty. Then, they can look back at their strengths page and see if they have a strength that might help a struggle?

Sumo's struggles:

- You may oversell others on project goals, and the team's ability to achieve them.
- You could get better results from your team by exercising a greater degree of patience.
- Your strong ego may make you appear blunt and overly critical to those who may not share the same personality type. You may get more positive reactions by softening your approach and putting aside your ego.
- You may tend to make decisions without consulting others, and without sharing information after the decision is made.
- While directing team projects, you may tend to avoid direct participation with others.
- A combination of ego and optimism may lead you to act too impulsively at times.
- You tend to be a selective listener, hearing only what you want to hear.

Michelle's struggles:

- 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. Each person is not just one of these styles, rather a result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way the DISC styles combine and influence one another. On this page you'll see all 12 Behavioral Tendencies in Summary for both individuals, and the following pages deliver more detail about each of these measurements.

When comparing the results, be aware that neither person is right nor wrong in their behavior. These behavioral tendencies can be alike or different, but as long as both people understand how they will each behave, interactions can be mutually beneficial.

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



12 Behavioral Tendencies – Details & Graphs

For each of the 12, you will see a graph and personalized statement for each person based on the Natural style tendencies. The scores and statements reveal which style combinations are most observable and describe how each person will express the tendency based on their individual DISC blend.

Interpretation Notes:

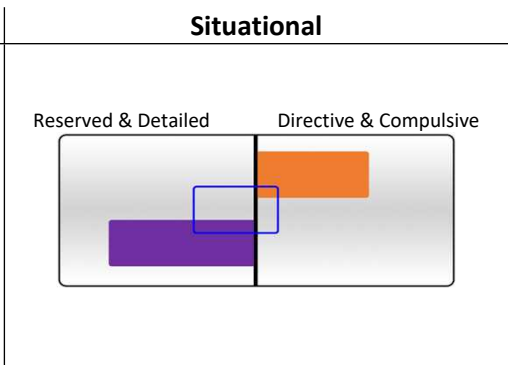
- Frequency Observed:** The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed.
 - HI – Clearly observed in most situations, seen more often
 - HM – Frequently observed in many situations
 - MOD – May or may not be observed depending on the situation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

	Situational
<p style="text-align: center;">Self-Reliance</p> <p>Sumo (HM): You are quite results driven, focused on accomplishing things quickly and efficiently and are likely to do so mostly independently and directionally. You will likely do your best work independently when you can manage your productivity and efficiency autonomously. Be sure you are not distancing yourself too much.</p> <p>Michelle (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.</p>	
<p style="text-align: center;">Personal Drive</p> <p>Sumo (HM): You are somewhat self-determined, often focused on taking actions that achieve results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.</p> <p>Michelle (LOW): Your determination is very steady, very supportive and less urgent, highly driven by considering relationship consequences before taking action. You will likely be 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.</p>	

Providing Instruction

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

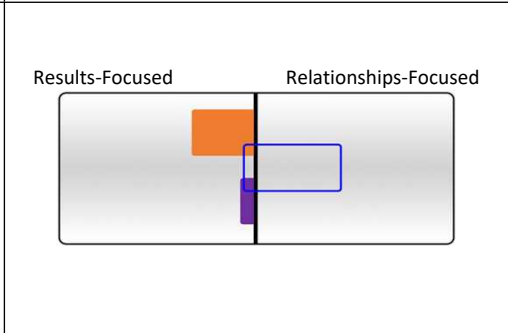
Michelle (LOW): You are very likely to precisely follow established structural and procedural guidelines, enforcing the need for accuracy and compliance to most guidelines and protocol. Keep in mind that a strict adherence to the rules may be difficult for others who are more flexible.



Building Rapport

Sumo (LM): You are somewhat results driven in your interactions, preferring not to connect socially unless there is a specific outcome or purpose. You are more likely to focus on results with a desire to reach a goal or complete a task, rather than connecting or building relationship. Remember, others may like to get to know you more when working together.

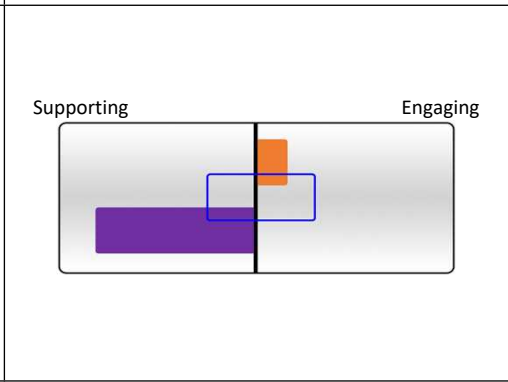
Michelle (MOD): Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!



Customer & Team Interaction

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

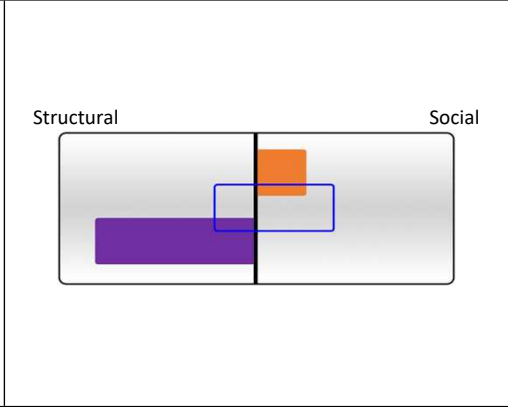
Michelle (LOW): You are consistently providing optimal support, bringing a grounding and calming presence to others, and providing the best care possible for their needs to build trust and confidence and rapport. You are more likely to do whatever you can to make sure others are taken care of and get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



Expressing Openness

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

Michelle (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.

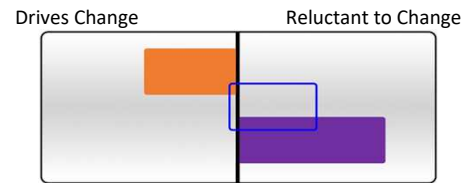


Situational

Change Resistance

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

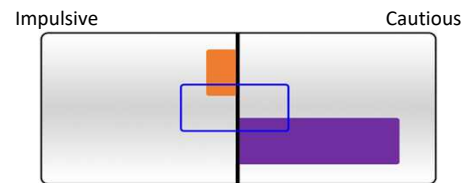
Michelle (HI): You are reluctant to embrace change unless you can prepare for it and understand all expectations and reasons for the needed adjustments. You are likely to respond/interact in change by building understanding first, and then planning how to successfully navigate what may come. You won't always have time to fully prepare so flexibility and openness can be a benefit



Careful Decision Making

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

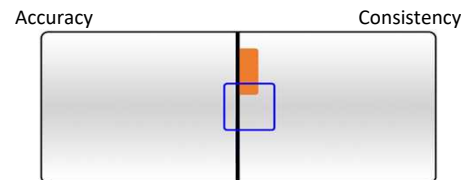
Michelle (HI): You are deliberate and cautious, taking time for thorough, careful consideration of risks and benefits ensuring that you are prepared for any outcome. You are likely to approach decisions with thoughtfulness often weighing pros and cons before moving forward. There are times when it can be appropriate to do what feels right. Don't let logic be the only ruler.



Work Process Alignment

Sumo (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.

Michelle (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.

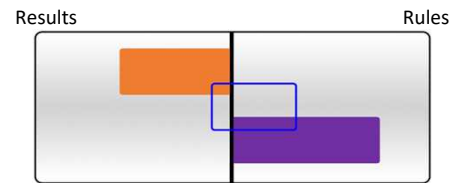


Situational

Prioritizing

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

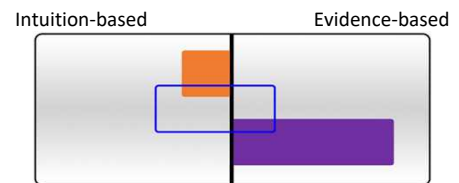
Michelle (HI): You frequently focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision. You are likely to prioritize the rules rather than the results. While the rules and procedures are a key component to success and what should take precedence, be sure you know what the end result should be.



Reasoning

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

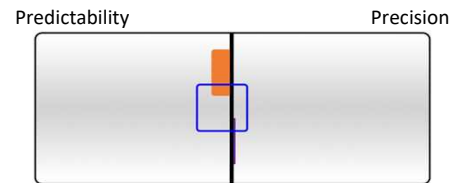
Michelle (HI): You frequently rely on data and evidence to ensure decisions reflect the right thing to do, and will seek comprehensive verification to determine precise and accurate judgments. You are likely to think through things with careful and thoughtful consideration, often weighing risks and examining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



Accuracy

Sumo (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.

Michelle (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.



So Now What?

This report is filled with information about **Sumo's** and **Michelle's** style and how each, with the in-depth knowledge of each other's behavioral preferences can work better together as a well-oiled team.

There are many suggestions in this report for **Sumo** and **Michelle** to apply these behavioral style tips to improve their working relationship, avoid stressful behaviors and practice conflict resolution, if and when needed.

Don't put this report on a shelf or in a file. It is important to use this information to open up a meaningful dialogue with each other to improve all your relationship. Use this report as a reference tool. There is a lot of information in it and it is not meant to be digested in just one reading.

Have fun with making a few minor changes in your behavior and experience the results. You might be surprised! Remember The Platinum Rule®: "Treat others the way THEY want to be treated." You will have much more success in all your relationships, not just with each other!

Disclaimer

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