

WORKPLACE PROFILE



ASSESSMENT TO ACTION.

Jeffery Sullivan

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WILEY



Jeffery, have you ever wondered why connecting with some people is easier for you than with others?

Maybe you've noticed that you relate better to colleagues who focus more on getting accurate and timely results.

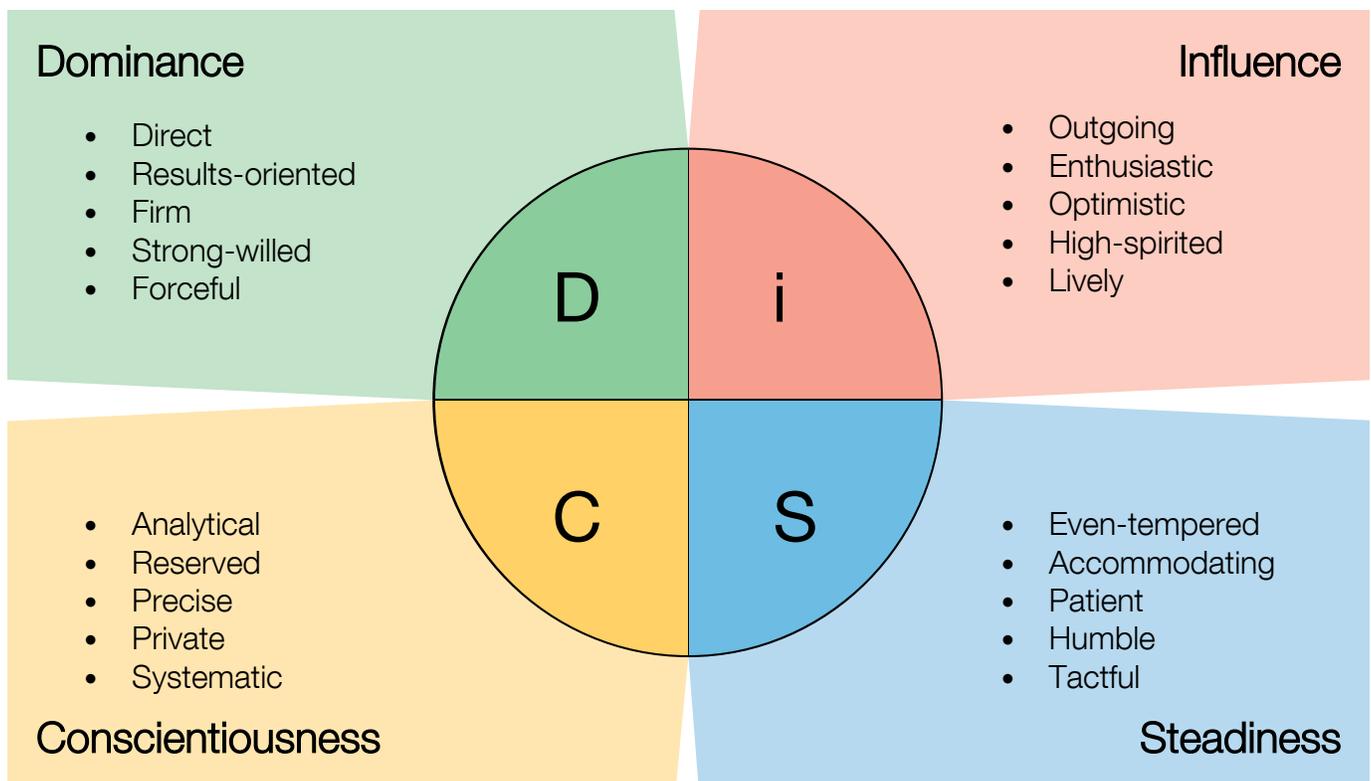
Or, maybe you're more comfortable working with those who take an efficient approach than those who prefer collaborative projects.

Or, perhaps you relate best to people who are naturally more questioning than trusting.

Welcome to *Everything DiSC Workplace*®. The DiSC® model is a simple tool that's been helping people to connect better for over thirty years. This report uses your individual assessment data to provide a wealth of information about your workplace priorities and preferences. In addition, you'll learn how to connect better with colleagues whose priorities and preferences differ from yours.

Cornerstone Principles of Everything DiSC Workplace

- ▶ All DiSC styles and priorities are **equally valuable** and everyone is a blend of all four styles.
- ▶ Your work style is also influenced by **other factors** such as life experiences, education, and maturity.
- ▶ **Understanding yourself** better is the first step to becoming more effective when working with others.
- ▶ Learning about **other people's DiSC styles** can help you understand their priorities and how they may differ from your own.
- ▶ You can improve the quality of your workplace by using DiSC to build more **effective relationships**.



How is this report personalized to you, Jeffery?

In order to get the most out of your *Everything DiSC Workplace® Profile*, you'll need to understand how to read your personal map.

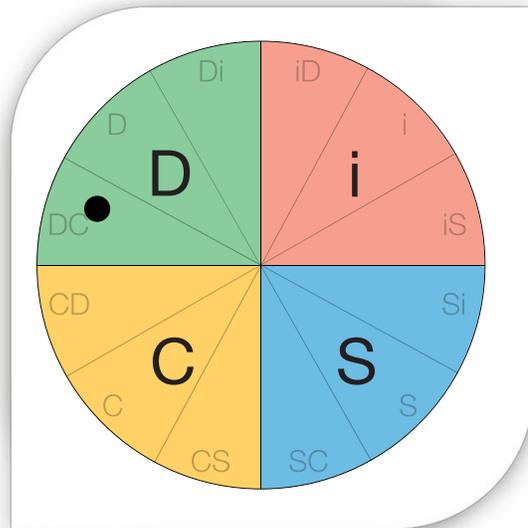
Your Dot

As you saw on the previous page, the Everything DiSC® model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.

Your DiSC® Style: DC

Your dot location shows your DiSC style. Because your dot is located in the D region but is also near the line that borders the C region, you have a DC style.

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another**. All DiSC® styles are equal and valuable in their own ways.



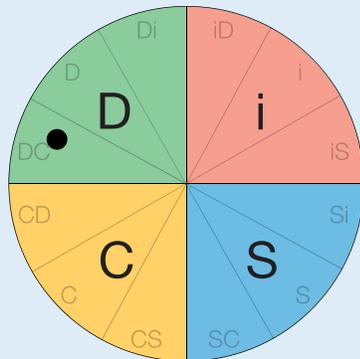
Close to the Edge or Close to the Center?

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. Your dot location is near the edge of the circle, so you are **strongly inclined** and probably relate well to the characteristics associated with the DC style.

Now that you know more about the personalization of your Everything DiSC Workplace Map, you'll read more about what your dot location says about you. Then you'll learn about your personal map shading and priorities, and discover how this affects your preferences. After that, you'll learn some basics about the other DiSC styles and how to use that information to connect better with everyone in your workplace.

Your Dot Tells a Story

Your DiSC Style is: DC



Because you have a DC style, Jeffery, you probably pride yourself on your ability to face challenges head-on. When you've set your mind on a goal, you're not easily swayed by obstacles or disapproval from others. And, when the status quo doesn't make sense to you, you're not afraid to question it, even if it means occasionally stepping on other people's toes.

Most likely, you expect competency from yourself and others, and you tend to have little patience for unnecessary meetings or people who waste your time. And, when things don't go as you think they should, you may struggle to contain your disapproval. At times, you may be tempted to just take charge of projects and finish them your own way.

You probably enjoy positions of authority that allow you to ensure that outcomes meet your high standards. Likewise, you probably enjoy having the autonomy to make your own decisions and prioritize your own time. Because you value self-sufficiency, you may dislike having to rely on other people.

You tend to be competitive and focused. Because you don't like to lose, you may fixate on your goals and neglect to consider how your actions might affect other people. Though you tend to be driven, you try to strike a balance between efficiency and quality. To find a winning solution, you tend to quickly weigh the evidence without getting caught up in overanalysis.

Because you tend to be skeptical, you're often quick to see the shortcomings of a plan. When others present new ideas, you probably can't help but point out the potential drawbacks. Others may find this harsh or intimidating, and they may be less likely to suggest new ideas to you for fear of rejection. You also may be somewhat skeptical about other people's intentions, particularly if they come across as excessively friendly or enthusiastic.

Like others with the DC style, you probably avoid showing too much emotion, especially in social situations. In fact, you may come across as somewhat restrained and difficult to read when you first meet someone. Perhaps you're simply sizing up the situation, but your unexpressive demeanor may seem unfriendly to people who are more outgoing.

Because you're unwilling to compromise what you see as the truth, you're not afraid to be blunt and forceful with your opinions. Most likely, you tend to project firmness and confidence in your ideas, and you may become frustrated when others are less direct. Because you tend to expect some resistance or opposition, you may come at situations a little more aggressively than others do.

While you probably don't enjoy conflict, you usually don't let it stop you from doing what you think is right. You're likely to have a stubborn streak, and when someone challenges you, you may dig in your heels even further, perhaps as a matter of principle. And, when situations become heated, you may overlook social niceties or let your body language, such as eye-rolling, express your contempt. However, when a conflict is over, you're probably able to move on quickly and avoid dwelling on it.

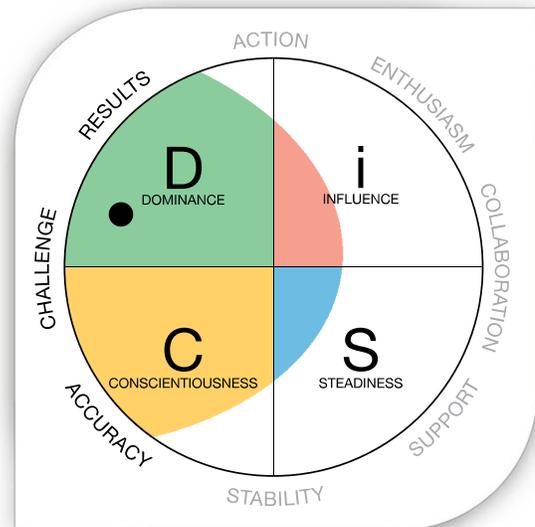
Jeffery, like others with the DC style, your most valuable contributions to the workplace may include your tenacity, your drive for efficient results, and your commitment to quality. In fact, these are probably some of the qualities that others admire most about you.

Your Shading Expands the Story

Jeffery, while your dot location and your DiSC® style can say a great deal about you, your map **shading** is also important.

The eight words around the Everything DiSC map are what we call **priorities**, or the primary areas where people focus their energy. The closer your shading comes to a priority, the more likely you are to focus your energy on that area. Everyone has at least three priorities, and sometimes people have four or five. **Having five priorities is no better than having three, and vice versa.**

Typically, people with the DC style have shading that touches Challenge, Results, and Accuracy. Your shading is characteristic of the DC style.



What Priorities Shape Your Workplace Experience?

► Offering Challenge

Jeffery, you're willing to question other people's opinions and ideas, even if it makes them uncomfortable. When you spot a flaw, you'll speak up about your skepticism. Furthermore, you have little tolerance for incompetence, and you prefer to work with people who won't waste your time. You value critical thinking and common sense, and you aren't afraid to challenge others with tough questions to ensure sound results.

► Getting Results

People with the DC style tend to be goal-oriented and focused on accomplishment. You're interested in getting things done, and others may be struck by your persistence to overcome obstacles. In fact, you're sometimes so strong-willed that you might stubbornly stick to your position even when others disagree. You prioritize getting results and have the determination it takes to cross the finish line.

► Ensuring Accuracy

Like others with the DC style, you tend to be exacting and logical. You're willing to do what it takes to get things right, and you won't settle for sloppy, subpar work. Most likely, you rely on objective facts to guide your reasoning, and you believe decisions based on intuition are careless or foolish. Because ensuring accuracy is important to you, you give ample time to analysis and critical thinking.

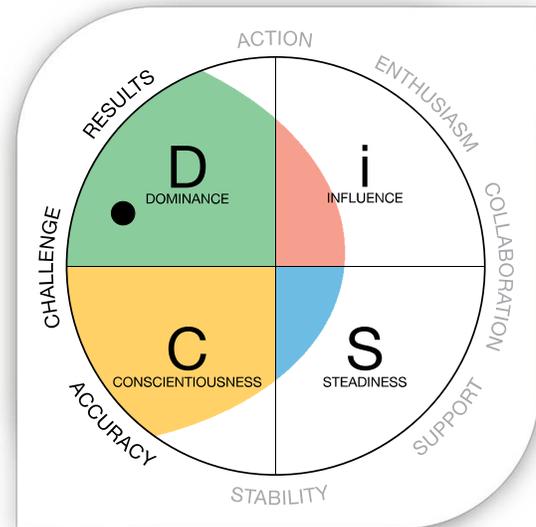
What Motivates You?

Different people find different aspects of their work motivating. Like other people with the DC style, you probably enjoy opportunities to challenge yourself and to take charge of situations where problems need to be solved. Most likely, you appreciate working in an environment that enables you to make efficient progress toward high-quality results.

You probably enjoy many of the following aspects of your work:

MOTIVATORS

- Working toward challenging goals
- Having authority
- Catching errors or flaws in design
- Overcoming obstacles to achieve efficient results
- Working with people who have high standards
- Making key decisions
- Analyzing problems
- Having independence
- Improving upon others' ideas



What do your priorities say about what motivates you and what you find stressful?

What Is Stressful for You?

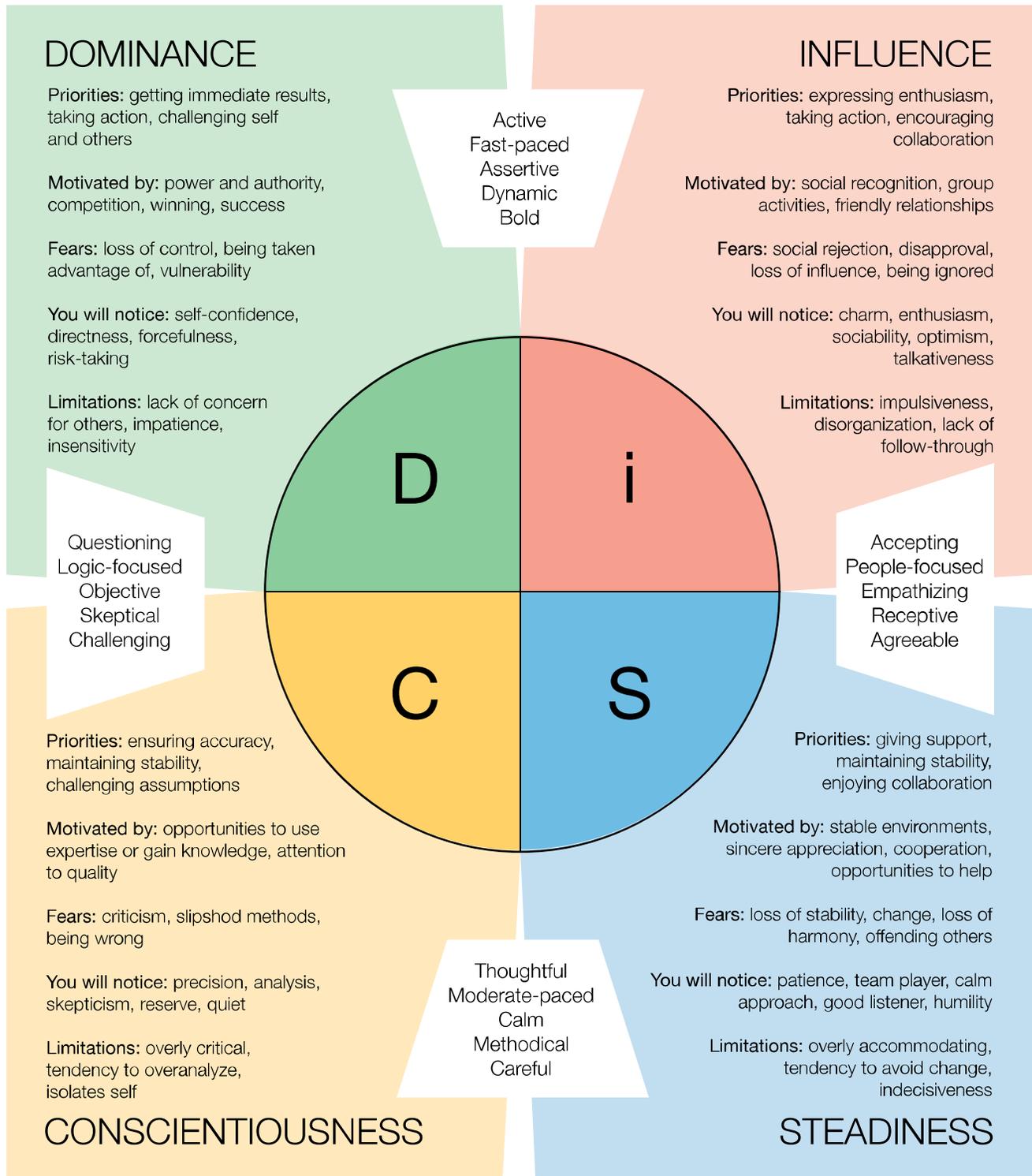
Then there are those aspects of your work that are stressful for you. Because you tend to strive for concrete results and logical objectives, you may find it frustrating when you have to depend on people who don't meet your standards of efficiency, logic, and competency. Since you tend to hold similarly high standards for yourself, it's probably also stressful when you don't feel that you have the expertise to deliver quality results.

Many of the following aspects of your work may be stressful for you:

STRESSORS

- Dealing with people who don't meet your standards
- Keeping your opinions to yourself
- Having your ideas or authority challenged
- Following inefficient procedures
- Having little independence
- Lacking control over situations
- Relying on overly emotional or illogical people
- Recognizing the contributions of others
- Having to display empathy and emotional support

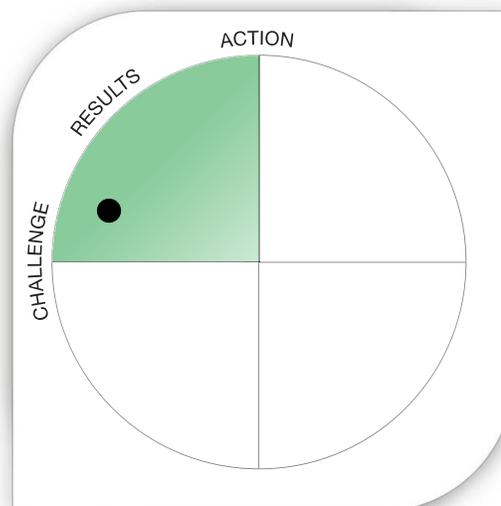
The graphic below provides a snapshot of the four basic DiSC® styles.



Imagine that you regularly interact with someone who has a D style and shares your focus on results. Like you, she values a sense of accomplishment, and you can probably identify with her competitive drive. She's well-respected by the organization as a go-getter who delivers on her promises, and you probably have little trouble relating to her direct, businesslike approach.

To you, this colleague seems strong-willed, assertive, and ready to tackle anything head-on. Her strong focus on quick action may seem short-sighted to you, and since you have very high standards, you probably wish she would slow down to spend more time on analysis.

Furthermore, since you tend to share her questioning nature and desire to challenge the status quo, you probably appreciate her healthy sense of skepticism. But because you both like to control how things are done and prefer to work independently, you may butt heads when working collaboratively.



To you, people with the D style may seem:

- ✓ Driven
- ✓ Strong-willed
- ✓ Competitive
- ✓ Forceful

What Is the Motivation for Their Behavior?

As you can see from the map, people with the D style prioritize Results, Action, and Challenge. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

Results

People with the D style tend to be strong-willed individuals who prioritize **Results**. Because they are so driven, they constantly look for new challenges and opportunities. They strive for success and won't give up just because they run into a few obstacles. Since you're also quite determined, you can probably relate well to their competitiveness.

Action

In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. While you often focus on efficiency, you may not always relate to their desire for constant forward motion.

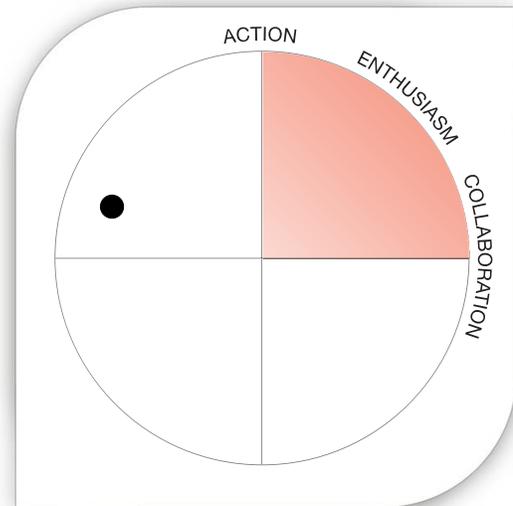
Challenge

Furthermore, those with the D style also prioritize **Challenge**. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. Since you also tend to challenge the status quo, you may relate to this tendency but still find yourself butting heads with them at times.

Now, imagine that you also work with someone with an i style. He seems to know everyone on a first-name basis and always has the latest scoop. While you sometimes share his enthusiasm, you may think his optimistic approach is somewhat naive.

You may notice that he seems to be drawn to fast action and enjoys initiating rapid change. You're more concerned with accuracy and efficient results, so his constantly on-the-go approach may seem erratic to you. However, since you're also fairly open to change, you may appreciate his spontaneity and flexibility, though you tend to take more time before making bold decisions.

To you, he may seem overly concerned with being in the spotlight, and you may wonder how he gets any work done with all that socializing and joke telling. And since you tend to be independent and want to control how things get done, you may not always appreciate his desire to work collaboratively.



To you, people with the i style may seem:

- ✓ Emotional
- ✓ Talkative
- ✓ Scattered
- ✓ Naïve

What Is the Motivation for Their Behavior?

As you can see from the map, people with the i style prioritize Enthusiasm, Action, and Collaboration. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

Enthusiasm

People with the i style put a high priority on **Enthusiasm** and tend to maintain an upbeat attitude. Because they get excited about new possibilities, they may be very expressive when communicating their ideas. Because you probably focus more on logical ideas that have an impact on the bottom line, you may find their high-spirited style to be unnecessary or distracting.

Action

In addition, they prioritize **Action**, so they focus on making quick progress toward exciting solutions. Because they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you tend to strike a balance between efficiency and analysis, you may not always appreciate their spontaneous approach.

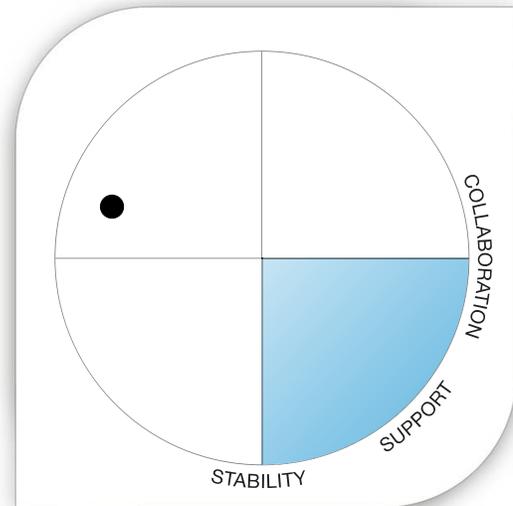
Collaboration

Furthermore, those with the i style also prioritize **Collaboration**. They enjoy meeting new people, and they probably have a talent for getting everyone involved and building team spirit. They appreciate teamwork and often gather the group to work on projects collaboratively. Since you tend to focus more on achieving individual accomplishments and independent efforts, you may view their emphasis on teamwork as unnecessary or even detrimental.

Now, let's imagine that you regularly interact with someone with an S style. To you, he seems soft-hearted and trusting, and whenever you ask him a question, he's always patient and happy to help. However, because you like to emphasize efficient results, his tendency to spend time worrying about people's feelings may frustrate you.

He is well-liked by everyone and can always be counted on to perform his job consistently. In fact, around the office he's often referred to as a "rock." However, even though you like to think through your decisions as well, you may often find him to be overly cautious and averse to change.

While you tend to challenge assumptions, he seems to be more concerned with including everyone and considering people's feelings. While you can be intense and competitive, he keeps a low profile and seems embarrassed when someone showers him with praise. In response to this kind of recognition, he tends to say, "It's really not a big deal."



To you, people with the S style may seem:

- ✓ Uncritical
- ✓ Indecisive
- ✓ Soft-spoken
- ✓ Unassertive

What Is the Motivation for Their Behavior?

As you can see from the map, people with the S style prioritize Support, Stability, and Collaboration. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

Support

People with the S style place a high priority on providing **Support**. They tend to be good listeners, and as a result, they're often seen as patient and accommodating. They don't hesitate to help out when they can, and they value a warm and easygoing environment. Because you tend to focus on logic and the bottom line more than people's feelings, you may find it difficult to relate to their laidback approach, which may get in the way of progress at times.

Stability

In addition, they prioritize **Stability**, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they're probably methodical and avoid rapid change whenever possible. Although you like to analyze risks before making decisions, you may feel that they aren't as willing as you are to make changes or take chances.

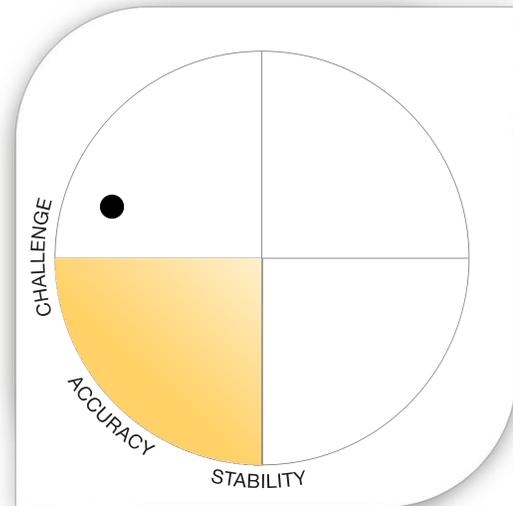
Collaboration

Furthermore, people with the S style also prioritize **Collaboration**. They enjoy working with others in a trusting, warm environment, and they may go out of their way to make sure people feel included and accepted. Because you're probably more comfortable striving for independent accomplishments, you may find their desire for friendly teamwork to be unnecessary or counterproductive.

Imagine that you regularly interact with someone who has a C style and shares your priority of accuracy. You both tend to focus on quality and precision, so you probably respect her dedication to getting things done right. However, she's not highly sociable and tends to hole up in her office for long stretches of time, checking her work two or three times before being satisfied. This may seem overly cautious and perfectionistic to you.

To you, this colleague seems careful and thorough. She wants a stable environment where she can ensure reliable outcomes. Since you're more decisive and driven to see plans become reality as efficiently as possible, you may think her nitpicking can stand in the way of progress.

Furthermore, you share her tendency to challenge ideas. You both may have strong feelings about how things should be done, and you may be equally challenging and determined that your way is the right way. However, you can trust that when she does commit to something, she will follow through.



To you, people with the C style may seem:

- ✓ Cautious
- ✓ Task-oriented
- ✓ Precise
- ✓ Analytical

What Is the Motivation for Their Behavior?

As you can see from the map, people with the C style prioritize Accuracy, Stability, and Challenge. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

Accuracy

People with the C style place a high priority on **Accuracy**. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. They value being precise, and as result, they will often ask in-depth or skeptical questions. While you can probably relate to their detached, logical approach, you may find them too systematic to achieve the bottom-line results you seek.

Stability

In addition, they prioritize **Stability**. Because they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. They tend to analyze all the options, and they often make decisions that promise predictable outcomes. Because you're usually more interested than they are in achieving efficient results, you may grow frustrated with their cautious approach.

Challenge

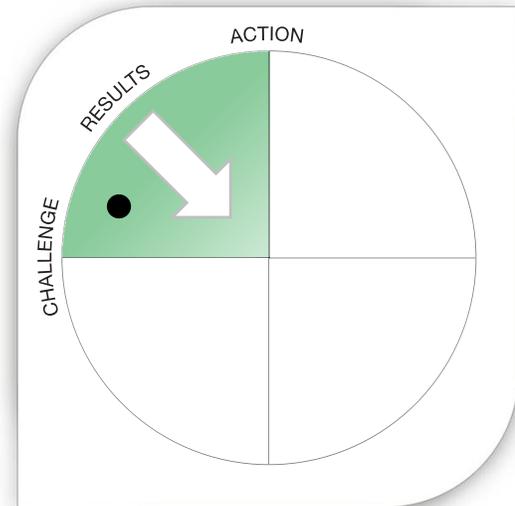
Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. You usually share their tendency to express your skepticism, but you're probably even more straightforward about your concerns than they are.

When Trying to Connect

Jeffery, people with the D style like to get right to the point, and this might affect the way you relate to one another. You share their tendency to speak frankly, so the two of you may agree to clear the air and get things moving quickly. However, you may be equally insistent that your way is best. As a result, you may spend too much time pointing out the flaws in each other's ideas, and neither of you may listen to what the other has to say.

Therefore, when trying to connect with people who have the D style, consider the following strategies:

- Let them present their case without interruption, and take the time to acknowledge their points.
- Avoid getting caught up in logic wars.
- Focus on dialogue rather than talking over each other.



When Problems Need to be Solved

Compared to people with the D style, you're equally likely to be very strong-willed, although they may push harder to make quick, bold decisions. Because you share their eagerness to overcome obstacles and confront problems head-on, you both may focus on tough-minded solutions when solving problems. However, if you disagree on the right approach, their competitiveness and your persistence might make it difficult for the two of you to reach a compromise.

Therefore, when solving problems with people who have the D style, consider the following strategies:

- Offer your own ideas rather than simply telling them what's wrong with their solutions.
- Remember that the goal is to solve problems together, not to win as an individual.
- Refrain from getting caught up in power struggles.

When Things Get Tense

Because you and your "D" coworkers tend to challenge ideas, you may be equally likely to confront problems directly. You both may be very stubborn or even aggressive during confrontations, and you may get caught up in arguments defending your respective positions. For this reason, disagreements between you may become heated, and each of you may think that the other is looking for a fight rather than trying to resolve the conflict.

Therefore, when things get tense with people who have the D style, consider the following strategies:

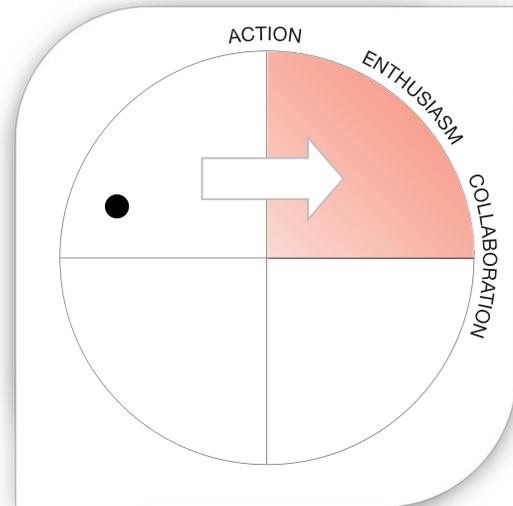
- Avoid becoming overly blunt or aggressive, as the two of you may butt heads.
- Focus on creating solutions rather than on winning.
- Make your points objectively without putting them on the defensive.

When Trying to Connect

Because people with the i style like high-energy environments where they can tackle fun or exciting projects, Jeffery, they're probably quite a bit more sociable and collaborative than you tend to be. While you tend to emphasize logical goals and efficient results, they may want to spend time working with others and building team spirit. And, while you may have little patience for their efforts to make personal connections, they're likely to find your frank and skeptical approach to be insensitive.

Therefore, when trying to connect with people who have the i style, consider the following strategies:

- Remember that it's very important for them to feel well-liked and appreciated.
- Replace your sometimes demanding or insistent behavior with a more diplomatic, friendly approach.
- Recognize the value of their energy and spontaneity.



When Problems Need to be Solved

People with the i style like to dive in and move quickly when confronting a problem, so your tendency to analyze options may strike them as a bit tedious. Furthermore, they want to consider people's needs, so they may see your push to implement unpopular solutions as insensitive. In turn, you may think that they worry too much about what other people think.

Therefore, when solving problems with people who have the i style, consider the following strategies:

- Tap into their energy when the situation requires a quick answer that appeals to everyone.
- Acknowledge that relationships can play a role in defining a successful resolution.
- Avoid insisting on tough-minded solutions that might alienate others.

When Things Get Tense

Because people with the i style want to maintain friendly relationships, they're more likely to initially gloss over differences, while you tend to address issues head-on. However, self-expression is very important to them, so they may insist on being heard in confrontations, even if it means that they lash out at others. In contrast, you dislike emotional outbursts, but you may escalate the conflict by becoming insistent or trying to overwhelm them with your logical arguments.

Therefore, when things get tense with people who have the i style, consider the following strategies:

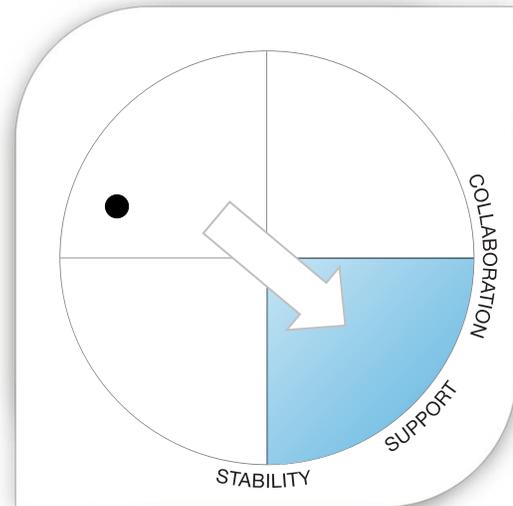
- Focus on resolving the conflict rather than winning the argument.
- State your points objectively and avoid becoming forceful or trying to overwhelm them with logic.
- Reassure them that a disagreement now doesn't mean a poor relationship down the road.

When Trying to Connect

People with the S style value cooperation and friendly interaction, Jeffery, and this might affect the way you relate to one another. They want the people around them to feel accepted and included, so they may have a difficult time with your more challenging approach and your tendency to question every idea and assumption. And while you may feel that you're simply being factual and objective, they may worry that your unemotional tone suggests disapproval or criticism.

Therefore, when trying to connect with people who have the S style, consider the following strategies:

- Avoid coming across as overly critical, and encourage them to tell you when something is bothering them.
- Show concern for their feelings rather than just focusing on efficient results.
- Avoid becoming too aggressive or demanding.



When Problems Need to be Solved

Compared to people with the S style, you may be more driven to make swift, deliberate decisions when solving problems, and your interest in efficiency may attract you to bold solutions. Your “S” coworkers probably tend to take a more cautious and accommodating approach, which may strike you as lacking firmness or decisiveness. At the same time, your willingness to challenge established ideas may seem forceful or insensitive to them.

Therefore, when solving problems with people who have the S style, consider the following strategies:

- Respect their cautious pace, but work together to make decisions more efficiently.
- Contribute your objective viewpoint, but try not to come across as too challenging or pushy.
- Acknowledge their desire to work together and consider other people's feelings when making decisions.

When Things Get Tense

Because people with the S style want to support others, they avoid rocking the boat and upsetting the people around them. You're probably more willing to address conflict directly than they are, so you may spend time arguing for the logic of your position. They're more likely to want to restore harmony, so your sometimes aggressive approach may cause them to simply give in. While you may win arguments this way, the underlying problem may go unresolved, and they may feel resentful.

Therefore, when things get tense with people who have the S style, consider the following strategies:

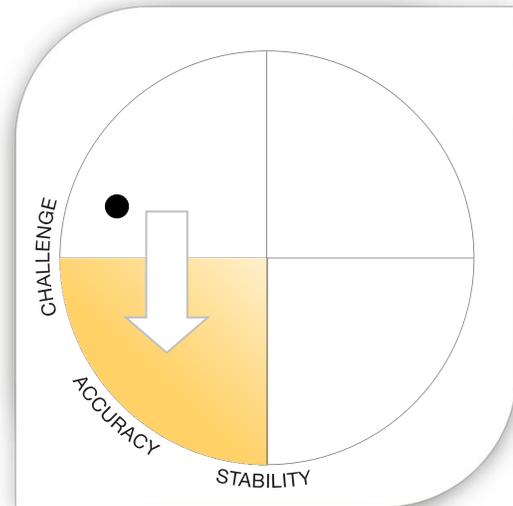
- Take a more diplomatic approach while you work to uncover the true source of the conflict.
- Refrain from forceful tactics that may leave them feeling anxious or resentful.
- Avoid dismissing the conflict unless you're sure it's resolved.

When Trying to Connect

Jeffery, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. Because it's important to them to have time to get things right, they probably appreciate your tendency to get to the point. However, they like to carefully analyze ideas, so your push for results may cause them to withdraw. And because you both focus on logic more than relationships, communication between the two of you may suffer.

Therefore, when trying to connect with people who have the C style, consider the following strategies:

- Acknowledge their need to study options rather than pushing for faster results.
- Allow time to get to know each other better to avoid misunderstandings.
- Respect your shared preference to work independently, but remain open to collaborative projects.



When Problems Need to be Solved

When it comes to solving problems, you can relate to your "C" coworkers' desire to analyze options logically, but you're probably more concerned about reaching a decision efficiently. As a result, you may become impatient when they spend too much time second-guessing plans. In turn, they may see your push for quick answers as aggressive. And, because you both have strong opinions, you may get into logic battles over the right way to approach the problem-solving process.

Therefore, when solving problems with people who have the C style, consider the following strategies:

- Agree on a timeline for reaching a decision and balance your desire for efficiency with their caution.
- Avoid becoming argumentative, and work together to find a solution you can both support.
- Avoid taking an overly insistent approach to presenting your ideas.

When Things Get Tense

Because people with the C style often view conflict as a disagreement over who is correct, they usually avoid direct aggression and focus on challenging the reasoning behind an argument. On the other hand, you tend to be quite blunt in a confrontation. Since they prefer more time to process and consider the situation objectively, they may become defensive in response to your sometimes forceful tactics. As a result, the two of you may have power struggles over whose argument is correct.

Therefore, when things get tense with people who have the C style, consider the following strategies:

- Tone down your sometimes aggressive approach so they don't withdraw or become defensive.
- State your position objectively and give them time to present their side.
- Avoid pushing them to settle the matter immediately.

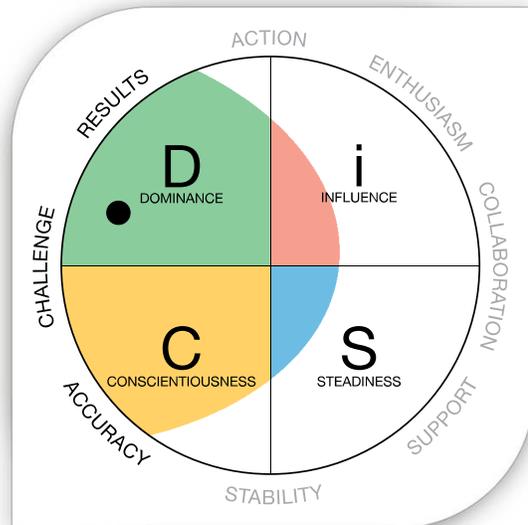
SUMMARY: INCREASING YOUR WORKPLACE EFFECTIVENESS

Jeffery, given everything you've learned about your style, what follows are **three key strategies** that might help you work more effectively with all the people in your workplace.

1 Consider the Impact of Your Words

You may have a matter-of-fact approach when dealing with others. At times, you may focus so intently on the topic at hand that you fail to read how others are receiving your words. Keep in mind that some people you work with may be more sensitive, and being too blunt could hurt their feelings. It's important to recognize when taking the time to exercise diplomacy would be more effective.

- Remind yourself that even if you think you're just stating the facts, others might take your message personally and shut down.
- In situations when your message seems to hurt someone, even if it's unintentional, apologize rather than brushing past their feelings.



2 Show More Openness to New Initiatives

Because you have a questioning side, you're likely to catch flaws in other people's ideas. However, while your first instinct might be skepticism, people will probably end up feeling frustrated and demotivated if you shoot down their initiatives. As a result, they eventually may cut you out of the loop altogether to avoid your rejection.

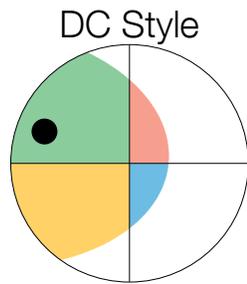
- Show appreciation for others' attempts to try something new rather than focusing on what won't work.
- If you spot a flaw, find a way to fix it rather than rejecting the idea altogether.

3 Give Others a Chance to Share Their Ideas

You may have a tendency to dominate conversations so that others don't have the opportunity to speak up. Keep in mind that not everyone is as outspoken as you tend to be, and you may end up missing out on their valuable insights. By inviting more collaboration and dialogue, you can benefit from the talents of those around you.

- Consciously seek out the opinions of those who tend to be more soft-spoken.
- Listen actively and acknowledge everyone's contributions, even if you disagree.

PERSONALIZED STYLE INDEX: THE D STYLES



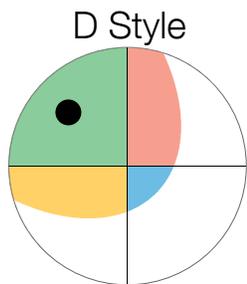
Challenge
Results
Accuracy

Goals: Independence, personal accomplishment
Judges others by: Competence, common sense
Influences others by: High standards, determination
Overuses: Bluntness; sarcastic or condescending attitude
Under pressure: Becomes overly critical
Fears: Failure to achieve their standards
Would increase effectiveness through: Warmth, tactful communication

Jeffery, people with the DC style prioritize Challenge, so they want to explore all options and make sure that the best possible methods are used. As a result, they may be very questioning and skeptical of other people's ideas. This may be easy for you to relate to since you aren't afraid to challenge opinions and ask questions.

In addition, they also prioritize Results, so they're often very direct and straightforward. When they're focused on the bottom line, they may overlook the feelings of others. You also tend to be driven, so you can probably relate to their desire for results.

Finally, those with the DC style also prioritize Accuracy. Because they want to control the quality of their work, they prefer to work independently, and they may focus on separating emotions from facts. Since you also like to maintain high standards, you can probably relate to their objective, analytical approach.



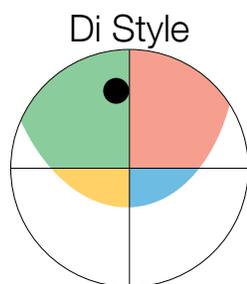
Results
Action
Challenge

Goals: Bottom-line results, victory
Judges others by: Ability to achieve results
Influences others by: Assertiveness, insistence, competition
Overuses: The need to win, resulting in win/lose situations
Under pressure: Becomes impatient and demanding
Fears: Being taken advantage of, appearing weak
Would increase effectiveness through: Patience, empathy

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. Since you're also quite determined, you can probably relate well to their competitiveness.

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. While you often focus on efficiency, you may not always relate to their desire for constant forward motion.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you also tend to challenge the status quo, you may relate to this tendency but still find yourself butting heads with them at times.



Action
Results
Enthusiasm

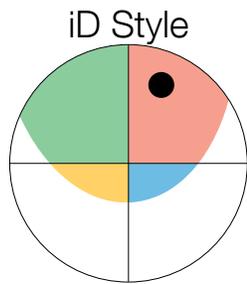
Goals: Quick action, new opportunities
Judges others by: Confidence, influence
Influences others by: Charm, bold action
Overuses: Impatience, egotism, manipulation
Under pressure: Becomes aggressive, overpowers others
Fears: Loss of power
Would increase effectiveness through: Patience, humility, consideration of others' ideas

People with the Di style prioritize Action, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. You prefer to keep a steadier pace, so you may not relate well to their energetic approach.

In addition, they also prioritize Results, so they often work to accomplish their goals rapidly. While they are competitive, they can also use charm to persuade others to help them succeed. Because you are also results-oriented, you may respect their drive to succeed.

Finally, those with the Di style also prioritize Enthusiasm, so they may come across as charming and fun because of their high energy. They probably use their excitement to inspire others and to create a lively environment. While you can sometimes relate to their enthusiasm, they may be somewhat more dynamic than you tend to be.

PERSONALIZED STYLE INDEX: THE i STYLES



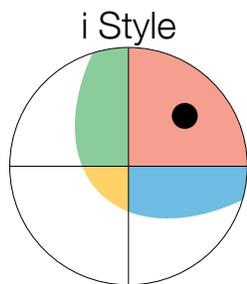
iD Style
Action
Enthusiasm
Results

Goals: Exciting breakthroughs
Judges others by: Ability to think creatively, charisma
Influences others by: Boldness, passion
Overuses: Impulsiveness, outspokenness
Under pressure: Becomes impulsive, lashes out at others
Fears: Fixed environments, loss of approval or attention
Would increase effectiveness through: Focusing on the details, patience, listening to others

Jeffery, people with the iD style prioritize Action, so they tend to focus on moving toward their goals quickly. They like to maintain a fast pace, and they're probably comfortable making decisions on the fly. You may have a difficult time keeping up with their rapid pace.

In addition, they also prioritize Enthusiasm, and they may come across as high-energy people who like to rally others around a common goal. Most likely, they maintain an upbeat attitude and bring a genuine optimism to their work. While you sometimes share their enthusiasm, they may be more expressive than you tend to be.

Furthermore, those with the iD style also prioritize Results, so they may come across as ambitious and goal-oriented. Most likely, they enjoy leveraging relationships to achieve new accomplishments. You also want results, so you can probably relate to their ambition.



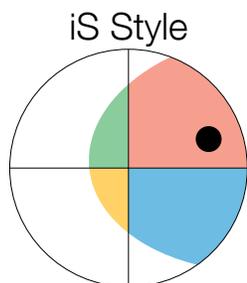
i Style
Enthusiasm
Action
Collaboration

Goals: Popularity, approval, excitement
Judges others by: Openness, social skills, enthusiasm
Influences others by: Charm, optimism, energy
Overuses: Optimism, praise
Under pressure: Becomes disorganized, gets overly expressive
Fears: Rejection, not being heard
Would increase effectiveness through: Being more objective, following through on tasks

People with the i style put a high priority on Enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Because you probably focus more on logical ideas that have an impact on the bottom line, you may find their high-spirited style to be unnecessary or distracting.

In addition, they prioritize Action, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you tend to strike a balance between efficiency and analysis, you may not always appreciate their spontaneous approach.

Furthermore, those with the i style also value Collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Since you tend to focus more on achieving individual accomplishments and independent efforts, you may view their emphasis on teamwork as unnecessary or even detrimental.



iS Style
Collaboration
Enthusiasm
Support

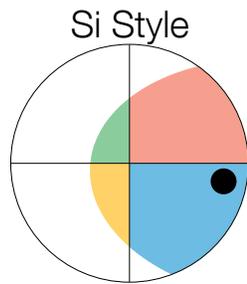
Goals: Friendship
Judges others by: Ability to see good in others, warmth
Influences others by: Agreeableness, empathy
Overuses: Patience with others, indirect approaches
Under pressure: Takes criticism personally, avoids conflict
Fears: Pressuring others, being disliked
Would increase effectiveness through: Acknowledging others' flaws, confronting problems

People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you appreciate opportunities to work independently, you may not relate to their emphasis on team efforts.

In addition, they also prioritize Enthusiasm, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others. While you sometimes share their positive approach, they may be more happy-go-lucky than you tend to be.

Furthermore, those with the iS style also value Support, so they tend to be flexible people who want what's best for the group. When others struggle, they tend to show concern and offer uncritical support. You may think their accepting approach is too softhearted.

PERSONALIZED STYLE INDEX: THE S STYLES



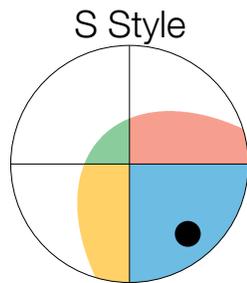
Collaboration
Support
Enthusiasm

Goals: Acceptance, close relationships
Judges others by: Receptivity to others, approachability
Influences others by: Showing empathy, being patient
Overuses: Kindness, personal connections
Under pressure: Avoids conflict, tries to make everyone happy
Fears: Being forced to pressure others, facing aggression
Would increase effectiveness through: Saying “no” if necessary, addressing issues

Jeffery, people with the Si style prioritize Collaboration, and they like to involve others in making decisions. Most likely, they try to build team spirit and are less concerned with individual accomplishment. Because you tend to prefer working alone, you may have trouble understanding their strong interest in group efforts.

In addition, they also prioritize Support, so they tend to place a high importance on the needs of others. Because they have an accommodating nature, they’re often willing to set aside their own opinions and needs to help others. You may have trouble relating to their accepting approach, which may sometimes seem counterproductive to you.

Furthermore, those with the Si style also value Enthusiasm, and they usually come across as cheerful. They tend to see the positive in most situations, and they’re encouraging of other people’s ideas. While you sometimes share their enthusiasm, they may be somewhat more upbeat than you tend to be.



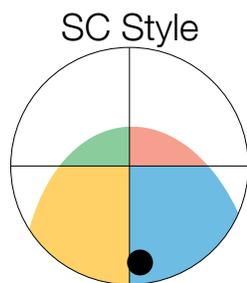
Support
Stability
Collaboration

Goals: Harmony, stability
Judges others by: Dependability, sincerity
Influences others by: Accommodating others, consistent performance
Overuses: Modesty, passive resistance, compromise
Under pressure: Gives in, avoids revealing true opinions
Fears: Letting people down, rapid change
Would increase effectiveness through: Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing Support. They tend to be good listeners, and as a result they’re often seen as patient and accommodating. Because you tend to focus on logic and the bottom line more than people’s feelings, you may find it difficult to relate to their laidback approach, which may get in the way of progress at times.

In addition, they also prioritize Stability, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Although you like to analyze risks before making decisions, you may feel that they aren’t as willing as you are to make changes or take chances.

Furthermore, people with the S style also prioritize Collaboration. Because they value a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. Because you’re probably more comfortable striving for independent accomplishments, you may find their desire for friendly teamwork to be unnecessary or counterproductive.



Stability
Support
Accuracy

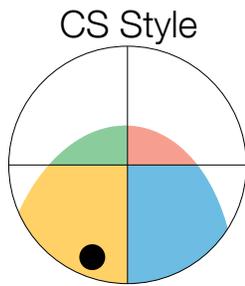
Goals: Calm environment, fixed objectives, steady progress
Judges others by: Reliability, realistic outlook, even temperament
Influences others by: Diplomacy, self-control, consistency
Overuses: Willingness to let others lead, humility
Under pressure: Becomes inflexible, hinders spontaneity, complies
Fears: Time pressure, uncertainty, chaos
Would increase effectiveness through: Initiating change, speaking up

People with the SC style place a high priority on Stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won’t bring a lot of surprises. Since you’re probably willing to take risks, you may find it hard to relate to their focus on safe, dependable outcomes.

In addition, they also prioritize Support, so they tend to be accommodating and willing to forfeit their own needs and preferences when necessary. Most likely, they’re usually patient and diplomatic, and they aren’t likely to become overly emotional when pushed. You may have trouble relating to their patient, obliging approach.

Furthermore, those with the SC style also value Accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. You probably relate well to their interest in producing solid, error-free work.

PERSONALIZED STYLE INDEX: THE C STYLES



Stability
Accuracy
Support

Goals: Stability, reliable outcomes

Judges others by: Precise standards, orderly methods

Influences others by: Practicality, attention to detail

Overuses: Traditional methods, sense of caution

Under pressure: Withdraws, becomes hesitant

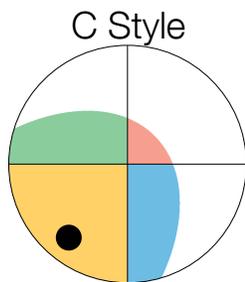
Fears: Emotionally charged situations, ambiguity

Would increase effectiveness through: Showing flexibility, being decisive, showing urgency

Jeffery, people with the CS style prioritize Stability, so they probably come across as orderly and precise. Since they prefer to be well-prepared, they tend to avoid taking risks or making rapid changes. Because you're probably more adventurous than they are, you may find it hard to relate to their cautious approach.

In addition, they also place a high priority on Accuracy, so they tend to spend time refining their ideas before moving forward. Most likely, they rely on data before making decisions and tend to take an objective approach. Because you share their tendency to value accurate outcomes, you may appreciate their careful, methodical approach.

Furthermore, those with the CS style also value Support, and they're usually willing to help when their expertise is needed. They also tend to be even-tempered and patient with both people and difficult situations. You might find it difficult to relate to their accommodating approach.



Accuracy
Stability
Challenge

Goals: Accuracy, objective processes

Judges others by: Expertise, systematic processes

Influences others by: Logic, exacting standards

Overuses: Analysis, restraint

Under pressure: Overwhelms others with logic, becomes rigid

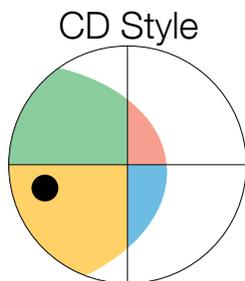
Fears: Being wrong, strong displays of emotion

Would increase effectiveness through: Acknowledging others' feelings, looking beyond data

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. While you can probably relate to their detached, logical approach, you may find them too systematic to achieve the bottom-line results you seek.

In addition, they also prioritize Stability. Since they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Because you're usually more interested than they are in achieving efficient results, you may grow frustrated with their cautious approach.

Furthermore, people with the C style also prioritize Challenge. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. You usually share their tendency to express your skepticism, but you're probably even more straightforward about your concerns than they are.



Challenge
Accuracy
Results

Goals: Efficient results, rational decisions

Judges others by: Competence, use of logic

Influences others by: Strict standards, resolute approach

Overuses: Bluntness, critical attitude

Under pressure: Ignores people's feelings, moves ahead independently

Fears: Failure, lack of control

Would increase effectiveness through: Cooperation, paying attention to others' needs

People with the CD style prioritize Challenge and may come across as skeptical and determined. Most likely, they won't accept ideas without asking a lot of questions, and they like to uncover problems that could affect results. You share their tendency to question new ideas, so you may find it easy to relate to their challenging approach.

In addition, they also prioritize Accuracy, and they focus on thinking logically to create the best solutions. They tend to avoid letting their emotions get in the way of making rational decisions. Because you share their analytical approach, you may find it easy to relate to their emphasis on objectivity and logic.

Furthermore, those with the CD style also value Results and tend to be determined to deliver quality outcomes efficiently. Most likely, they're also willing to take charge of projects when necessary, and they can usually be counted on to keep things on track. Since you tend to share their interest in efficient results, you likely appreciate their determination to succeed.