DISC Career Management

An Evaluation of Behavioral Styles & Occupations

Report For: **Sample Report**

Style: **DIs/CD**

Date: **4/2/2025**

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Introduction to DISC Career Management Report

Congratulations on your participation in the DISC Assessment used to analyze your Communication Preferences and Behavioral Style for your Career Management.

This report is the result of your assessment.

The first part of the report focuses on your communication preferences and behavioral style. While this information is extremely valuable, the second section with the title of "Application" increases the value of your report exponentially.

Finding your career direction begins in defining a critical element – Your Occupational Behavioral Style. Research suggests that specific behavioral styles are attracted to specific occupations. Understanding your career choices, mastering the process of career or job selection, and applying this knowledge for job satisfaction consists of three basic steps:

1. **Knowing your natural behavioral tendencies,**
2. **Determining the behavioral demands of the job,**
3. **Understanding the results of adapting your natural style to "fit" the job's needs OR select the career or jobs that require your natural style, or both.**

The DISC Career Management Report helps you make and plan your **career decisions**. This report **clarifies the job expectations, discovers the reasons for any inner conflict, and helps in the understanding of the stressors experienced in your past job(s) or present workplace**. In addition, it provides a **list of occupations** and the **O*NET (Job) Codes** that utilize the behavior that is the closest match to your natural behavioral style.

This report is as much prescriptive (tips and tools for interpersonal communications and career management) as it is descriptive (getting you to understand and appreciate your own DISC style).

Today's workplace is in constant change and careers are evolving to keep pace. It will not be unusual for **people to change career 4-5 times during their working lives**. Furthermore, research indicates that more than 50% of working people hold jobs that do not utilize their natural talents, so they are neither fully motivated nor satisfied with their work. Research suggests that **50-80% of all employed adults are in the wrong job or career**.

Given these realities, it becomes more important than ever for you to be prepared to make informed career decisions based on a solid understanding of your behavioral style and your natural traits. With increased understanding of the talents you bring to the workplace, you can maximize your ability to succeed and achieve career satisfaction in an ever-changing environment.

Career satisfaction, happiness, and success are possible–if you know how to make it happen! With your personalized and comprehensive DISC report, you have tools to help you understand how behavioral styles gravitate to certain jobs and how you can become more effective in making informed decisions for your career management.

This report does not assign personal values, interests, aptitude, IQ or work history. Instead, it concentrates on your tendencies that influence your behavior and helps you to recognize the preferences and strengths you bring to the job. Establishing the best career path is a result of learning what jobs require the "real you" for that natural "job fit."

Our DISC model focuses on patterns of external, observable behaviors using the scales of directness and openness each style exhibits. Because we can see and hear these behaviors, understanding people and even job behavioral needs, becomes easier. This DISC model is simple, practical and easy to remember. The Four Basic DISC Overview section of this report provides a summary of the styles.

Behavioral Styles

Historical and contemporary research reveals dozens of models for understanding behavioral differences in people. Many share one common thread – the grouping of behavior into four basic categories. Your report will be referring to those four categories as the DISC styles. The DISC concept measures the four dimensions of normal behavior and determines:

D	Tends to be direct and guarded
I	Tends to be direct and open
S	Tends to be indirect and open
C	Tends to be indirect and guarded

- How you respond to problems and challenges
- How you influence others to your point of view
- How you respond to the pace of the environment
- How you respond to the rules and procedures set by others

There is no "best" style nor is there a "worst" style. Each style has its unique strengths and opportunities for continuing improvement and growth. Any behavioral descriptions mentioned in this report are tendencies for your style group. Depending upon the blending of DISC styles and the intensity level of the DISC traits, some descriptions of a pure DISC Style may not specifically apply to you.

It has been said that people spend more time planning their vacations than they invest in planning or managing their own careers. Your participation in this career management process demonstrates your active interest in your own success.

Part I: Understanding Yourself

General Characteristics

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

Careful analysis of your response pattern indicates that you may tend to have dichotomous ambitions: On one hand, you are driven to achieve quick, visible results, but you are equally motivated by strong quality control and perfection. In an ideal world, these drives could work in harmony, but in reality, they might well prove detrimental to the result. You may sometimes seek quick results at the expense of quality, or vice versa.

Your decisiveness and reaction time may suffer due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. Your detail-oriented nature may work against you by creating an internal bottleneck.

You make day-to-day operational decisions very quickly and easily. You put substantially more time, effort, and caution into larger decisions. You score like some who tend to be worriers, in a good sense, because of the level of detail and quality of thought behind the important decisions you make. At times, you may present yourself with "double-bind" situations: "damned if you do, and damned if you don't." You may reduce stress in these types of situations by seeking input from trusted advisors.

You tend to be assertive and responsive to creative ideas and solutions. When in creative mode, you may tend to withdraw a bit and process information internally. Once the decision has been made, or the solution created, you emerge as a more assertive and mission-focused leader. Sample, you score like those who push the envelope of their own creativity, and tend to lead their teams to optimal performance. To get the most out of this trait, be certain to display a more people-oriented side at times, so that others on the team can see this side of you as well.

Sample, your response pattern on the instrument indicates that you evaluate others by their ability to bring about change and accomplish a task quickly and accurately. That is, you hold others to the same standards to which you hold yourself. There may be some peers and team members that struggle to meet that standard. It's important that you provide others on the team with the resources and tools to assist them in prioritizing tasks, making decisions, and practicing good quality control.

You like to be perceived as a pacesetter -- one who comes up with new ideas and creative solutions. This theme will emerge in other parts of this report due to its importance. You bring a creative spin to the way you solve problems and find solutions. You have the ability to evaluate the whole range of possibilities, and provide deep mindshare on the decisions you make. This comes from both your decision-making ability and your deep concern for details.

When in high thought-processing gear, you may be somewhat restrained in sharing ideas or expressing feelings. You score like those who may be perceived by others as somewhat cool or aloof. This is especially true when you are faced with decisions of very high importance. You tend to internalize the thought processes and not share them with others as you are evaluating the possibilities. By opening up a bit, you might reduce the potential for internal stress, and also be perceived as more of a collaborative decision maker.

Your responses to the instrument show that you tend to be non-aggressive with your input, in order to avoid making waves. You tend to be brief and concerned with the bottom-line, and thus may be perceived as abrupt.

What you Bring to the Organization

Sample, you are likely to display your strength characteristics rather consistently. These qualities tend to enhance your effectiveness within the workplace. Your work style tendencies provide useful insight as you perform the duties required by your position's job description. These tendencies are the talents and preferences you bring to your job.

Check your two most important strengths and your two most important work style tendencies and transfer them to the **Summary of Your Style** on page 15.

Your Strengths:

- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You are able to find solutions quickly, with a high degree of quality control.
- You tend to be a strong agent of change.
- You consider many alternatives, theories, and possibilities in your problem-solving approach.
- You have the ability to use your imagination and take calculated risks in developing new solutions to problems.
- You maintain a strong, businesslike focus on problems, ideas, and solutions.
- You are able to make decisions having the bottom-line in mind.

Your Work Style Tendencies:

- You tend to make day-to-day operational decisions very quickly and easily. You devote substantially more time, effort, and caution to larger decisions.
- You sometimes hesitate in making decisions due to a desire to investigate all facets of a problem, and all potential solutions.
- You enjoy developing new systems and procedures to increase efficiency or quality control.
- You are able to look at a project from a "big picture" perspective, while keeping track of the details and minutiae that contribute to each step.
- You want to be seen as assertive, and at the vanguard of leadership regarding new ideas and solutions.
- You are motivated to be an initiator of creative new ideas, and may be seen as an agent of change within an organization.
- You seek authority equal to your responsibility.

Your Motivators: Wants and Needs

What motivates you? People are motivated by what they want or need. People are motivated to avoid their fears. **Behaviors are driven by these motivators**. Each style has different fears, wants, and needs. The more fully our motivators are met, the easier it is to perform naturally with minimal effort. Your assessment has analyzed your behavioral wants and needs. Knowing these motivators helps you understand the "why" behind how you behave (react and respond). **Sample**, this section indicates what wants and needs must be met for optimal performance.

Check your two most important motivators and your two most important needs. Transfer your selections to the **Summary of Your Style** on page 15.

You Tend to Be Motivated By:

- Authority equal to the responsibility you have been given.
- Freedom from control and close scrutiny. A lack of freedom implies a lack of trust.
- Things being done correctly the first time, so that later corrections aren't necessary.
- Time to analyze facts and data prior to making a final decision.
- New experiences, and new challenges to meet.
- Immediate results for the high quality effort provided on any project.
- High standards of quality that all members of the team honor and support.

People With Patterns Like You Tend to Need:

- To verbalize more of your reasons for decisions, and to include others in the decision-making process.
- To be able to trust the competence and high standards of others on the team.
- Opportunities to use your professional expertise to solve problems by finding creative solutions.
- To focus on reaching closure on projects, as you tend to resist finalizing because there is always something that could be improved.
- To seek more input from others for a more effective team cooperation.
- Fewer daily critical decisions, as you may hesitate when under too much pressure due to the desire for a high-quality result.
- A minimum of oversight, interference, and organizational politics getting in the way of the creative processes.

Your Motivators: Ideal Work Environment

Everybody is motivated – however, they are motivated for their own reasons, not someone else's reasons. By understanding your motivations, you can create an environment where you are most likely self-motivated. You will invest your natural energy in just being "you" instead of using up your energy by trying to behave in a way that is not naturally comfortable.

Select your two most important environment factors and transfer your selections to the **Summary of Your Style** on page 15.

You Tend to Be Most Effective in Environments That Provide:

- Freedom from external pressure, while allowing for self-imposed pressure and urgency.
- Time to react to alternatives, but also support for the fact that the clock is ticking.
- Support of some occasional vacillation in decisions or ideas.
- Challenging assignments that are both detailed and wide in scope.
- Freedom to create in new and different ways.
- Opportunities for one to work alone, and to think things through.
- Support which allows you to focus maximum effort on the job tasks, and not to be concerned with social protocol.

The C Style

Under Stress - Perceptions, Behavior and Needs for the C

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

Potential Self Perception:

- Creative solutions to problems
- Uses intuition and analysis
- Both visionary and practical
- Results-driven

Under Stress, May be Perceived by Others:

- Condescending
- Vacillates
- Creates double-bind situations
- Plays favorites

Under Stress You Need:

- Guarantees that you are right
- Accuracy
- A slow pace for "processing" information

Your Typical Behaviors in Conflict:

- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.
- You tend to hold conflicts or conflicting views in your mind, looking for proof that you are right or a new valid way of looking at things that accommodates both points of view.
- You are quite uncomfortable with overt conflict, aggression and anger. You will do whatever you can to avoid these situations and to avoid individuals with whom you have a disagreement.

Strategies to Reduce Conflict and Increase Harmony:

- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.

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 Sample, DO:

- When you disagree, take issue with the methods or procedures, not with the person.
- Be specific about what's needed, and who is going to do it.
- Be efficient: Hit the major points first.
- Motivate and persuade Sample by pointing out objectives and expected results.
- Beware of indecision, and be sure to keep the "data gate" open for more information.
- Stick to business matters only -- small talk or charm won't be appreciated.
- Be prepared to handle some objections.

When Communicating with Sample, DON'T:

- Whine about all of the work you have to do.
- Provide incomplete or unclear directions or instructions.
- Forget or lose things necessary for the meeting or project.
- Confuse or distract Sample from the issues at hand.
- Fail to follow through. If you say you're going to do something, do it.
- Try to develop "too close" a relationship, especially too quickly.
- Engage in rambling discussion, and waste Sample's time.

Communicating with the DISC Styles

Communicating with the D style

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 I style

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 S style

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 C style

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

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, the directness of a High D 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 need some improvement on your communication skills. It is important to share ideas with others on the team, allowing them to be a "sounding board" for your thoughts.
- You tend to be unconcerned about social poise and may appear somewhat abrupt or aloof toward others without being aware of this. You could build more bridges by showing more sensitivity to their feelings.
- Others may have difficulty keeping up with your opposing desires for quick, yet perfect results.
- You could use some assistance in prioritizing issues.
- You may like to work under pressure, and thus you put others under unwelcome pressure sometimes.
- You may sulk or withdraw if not given attention and/or credit for ideas submitted.
- You have a strong need for perfection and may not be satisfied until it has been reached.

Summary of Sample Report's Style

Communication is a two-way process. Encourage others to complete their own DISC 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 DISC 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._____

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 **Dominance** of Problems, **Influence** of People, **Steadiness** of Pace, or **Conscientiousness** 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.

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

6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discerning 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

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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 **Dominance** of Problems, **Influence** of People, **Steadiness** of Pace, or **Conscientiousness** 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.

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

6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discerning 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

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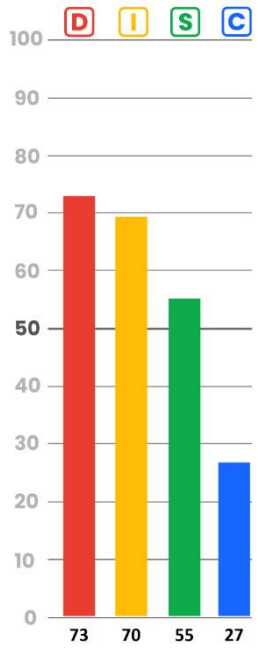
DISC Graphs for Sample Report

Your Adapted Style indicates you tend to use the behavioral traits of the **DIs style(s)** in the focus area you had in mind when completing the assessment. Your Natural Style indicates that you naturally tend to use the behavioral traits of the **CD style(s).**

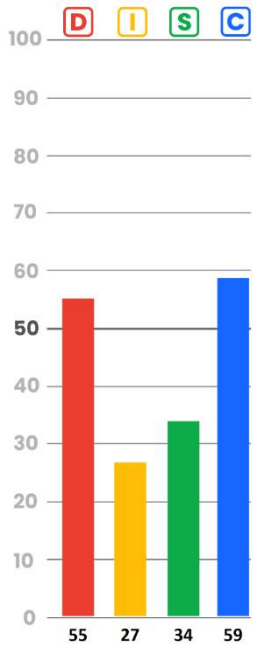
The Adapted Style (Graph I) displayed on the left is **your perception of the behavioral tendencies you think you should use in your current environment, situation, or relationship.** This graph may change when you change roles or circumstances. The Natural Style (Graph II) **indicates the intensity of your instinctive behavior**. It is often an indicator of the "real you" when you are not influenced by any other factors and typically shows up in stressful situations. This graph tends to be stay fairly consistent, even in different environments.

Adapted Style – Graph I



Pattern: DIs

Natural Style – Graph II



Pattern: CD

The higher or lower each **D**, **I**, **S**, **C** point is on your graph, the greater or lesser your behavior impacts your results at work and with others around you. Once aware, you can adapt your style to be more effective.

If the bars are similar, it means that you tend to use consistent behaviors in various environments. If your Adapted Style is different from your Natural Style, you are likely shifting behavior, which may cause stress or depleted energy if done for a significant amount of time.

If you have scores under 10 or over 90, these are extended scores where the behavior becomes a ***need***. If expressing that behavior isn't possible, you'll likely create situations where that *behavioral need* can be met.

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12 Behavioral Tendencies

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. On this page you'll see all 12 Behavioral Tendencies in Summary, and the following pages deliver more detail about each of these measurements.

Behaviors	Natural	Adapted
Reasoning *How this individual uses evidence to think through and solve problems.*	**Evidence-based (C)**	**Intuition-based (I)**
Self-Reliance *How this individual works within a team.*	**Directive (D)**	**Situational**
Accuracy *How this individual focuses on correctness and exactness.*	**Precision (C)**	**Predictability (S)**
Personal Drive *How this individual's own goals move things forward.*	**Self-Driven (D)**	**Situational**
Careful Decision Making *How this individual approaches decisions and actions.*	**Situational**	**Situational**
Prioritizing *How this individual determines the order for dealing with items or tasks based on established rules and structure.*	**Situational**	**Results (D)**
Providing Instruction *How this individual dictates directions and expectations.*	**Situational**	**Directive & Compulsive (D)**
Customer & Team Interaction *How this individual engages with customers and stakeholders, internal and external.*	**Situational**	**Situational**
Change Resistance *How this individual resists engaging with change.*	**Situational**	**Situational**
Work Process Alignment *How this individual focuses on process to follow through on work.*	**Accuracy (C)**	**Consistency (S)**
Building Rapport *How this individual focuses when interacting with others.*	**Results-Focused (D)**	**Situational**
Expressing Openness *How this individual is most comfortable expressing themselves.*	**Structural (C)**	**Social (I)**

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12 Behavioral Tendencies – Details & Graphs

For each of the 12, you will see a graph and personalized statement for your Natural and Adapted style. These scores and statements reveal which of your style combinations are most observable and describe how you express that tendency based on your **D**, **I**, **S**, and **C** blend.

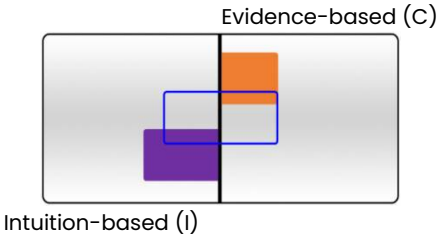
Interpretation Notes:

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

Reasoning

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

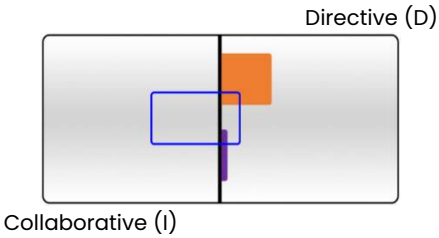
Adapted (LM): You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable. You are likely to think things through based on emotions over logic, trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.



Self-Reliance

Natural (HM): You are quite results driven, focused on accomplishing things quickly and efficiently and are likely to do so mostly independently and directively. You will likely do your best work independently when you can manage your productivity and efficiency autonomously. Be sure you are not distancing yourself too much.

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.



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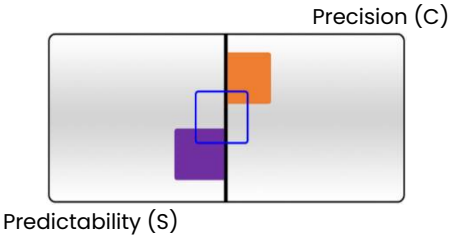
Accuracy

Natural (HM): You frequently focus on carefully and deliberately ensuring high-quality outcomes with great importance on accuracy, structure, order and precision in all you do. You are likely to focus on being and doing things right. While doing it the right way can impact success dramatically, it is also helpful to have dependability and uniformity in planning processes.

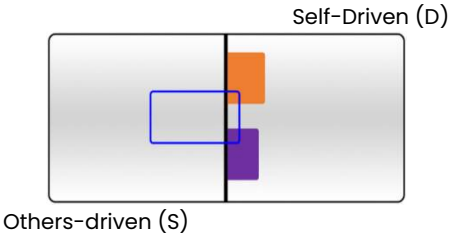
Adapted (LM): Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome. You are likely to focus on risk-aversion when planning. Predictability and consistency are incredibly important when taking things from start to finish, but remember correctness is important too.



Personal Drive

Natural (HM): You are somewhat self-determined, often focused on taking actions that achieve results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.

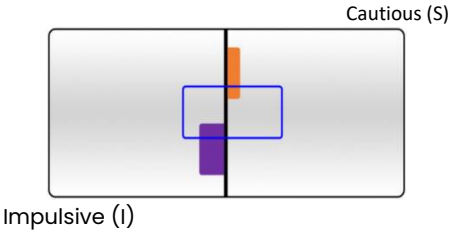
Adapted (MOD): Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions. You are likely driven by both a desire to meet your own needs and motivations, and support and help others in the process.



Careful Decision Making

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.

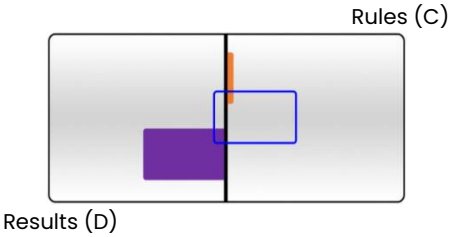
Adapted (MOD): Consistent with natural style



Prioritizing

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.

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



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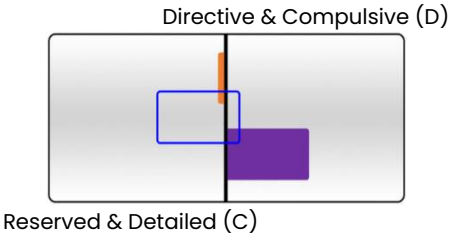
Providing Instruction

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. Keep in mind that sometimes this may come through as difficult for styles that are less focused on tasks and more focused on relationship.

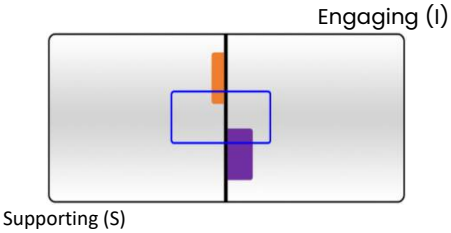
Adapted (HM): You are somewhat direct and results-focused, and may prefer to set the course and direct others, rather than following the set expectations. Engaging with others for additional thoughts and perspectives can lead to better outcomes.



Customer & Team Interaction

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.

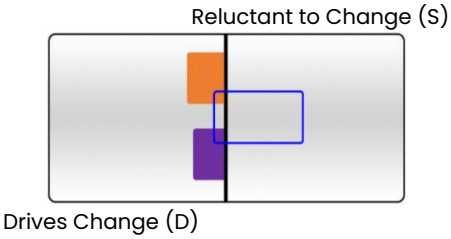
Adapted (MOD): Consistent with natural style



Change Resistance

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

Adapted (MOD): You can be slow to accept or embrace change or more committed to your own thoughts and ideas during times of change, depending on the level of risk and expected outcome. There may be times when you actively accept and engage in change and other times you feel like more information and planning would be beneficial. You are likely to be on board, as long as things make sense.



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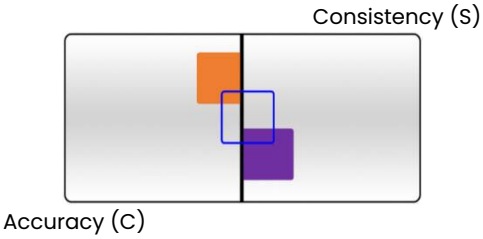
Work Process Alignment

Natural (LM): Your process and follow through is often driven by upholding quality standards to be sure what you are doing is accurate and precise. You are likely to process information and follow through with exactness and precision as a focus. There are times when consistency is as important as accuracy. Don't forget to balance them.

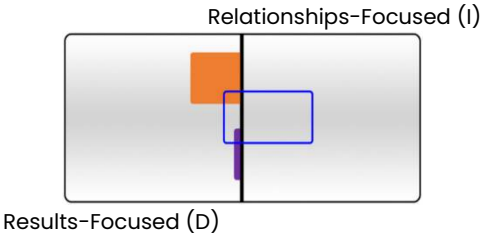
Adapted (HM): Your process and follow through is often driven by a desire to keep things consistent and moving forward at a methodical, steady pace. You are likely to process information and follow through with consistency and predictability as your focus. Don't forget that accuracy is an important part of reliability and stability.



Building Rapport

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

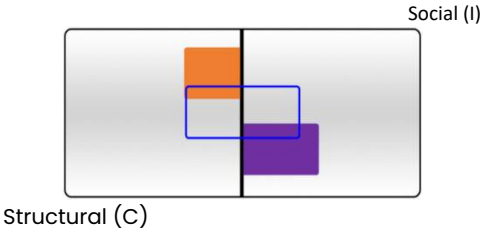
Adapted (MOD): Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!



Expressing Openness

Natural (LM): You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.

Adapted (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.



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Behavioral Pattern View

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the BPV identify that one factor (**D**, **I**, **S**, or **C**) 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).

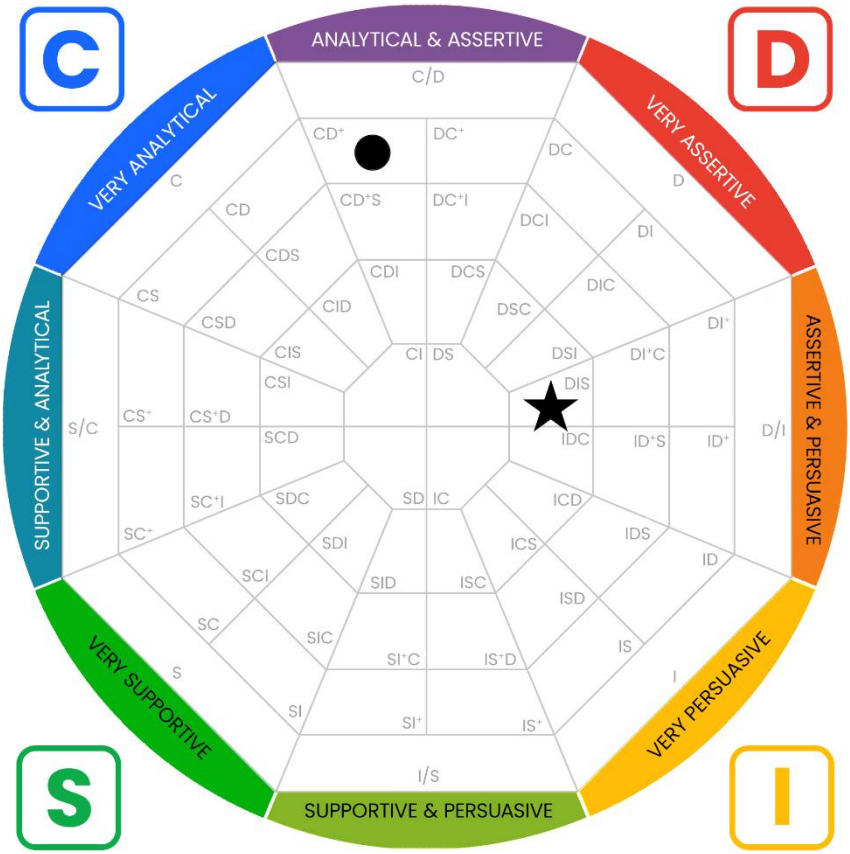
THE SCORING LEGEND

Dominance: How you deal with Problems and Challenges
Influence: How you deal with People and Contacts
Steadiness: How you deal with Pace and Consistency
Conscientiousness: How you deal with Procedures and Constraints

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

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

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



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

Both Assertive and Persuasive, Likely to Embrace New Concepts, Often a Mover and a Shaker, Can be very Outgoing with High Energy and Engaging Effort

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

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

● = **Natural**
★ = **Adapted**

Supportive & Persuasive, Good Team Player, Creates Good Will & Provides Good Customer Service

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Part II: Application of DISC Styles

Understanding your own behavioral style is the first step to being more effective in managing your career. All the knowledge in the world doesn't mean much if you don't know how to apply it in real-life situations. This section of your report explains these practical applications.

To begin to use the power of behavioral styles, invest time and practice in knowing how to apply the DISC concept and knowledge to people, environments, and jobs.

This Application Section Includes:

- Overview of the Four Basic DISC Styles
- What is Behavioral Adaptability
- Tension Among the Styles
- Making Career Decisions and Planning Your Career Path
- Job Indicator Section
- Job Selection Process

The purpose of this process is to help you minimize your regrets and maximize your success. An important element of the process is to help you acknowledge talents you know you have and discover talents you may not have known you have. In addition, this process will help you find new ways or words to use when talking about yourself to others. This process will also help you to relate more effectively with others.

The better you understand yourself, the better you will be at getting what you want. In fact, what you don't know about yourself could keep you from getting what you want.

This process will give you priceless insight. This insight will help you to know when and where to use your talents. Knowing this will become one of your most valuable assets.

To understand the tension that may exist with the expectations placed on you by your job's needs, you can refer to the **Tension Among the Styles** section upcoming in the following pages. (Pgs. 27-28)

The final section of your report explains the process of **defining a career path** using the suggested resources in combination with the **specific job titles** generated as most appropriate for your communication style and behavioral strengths.

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Overview of the Four DISC Styles

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.

	D	I	S	C
Tends to Act	Assertive	Persuasive	Supportive	Analytical
When in Conflict, this Style	Demands	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-goals over people	Speaking without thinking	Procrastination in addressing change	Overanalyzing 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

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What is Adaptability?

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

> **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.**

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. Adaptable people know how to negotiate relationships in a way that allows everyone to win.

Your adaptability level influences how others judge their relationship with you. Raising your adaptability will increase trust and credibility; if you lower your adaptability, trust and credibility will decrease. Being more adaptable enables you to interact more productively with difficult people and helps you to avoid or manage tense situations.

Important Considerations:

- 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.
- People often adopt a different style in their professional lives than they do in their social and personal lives.
  - We tend to be more adaptable at work and with people we know less.
  - We tend to be less adaptable at home and with people we know better.

Words of Advice

Adaptability at its extreme could appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

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Tension Among the Styles

PACE	PRIORITY	PACE & PRIORITY
Direct, Fast-Paced vs. Indirect, Slower-Paced	***Guarded, Task-Oriented vs. Open, People-Oriented***	***Direct, Fast-Paced, Guarded, Task-Oriented vs. Indirect, Slower-Paced, Open, People-Oriented***

High S + High I

(Lower Left vs. Lower Right Quadrant)

The High S's innate patience can conflict with the High I's Sense of Urgency.

High D + High I

(Upper Right vs. Lower Right Quadrant)

The High D's focus on Results, Tasks, and Action can conflict with the High I's Focus on People, Feelings and Sociable Correctness.

High S + High D

(Lower Left vs. Upper Right Quadrant)

The High S's preferred Patient & Slower Pace with a Primary Focus on People rather than on results and task can conflict with the High D's Sense of Urgency and a focus on Tasks and Results and Now.

High C + High D

(Upper Left vs. Upper Right Quadrant)

The High C's focus on exercising patience to assure accuracy and avoid errors can conflict with the High D's focus on results, do it NOW solutions, and immediate action.

High C + High S

(Upper Left vs. Lower Left Quadrant)

The High C's focus on Data, Analysis, Accuracy, and Precision can conflict with the High S's Focus on People, Teamwork, Personal Connection and a Feeling of Family.

High C + High I

(Upper Left vs. Lower Right Quadrant)

The High C's lack of Urgency with a Primary Focus on Tasks/Results can conflict with the High I's higher Urgency with a Primary Focus on People vs. Results and Tasks.

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Making Career Decisions and Planning Your Career Path

The DISC Career Management Report helps you make career decisions. Your report clarifies the job expectations, discovers the reasons for any possible inner conflict, and also helps in the understanding of the stressors experienced in past jobs or in your present workplace.

In addition, you will have a list of occupations (job titles) and **O*NET (Job) Codes** for jobs that are the **closest match to YOU.** (Your Communication Preferences and Behavioral Strengths; in other words, your DISC Style.)

The **Job Indicator Section** (which follows) has been designed to stretch your imagination and provide ideas to research and learn more about.

Sample, knowing that this section presents a listing of jobs that are a suitable match to your natural style of CD you will want to review these potential jobs and decide which of them also appeals to your individual skills, values, job zone (education level), personal criteria and lifestyle.

Remember, the list of possible careers is designed to promote thoughts about jobs that perhaps you had not considered before, give you realistic ideas, and help you make informed decisions after gathering the additional information available to you within the O*NET site, which you will be directed to on the next page. It is worth noting that you will find additional job titles related to the specific jobs on your list during your information-gathering process through the "Crosswalk" options.

Within the O*NET site, you will notice that some jobs have the following symbol:
The symbol indicates jobs with a **Bright Outlook.**

Each "Bright Outlook" occupation matches at least one of the following criteria:

- *Projected to **grow faster than average** (employment increase of 5% or more) over the period 2024-2034 for the US nationwide*
- *Projected to have **75,000 or more job openings** over the period 2024-2034 for the US nationwide*
- ***New & Emerging** occupation*

Your career listing on the following pages will have "Job Zone" indicators, defined below:

*O*NET Job Zone Definition*

Each occupation has a Job Zone Number (1, 2, 3, 4, or 5)

The table below lists the five zones and its assigned experience, education, and on-the-job training.

JOB ZONE	*EDUCATION, EXPERIENCE, ON-THE-JOB TRAINING ASSIGNED TO ZONES*
1	May require high school diploma or GED
2	High school diploma; may require some vocational training or job-related course work
3	Training in vocational schools, related on-the-job experience, or associate's degree
4	Four-year bachelor's degree, 2-4 years of work experience, or both
5	Bachelor's degree, graduate school, or both, plus experience

Research has identified 322 jobs that employ more than 95% of the workforce. Out of these 322 jobs, 71 jobs require a high school education only; and 251 require two or more years of higher education.

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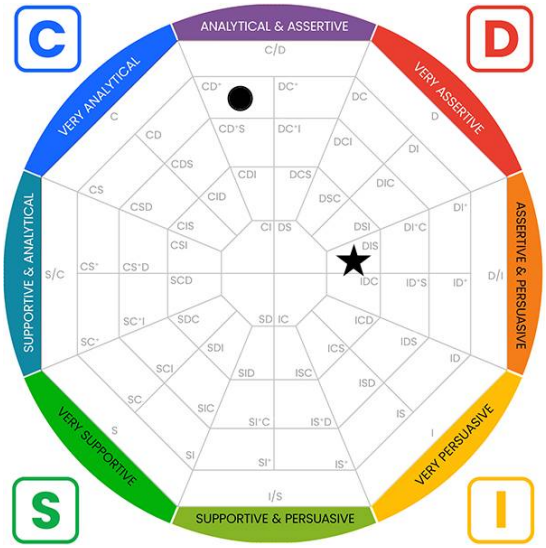
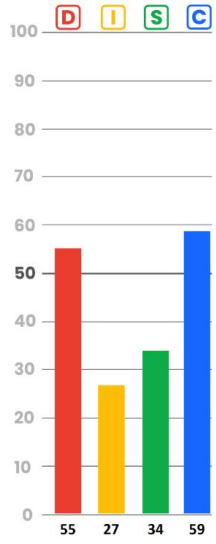
Job Indicator Section

The career listing presented in this section are among the best-matched jobs to **YOUR Natural Communication Preferences and Behavioral Strengths (DISC Style)** and are derived from the latest issue of the Occupational Information Network. (O*NET database developed for the US Department of Labor by the National O*NET Consortium.)



BPV Natural Segment # 82



(CD Pattern)

Broadly speaking, the basic DISC styles gravitate toward specific career categories. Realizing that you are a **blend of styles, actual job titles** begin on the next page.

Task
Values privacy, Factual, Works with projects, things, and plans, Non-expressive with feelings, Efficient

Slower-Paced
Diplomatic, Patient, Cooperative, Reserved, Likes to sit and stay

Faster-Paced
Outgoing, Candid, Voices opinions, Shows confidence, Likes to go and do

C

Accounting/Auditing
Engineering
Research and Development
Quality Assurance/Safety
Architecture
Computer Programming

D

Entrepreneurs
Sales – Full Commission
Sales Management
Legal/Litigation
Operations Management
Executive Administration

S

Teaching/Education
Finance/Economics
Human Resources
Administration/Support Services
Retail – Customer Service
Manufacturing

I

Advertising/Marketing
Public Relations
Training/Public Speaking
Sales/Promotions
Hospitality/Tourism
Retail – Sales

People
Emotionally open, Animated, Huggers, Hand-shakers, Non-structured, Apt to use facial expressions

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Next Step to Your Job Selection Process

Find a wealth of related career information as you investigate your results at the following website:
http://online.onetcenter.org

Notice the O*NET Codes from your job title listing (on the following pages) and enter the O*NET Codes for each job into the Occupation Keyword Search window at http://online.onetcenter.org

Important Note:
After the search displays the page with your job title information, pay particular attention to the **Alternate Job Titles** for more possibilities. In addition to learning the job description and additional details for the job titles, increase your options by scrolling to the bottom of that section and use the **Related Occupations Section.**

Career Information for Sample Report

Zone	O*NET Code	Job Title
1	43-3021.00	Billing and Posting Clerks
1	43-4171.00	Receptionists and Information Clerks
2	43-4041.00	Credit Authorizers, Checkers, and Clerks
2	43-6013.00	Medical Secretaries
3	13-1051.00	Cost Estimators
3	13-2071.00	Credit Counselors
3	15-1132.00	Software Developers, Systems Software
4	15-1199.08	Business Intelligence Analysts
4	17-2112.00	Industrial Engineers
4	13-1111.00	Management Analysts
4	13-1161.00	Market Research Analysts and Marketing Specialists
4	29-2011.00	Medical and Clinical Laboratory Technologists
4	15-1133.00	Software Developers, Applications
4	13-1073.00	Training and Development Specialists
4	11-9121.02	Water Resource Specialists
5	13-1199.00	Business Operations Specialists
5	11-1011.00	Chief Executives
5	19-2041.01	Climate Change Analysts
5	19-3011.01	Environmental Economists
5	19-3032.00	Industrial-Organizational Psychologists
5	23-1011.00	Lawyers
5	19-3051.00	Urban and Regional Planners

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Taking Ownership of Your Destiny

Many people try to imagine what would have happened had they successfully applied these principles and practices ten years ago… or even five years ago? How many people could have eliminated the process of a "trial and error" education? How many people could have eliminated the process of "trial and error" jobs? How many people could have reduced having stress in the workplace? How many people could have achieved career satisfaction sooner?

Well, hundreds of thousands of people over the years have used these principles and experienced dramatic improvements in their career management process and in their professional and personal relationships. People have had more satisfaction in their interactions with everyone (even with family and friends) and in their educational planning and job satisfaction. These principles help people in gaining a greater awareness of their strengths with an understanding of their needs for personal development and recognizing potential weaknesses.

People report they no longer feel like a "square peg in a round hole."
They feel, behave and are treated like a person with confidence and on a mission toward success.

Remember that people with similar preferences gravitate to similar jobs and it is just as important to realize that people having different communication preferences and behavioral styles can be appreciated for the strengths they bring to the environment.

"Different" doesn't necessarily mean "wrong!"

For you to also share in the pleasure from experiencing these benefits, you can get started this very minute. First, think about your professional development plans and what you wish to improve within the next year… the next month… the next week… even by the end of today!

Develop a plan to meet those goals using the principles for your
DISC Career Management Strategies.

Accept the Challenge

This first step requires your personal commitment to this challenge and putting it to work for you. Of course, any adaptations to your communication style takes practice and you cannot realistically expect to put all of these ideas into effect immediately. However, the minute you start to better understand yourself and your environmental demands, you will start to see improvement.

Commit to Growth

"Change is inevitable… growth is optional." You have the option to make a life-changing decision. Decide to keep learning about yourself, your strengths and potential weaknesses, how you make decisions, how you come across to other people, and how your style is important to your career satisfaction. Decide to learn more about the DISC styles and how to apply your knowledge in other areas beyond your career management, such as with leadership, relationships with your peers, colleagues, children, spouse and family.

Wishing you continued success!

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So Now What?

This report is filled with information about your style and each of the four primary DISC behavioral styles. You now have an understanding and an awareness of the four different styles and how the styles have different intensity levels to create the unique you.

Sample, there are many suggestions in your report for you to apply your communication preference and behavior style information. Take the next step and do the exercises if you have not yet done them.

Don't put this report on a shelf or in a file. Understanding the concept of styles and knowing your own style is one of the most valuable ways to open up a meaningful dialogue with others and to improve all your relationships. **Use your report as a reference tool.** This information is not meant to be digested in just one reading.

Have fun with making a few minor changes in your behavior and experience the results. You might be surprised! **Remember: Treat others the way they want to be treated.** You will have much more success in all your relationships!

Sample, the information about your style preferences can be used for your total career management and continued personal and professional development:

- ✓ Showcase Interpersonal Strengths in Résumés and Cover Letters
- ✓ Interview Preparation and Skills
- ✓ Interview Portfolio Content
- ✓ Interview "Leave-Behinds"
- ✓ Personal Branding
- ✓ Professional Bio (Social Networking)
- ✓ Job Search Strategy and Campaigns
- ✓ Time Management
- ✓ Career Transition
- ✓ Educational Planning
- ✓ Sales and Leadership Training
- ✓ Organizational Development
- ✓ Harmony in the Work Place
- ✓ Team Building
- ✓ Relationship Strategies
- ✓ Hiring / Selection / Placement
- ✓ Strategic Positioning and More!

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ASI Validation

Why is Independently Tested Accuracy of this Assessment Important?

A recent review found that the majority of assessments available today lack reporting to verify their accuracy. Of the small minority which claimed reporting, the significant majority of those were conducted privately; oftentimes by the assessment provider itself, rather than an objective and scientifically qualified third party. However, we are leading by example in this otherwise unregulated industry. How are we doing this? By submitting our assessments to an objective, independently conducted battery of tests: Construct Validity, Reliability, and Disparate Impact - all by a qualified scientific authority (Assessment Standards Institute). Our goal? Ensuring the trust and confidence of our users by producing the industry's most accurate and class protected assessments.

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How to Assure Assessment Accuracy?

Independent & Qualified Testing at Standards Set by the APA and EEOC

> ***"...this DISC assessment has one of the highest Cronbach scores in the DISC marketplace."***
> *- Assessment Standards Institute*

The Assessment Industry's Past and Present

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

The Solution? Independent & Verifiable Testing by a Qualified Institution

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

Construct Validity (APA Standards)

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

Reliability - Cronbach's alpha (APA Standards)

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

Disparate Impact (EEOC Guidelines)

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

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