

# Workplace Profile

**Charles Penn**

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# Introduction

## WHAT IS EVERYTHING DiSC®?

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

Maybe you've noticed that you relate better to colleagues who focus more on results and the bottom line.

Or, maybe you're more comfortable working with those who take an aggressive, bold approach than those who work at a steadier pace.

Or, perhaps you relate best to people who are more direct than diplomatic.

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

## CORNERSTONE PRINCIPLES

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

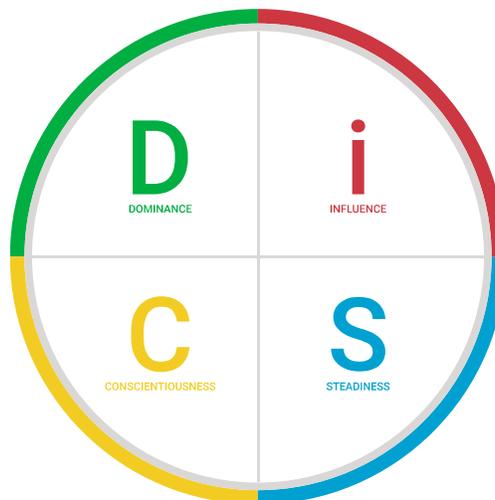
## OVERVIEW OF THE DiSC MODEL

### Dominance

- Direct
- Firm
- Strong-willed
- Forceful
- Results-oriented

### Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



### Influence

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

### Steadiness

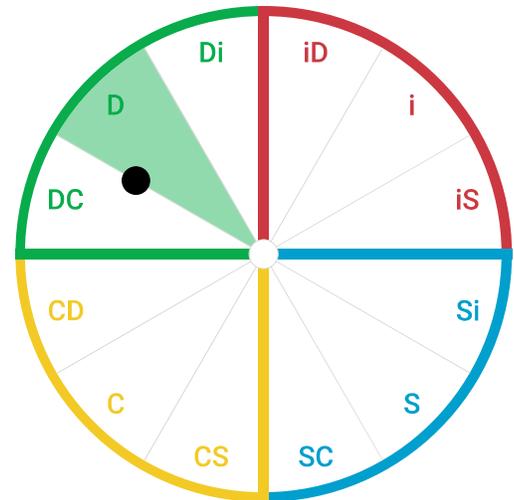
- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

# Your DiSC<sup>®</sup> Overview

## YOUR DOT

**This report is personalized to you, Charles.** In order to get the most out of your *Everything DiSC Workplace<sup>®</sup> Profile*, you'll need to understand how to read your personal map.

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



Your DiSC<sup>®</sup> Style: D

Your dot location shows your DiSC<sup>®</sup> style. **Because your dot is located in the middle of the D region, you have a D style.**

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

## CLOSE TO THE EDGE OR CLOSE TO THE CENTER?

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

## WHAT'S NEXT?

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

# Your D Style

## YOUR DOT TELLS A STORY

Charles, one of the words that best describes people with your D style is driven. You probably prefer to have variety and forward momentum. Because of this, you may become bored or restless if forced to slow down for too long. Sitting still may be difficult for you. When you reach your goals, you may not always take time to celebrate. Instead, your attention tends to quickly shift to the next goal.

You probably like to get things out the door quickly, and you may emphasize results over how you get there. Consequently, you're probably willing to question the rules if you think they don't make sense. And when you sense something is wrong, you may do whatever it takes to save the situation. At times, you may fail to realize that this forceful approach can be stressful for the people around you.

People with the D style have little patience for small talk, and you may grow restless listening for long periods without the opportunity to speak. You probably dislike working with people whom you see as incompetent, and it may be hard for you to hide your annoyance at times. When you get really upset, you may let your irritation show in your body language and facial expressions.

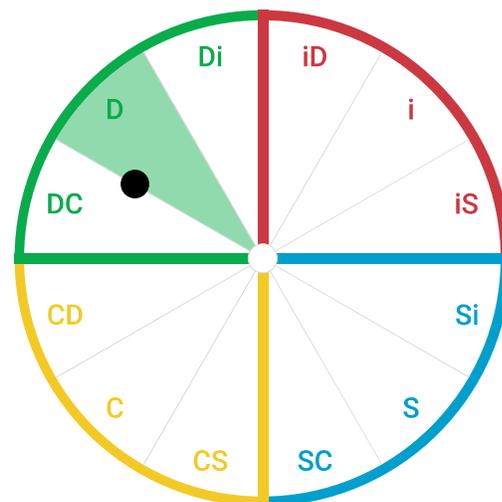
You have a fairly strong competitive side, and at times, you may be fueled by disagreements or conflict. In fact, the idea of losing is probably more upsetting to you than it is to most people. You may suspect that people are driven by self-interest and will take advantage of you if you let them. Consequently, you're unlikely to take kind words at face value, tending to look for the intentions behind them.

You tend to speak up when you see a problem, even when no one else will. And although you may realize that others can be taken aback by your directness, you're probably unwilling to compromise what you see as honesty. Because you can be fairly intense, others may sometimes feel that you're irritated with them.

Although everyone questions their decisions from time to time, you probably do it less often than most people. Those with the D style usually exude self-confidence. This can be infectious, allowing other people to feel good about your bold plans. However, your belief in your opinions may make it difficult for you to admit that you sometimes need to depend on others.

Like others with the D style, you probably like to be in charge. At times, you may even take control over projects where authority was meant to be divided, alienating some people. This is particularly true when you feel that others are not competent to carry out your vision or don't see it as clearly as you do. When there is no question that you are in command, you may encourage input, but you may disregard those opinions that conflict with your ideas. Once you've had your say in the important decisions, however, you may be more than willing to delegate.

Charles, like others with the D style, your most valuable contributions to the workplace may include your drive to get results, your tendency toward bold action, and your willingness to challenge assumptions. In fact, these are probably some of the qualities that others admire most about you.



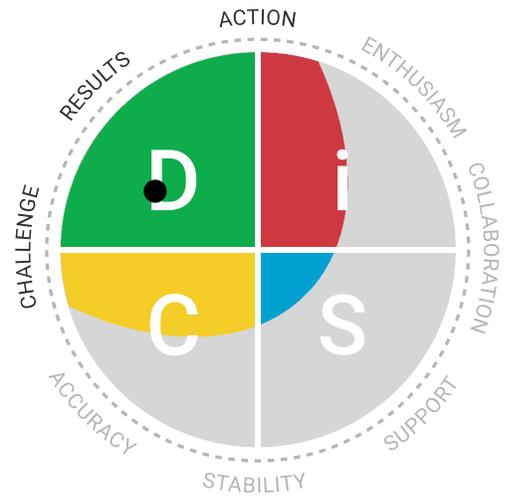
# Shading & Priorities

## YOUR SHADING EXPANDS THE STORY

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

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

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



## WHAT PRIORITIES SHAPE YOUR WORKPLACE EXPERIENCE?

### Getting Results

Charles, you're willing to do what it takes to reach your goals. Once you've established what needs to be done, you go after it, and you're not going to let a few obstacles stand in your way. Furthermore, you aren't likely to make excuses for failure, nor to accept any. You focus on getting results and showing the ambition it takes to succeed.

### Taking Action

People with the D style are eager for success and like to hit the ground running. You're likely to make rapid decisions so you can advance at a fast pace. As a result, you have little patience for people's hesitancy or other obstacles that stand in the way of immediate progress. Once you choose a course, you want to take quick action and keep things moving.

### Offering Challenge

Like others with the D style, you're likely to speak up when you see flaws and inefficiencies. You don't beat around the bush, and others might find your bluntness intimidating. However, you probably don't see the benefit of sugar-coating things. To you, being straightforward is realistic and saves time. You value efficiency and candor, and you aren't afraid to challenge others with tough questions to get things done.

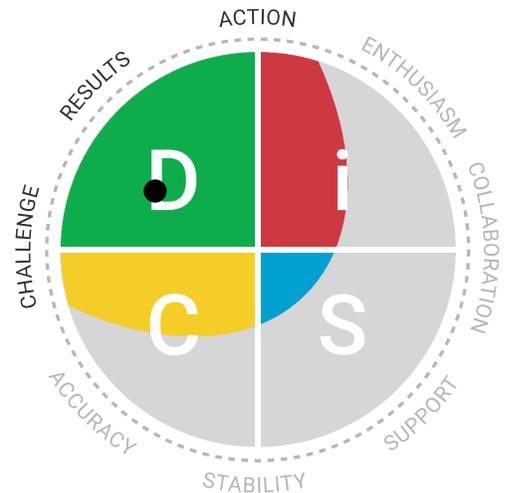
# Motivators & Stressors

## WHAT MOTIVATES YOU?

Different people find different aspects of their work motivating. Like other people with the D style, you probably enjoy situations that allow you to take charge and have authority. Most likely, you prefer working in a high-energy environment, and you're often willing to do whatever it takes to get the impressive results you're after.

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

- Implementing ideas
- Having authority
- Achieving results
- Overcoming obstacles
- Working in an innovative setting
- Making key decisions
- Getting things moving
- Working toward challenging goals
- Convincing others



## WHAT IS STRESSFUL FOR YOU?

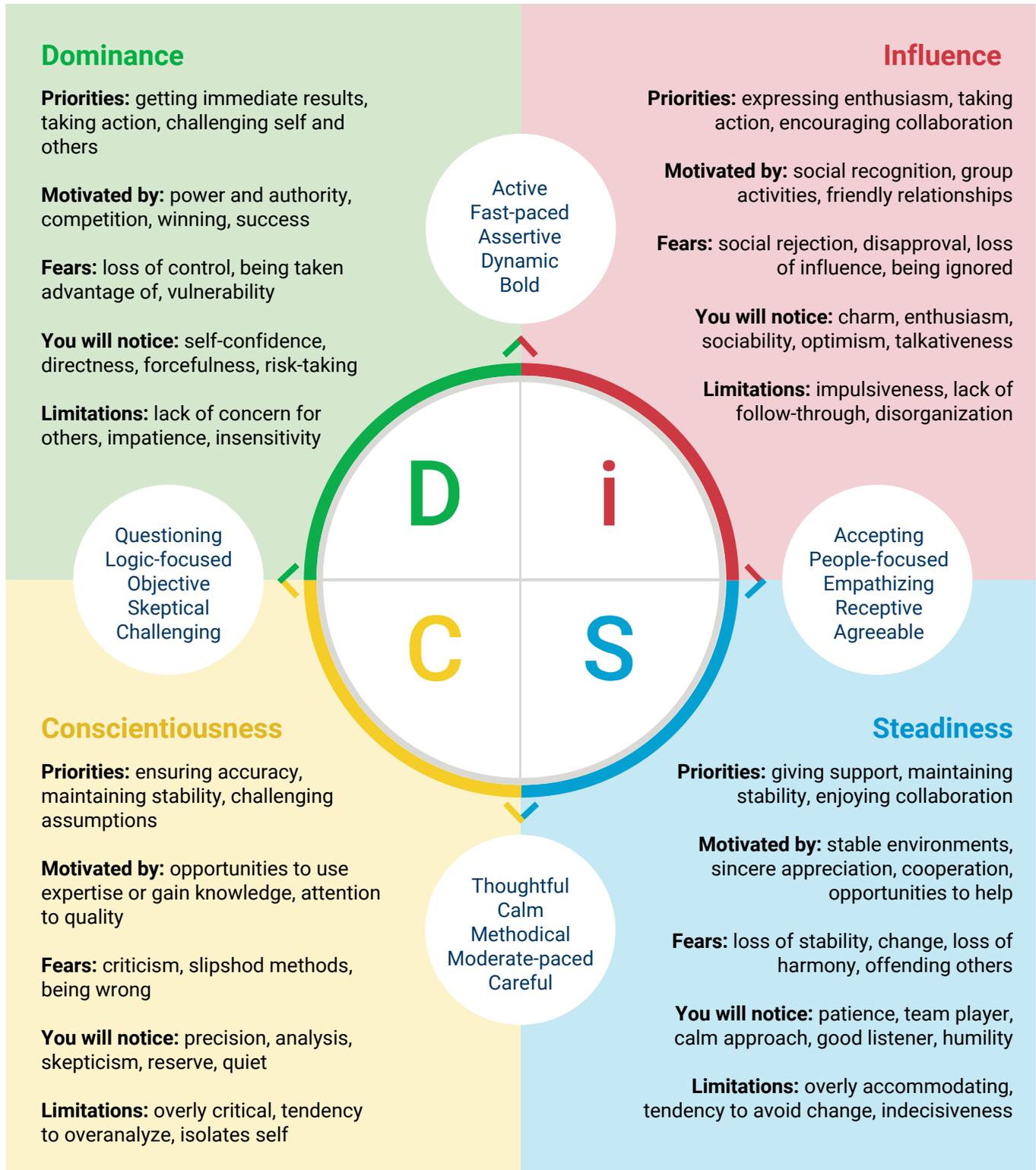
Then there are those aspects of your work that are stressful for you. Because you tend to focus on the end result and achieving your goals, you may find it particularly frustrating when your authority is challenged or you feel you don't have control over your own success. In addition, you probably get irritated when you feel bogged down with tasks or procedures that waste your time.

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

- Following strict rules or protocols
- Getting bogged down in inefficient procedures or meetings
- Having your ideas or authority challenged
- Having little independence or autonomy
- Lacking control over situations
- Slowing down your pace
- Dealing with people who don't meet your standards
- Performing routine tasks
- Being forced to pay attention to the emotional needs of others

# Overview of DiSC®

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



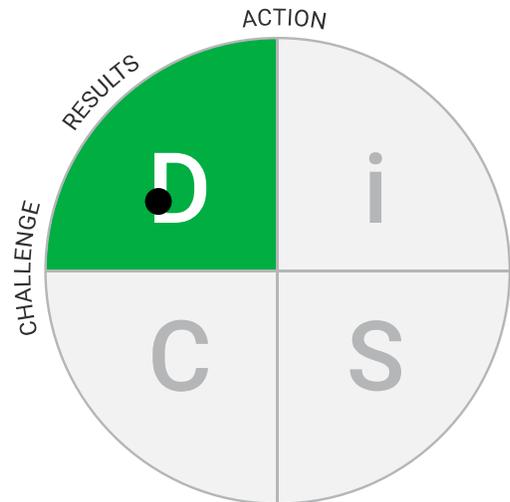
# The D Style & You

## HOW MIGHT YOU REACT TO THE D STYLE?

Imagine that you regularly interact with someone who also has a D style. Like you, she's focused on results and wants to see big things accomplished, and you probably share her initiative and strong determination. She's well-respected by the organization as a go-getter who delivers on her promises, and you probably have no trouble relating to her direct, forceful approach.

Like you, this colleague seems confident, assertive, and ready to tackle anything head-on. Because you both prefer an action-oriented and demanding work environment, you're probably comfortable with her fast pace and intensity.

Furthermore, the two of you share a questioning nature and a desire to challenge the status quo, so you're likely to appreciate the healthy sense of skepticism she brings to a situation. However, because you both like to control how things are done, you may butt heads at times, and you may prefer to fly solo on important projects.



To you, people with the D style may seem:

- Driven
- Competitive
- Forceful
- Strong-willed

## WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

### Results

People with the D style tend to be strong-willed individuals who prioritize **Results**. Because they are so driven, they constantly look for new challenges and opportunities. They strive for success and won't give up just because they run into a few obstacles. Most likely, you can relate well to their goal-oriented nature and may even compete with them at times.

### Action

In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. Since you share their bold style, you can probably relate well to their desire to keep moving.

### Challenge

Furthermore, those with the D style also prioritize **Challenge**. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. Since you probably share these qualities, you may find that the two of you get locked into stubborn arguments at times.

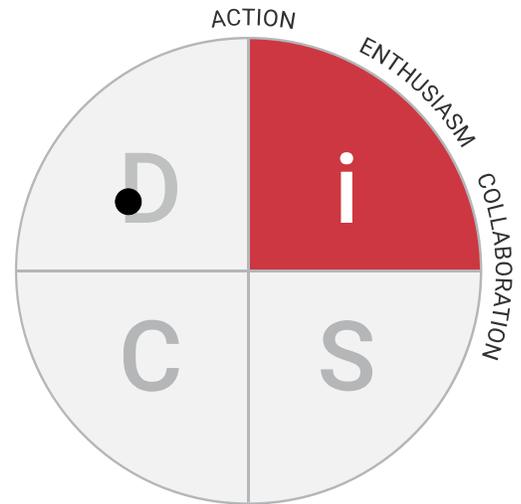
# The i Style & You

## HOW MIGHT YOU REACT TO THE i STYLE?

Now, imagine that you also work with someone with an i style. He seems to know everyone on a first-name basis and always has the latest scoop. You probably don't share his positive approach and enthusiasm, and you may find him to be overly optimistic.

Because you share his priority of action and interest in rapid change, you probably admire his spontaneity and flexible approach. However, you're likely more concerned with getting tangible results than he is. And while you both enjoy coming up with bold ideas, you're probably more driven to implement them.

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



To you, people with the i style may seem:

- Talkative
- Optimistic
- Naive
- Passionate

## WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

### Enthusiasm

People with the i style put a high priority on **Enthusiasm** and tend to maintain an upbeat attitude. Because they get excited about new possibilities, they may be very expressive when communicating their ideas. Because you probably focus more on achieving success and getting concrete results, you may not relate well to their desire to create a lively atmosphere.

### Action

In addition, they prioritize **Action**, so they focus on making quick progress toward exciting solutions. Because they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you also tend to move swiftly and decisively, you may relate well to their spontaneous approach.

### Collaboration

Furthermore, those with the i style also prioritize **Collaboration**. They enjoy meeting new people, and they probably have a talent for getting everyone involved and building team spirit. They appreciate teamwork and often gather the group to work on projects collaboratively. Since you tend to be more interested in individual accomplishments, you may not relate to their need to promote teamwork.

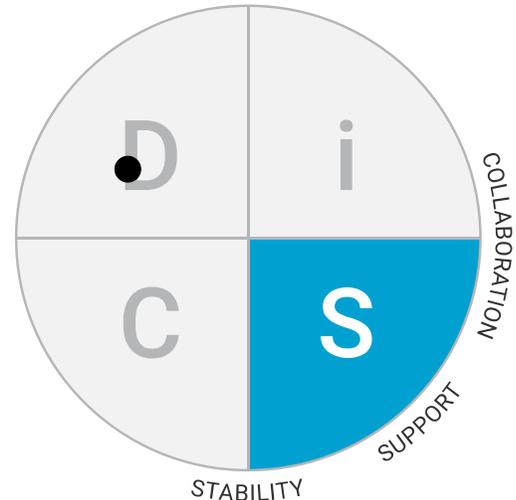
# The S Style & You

## HOW MIGHT YOU REACT TO THE S STYLE?

Now, let's imagine that you regularly interact with someone with an S style. To you, he seems calm and compliant, and whenever you ask him a question, he's always patient and eager to help. However, since you're most interested in bottom-line results, you may become frustrated by his tendency to worry about keeping everyone happy.

He is well-liked by everyone and can always be counted on to perform his job consistently. But while he's certainly a "rock" around the office, he's not likely to shake things up with daring ideas or push others to achieve, like you tend to do. And because you tend to make bold decisions confidently, you may find him to be overly cautious or wishy-washy.

You may find that he's much more concerned with including everyone than you are. While you tend to be outspoken and assertive, he seems more easygoing and concerned with group harmony. He doesn't share your interest in victory, but instead he keeps a low profile and seems embarrassed when someone showers him with praise. In response to this kind of recognition, he tends to say, "It's really not a big deal."



To you, people with the S style may seem:

- Soft-spoken
- Indecisive
- Unassertive
- Trusting

## WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

### Support

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

### Stability

In addition, they prioritize **Stability**, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they're probably methodical and avoid rapid change whenever possible. Because you're probably willing to shake things up to get results, you may find them to be too cautious and hesitant to accept change.

### Collaboration

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

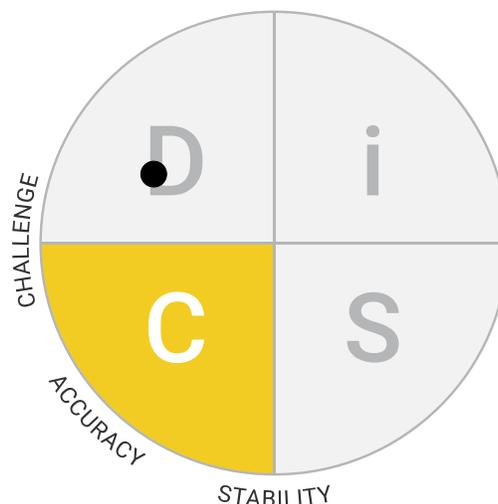
# The C Style & You

## HOW MIGHT YOU REACT TO THE C STYLE?

Imagine that you regularly interact with someone with a C style. She's not highly sociable, and she insists on working tirelessly on tasks until they're done according to her high standards. Because she wants quality and accuracy, she tends to hole up in her office for long stretches of time. You may be frustrated by her tendency to check her work two or three times before being satisfied, since it seems to cause unnecessary delays.

To you, this colleague often seems overly careful and methodical. She wants a stable environment where she can ensure reliable outcomes. While you tend to be forceful and decisive, she seems to overanalyze big decisions. And since you want to see plans become reality as quickly as possible, you may think that her nitpicking stands in the way of progress.

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



To you, people with the C style may seem:

- Analytical
- Private
- Precise
- Methodical

## WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

### Accuracy

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

### Stability

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

### Challenge

Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. While you usually share their tendency to ask questions, you may find their skepticism frustrating when it stands in the way of quick forward progress.

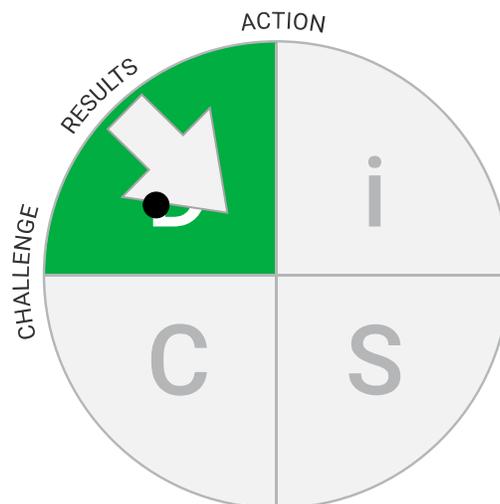
# Connecting with D

## WHEN YOU NEED TO BE MORE EFFECTIVE

Charles, people who share your D style usually like to get right to the point, and this might affect the way you relate to one another. Because you both tend to be straightforward, the two of you may try to clear the air and get things moving. However, since you also share a strong-willed and competitive nature, you may end up overwhelming each other's ideas with your own opinions. As a result, neither of you may listen to what the other has to say.

Therefore, when you need to be more effective with people who have the D style, consider the following strategies:

- Focus on dialogue rather than talking over each other.
- Acknowledge your shared desire to move things forward.
- Give them time to present their case without interruption before offering your own ideas.



## WHEN PROBLEMS NEED TO BE SOLVED

People who share your D style make quick, firm decisions, and they want to make progress and keep moving. Because you're both eager to confront issues head-on and overcome obstacles rapidly, you may agree on the need for immediate action and bold ideas when solving problems. However, if the two of you disagree on the proper course of action, your mutual drive to be in charge may cause a power struggle.

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

- Don't be so insistent on your own solutions that you dismiss the merit of their ideas.
- Remember that the goal is to solve problems together, not for either of you to win as an individual.
- Be willing to compromise at times to ensure a swift solution.

## WHEN THINGS GET TENSE

Because neither of you is inclined to gloss over differences or avoid confrontation, both you and your "D" coworkers may challenge ideas and even become argumentative in conflict. The two of you can become competitive, creating win-lose scenarios in which compromise is seen as a sign of weakness. As a result, disagreements between you may become heated, and you may fail to find the common ground needed to come to a resolution.

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

- Address the situation directly but avoid becoming overly insistent.
- Focus on resolving the issue rather than on winning.
- Resist the urge to escalate the conflict.

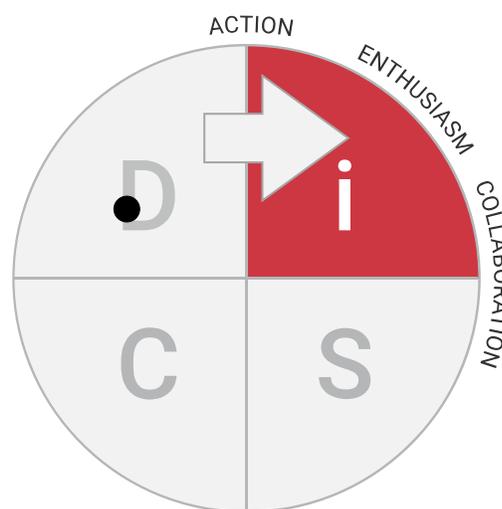
# Connecting with i

## WHEN YOU NEED TO BE MORE EFFECTIVE

Because people with the i style want to collaborate on fun or exciting projects, Charles, they probably don't share your focus on bottom-line results. Therefore, they may want to spend time being sociable while you just want to get down to business. While you may have little patience for their efforts to build team spirit, they might find your frank and forceful approach to be pushy or insensitive.

Therefore, when you need to be more effective with people who have the i style, consider the following strategies:

- Find ways to recognize them so they feel well-liked and appreciated.
- Avoid dampening their enthusiasm.
- Show more willingness to engage in friendly small talk before launching into the business at hand.



## WHEN PROBLEMS NEED TO BE SOLVED

People with the i style like to dive in and move quickly when confronting a problem, so your tendency to pick a course of action decisively may appeal to them. However, they also want to consider people's needs, so they may see your push to implement unpopular solutions as insensitive. In turn, you may think that they worry too much about what other people think.

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

- Avoid insisting on tough-minded solutions that might alienate others.
- Use your shared energy to maintain momentum.
- Show that you understand the value of taking relationships into account.

## WHEN THINGS GET TENSE

Because people with the i style want to maintain friendly relationships, they're more likely to initially gloss over differences, while you tend to address issues head-on. However, self-expression is very important to them, so they may insist on being heard in confrontations, even if it means that they become emotional and lash out at others. Since you can become forceful in conflict and may argue passionately for your opinion, the two of you might end up escalating the situation.

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

- Be careful that your directness doesn't come across as a personal attack.
- Express a desire to work through the conflict quickly but thoroughly.
- Let them know that a disagreement now doesn't mean a poor relationship down the road.

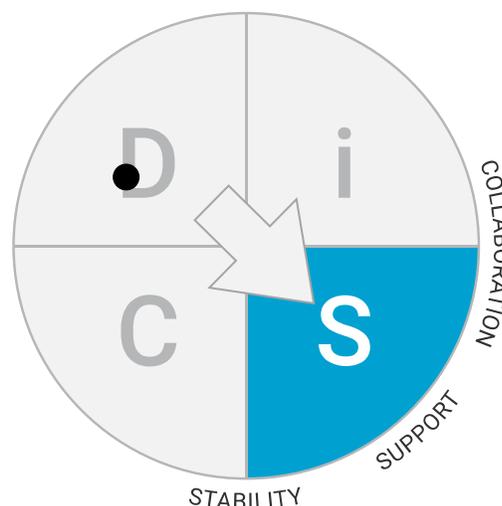
# Connecting with S

## WHEN YOU NEED TO BE MORE EFFECTIVE

People with the S style value cooperation and friendly interaction, Charles, and this might affect the way you relate to one another. You aren't as concerned with personal connections as they are, and they may see your matter-of-fact approach as callous at times. In addition, your tendency to be straightforward may overwhelm them, and your sometimes aggressive manner may discourage them from offering their opinions and collaborating with you.

Therefore, when you need to be more effective with people who have the S style, consider the following strategies:

- Provide a safe environment so they feel comfortable speaking up when something is bothering them.
- Show a willingness to collaborate rather than just pushing for results.
- Be proactive in seeking their ideas and opinions.



## WHEN PROBLEMS NEED TO BE SOLVED

Compared to people with the S style, you're probably more driven to make swift decisions when it comes to solving problems, and you may be quite willing to take risks if the potential payoff is big. Their more cautious approach may seem indecisive to you, and because they like to make decisions collectively, they may think your hard-charging approach overlooks others' input.

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

- Respect their cautious pace, but work together to make decisions more efficiently.
- Consider establishing a mutually agreed-upon deadline rather than pushing them to act.
- Acknowledge their desire to work together and consider other people's feelings when making decisions.

## WHEN THINGS GET TENSE

Because people with the S style want to support others, they avoid rocking the boat and upsetting the people around them. In conflict situations, you tend to confront issues more directly than they do. As a result, you may overpower them and cause them to give in to avoid prolonging the disagreement. While you may win arguments by being forceful, this aggressive approach could undermine their trust, and they may end up burying their growing resentment.

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

- Take a more diplomatic approach and focus on uncovering the true source of the conflict.
- Keep in mind that forceful tactics may leave them feeling anxious or resentful.
- Don't interpret their silence as a resolution to conflict, as they may be hiding bitterness.

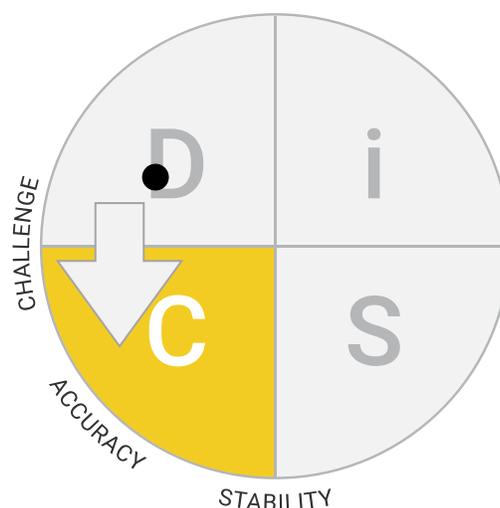
# Connecting with C

## WHEN YOU NEED TO BE MORE EFFECTIVE

Charles, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. They probably appreciate your tendency to concentrate on the task at hand. However, they like to carefully analyze ideas, while you're more likely to want things to happen quickly. As a result, they may find your more forceful approach to be too pushy and reckless, and you might think their tendency to be systematic delays forward progress.

Therefore, when you need to be more effective with people who have the C style, consider the following strategies:

- Talk to them about the objective, fact-based aspects of ideas and projects.
- Avoid pressuring them for immediate action.
- Give them time to analyze their options.



## WHEN PROBLEMS NEED TO BE SOLVED

When it comes to solving problems, your "C" coworkers want to thoroughly consider all the consequences before choosing a plan. On the other hand, you're more willing to take risks and change directions. As a result, you may become frustrated when they second-guess your ideas during the problem-solving process. In turn, they may see your push for quick decisions as imprudent or reckless.

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

- Respect their need to consider all the options, and remember that this may lead to solutions that have a bigger impact on the bottom line.
- Show appreciation for their logical viewpoint by backing up your arguments with evidence.
- Find ways to balance your sense of urgency with their caution.

## WHEN THINGS GET TENSE

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

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

- Keep in mind that a forceful approach may make them defensive.
- State your position objectively and give them time to present their side.
- Support your opinions with logic and facts, and avoid pushing them to settle the matter immediately.

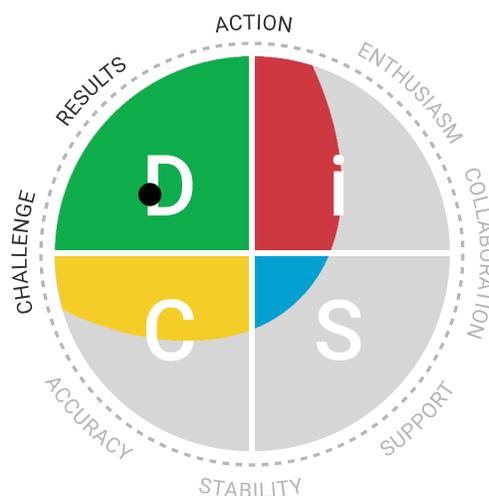
# Taking Action

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

## 1 CONSIDER THE IMPACT OF YOUR WORDS

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

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



## 2 TAKE CARE TO GET THINGS RIGHT THE FIRST TIME

You probably want to move things along quickly, so you may get frustrated with delays caused by others' need for precision. However, people who are more accuracy-focused may feel that you don't respect their work if you move ahead too quickly, especially if it causes rework. Taking the time to analyze deeper issues will help you get to the root of problems and minimize wasted time and effort.

- Be willing to sacrifice immediate progress to examine the details and get things right.
- Give recognition to people for their focus on quality by letting them know that you value their precision.

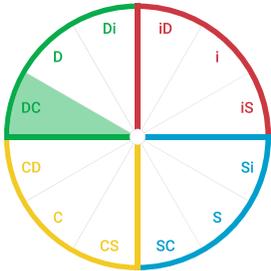
## 3 GET BUY-IN BEFORE MOVING AHEAD

Because you usually have a clear vision of how you want things to be, you may charge ahead with your plans, even if there is only tepid support from your peers and partners. While you tend to have confidence in your ideas, if you fail to make sure others are on board, people will end up feeling alienated and resentful.

- Give people time to put their thoughts together rather than assuming that silence means agreement.
- Remember that many people will not share their concerns if you seem too forceful and determined.

# Personalized Index: D Styles

## DC STYLE



**Challenge  
Results  
Accuracy**

**Goals:** Independence, personal accomplishment

**Judges others by:** Competence, common sense

**Influences others by:** High standards, determination

**Overuses:** Bluntness; sarcastic or condescending attitude

**Under pressure:** Becomes overly critical

**Fears:** Failure to achieve their standards

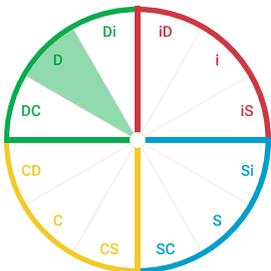
**Would increase effectiveness through:** Warmth, tactful communication

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

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

Finally, those with the DC style also prioritize Accuracy. Because they want to control the quality of their work, they prefer to work independently, and they may focus on separating emotions from facts. You may have trouble relating to their analytical approach.

## D STYLE



**Results  
Action  
Challenge**

**Goals:** Bottom-line results, victory

**Judges others by:** Ability to achieve results

**Influences others by:** Assertiveness, insistence, competition

**Overuses:** The need to win, resulting in win/lose situations

**Under pressure:** Becomes impatient and demanding

**Fears:** Being taken advantage of, appearing weak

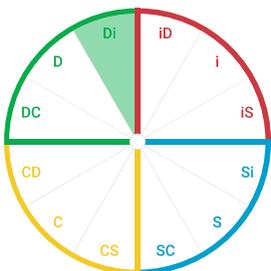
**Would increase effectiveness through:** Patience, empathy

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. Most likely, you can relate well to their goal-oriented nature and may even compete with them at times.

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. Since you share their bold style, you can probably relate well to their desire to keep moving.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you probably share these qualities, you may find that the two of you get locked into stubborn arguments at times.

## Di STYLE



**Action  
Results  
Enthusiasm**

**Goals:** Quick action, new opportunities

**Judges others by:** Confidence, influence

**Influences others by:** Charm, bold action

**Overuses:** Impatience, egotism, manipulation

**Under pressure:** Becomes aggressive, overpowers others

**Fears:** Loss of power

**Would increase effectiveness through:** Patience, humility, consideration of others' ideas

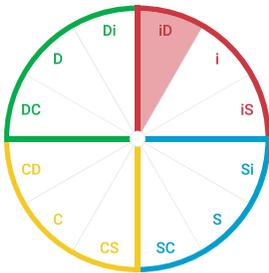
People with the Di style prioritize Action, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. Since you also like to maintain a fast pace, you can probably relate well to their high-energy approach to work.

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

Finally, those with the Di style also prioritize Enthusiasm, so they may come across as charming and fun because of their high energy. They probably use their excitement to inspire others and to create a lively environment. You may have trouble relating to their high-spirited approach.

# Personalized Index: i Styles

## iD STYLE



**Action**  
**Enthusiasm**  
**Results**

**Goals:** Exciting breakthroughs

**Judges others by:** Ability to think creatively, charisma

**Influences others by:** Boldness, passion

**Overuses:** Impulsiveness, outspokenness

**Under pressure:** Becomes impulsive, lashes out at others

**Fears:** Fixed environments, loss of approval or attention

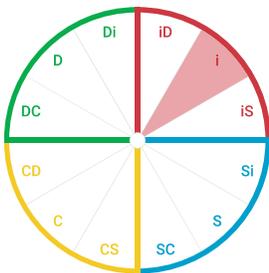
**Would increase effectiveness through:** Focusing on the details, patience, listening to others

Charles, people with the iD style prioritize Action, so they tend to focus on moving toward their goals quickly. They like to maintain a fast pace, and they're probably comfortable making decisions on the fly. Because you share their active pace, you may join them in working to create momentum.

In addition, they also prioritize Enthusiasm, and they may come across as high-energy people who like to rally others around a common goal. Most likely, they maintain an upbeat attitude and bring a genuine optimism to their work. You may think their high level of enthusiasm is a bit distracting.

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

## i STYLE



**Enthusiasm**  
**Action**  
**Collaboration**

**Goals:** Popularity, approval, excitement

**Judges others by:** Openness, social skills, enthusiasm

**Influences others by:** Charm, optimism, energy

**Overuses:** Optimism, praise

**Under pressure:** Becomes disorganized, gets overly expressive

**Fears:** Rejection, not being heard

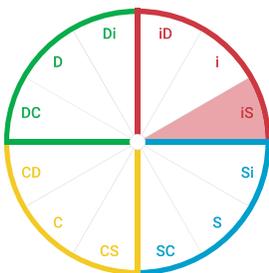
**Would increase effectiveness through:** Being more objective, following through on tasks

People with the i style put a high priority on Enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Because you probably focus more on achieving success and getting concrete results, you may not relate well to their desire to create a lively atmosphere.

In addition, they prioritize Action, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you also tend to move swiftly and decisively, you may relate well to their spontaneous approach.

Furthermore, those with the i style also value Collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Since you tend to be more interested in individual accomplishments, you may not relate to their need to promote teamwork.

## iS STYLE



**Collaboration**  
**Enthusiasm**  
**Support**

**Goals:** Friendship

**Judges others by:** Ability to see good in others, warmth

**Influences others by:** Agreeableness, empathy

**Overuses:** Patience with others, indirect approaches

**Under pressure:** Takes criticism personally, avoids conflict

**Fears:** Pressuring others, being disliked

**Would increase effectiveness through:** Acknowledging others' flaws, confronting problems

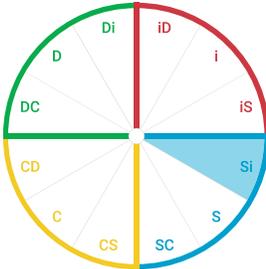
People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you appreciate opportunities to work independently, you may not relate to their emphasis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

In addition, they also prioritize Enthusiasm, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others. You tend to be less expressive than they are, and you may have trouble relating to their happy-go-lucky approach.

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

# Personalized Index: S Styles

## Si STYLE



**Collaboration  
Support  
Enthusiasm**

**Goals:** Acceptance, close relationships

**Judges others by:** Receptivity to others, approachability

**Influences others by:** Showing empathy, being patient

**Overuses:** Kindness, personal connections

**Under pressure:** Avoids conflict, tries to make everyone happy

**Fears:** Being forced to pressure others, facing aggression

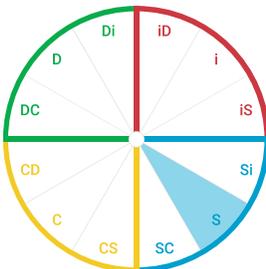
**Would increase effectiveness through:** Saying "no" if necessary, addressing issues

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

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

Furthermore, those with the Si style also value Enthusiasm, and they usually come across as cheerful. They tend to see the positive in most situations, and they're encouraging of other people's ideas. Most likely, you have trouble relating to their expressive style.

## S STYLE



**Support  
Stability  
Collaboration**

**Goals:** Harmony, stability

**Judges others by:** Dependability, sincerity

**Influences others by:** Accommodating others, consistent performance

**Overuses:** Modesty, passive resistance, compromise

**Under pressure:** Gives in, avoids revealing true opinions

**Fears:** Letting people down, rapid change

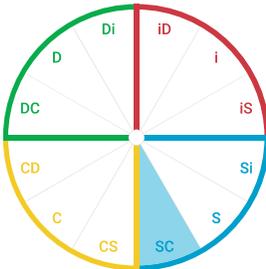
**Would increase effectiveness through:** Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing Support. They tend to be good listeners, and as a result they're often seen as patient and accommodating. Because you tend to strive for quick results, you may find it difficult to relate to their laidback approach, which may get in the way of immediate progress at times.

In addition, they also prioritize Stability, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you're probably willing to shake things up to get results, you may find them to be too cautious and hesitant to accept change.

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

## SC STYLE



**Stability  
Support  
Accuracy**

**Goals:** Calm environment, fixed objectives, steady progress

**Judges others by:** Reliability, realistic outlook, even temperament

**Influences others by:** Diplomacy, self-control, consistency

**Overuses:** Willingness to let others lead, humility

**Under pressure:** Becomes inflexible, hinders spontaneity, complies

**Fears:** Time pressure, uncertainty, chaos

**Would increase effectiveness through:** Initiating change, speaking up

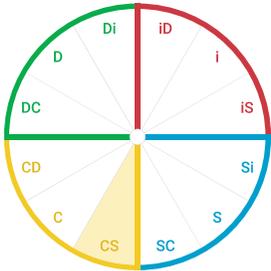
People with the SC style place a high priority on Stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won't bring a lot of surprises. Since you're probably willing to take risks, you may find it hard to relate to their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

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

Furthermore, those with the SC style also value Accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. You may have trouble relating to their methodical approach and tendency to double-check their work.

# Personalized Index: C Styles

## CS STYLE



**Stability  
Accuracy  
Support**

**Goals:** Stability, reliable outcomes

**Judges others by:** Precise standards, orderly methods

**Influences others by:** Practicality, attention to detail

**Overuses:** Traditional methods, sense of caution

**Under pressure:** Withdraws, becomes hesitant

**Fears:** Emotionally charged situations, ambiguity

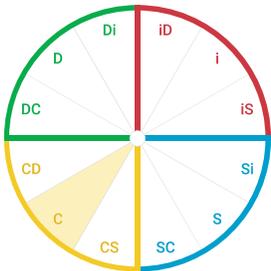
**Would increase effectiveness through:** Showing flexibility, being decisive, showing urgency

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

In addition, they also place a high priority on Accuracy, so they tend to spend time refining their ideas before moving forward. Most likely, they rely on data before making decisions and tend to take an objective approach. You may find it hard to relate to their insistence on careful analysis.

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

## C STYLE



**Accuracy  
Stability  
Challenge**

**Goals:** Accuracy, objective processes

**Judges others by:** Expertise, systematic processes

**Influences others by:** Logic, exacting standards

**Overuses:** Analysis, restraint

**Under pressure:** Overwhelms others with logic, becomes rigid

**Fears:** Being wrong, strong displays of emotion

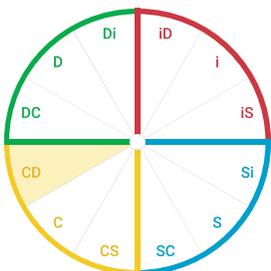
**Would increase effectiveness through:** Acknowledging others' feelings, looking beyond data

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. While you can probably relate to their detached approach, you may find their systematic nature to be too tedious to get the quick results you seek.

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

Furthermore, people with the C style also prioritize Challenge. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. While you usually share their tendency to ask questions, you may find their skepticism frustrating when it stands in the way of quick forward progress.

## CD STYLE



**Challenge  
Accuracy  
Results**

**Goals:** Efficient results, rational decisions

**Judges others by:** Competence, use of logic

**Influences others by:** Strict standards, resolute approach

**Overuses:** Bluntness, critical attitude

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

**Fears:** Failure, lack of control

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

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

In addition, they also prioritize Accuracy, and they focus on thinking logically to create the best solutions. They tend to avoid letting their emotions get in the way of making rational decisions. To you, their approach may seem overly analytical and perfectionistic.

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