



Executive Summary Sales

A Comprehensive Evaluation

Report For: **Clarence Jones**

Date: **3/10/2019**



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The Integrated Performance Measurement Report for Making Great People Decisions



The Executive Summary will prove extremely valuable as you seek to make your great people decisions. It describes the strength of the three performance multipliers that have the unique capacity to amplify a person's credentials, e.g. *the combination of hard skills and track record of success.*

Leverage our 30 years of non-stop research and use what you will discover here to add a scientific performance component to your people processes. This tool can be used for employee selection and development as well as improving teamwork and interpersonal dynamics. It will assist you in dramatically reducing and even avoiding making poor people choices that are so costly, disruptive and frustrating.

Summary of the Three Performance Multipliers

The Critical Thinking Decision Making Measurement

Critical Thinking is the first and most important performance multiplier. It has the unique ability to calculate decision speed, the capacity to work effectively with others and make the right decisions while operating within the established framework of an organization.

The critical thinking measure is based upon the Nobel nominated research into human decision theory and is comprised of three sophisticated algorithms that calculate an individual's capacity to make the correct choices when faced with the problems, challenges and opportunities they encounter when applied to their areas of expertise.

The critical thinking decision measure reports on the capacity to:

1. Identify the core issues that are driving a problem, challenge or opportunity.
2. Create a workable solution for the identified core issue(s) needing attention.
3. Implement the workable solution that respects the guidelines of the organization and within the scope of the resources that are currently available to affect the solution.

The Internal Motivator/Driver Measurement

The Internal Motivators/Drivers are the second performance multiplier. Based upon the Harvard research into human motivation, it measures the hierarchy and the relative strength of each of the seven universal human motivators and how they uniquely combine to form the ACTION STEPS an individual will WANT to take as they translate their critical thinking decisions into concrete plans and results. It indicates how an individual will overtly or covertly want to influence the results that reflect their most influential motivators.

The DISC Behavioral or Communication Style Measurement

The Behavioral or Communication Style is the third performance multiplier. Fostered by 65 years of research into human interactive dynamics, this multiplier identifies the behavioral STYLE someone will use to communicate their motivated, critical thinking decisions to other people. Unlike other DISC tools that measure just four primary behaviors, we report the 12 integrated behavioral and communication factors that comprise the 15 most common behavioral and communication styles. These styles show how an individual's level of assertiveness, extroversion, patience and precision *uniquely combine* to form the overall behavioral display they'll most often use when sharing and communicating their ideas, beliefs, recommendations and fears with others.

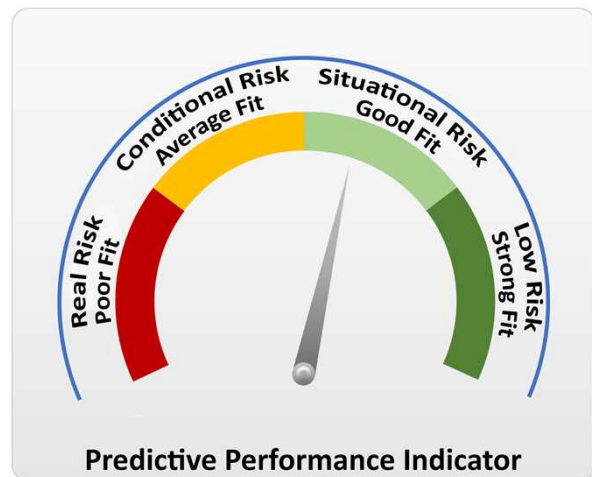
Integrated Performance Analysis for Clarence Abney

How Critical Thinking, Internal Motivators and Behavior or Communication Style amplify this individual's credentials

Clarence's Critical Thinking Decision Making Capacity

Critical thinking is the first and most important performance multiplier. It is presented as a function of risk (the probability for errors in judgment). The "Z score Risk factor" is also shown as an academic A, B, C or D score.

CRITICAL THINKING RISK LEVEL			
D	- C +	- B +	A
		✓	
Cautionary REAL Risk <i>Marginal Critical Thinking and Judgment</i>	Average Conditional Risk <i>Average Critical Thinking and Judgment</i>	Good Situational Risk <i>Good Critical Thinking and Judgment</i>	Strong Low Risk <i>Strong Critical Thinking and Judgment</i>



Clarence's Critical Thinking "Z score" earns good (B level) tactical or "practical next step" critical thinking and above average (C+ level) "strategic or conceptual" critical thinking scores as they see to resolve the job's typical Administrative and Individual Contributor problems, challenges and opportunities supported by their relevant administrative expertise and qualifications.

Review Clarence's Prioritized Adm. strengths that support their ability to make effective decisions that will achieve their targeted results. We also present the *administrative performance blockers*. They are factors that can interfere with Clarence's ability to optimize their strongest natural strengths. View the Key strengths & blockers below and the Top 10 blockers on the next page.

Clarence's Prioritized Critical Thinking Strengths

Need To Achieve: (Achievement Drive)-Low Risk Strongly driven by a need to achieve recognition and attention to confirm self worth.

Self Attitude: (Achievement Drive)-Low Risk Driven by a strong sense of personal optimism, a belief that the best can and will happen.

Persistence: (Self Starting Ability)-Low Risk Strong personal commitment to stay on track and complete goals and tasks regardless what happens.

Attitude Toward Others: (Empathy)-Low Risk Positive, open attitude toward prospect and client needs and concerns.

Self Confidence: (Ability To Handle Rejection)-Low Risk Focus and attention on developing a confident social and role image and realistic role expectations.

Service: (Motivation)-Low Risk Motivated by a strong desire to help others and meet their needs and concerns.

Intuitive Insight: (Empathy)-Low Risk Keen intuitive insight, the ability to readily identify prospect interests and buying signals.

Ambition: (Achievement Drive)-Low Risk Driven by a compulsive need to attain personal goals and ambitions.

Clarence's Prioritized Critical Thinking Blocker

Self Esteem: (Handling Rejection)-Real Risk/SLS-6B Self-depreciation, may have difficulty controlling interview and to promise too much or more than is necessary.

Self Control: (Handling Rejection)-Conditional Risk/SLS-9 Tendency to react impulsively in stressful situations can lead to difficulty maintaining control in the sales process.

Results Oriented: (Achievement Drive)-Conditional Risk/SLS-12B Lack of attention to results can generate a tendency to delay decisions or to overlook what needs to be done.

Money & Material Things: (Motivation Index)-Conditional Risk/SLS-26B A lack of attention to money and material things can lead to indifference toward money unless it is a personal goal.

Strength Scoring Legend:

Low Risk = A Level
Situational Risk = B Level
Conditional Risk = C Level
Real Risk = D Level

(Risk is the Probability of Judgmental Errors)

Blocker Strength Scoring Legend:

Real Risk = D Level
Conditional Risk = C Level
Situational Risk = B Level
Low Risk = A Level

(Risk is the Probability of Judgmental Errors)

Clarence Jones's Top 10 Sales Blockers

(With Access to Specific Interviewing Questions)

Everyone has blockers! They are the factors that INTERFERE with one's ability to optimize their strengths. Here you will find this person's top 10 Sales blockers. The blockers are prioritized with the greatest interference first. (See Scoring Legend) Each blocker has a reference number shown in parenthesis. Use that number to gain powerful insights into each blocker. (See bottom of page).

Prioritized Sales Blockers

Consider The Blocker Strength (Equals the Interference with the Strengths)

Real Risk = D Level Conditional Risk = C Level Situational Risk = B Level Low Risk = A Level

Self Esteem: (Handling Rejection)-Real Risk/SLS-6B Self-depreciation, may have difficulty controlling interview and to promise too much or more than is necessary.

Self Control: (Handling Rejection)-Conditional Risk/SLS-9 Tendency to react impulsively in stressful situations can lead to difficulty maintaining control in the sales process.

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Money & Material Things: (Motivation Index)-Conditional Risk/SLS-26B A lack of attention to money and material things can lead to indifference toward money unless it is a personal goal.

Attention To Policies & Procedures: (Discipline For Selling)-Conditional Risk/SLS-19E Individualistic, skeptical thinking leads them to disregard policies and procedures that do not meet their needs.

Self Assessment: (Handling Rejection)-Situational Risk/ Difficulty realistically assessing personal potential and maintaining consistent confidence.

Sensitivity To Others: (Handling Rejection)-Situational Risk/ Too much sensitivity to what others think or say potentially making it hard to address difficult issues.

Meeting Established Standards: (Discipline For Selling)-Situational Risk/ Strong sense of individualistic, skeptical thinking can lead them to covertly or overtly challenge standards.

Meeting Schedules & Deadlines: (Discipline For Selling)-Situational Risk/ Perfectionistic, self-directed thinking leads them to stubbornly impose their own schedules and timetables.

Evaluating Others: (Empathy)-Situational Risk/ Dogmatic but optimistic, preset and rigid views about who qualifies as a prospect.

Want more detail about each of the above Sales Interfering Blockers?

1. Go to the online resource page: <http://www.axiometrics.us>
2. Enter the following Log In and Password
Log In: **UNDERSTANDING**
Password: **BLOCKERS**
3. Select **Sales Reference Manual Tab** from the top of the page.
4. Select the corresponding blocker number [**example (SLS-19D)**]. Clicking on that link will provide you with relevant information about the strength of the blocker, how it will likely impact the individuals and it also **provides you with specific interview questions and tactics to explore the blocker**. These insights will prove very helpful for selection and as a foundation for development and training efforts.

Clarence Abney's Sales Core Competency Scores

Below are the scores of the 30 sales competencies that will direct, guide and focus Clarence's credentials toward successful business development and sales results.

View definitions: <http://www.mauianalysis.com/competencies>

Supporting Sales Competencies Inventory	A Level Low Risk <i>Strong Access to this Strength</i>	B Level Situational Risk <i>Good Access to this Strength</i>	C Level Conditional Risk <i>Average Access to this Strength</i>	D Level Real Risk <i>Poor Access to this Strength</i>
Empathy				
Intuitive Insight	✓			
Attitude Toward Others	✓			
Evaluating Others		✓		
Persuading Others	✓			
Relating to Others	✓			
Handling Rejection				
Self-Esteem				✓
Self-Assessment		✓		
Self-Confidence	✓			
Self-Control			✓	
Sensitivity Toward Others		✓		
Achievement Drive				
Goal Directedness	✓			
Results Oriented			✓	
Need to Achieve	✓			
Social Recognition	✓			
Self-Attitude	✓			
Ambition	✓			
Self-Starting Ability				
Persistence	✓			
Consistency	✓			
Initiative	✓			
Role Satisfaction	✓			
Motivation Index				
Service to Others	✓			
Money and Material Things			✓	
Status and Social Recognition	✓			
Personal Development	✓			
Sense of Mission	✓			
Sense of Belonging		✓		
Discipline for Selling				
Meeting Established Standards		✓		
Doing Things Right	✓			
Attention to Policies and Procedures			✓	
Meeting Schedules/Deadlines		✓		

Understanding Clarence’s Critical Thinking Decision Pattern

“Measuring what was thought to be unmeasurable!”

The Critical Thinking scores in this report are built on the Nobel Nominated research of Dr. Robert S. Hartman which discovered that humans have a consistent decision making pattern which can be measured. Because decisions or choices precede action and action translates into results, this decision making measurement allows us to predict a person’s probable performance with a great deal of precision.

View the components that empower Clarence’s unique decision making pattern. The human mind evaluates and organizes **EVERYTHING** via 6 separate but integrated views – 3 are workplace focused (empathy, practical thinking and systems judgment) and 3 are internally focused (self-esteem, role awareness and self-direction). Each view has an element of **CLARITY or UNDERSTANDING** and an element of **BIAS/ATTENTION or IMPORTANCE**. *These 12 bi-modal views (6 dimensions X 2 views each) combine to form the strength, i.e., clarity and bias/attention that form this person’s critical thinking and their evaluative judgment. The integrated descriptors reflecting this person’s pattern are shown in red.*

Want more? View a short tutorial
<http://www.mauianalysis.com/think>

Here is Clarence’s decision making pattern:

<p>Empathy – <i>Knowing how your decisions impact OTHERS.</i> Clarity of understanding and the importance assigned to how their choices will be received by Other People.</p>	<p>Clarence’s Empathy score is CLEAR with a positive, overattentive bias. View how YOUR concern for other people’s reactions will influence your decisions: PERCEPTIVE CONCERNED OPTIMISTIC AVAILABLE SELECTIVE.</p>
<p>Practical Thinking – <i>Knowing how your decisions impact RESULTS.</i> Clarity of understanding and the importance assigned to how their choices and solutions will influence the Targeted Results.</p>	<p>Clarence’s Practical Thinking score is CRYSTAL CLEAR with a negative, inattentive bias. View Clarence’s valuation of how available alternative choices will impact the results: KEENLY PERCEPTIVE CAUTIOUSLY DISCRETE PRAGMATIC.</p>
<p>System Judgment – <i>Knowing how your decisions will impact RULES.</i> Clarity of understanding and the importance assigned to how their choices will work within the established Structure, Rules and Standards</p>	<p>Clarence’s System Judgment score is CLEAR with a negative, cautious bias. View how the “rules”, structure and policy will influence your decisions: PERCEPTIVE INDIVIDUALISTIC CAUTIOUS SKEPTICAL REACTIVE.</p>
<p>Self-Esteem – <i>Knowing how your decisions will impact YOU.</i> Clarity of understanding and the importance assigned to how their choices will impact HOW THEY VALUE THEMSELVES.</p>	<p>Clarence’s Self-Esteem score is CLEAR with a negative, inattentive bias. View how Clarence views, understands and appreciates their own unique value. INATTENTIVE TO INNER SELF TOO DEMANDING ON AND CRITICAL OF THEMSELVES.</p>
<p>Role Awareness – <i>Knowing how your decisions will impact your Current Life Role(s).</i> Clarity of understanding and the importance assigned to how one’s choices will impact how they value their CURRENT LIFE’S ROLES.</p>	<p>Clarence’s Role Awareness score is CLEAR with a positive, attentive bias. View how Clarence believes their current role is supporting and contributing to their workplace satisfaction: PERCEPTIVE ATTENTIVE TO SOCIAL/ROLE IMAGES CONFIDENT.</p>
<p>Self-Direction – <i>Knowing how your decisions will impact your FUTURE.</i> Clarity of understanding and the importance assigned to how one’s choices will CONTRIBUTE TO THE FUTURE one is seeking to manifest.</p>	<p>Clarence’s Self-Direction score is CRYSTAL CLEAR with a positive, overattentive bias. View how Clarence believes their choices and circumstances will achieve the future they want for themselves: KEENLY PERCEPTIVE IDEALISTIC PERSISTENT INSISTENT.</p>

Critical Thinking Scoring Legends

"How one's clarity and bias combine to form every decision!"

Clarity = Understanding

1. **Crystal Clear** – Excellent understanding of the capacity.
2. **Clear Clarity** - Good understanding.
3. **Unconventional Clear Clarity** – Good understanding that has a creative “out of the box” perspective.
4. **Visible Clarity** – Some aspects ARE visible and some aspects are invisible – subject to errors in judgment.
5. **Transition Clarity** – Poor understanding with questions and confusion.

Bias/Attention = Importance of the clarity

Inattentive [Double Negative (- -)] bias = Little importance

Cautious [Single Negative (-)] bias = May not rely upon this view as a strength when making decisions.

Attentive [Single Positive (+)] bias = Considered important without losing balanced perspective.

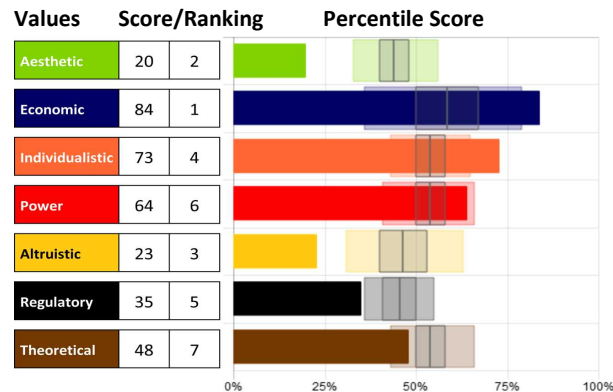
Over Attentive [Double Positive] bias = Likely pay too much attention to this view. It will be considered VERY important

Clarence's Internal Motivators/Drivers

More ► <http://www.talent-survey.com/motivators>

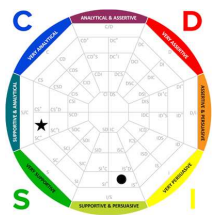
View the hierarchy and strength of the MOST INFLUENTIAL internal motivators or drivers that identify Clarence's 'personal agenda.' These motivators uniquely combine to identify the 'ACTION STEPS' that will shape and influence priorities and decision tactics.

- Economic (+)** Prioritize solutions that achieve a high economic focus on ROI, \$\$\$, efficiency and effective results.
- Aesthetic (-)** Prioritize solutions that support pragmatic, flexible and a no frills approach to results.
- Altruistic (-)** Prioritize solutions that support a focus more on business, financial and economic efforts.
- Individualistic (+)** Prioritize solutions that achieve a high level of personal freedom, autonomy & uniqueness.

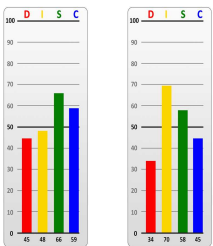


Note: Scores MOST above (+) OR below (-) the mean identify the motivators that will have the greatest influence on decision making.

Clarence's Behavior and Communication Style



Primary Behavioral Style Overview: Clarence's style is adept at solving "people problems." These persons are seen as warm, empathetic and insightful. They like to form extended personal relationships and often develop a reputation for unobtrusive, contributory efforts when working with others. They can sometimes become too lenient with marginal contributors and tend to be too mild when issuing corrections, directions and expectations.



Adapted Sc Natural Is

Primary Communication Style Overview: Clarence communicates Situational Risk good (B level) critical thinking in an overall DIRECT and OPEN style. The DIRECT style is *emphatic, competitive and results oriented*. The OPEN style is warm, capable of expressing emotion and seeks to build relationships. Clarence delivers their communication style in an overall cordially Social and considered manner. Others will likely view Clarence as someone who seeks to build relationships with others, who can sometimes appear overconfident with a willingness to improvise and take spontaneous actions and who will reflect a willingness to consider alternative ideas and solutions.

Clarence's Key Behavioral Insights

- Emotional characteristic:** Wants to be seen as warm and open by others.
- Goals:** Building personal relationships and network of positive alliances.
- How others are valued:** Openness toward others and basic goodness.
- Influences group:** Via personal relationships and being open to others ideas, problems and needs.
- Value to the organization:** Will bring stability to group efforts with predictable actions and will possess good listening skills.
- Warning:** Can become too tolerant and may avoid needed direct confrontations.
- When under pressure:** Can become too accommodating, trusting and willing to share too much with others.
- Fears:** Having to pressure others or being seen or blamed as the source of pain or problems by others.

Clarence's Primary Communication Strengths:

Note: Your scores indicate:

- You are a good listener.
- You bring a high "sincerity factor" to the team climate.
- Your excellent listening style stands as a model for others to observe and follow.
- You are able to reach goals by working with and supporting the efforts of others on the team.
- You demonstrate a high degree of patience in working with others.
- Your strong optimism helps motivate the team toward their goals.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.

Clarence's Performance Overview and Recommendations

General Performance: Ability to perform within the areas of expertise

Relying upon the areas of expertise and qualifications, Clarence is an individual who can call upon good (B level) critical thinking to resolve the core administrative problems, challenges and opportunities they encounter. Clarence's internal motivator hierarchy will filter/influence their choices and drive action steps that are based upon achieving a strong ROI via highly effective tactics, a flexible, no frills approach to results, a focus on business, finance and economic efforts, sustaining a high level of personal freedom and autonomy, a willingness to challenge the status quo, creating influence and control over projects & others and pragmatic and mainstream approaches. Clarence delivers the motivated critical thinking pattern in an overall Emphatic and People Oriented manner. Be aware that the following attitudes will typically be reflected in their decisions: Individualist, does things their own way, Optimistic about self and world, Trusting, sympathetic attitude toward others and Cautious, hesitant attitude toward getting things done.

Screening and Hiring: Ability to perform in a specific sales role

As you consider the impact that the three reliable performance multipliers summarized above will have on Clarence's credentials, **we would view Clarence as a good individual who can be expected to deliver good results in this role providing it is supported by their specific knowledge, industry experience and track record of past success.** Based upon the survey results, Clarence believes that their innate natural talents and abilities are in synch and a good fit for their current role. *Factor in this current role satisfaction as you consider new, expanded or alternative assignments for this individual.*

Training & Development: Areas where Clarence may need support

Note: Your scores indicate:

- You may be a bit of a grudge-holder toward those who offer criticism.
- You may have difficulty with quick decision making because of your need to consider the "people side" of all issues.
- You may show less emphasis on productivity and more emphasis on the "people side" of a project.
- You may be rather indirect in providing instructions, because you don't want to impose your will on others.
- You may tend to take constructive criticism personally, possibly losing focus as to how it relates to the task.
- You may need some coaching in time management; for instance, in setting more ambitious deadlines.
- You may hesitate to correct or discipline those who report to you, for fear of offending someone.

Teamwork: Clarence should thrive in teaming opportunities that provide

- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- A favorable working climate containing positive attitudes and optimistic spirit.
- Specialized assignments that also involve working and communicating with a variety of people.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- A job culture where there is little hostility, confrontation, anger, or pressure.
- A participatory manager or board with whom a democratic relationship has been established.
- Support and appreciation of your individual efforts.

The Executive Summary Measures and reports the key universal success multipliers that are very difficult, if not impossible to gather via the face to face interview. It is designed to be used in alliance with your typical evaluation of any individual's credentials, job stability, references and track record of documentable past successes.

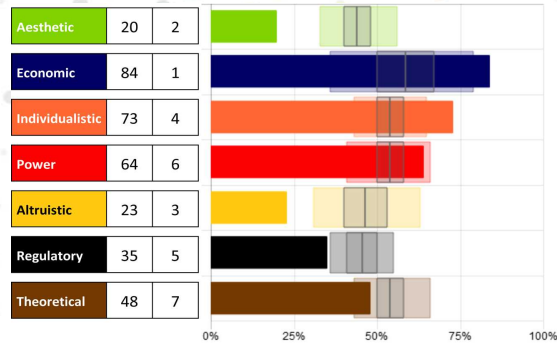
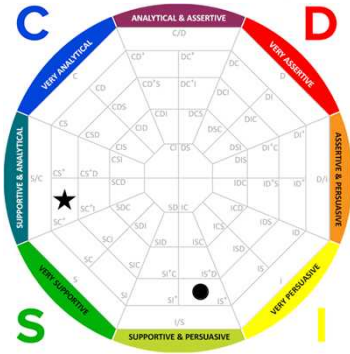
The first eleven (11) pages of this document comprise our unique, stand alone “Show me the Performance ANSWERS” Executive Summary report that identifies, measures and integrates the three (3) essential human performance factors that AMPLIFY or MULTIPLY the strength of any individual’s credentials, hard skills or what they know how to do.

Built upon solid performance science, this is the “How to make Great People Decisions” human performance assessment that measures, melds and integrates any individual’s Critical Thinking Decision Making Capacity, their unique hierarchy and strength of internal motivation and their DISC behavior/communication style that measures HOW the individual will deliver or share their motivated critical thinking decisions (supported by their credentials and track record) with others...AND MORPHS THOSE MEASUREMENTS INTO A RELIABLE PERFORMANCE ANSWER.

While others provide you with lots of disconnected data points that YOU have to decode and decipher, the eleven (11) page Executive Summary provides you with easy to read and easy to understand ANSWERS!

Pages 13 – 72 (Supporting Documents)

The remaining pages provide you with the supporting documents that present the expanded details of the Harvard based research into Human Motivation or Drivers as well as the powerful communication insights available via the DISC style report. This includes the integrated 12 factor analysis that presents how each of the PRIMARY D I S C factors is impacted by the other three.



DISC Sales and Motivators

A Dual Evaluation of Behavioral & Motivational Styles

Report For: **Clarence Jones**

Focus: **Work**

Date: **3/10/2019**



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

PART II - 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.

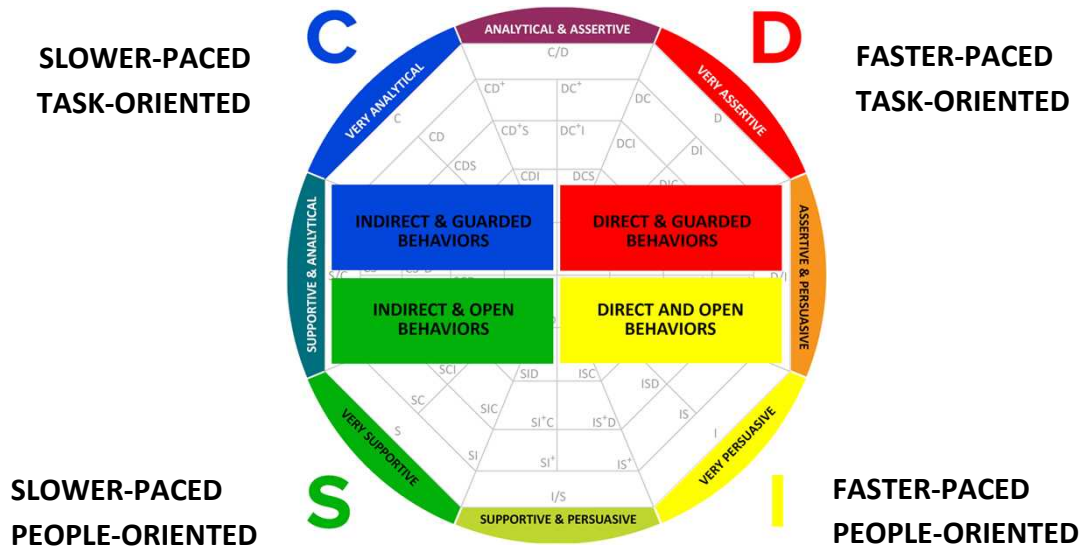
STYLE	TENDENCIES
Dominance	Tends to be direct and guarded
Influence	Tends to be direct and open
Steadiness	Tends to be indirect and open
Conscientious	Tends to be indirect and guarded







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



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

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.

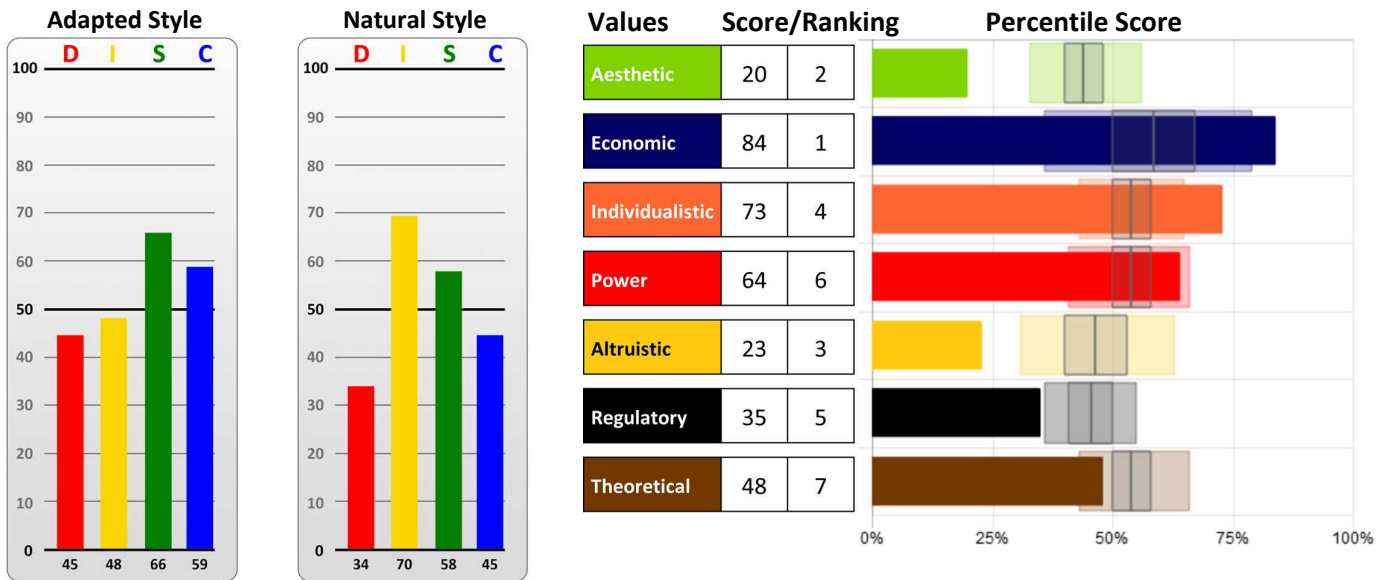
The Elements of the Motivation Index

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 III - UNDERSTANDING YOURSELF



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 responses indicate that you tend not to force your own ideas on others with edicts, but rather by offering carefully considered suggestions. This can be a key point of success in a variety of areas. It helps build both rapport and credibility with others and is a strength that you can affirm in a genuine way. The combination of your listening skills, people skills, and innate sincerity allow you to influence others and thus affect the results.

You score like those who prefer to establish long-term relationships, rather than brief, superficial ones. This perhaps comes from your preference toward stability in your lifespace, and longer-term relationships may bring that stability. Friendships and acquaintanceships you have made in the past are important to you, even now.

You have the ability to persuade others, not with hype, but rather with warmth, sincerity, and understanding. These are perhaps considered "soft sell" tools, but they can make a big impact. This skill comes from the merging of your "people skills," along with the fact that you tend to be more modest when dealing with people.

Your response pattern to the instrument indicates that you have an empathetic listening style. As you know, this is a rare gift. Some listening skills can be taught, but the inherent, sincere listening that you demonstrate is something innate.

You tend to have a long fuse and seldom become visibly angry or agitated. You may harbor internal anger, but you tend not to vocalize it to those involved, instead perhaps "venting" to others not involved in the project. Overall, you tend not to seek direct confrontation about what is making you upset, which is a good thing as long as you don't let such conflicts boil to the surface.

Clarence, the responses you gave indicate that you tend to be unselfish and sensitive to the needs of others. This is a rare type of generosity that comes with no strings attached, hidden agendas, or ulterior motives. People who score like you get a genuine "rush" when they are helping others. That's the up-side. The flipside is that you may need to monitor yourself closely to make sure you are not spreading yourself too thin in your efforts to please everybody.

Clarence, your score pattern suggests a high degree of persistence and patience in working on projects. This can be especially important when the assignments are long, detailed, and involve a multitude of personal or complex tasks. Where others may lose patience and perhaps allow overall quality to lapse, you bring a unique pulse and tempo that can serve as a model for others.

You show a rare ability to get along with a wide variety of people. This comes from both your sincere interest in people and from your inherent patience in working with others. You may be able to bring various individuals together who might not otherwise cooperate.

Your Behavioral Style: Coach

Clarence's style is adept at solving "people problems." These persons are seen as warm, empathetic and insightful. They like to form extended personal relationships and often develop a reputation for unobtrusive, contributory efforts when working with others. They can sometimes become too lenient with marginal contributors and tend to be too mild when issuing corrections, directions and expectations.

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

- **Emotional characteristic:** Wants to be seen as warm and open by others.
- **Goals:** Building personal relationships and network of positive alliances.
- **How others are valued:** Openness toward others and basic goodness.
- **Influences group:** Via personal relationships and being open to others ideas, problems and needs.
- **Value to the organization:** Will bring stability to group efforts with predictable actions and will possess good listening skills.
- **Cautions:** Can become too tolerant and may avoid needed direct confrontations.
- **Under Pressure:** Can become too accommodating, trusting and willing to share too much with others.
- **Fears:** Having to pressure others or being seen or blamed as the source of pain or problems by others.

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.

	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
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
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

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.

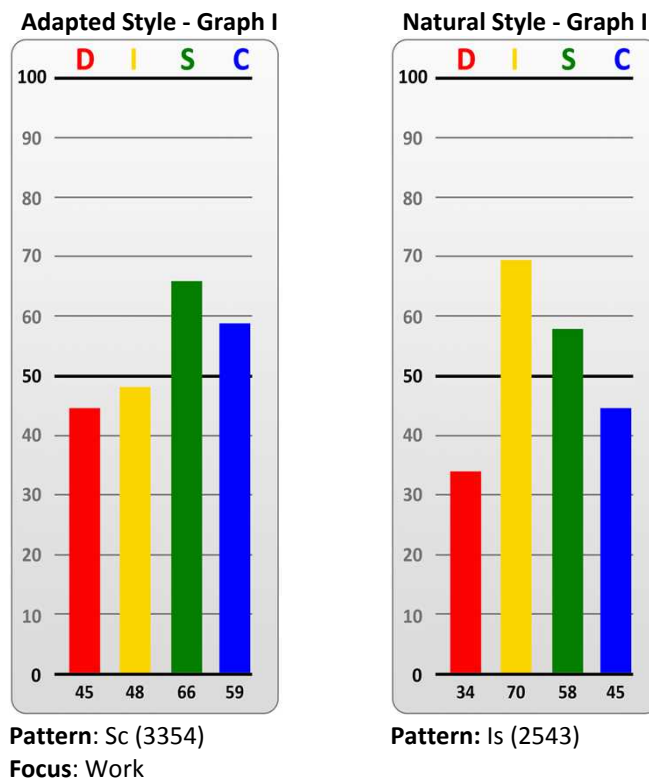
	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
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
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DISCstyles Graphs for Clarence Abney

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 **Is 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.



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.

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).

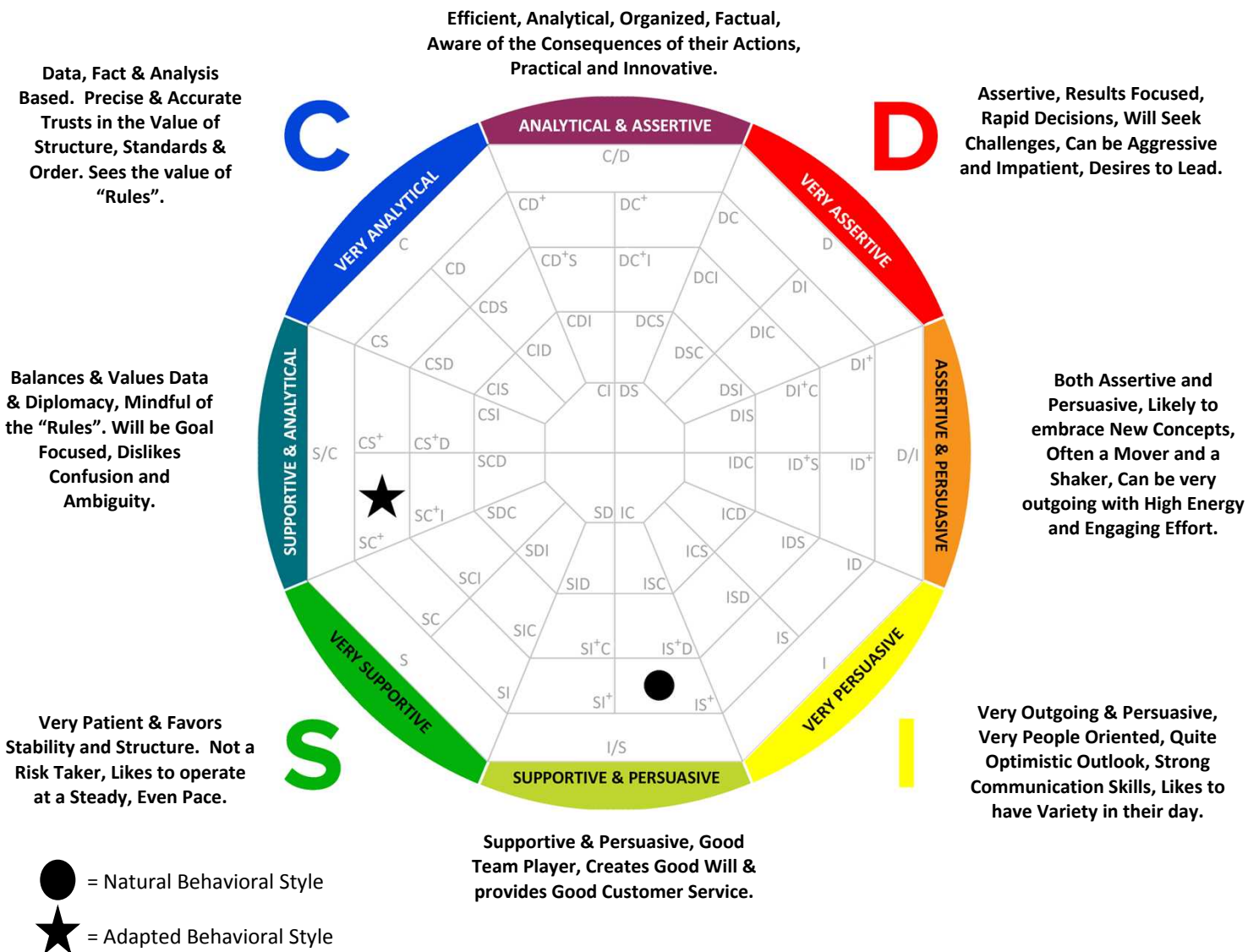
THE SCORING LEGEND

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



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 Clarence, DO:

- Put the details in writing, but don't plan on discussing them too much.
- Join in with some name-dropping and talk positively about people and their goals.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Be candid, open, and patient.
- Plan to talk about things that support Clarence's dreams and goals.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Present your ideas and opinions in a non-threatening way.

When Communicating with Clarence, DON'T:

- Be impersonal or judgmental.
- Let the discussion with Clarence get caught in dreams too much, otherwise you'll lose time.
- Offer assurances and guarantees you can't fulfill.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Manipulate or bully Clarence into agreeing.
- Be vague or ambiguous.
- Talk down to Clarence.

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:

- Identification with the organization, team, and others with whom a spirit of work responsibility has been established.
- A supervisor, manager, or board who practices a democratic leadership process.
- Projects and assignments that provide interpersonal contact, and an opportunity to help both internal and external stakeholders.
- A work culture that is supportive of family activities and commitments.
- Evidence that a new process has been successful in similar applications.
- Acceptance as a positive and supportive member of the organization and team.
- Flexibility to circulate and talk with a variety of people.

People With Patterns Like You Tend to Need:

- To be more realistic and ambitious in setting deadlines for team projects.
- To learn to say "no" more often in order to avoid spreading yourself too thin.
- To be kept in the information loop regarding projects and initiatives within the organization.
- Encouragement to keep the positive spirit and optimism when the pressure is on.
- Increased urgency in decision making.
- More direction toward work tasks, and less focus on chatting and socializing.
- A sense of belonging to the team or organization as a whole.

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 are a good listener.
- You bring a high "sincerity factor" to the team climate.
- Your excellent listening style stands as a model for others to observe and follow.
- You are able to reach goals by working with and supporting the efforts of others on the team.
- You demonstrate a high degree of patience in working with others.
- Your strong optimism helps motivate the team toward their goals.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.

Your Work Style Tendencies:

- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- You are perceived by others on the team as a good listener.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- On the job, you have a strong need to be patient, polite, and create an environment of good-will for internal and external stakeholders.
- You show a high degree of persistence in working on projects, especially over the long haul.
- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- You are optimistic and motivated to be an excellent team player, able to defer your ego when working with others who may prefer having more control of the situation.

You Tend to Be Most Effective In Environments That Provide:

- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- A favorable working climate containing positive attitudes and optimistic spirit.
- Specialized assignments that also involve working and communicating with a variety of people.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- A job culture where there is little hostility, confrontation, anger, or pressure.
- A participatory manager or board with whom a democratic relationship has been established.
- Support and appreciation of your individual efforts.

The I Style

Under Stress - Perceptions, Behavior and Needs for the I

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:

- A stabilizing presence
- Good coach / counselor
- Not an extremist
- Easy to make friends

Under Stress, May be Perceived by Others:

- Indirect and vague
- Overly tolerant with non-producers
- Doesn't accept responsibility
- Doesn't meet deadlines

Under Stress You Need:

- Prestige
- Action and interaction
- To get credit

Your Typical Behaviors in Conflict:

- If a conflict persists or your anger increases, you are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike your normal behavior.
- You are quite uncomfortable with conflict, aggression and anger. You do whatever you can do to avoid them. If possible, you may physically avoid an environment filled with conflict or anger. If that is not possible, you will probably seek to use your natural humor and story-telling ability to reduce the level of tension. If neither approach works, you may attempt to ignore the conflict. Given your strong focus on relationships, however, this tactic is rarely successful.
- You may experience a desire to get even if someone thwarts a major component of your personal agenda; however, you are not very likely to follow through. You may choose to overlook the matter in order to preserve the relationship or you may simply lash out in anger.

Strategies to Reduce Conflict and Increase Harmony:

- Recognize that you can never resolve a conflict by avoiding it. Risk damaging a relationship or losing someone's approval by stating your feelings and clarifying your expectations. Be sure, of course, to listen attentively to the responses of others.
- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.
- You have a tendency to "think out loud." Others may take these "brainstorming" ideas as actual commitments and become upset when those "commitments" are not completed. So, let others know in advance when you are only exploring ideas and options and not committing to actions.

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'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 be a bit of a grudge-holder toward those who offer criticism.
- You may have difficulty with quick decision making because of your need to consider the "people side" of all issues.
- You may show less emphasis on productivity and more emphasis on the "people side" of a project.
- You may be rather indirect in providing instructions, because you don't want to impose your will on others.
- You may tend to take constructive criticism personally, possibly losing focus as to how it relates to the task.
- You may need some coaching in time management; for instance, in setting more ambitious deadlines.
- You may hesitate to correct or discipline those who report to you, for fear of offending someone.

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

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:

- 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 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.
- General Population Comparison** – The blue box represents the general population in this behavioral tendency. Approximately 68% of people score in this range.

		Situational
<h3>Building Rapport</h3> <p>Natural (HM): You are somewhat social and more likely to focus on building relationship and making connections, rather than accomplishing a goal or completing a task. Don't forget that sometimes there are things to be done.</p> <p>Adapted (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!</p>		
<h3>Expressing Openness</h3> <p>Natural (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.</p> <p>Adapted (MOD): Your comfort is balanced between your ability to interact with others and build personal connections, while still maintaining a focus on structure, detail and accuracy, and you may struggle with maintaining a consistent pace or focus. You can be confident with both social interactions and information to support your perspective.</p>		

		Situational
<p>Change Resistance</p> <p>Natural (HM): You are somewhat change oriented as long as you can prepare for it and understand the expectations associated as well as the 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</p> <p>Adapted (HM): Consistent with natural style</p>		<p>Drives Change Reluctant to Change</p>
<p>Work Process Alignment</p> <p>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.</p> <p>Adapted (MOD): Consistent with natural style</p>		<p>Accuracy Consistency</p>
<p>Customer & Team Interaction</p> <p>Natural (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.</p> <p>Adapted (MOD): Consistent with natural style</p>		<p>Supporting Engaging</p>
<p>Prioritizing</p> <p>Natural (MOD): You are attentive to established guidelines to ensure high-quality results now and are focused on actions that target immediate accomplishment. You likely balance both rules and results when prioritizing, recognizing that both have significance in a successful experience and outcome.</p> <p>Adapted (MOD): Consistent with natural style</p>		<p>Results Rules</p>

		Situational
<p>Providing Instruction</p> <p>Natural (MOD): You are able to balance the desire to set the expectations or uphold the protocol based on the situation and what is most relevant. You may follow the established structural and procedural guideline if they support the objectives.</p> <p>Adapted (MOD): Consistent with natural style</p>		<p>Reserved & Detailed Directive & Compulsive</p>
<p>Careful Decision Making</p> <p>Natural (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.</p> <p>Adapted (MOD): Consistent with natural style</p>		<p>Impulsive Cautious</p>
<p>Accuracy</p> <p>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.</p> <p>Adapted (MOD): Consistent with natural style</p>		<p>Predictability Precision</p>

Situational	
<p>Personal Drive</p> <p>Natural (LM): Your determination is somewhat steady, supportive and less urgent, considering relationship consequences before acting. 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> <p>Adapted (LM): Consistent with natural style</p>	<p>Others-driven Self-Driven</p>
<p>Reasoning</p> <p>Natural (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.</p> <p>Adapted (MOD): You may rely somewhat on your feelings and interactions with others to make decisions, and choose what is likely to be considered acceptable but will seek to back up judgments with evidence and verification. When reasoning, you likely rely on a balanced approach of logic and emotion, and look at the circumstances with a logical perspective and also paying attention to what feels right.</p>	<p>Intuition-based Evidence-based</p>
<p>Self-Reliance</p> <p>Natural (LM): You are quite attentive to involving others, preferring to reach results together, which may impact efficiency. You will likely do your best work in collaboration with others. Be aware that too much interaction may cause some delays in productivity or efficiency.</p> <p>Adapted (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>Collaborative Directive</p>

Summary of Clarence Abney'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. _____

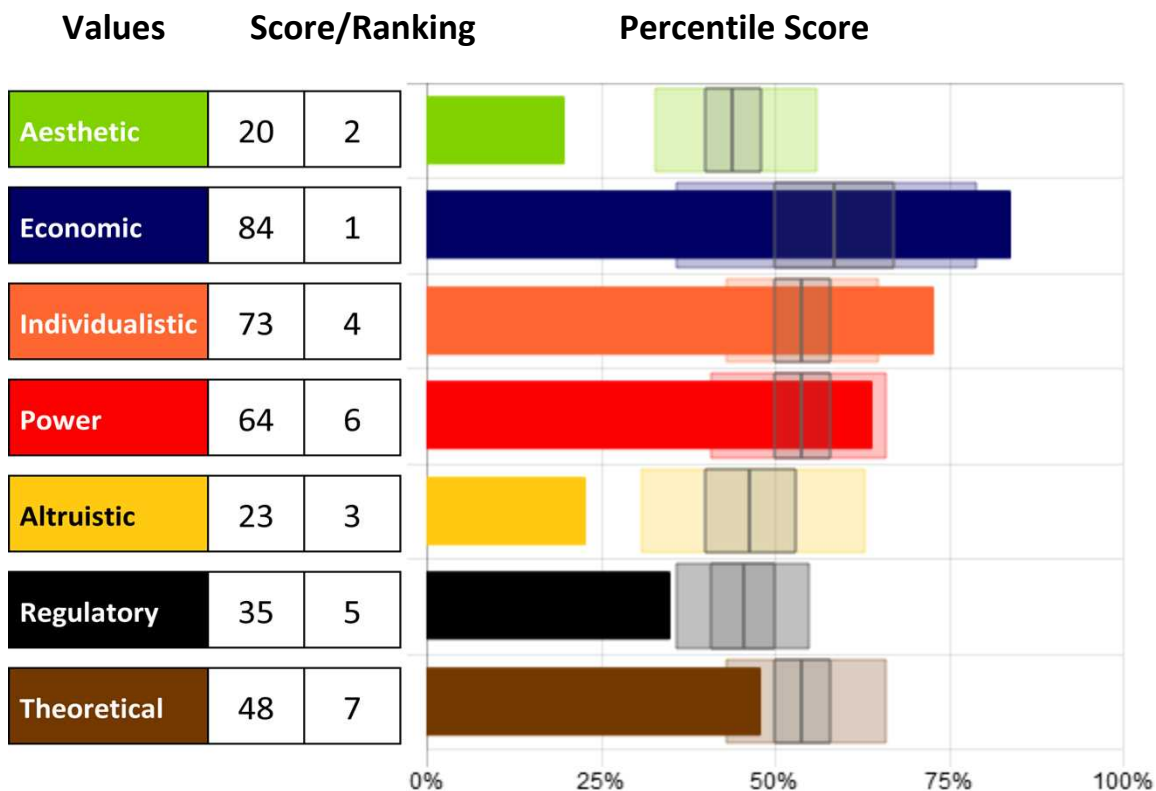
EFFECTIVE ENVIRONMENTAL FACTORS

1. _____
2. _____

POTENTIAL AREAS FOR IMPROVEMENT

1. _____
2. _____

Summary of Clarence's Motivation



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 Clarence's Motivation



Aesthetic - Very Low

You appreciate real-world approaches and “feet on the ground” thinking and may view those with their “head in the clouds” as impractical.



Economic - Very High

You will appreciate bottom-line results and will likely have a strong competitive “me first” thinking set.



Individualistic - Very High

You will seek independence, freedom, and positions of autonomy where you can freely express and display your intuitive ideas.



Power - High

You will endeavor to own the roles and responsibilities under your leadership and control.



Altruistic - Very Low

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



Regulatory - Low

You believe there's always another way when the current situation changes or roadblocks are apparent.



Theoretical - Low

You are more apt to rely on past experiences and intuition when making decisions.

Clarence's Motivator Word Matrix

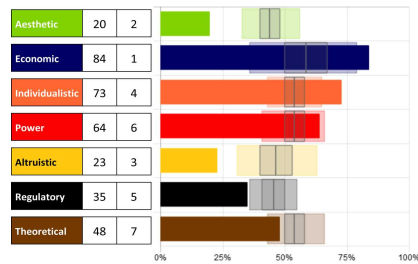
Eccentric	Self-Mastered	Unrestricted	Domineering	Pushover	Black & White	Scholarly
Impractical	Maximized	Independent	Forceful	Sacrificial	Fixed	Fact-Finder
Unconventional	Competitive	Self-Reliant	Authoritative	Accommodating	Systemic	Studious
Divergent	Incentivized	Creative	Controlling	Obliging	Orderly	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
AES	ECO	IND	POW	ALT	REG	THE

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 Low



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 are a strong advocate of productivity and functional processes, and don't want to waste resources on things that don't effect the bottom line.
- You may view "feeling good" as a secondary and not a primary driver at work.
- You likely believe creative people waste time and are too focused on non-essentials.
- You are not likely to connect with impractical ideas emotionally or professionally.



Driving Intuitions:

- To you, rational goals with productive outcomes are what matter the most.
- Aesthetic workplace changes or remodeling may not be welcomed or appreciated, unless it supports success.
- To maintain your highest level of motivation, avoid getting involved with emotional issues and drama.
- You associate improvements in function with success.



Critical Advantages:

- You are likely a real-world thinker and may fight as opposed to negotiate to win.
- You have a levelheaded approach to life and business.
- You tend to take a strong stance on your bottom-line approach to business and functionality; this may put people off.
- You won't likely share emotions or your true feelings with others. It's just business and not personal.



Growth Opportunities:

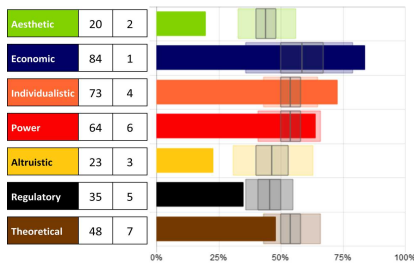
- You may need to exercise more patience with imaginative people types.
- Try to appreciate the value others have for the environment, nature, and creative ideas.
- Being creative isn't always a waste of time.
- Some might consider your attitude towards select people to be too critical and cold-hearted.



Learning Paths:

- You teach/learn in a very practical way; you may not appreciate programs that take time without giving you much of a return.
- You need workable solutions and will bring them to bear.
- You will connect hands-on learning to training benefits.
- You may avoid team interaction just for the sake of interaction; you'll want a practical reason to do so.

Your Economic Motivator - Very High



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:

- You are typically interested in what makes logical sense and gives a greater return for your efforts.
- You may want to surpass others in material and monetary rewards.
- You like rewards based on the results you achieve rather than on the method used to obtain them.
- Sales, technical, or management training programs must demonstrate a bottom-line gain as a result of your participation.



Driving Intuitions:

- You have no problem rewarding high performance in tangible and monetary ways.
- You should provide recognition and rewards (e.g., bonuses) as soon as possible.
- You will find it difficult to balance work and life or doing and being.
- You will appear selfish to others of lower level economic standing.



Critical Advantages:

- You have high motivation to achieve and win in a variety of areas.
- You are able to multi-task in a variety of areas, and keep important projects that will reward you moving.
- You want returns that are "equal to" or "greater than" whatever you put into something.
- Your decisions are made after you consider yourself and whether or not you are going to win in the end.



Growth Opportunities:

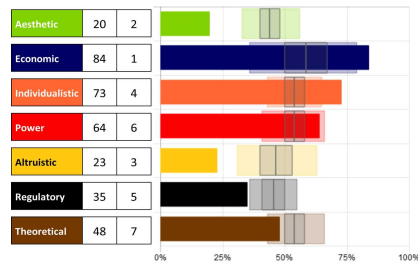
- You may need to focus more attention on others and less on yourself.
- You may judge the efforts of others by the amount of work they put in only.
- People may see you as intense and more focused on your own personal needs.
- You may need to slow down and enjoy being with others not just competing and comparing yourself with them.



Learning Paths:

- You would be suited for creating competitive activities between team members.
- Remember, everything is not a competition.
- You should link learning outcomes to the ability to become more effective in increasing earnings.
- Your scores are like those who want information that will help them increase bottom-line activity and effectiveness.

Your Individualistic Motivator - Very High



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



Driving Intuitions:

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



Critical Advantages:

- You are likely to be fearless with calculated risks.
- Your energy and expressive intuition enables you to think like MacGyver.
- Your ideas are likely to be forced to the forefront because of your need to be seen as unique.
- You will project self-confidence even if you really don't have any.



Growth Opportunities:

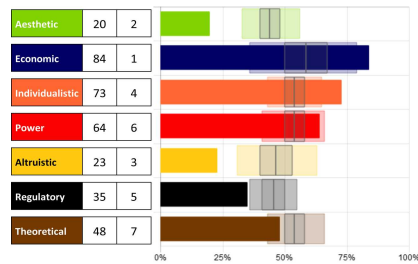
- You may get caught up in selling yourself instead of your idea.
- Sometimes innovation isn't the answer when existing processes will do.
- Be aware that being different may be too important to you and may turn certain people types off.
- Your potential value can clash with realistic people who think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



Learning Paths:

- You must link the benefits of learning new things to your personal ability to recreate new ways of doing things.
- You need hyper flexibility and freedom to create when learning new things.
- You'll create an environment that encourages organic thinking.
- You'll need a large amount of creative space when working with teams.

Your Power Motivator - High



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:

- Advancement must be available or you will be dissatisfied.
- You don't mind taking on difficult problems when you know how to fix them.
- You likely don't get into the car unless you're driving it.
- You enjoy making your own decisions or calling your own shots.



Driving Intuitions:

- You should be open to sharing information with others when necessary.
- You should understand that some people might see you as controlling.
- You should know that yielding your position is not always a bad idea.
- It's important to know that some people are not interested in too much responsibility.



Critical Advantages:

- You are likely going to accept responsibility for both successes and failures.
- You will likely advance quickly within your area of expertise.
- You are likely to look for leadership roles within group settings.
- You may get angry or agitated quickly with slow moving people and will nudge them forward.



Growth Opportunities:

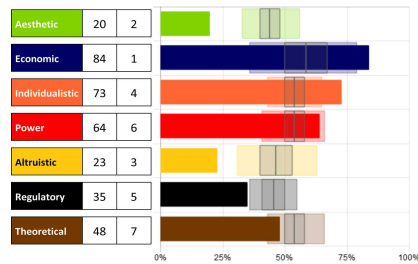
- You may need to take a little time and think things through before taking action.
- You may not appreciate slower moving people.
- Sometimes your need to be in control will be unappreciated by others.
- You may get caught up in selling yourself instead of your idea.



Learning Paths:

- Some will see you as someone they may want to follow; step up when this happens.
- You can appreciate a variety of options when making decisions with others.
- You may need some freedom to come up with your own agenda at times.
- Know when to participate, initiate, and when to accommodate.

Your Altruistic Motivator - Very Low



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 may survive, as opposed to a thrive, in life and business.
- You'll likely see others for their usefulness, as a means to an end.
- You will likely see others as guilty until proven innocent.
- You will easily spot those who take advantage of people.



Driving Intuitions:

- You connect all outcomes to practical needs as opposed to people needs.
- You respond better to logic and reason and will likely rebuff touchy-feely approaches.
- Your approach will likely be unemotional.
- Your no-nonsense approach could easily be misunderstood by the more sociable people types.



Critical Advantages:

- You have little to no patience for ignorance.
- You will likely avoid "stupid" people.
- You will likely not shy away from difficult decisions.
- You'll have a low tolerance for wasted time and energy.



Growth Opportunities:

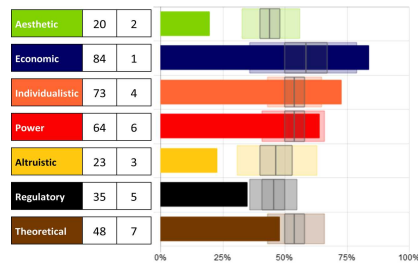
- Because you have little patience for stupidity, make sure the person is at least trying before passing judgment.
- Some may think you are selfish and self-absorbed.
- You may be cutthroat when competing with others.
- Even though you may care about people, some will think you have a funny way of showing it.



Learning Paths:

- You will likely enjoy group activities that support your personal agenda.
- You may not feel at home when getting emotionally involved with people and teams.
- Being forceful isn't bad, but sometimes it scares people if it's too strong.
- You may need to step back and realize your strength when working with passive types.

Your Regulatory Motivator - Low



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 are in need of freedom from rules and regulations that stifle your creative flow.
- You may think taking instruction from someone else is like swimming in handcuffs.
- You might imagine jumping off a cliff and building your wings on the way down.
- You will not like being constrained or restricted to certain protocols.



Driving Intuitions:

- Remember, you have a way of looking at the broader perspective in ways others may not.
- You like to cut to the chase and not waste energy on non-essentials.
- You want open and honest feedback so you can do what needs to be done.
- You do not support inefficient means to any end.



Critical Advantages:

- You believe in freedom to express ideas.
- You will always find a way.
- You are likely an innovative thinker.
- There's always another way when the current situation changes.



Growth Opportunities:

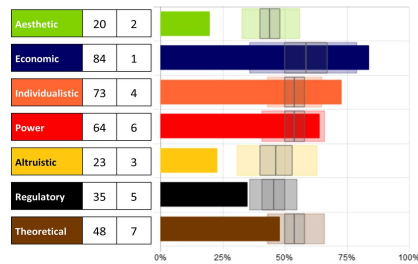
- Remember, patience is a virtue.
- Your lack of systemic sequence can get you in trouble sometimes.
- Being different doesn't always mean you are smarter.
- Carefulness leads to reliable outcomes.



Learning Paths:

- You're likely thinking, "That's not how I'd do it."
- You work independently even when you are on a team.
- You listen to instruction while at the same time tweaking it.
- You can be a part of something without being controlled by it.

Your Theoretical Motivator - Low



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 might appreciate technical support in areas where you have limited understanding.
- Knowledge isn't the most important thing to you.
- You'll likely learn only what is necessary to complete a task.
- You are probably more resourceful than you are a resource.



Driving Intuitions:

- Play to your strengths, which are rooted in flexible thinking and open-mindedness.
- You likely do not support inefficient, slow, and complicated means to any end.
- Because the end justifies the means, you'll figure it out.
- You like to cut to the chase and not waste energy on non-essentials.



Critical Advantages:

- You are more than likely highly adaptive.
- You are open-minded to more options.
- You believe in freedom to express progressive ideas.
- There's always another way when the current situation changes.



Growth Opportunities:

- You may have trouble connecting the dots within certain subjects.
- You may quickly reach information overload.
- You will likely ignore certain regulations you do not believe to be necessary.
- You may avoid complicated subjects and will likely scan the surface rather than dig deeper.



Learning Paths:

- You should hit only those essential items that relate to increased success or efficiency on projects.
- You should avoid getting bogged down in the hypothetical and theoretical.
- 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 make training and development activities as hands-on as possible.

Summary of Clarence Abney'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 IV 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?

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

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.

<p>Aesthetic</p> 	<ul style="list-style-type: none"> • 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?
<p>Economic</p> 	<ul style="list-style-type: none"> • 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?
<p>Individualistic</p> 	<ul style="list-style-type: none"> • 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?
<p>Power</p> 	<ul style="list-style-type: none"> • 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?
<p>Altruistic</p> 	<ul style="list-style-type: none"> • 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?
<p>Regulatory</p> 	<ul style="list-style-type: none"> • 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?
<p>Theoretical</p> 	<ul style="list-style-type: none"> • 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's DIRECT	With I's DIRECT	With S's INDIRECT	With C's INDIRECT
Maintain Directness	Maintain Directness	Decrease Directness	Decrease Directness
<ul style="list-style-type: none"> • Use a strong, confident voice • Use direct statements rather than roundabout questions • Face conflict openly, challenge and disagree when appropriate • Give undivided attention 	<ul style="list-style-type: none"> • Make decisions at a faster pace • Be upbeat, positive, warm • Initiate Conversations • Give Recommendations • Don't clash with the person, but face conflict openly 	<ul style="list-style-type: none"> • Make decisions more slowly • Avoid arguments and conflict • Share decision-making • Be pleasant and steady • Respond sensitively and sensibly 	<ul style="list-style-type: none"> • Do not interrupt • Seek and acknowledge their opinions • Refrain from criticizing, challenging or acting pushy – especially personally

GUARDED/OPEN

With D's GUARDED	With I's OPEN	With S's OPEN	With C's GUARDED
Decrease Openness	Maintain Openness	Maintain Openness	Decrease Openness
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Share feelings, show more emotion • Respond to expression of their feelings • Pay Personal compliments • Be willing to digress from the agenda 	<ul style="list-style-type: none"> • Take time to develop the relationship • Communicate more, loose up and stand closer • Use friendly language • Show interest in them • Offer private acknowledgements 	<ul style="list-style-type: none"> • Maintain logical, factual orientation • Acknowledge their thinking • Down play enthusiasm and body movement • Respond formally and politely

To Modify Pace and Priority

PACE

With D's FASTER	With I's FASTER	With S's SLOWER	With C's SLOWER
Maintain Pace	Maintain Pace	Decrease Pace	Decrease Pace
<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● 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's TASK	With I's PEOPLE	With S's PEOPLE	With C's TASK
Adapt Focus	Maintain Focus	Maintain Focus	Adapt Focus
<ul style="list-style-type: none"> ● Get right to the task ● Provide options and let them decide ● Allow them to define goals and objectives ● Provide high-level follow up 	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● 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

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 DIRECT or INDIRECT in their communication?
 - Are they GUARDED or OPEN 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.

<p style="text-align: center;">My</p> <p>Style: _____</p> <p style="text-align: center;">My</p> <p>Pace: _____</p> <p style="text-align: center;">My</p> <p>Priority: _____</p>	<p>RELATIONSHIP</p> <p>Name: <i>John Doe</i></p> <p>Style: <i>High I</i></p> <p>Pace: <i>Faster-paced</i></p> <p>Priority: <i>People-oriented</i></p> <p>Difference: <i>Pace and Priority</i></p> <p>Strategy: <i>Be more personable, social, upbeat, and faster-paced with John</i></p>
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RELATIONSHIP 1	RELATIONSHIP 2
<p>Name: _____</p> <p>Style: _____</p> <p>Pace: _____</p> <p>Priority: _____</p> <p>Difference: _____</p> <p style="text-align: center;">-</p> <p>Strategy: _____</p> <p>_____</p> <p>_____</p>	<p>Name: _____</p> <p>Style: _____</p> <p>Pace: _____</p> <p>Priority: _____</p> <p>Difference: _____</p> <p style="text-align: center;">-</p> <p>Strategy: _____</p> <p>_____</p> <p>_____</p>

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?

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).

Building and Maintaining Rapport Throughout the Selling Cycle

There are five definable stages to most every buying cycle. Successfully guiding prospects through each phase will lead to positive outcomes for both of you.

1. Connecting: Understanding DISC styles will have an impact on the impression you make in the first few minutes of a meeting. In that short, precious time, you make or break the sale. In that time, your prospect sizes you up and determines if you are the type of person he or she would like to do business with.

The purpose of making contact with your prospect is to begin opening up lines of communication. Great listeners make the best salespeople... period. Master the skill of effective listening and every other aspect of your relationships will improve.

2. Exploring: The purpose of Exploring is to get an accurate picture of the customer's needs and what it will take to provide an effective solution. To do so, you need to listen to what the customer says as well as know how to ask the right questions to get the information you need.

Asking intelligent questions is a critical sales skill. It does not require asking many questions - just the right ones. Asking questions is similar to painting a picture. You start with a blank canvas and begin to fill in the background and rough in the picture with broad-brush strokes. Then you fill in the details using finer and finer strokes.

3. Collaborating: During this phase, you and your prospect collaborate to find a solution that meets the prospect's needs. It is a process of taking your prospect's ideas and combining them with your own ideas to arrive at a solution that makes sense to both of you.

The give-and-take exchange can be thought of as an opportunity to "switch heads" with your prospect. Imagine saying this to your customer: "If you and I could switch heads, that is, if you could know what I know about my product and if I could know what you know about your business, we would both know exactly how to give you the best possible solution for your needs."

That's your goal - to come as close as possible to the perfect knowledge that would allow you to develop the ideal solution for your prospect. To achieve that goal, you need to exchange enough information to fully understand your client's business, industry, trends and challenges; and they have to know as much as possible about your products and services and how they can help them. As you propose a solution, relate it to the prospect's needs discovered in the Explore phase and explain how it will work in your prospect's environment.

4. Confirming: Gaining commitment flows naturally out of the Exploring and Collaborating stages for the DISC salesperson. If you did a thorough job during the first three stages of selling: Contacting, Exploring and Collaborating, the prospect should close.

The Confirming stage is a critical point in building a customer partnership. DISC salespeople do not use fancy closing techniques. You cannot work through all the stages of the sale and then, at the end, try to use a manipulative closing technique to clinch the deal. It doesn't make sense... and it most certainly doesn't work when you're trying to build long-term customer relationships rather than simply closing one-shot sales.

5. Assuring: A great weakness of most salespeople is the way they handle the Assuring phase of the sales process. Most salespeople stop with getting the sales commitment; they disappear from the customer's life, leaving service, installation, training and follow-up to others.

One "old-school" method of selling has an adage that the sale begins when the customer says "no." In direct contrast, the real job of selling starts when the customer says "yes."

Assuring customer satisfaction is a secret ingredient of extraordinary sales success. You will benefit two ways by assuring each customer. First, this assures repeat business. Almost all products have a life cycle and will be replaced or upgraded. Customers have a tendency to return to the salesperson who previously matched them with a product that met their needs and then provided excellent service and follow-up.

Secondly, satisfied customers are excellent sources of referrals. Customers talk. They talk about poor service and they talk about extraordinary service. When they get super service, they refer others to the salesperson who delivered on his or her promises.

Without repeat business and referrals, a salesperson must constantly prospect and cold-call new accounts. That is not the way most salespeople want to spend their lives... and it certainly is not the best way to be successful!

When you start the sales process, you have a chance to begin building a good customer relationship. However, it is only after the sale, when you make sure your customer is satisfied (preferably delighted!), that you really cement the relationship.

Phase 1: Building Rapport During Initial Contact

Connecting with C's

- "C's" don't care much about social interaction (beyond common courtesy and standard pleasantries), so get to the point.
- Avoid making small talk, except to initially establish your credibility.
- Speak slowly, calmly and economize on words.
- "C's" are precision-oriented people who want to do their jobs in the best possible manner.
- Build your credibility by thinking with your head, not your emotions.
- Before meeting, provide them with a brief overview of the agenda and length of meeting, so they know what to expect.
- Show them logical proof from reliable sources that accurately document your quality, record of accomplishment, and value.

Connecting with D's

- "D's" want to know the bottom line.
- Just give them enough information to satisfy their need to know about overall performance.
- They do not want you to waste their time giving them a bolt-by-bolt description of your product, presenting a long list of testimonials from satisfied clients, or getting too chummy with them – always remember that they are Direct and Guarded.
- When you write, call, or meet a "D", do it in a formal, businesslike manner. Get right to the point. Focus quickly on the task.
- Refer to bottom line results, increased efficiency, saved time, return on investment, profits, and so on. In other words, tell him what's in it for him.
- If you plan to sell something or present a proposal to a "D", take care to be well organized, time-conscious, efficient, and businesslike.
- They do not want to make friends with you; they want to get something out of you if they think you have something of value to offer.

Connecting with S's

- "S's" are Indirect and Open. However, keep the relationship businesslike until they warm up to you.
- They are concerned with maintaining stability; they want to know step-by-step procedures that are likely to meet their need for details and logical action plans.
- Organize your presentation: list specifics, show sequences, and provide data.
- Treat them with honesty, sincerity, and personal attentiveness.
- Listen patiently to their stories, ideas and answers.
- Express your appreciation for their steadiness, dependability, and cooperativeness.
- Present yourself to be non-threatening, pleasant, friendly, but still professional.
- Develop trust, credibility, and friendship at a relatively slow, informal pace.
- Communicate with them in a consistent manner on a regular basis... especially at the outset.

Connecting with I's

- Remember that they are Direct and Open.
- When you meet an "I", shake hands firmly, introduce yourself with confidence, and immediately show personal interest.
- Let him set the pace and direction of the conversation.
- Be an especially attentive listener with "I's".
- Give them positive feedback to let them know that you understand and can relate to their visions, ideas and feelings.
- Tell humorous or unusual stories about yourself, to win their heart.
- Allow them to feel comfortable by listening to their stories, even to the point of talking about topics that may stray from the subject.
- Since "I's" typically enjoy talking about themselves, ask questions about them, but be prepared for lengthy answers. Plan to have as many meetings as necessary to build the relationship and gather information.

Phase 2: Maintaining Rapport in the Exploring Stage

Exploring with C's

- "C's" don't care much about social interaction (beyond common courtesy and standard pleasantries), so get to the point.
- "C's" often like to answer questions that reveal their expertise, so they can be very good interviewees.
- As long as you ask logical, fact-oriented, relevant questions, they will enjoy speaking with you.
- Phrase your questions to help them give you the right information.
- Ask open and closed questions that investigate their knowledge, systems, objectives and objections.
- Make your own answers short and crisp.
- If you do not know the answer to something, do not fake it. Tell them you'll get the answer for them by a certain time, and then do it.

Exploring with D's

- To head off the "D's" impatience before it surfaces, keep your conversations interesting by alternately asking questions and offering relevant information.
- "D's" need to view the meeting as purposeful, so they want to understand where your questions are leading.
- When asking a "D" question, make them as practical and logical as possible. Aim questions at the heart of the issue and ask them in a straightforward manner.
- Only request information that is unavailable elsewhere.
- When gathering information, ask questions showing you have done your homework about their desired results and current efforts.
- Be sure to make queries that allow him to talk about his business goals.
- Gear your exploring toward saving D's time and energy.

Exploring with S's

- "S's" can be excellent interviewees, so talk warmly and informally and ask gentle, open questions that draw them out (especially around sensitive areas).
- Show tact and sincerity in exploring their needs.
- If they do not have a good feeling about your product, company, or even you, they are not likely to take the chance of hurting your feelings by telling you so.
- They want to avoid confrontations, even minor ones. So "S's" may tell you what they think you want to hear, rather than what they really think.
- They may not tell you about their dissatisfaction with your competitors. Even though this is exactly what you want to hear, the "S" may be hesitant about saying anything negative about them.
- Allow for plenty of time (possibly multiple meetings) for "S's" to open up to you and reveal their innermost desires and pains.
- The more time you spend with an "S" exploring, the higher the odds you'll be landing them as a customer.

Exploring with I's

- "I's" get bored quickly when they're not talking about themselves.
- Strike a balance between listening to their life's stories and gathering the information you need to be an effective sales consultant.
- When asking business questions, keep them brief. If you can, work these exploratory questions in with social questions.
- The better your relationship with an "I" is, the more willing he'll be to cooperate and talk about the task at hand.
- "I's" can be so open they may tell you their fondest hopes and aspirations. If you can demonstrate how your product or service can get them closer to their dreams, they may become so excited about your product—and you—that they're likely to sell you and your products and services to everyone else in their organization.

Phase 3: Maintaining Rapport in the Collaborating Stage

Collaborating with C's

- Emphasize accuracy, value, quality and reliability.
- They dislike talk not backed up by evidence.
- Describe a process will produce the results they seek.
- Elicit specific feedback by asking, "So far, what are your reactions?" or "Do you have any questions that you'd like me to clear up?"
- Present your solution that shows them they'll be correct in making the purchase.
- Base your claims on facts, specifications and data that relate specifically to their needs.
- "C's" are cost-conscious; increase their perceived value with facts and ROI data.
- "C's" are the likely to see the drawbacks, so point out the obvious negatives before they do. Let them assess the relative trade-offs when choosing between competing (yet imperfect) products or services

Collaborating with D's

- Your presentation must be geared toward the "D's" priorities.
- Gear your presentation toward how they can become more successful, save time, generate results, and make life easier and more efficient; you'll get their attention.
- Zero in on the bottom line with quick benefit statements.
- They want you to do the analysis and lay it out for them to approve or reject.
- "D's" like rapid, concise analyses of their needs and your solutions.
- "D's" like being in control, so give them choices backed with enough data and analysis to allow them to make an intelligent decision.
- Then, be quiet and let them make their decision. If you speak or interrupt while they are buying, you will dramatically decrease the odds of making this sale

Collaborating with S's

- Show how your product or service will stabilize, simplify, or support the "S's" procedures and relationships.
- Clearly define their roles and goals in your suggestions, and include specific expectations of them in your plan.
- Present new ideas in a non-threatening way.
- Provide them time to adjust to changes in operating procedures and relationships.
- When change becomes necessary, tell them why. Explain how long the changes will take and any interim alterations of the current conditions.
- Design your message to impart a sense of stability and security.
- "S's" like to be shown the appropriate steps to follow, so share those with them.
- Involve them by asking their opinions and encourage them to give you feedback.

Collaborating with I's

- Show how your product would increase the "I's" prestige, image, or recognition.
- Talk about the favorable impact or consequences your suggestions will have in making their working relationships more enjoyable.
- Give them incentives for completing tasks by stressing how their contribution will benefit others and evoke positive responses from them.
- Presentations need impact for people with short attention spans, so involve as many senses as possible.
- Show them how your solution will save them effort and make them look good.
- Back up your claims with testimonials from well-known people or high-profile corporations.
- Name satisfied acquaintances they know and admire.
- Sprinkle in "visualizing future ownership" questions, such as: "If you were already running this software, how would you use it?"

Phase 4: Maintaining Rapport in the Confirming Stage

Confirming with C's

- Emphasize accuracy, value, quality and reliability.
- Provide logical options with appropriate documentation and time to analyze their options.
- They're uncomfortable with snap decisions and when they say they will think about it, they mean it!
- If pressured by people or excessive demands, they may use "I'll think about it," as a stalling tactic.
- "C's" are educated, logical, comparative "shoppers." Know your competition so you can point out your advantages relative to the competition in a factual, professional way. Mention your company's strengths as you suggest questions they may want to ask your competitors that allows them to do a comparative cost-benefit analysis of the options and solutions.
- Be willing to explore the subject of a conditional, "pilot program" as a way of reducing their risk.

Confirming with D's

- With "D's", you come right out and ask if they are interested. A "D" will tell you "yes" or "no".
- You can easily lose the attention and/or interest of a "D" by presenting your information too slowly or by spending too much time discussing minute details.
- When you draw up a commitment letter, don't spend too much time on points the "D" may not care about.
- Present them with options and probable outcomes. "D's" like to balance quality with cost considerations, so offer options with supporting evidence and leave the final decision to them.
- We have found that it is effective to present a "D" with two or three options. Provide a short summation of each option, along with your recommendation of each.
- While the "D" is reviewing your proposal, don't interrupt them. The odds are high that they will find an option that appeals to them and closing the deal themselves.

Confirming with S's

- "S's" are slower, deductive decision makers who listen to the opinions of others and take the time to solicit those opinions before deciding. So, make a specific action plan and provide personal guidance, direction or assurance as required for pursuing the safest, most practical course to follow. Arm them with literature, case studies and any documentation available, because they'll be "selling" your proposal to others within their organization.
- When you do reach agreement, carefully explore any potential areas of misunderstanding or dissatisfaction.
- "S's" like guarantees that new actions will involve a minimum risk, so offer assurances and support.
- Try not to rush them, but do provide gentle, helpful nudges to help them decide (when needed).
- Involve them by personalizing the plan and showing how it will benefit them and others.
- When asking for a commitment, guide them toward a choice if they seem indecisive.

Confirming with I's

- Show how your product would increase the "I's" prestige, image, or recognition.
- Be open and ask, "Where do we go from here?" or "What's our next step?"
- If they like something, they buy it on the spot (all other things being equal).
- You may have to slow them down because they also tend to overbuy and/or buy before weighing all the ramifications; behaviors that both of you may live to regret.
- "I's" dislike paperwork and details so they are likely to hesitate, and even procrastinate, when it comes to spending the time required on a contract.
- Have a written agreement prepared due to their tendency to be unclear about procedures, responsibilities and expectations.
- Make sure that you agree on the specifics in writing or, later on, you can almost bet on some degree of misunderstanding and/or disappointment.

Phase 5: Maintaining Rapport in the Assuring Stage

Assuring C's

- Set a specific timetable for when and how you will measure success with the "C". Continue proving your reliability, quality and value.
- Make yourself available for follow-up on customer satisfaction and ask for specific feedback on the product or service performance record.
- If you have tips for improved usage or user shortcuts, email them to your "C" customers.
- You should also ask for their ideas and opinions for how to improve your products and/or services.
- When they offer you their suggestions, get back to them about how your company is incorporating their ideas into upgrades into future upgrades, revisions or new products.

Assuring D's

- "D's" usually do not look for personal relationships at work due to their focus on accomplishing tasks.
- With "D's," do not rely on past sales to ensure future purchases. Follow up to find out if they have any complaints or problems with your product. If they do have complaints, address them immediately.
- Impress upon your customer your intent to stand behind your product or service.
- Stress that you will follow-up without taking much of their time.
- You may also want to offer a money-back guarantee.
- Whatever the promise, make sure you deliver everything you offer!

Assuring S's

- Follow-up consistently with an "S".
- Give them your personal guarantee that you will remain in touch, keep things running smoothly, and be available on an "as needed" basis.
- "S's" like to think they have a special relationship with you; that you are more than just another business acquaintance; they prefer a continuing, predictable relationship.
- Give them your cell number, along with an invitation to call you any time with any concern. They will rarely use it, but will feel secure knowing it's available to them.
- They dislike one-time deals, so follow up to maintain your relationship.
- Impersonal, computerized follow-up is not very appealing to "S's", so continue building your relationship with low-key, personalized attention and assistance.

Assuring I's

- "I's" frequently buy before they're sold which may lead to buyers' remorse.
- "I's" can benefit from ongoing reminders that they have made the right decision.
- Reinforce their decision by giving plenty of assistance immediately after the sale.
- Be certain they actually use your product or they may get frustrated from incorrect usage and either put it away or return it for a refund.
- Since they mingle with so many people, you can even ask "I's" if they'd be willing to share their glowing testimonials about you and your product with others.
- If they are feeling smart for using your product or service, most "I's" will give you more referrals than the other three styles combined!

Phase	With D's	With I's	With S's	With C's
Connecting	<ul style="list-style-type: none"> • Skip small talk • Lead with the main point • Show up fully prepared 	<ul style="list-style-type: none"> • Allow for time and stories before turning focus to business at hand • Let them set the pace of the conversation 	<ul style="list-style-type: none"> • Stick to business until they warm up to you • Don't rush into agenda first • Take an active interest in them 	<ul style="list-style-type: none"> • Skip small talk • Bring an agenda • Remain cool, calm and professional
Exploring	<ul style="list-style-type: none"> • Let him/her know where the questions are headed • Only ask for information that's unavailable elsewhere • Answer their questions directly 	<ul style="list-style-type: none"> • Alternate questions between them personally and business • Gently guide them back to the topic • Keep the focus on their vision and goals 	<ul style="list-style-type: none"> • Be sincerely interested in their answers • Never interrupt them • Ask nonthreatening questions to draw them out over time 	<ul style="list-style-type: none"> • Ask questions that reveal their expertise • Keep the questions focused on the topic • Alternate open and closed-ended questions
Collaborating	<ul style="list-style-type: none"> • Make any presentation brief • Focus on the bottom line and/or time savings • Provide concise analysis of needs along with your professional recommendations 	<ul style="list-style-type: none"> • Involve as many senses as possible • Ask for their ideas often • Sprinkle in testimonials • Provide incentives for making decisions • Show how the solution enhances their image and/or saves them effort 	<ul style="list-style-type: none"> • Show how solution will simplify, add stability or support their goals • Present new ideas in a non-threatening way • Never rush them, but provide gentle, helpful nudges toward a decision 	<ul style="list-style-type: none"> • Emphasize value, accuracy, precision, quality and reliability • Stick to facts and logic; attempt to reduce risks when possible • Never pressure for any decision • Remain cool and emotionally detached
Confirming	<ul style="list-style-type: none"> • Flat out ask if they are interested • Present two or three options with recommendations and summaries • Be quiet while they review and decide 	<ul style="list-style-type: none"> • Openly ask, "Where do you see us going next?" • Be ready to take their order • Slow them down if they're buying too quickly • Do the paperwork for them 	<ul style="list-style-type: none"> • They are slow decision makers and like to consult opinions of others • Don't press for a decision • Focus on a guarantee if relevant 	<ul style="list-style-type: none"> • Provide logical options with documentation • Give them both time and space to make their decisions • Point out any glaring downside to deal if one exists • Suggest a pilot program or warranty to reduce risk
Assuring	<ul style="list-style-type: none"> • Follow-up to ensure they're 100% satisfied with solution • Keep the relationship all business • Make certain you deliver on every small promise 	<ul style="list-style-type: none"> • Reinforce their decision by providing ample assistance after the sale • Make sure they don't get frustrated (they don't read instructions) • Help them use the product/service to reduce anxiety 	<ul style="list-style-type: none"> • Provide consistent follow-up along with personal assurances • Give them private phone number to reach you • Remind them that you also desire a long-term business relationship 	<ul style="list-style-type: none"> • Share your process and/or timetable for your follow-up • Double-check their method for measuring satisfaction • Email them ideas and shortcuts • Reinforce value, quality and reliability.

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."