



The DISC Index

WHAT WHY **HOW**

John Sample

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This Innermetrix Disc Index is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize your potential.

Innermetrix, Inc.

<http://www.innermetrix.cc/>

About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that fit their behavioral style. They also understand their limitations and where they are not effective and this helps them understand where not to go or how not to be as well. Those who understand their natural behavioral preferences are far more likely to pursue the right opportunities, in the right way, at the right time, and get the results they desire.

This report measures four dimensions of your behavioral style. They are:

- **Decisive** — your preference for problem solving and getting results
- **Interactive** — your preference for interacting with others and showing emotion
- **Stability** — your preference for pacing, persistence and steadiness
- **Cautiousness** — your preference for procedures, standards and protocols

This report includes:

- **The Elements of DISC** — educational background behind the profile, the science and the four dimensions of behavior
- **The DISC Dimensions** — a closer look at each of your four behavioral dimensions
- **Style Summary** — A comparison of your natural and adaptive behavioral styles
- **Behavioral Strengths** — A detailed strengths-based description of your overall behavioral style
- **Communication** — Tips on how you like to communicate and be communicated with
- **Ideal Job Climate** — Your ideal work environment
- **Effectiveness** — Insights into how you can be more effective by understanding your behavior
- **Behavioral Motivations** — Ways to ensure your environment is motivational
- **Continual Improvement** — Areas where you can focus on improving
- **Training & Learning Style** — Your preferred means of sharing and receiving styles
- **Relevance Section** — making the information real and pertinent to you
- **Success connection** — connecting your style to your own life

The Elements of DISC-Index

This DISC-Index report is unique in the marketplace for a number of reasons. You just completed the first ever click & drag DISC instrument on the market. This was constructed in a precise manner to allow for ease of responses, even in the midst of many difficult decisions. This intuitive interface allows you to focus on your answers, not the process.

Also, unlike other DISC instruments, this instrument allows you to rank all four items instead. As a result, this instrument produces zero waste in responses. Some instruments ask you to choose two items out of four, and leave two items blank. Those instruments have a 50% waste of terms, and do not provide for an efficient response process. The DISC Index instrument eliminates that response problem.

Another unique aspect of this DISC-Index report is that we present the D-I-S-C aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the D-I-S-C elements are separated and developed as pure entities of themselves. This can serve as an important learning tool as you explore the deeper aspects of DISC. Your unique pattern of DISC traits is developed through the context of this report. Additionally, the following four pages will be devoted to exploring your DISC scores as separate components within the unique combination of traits that you exhibit.

A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we are adapting our behavior. The expression of these contradictions is a demonstration of the sensitivity of this instrument to determine these subtle differences in our natural and adaptive style.

A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
Problems: How you tend to approach problems and make decisions	People: How you tend to interact with others and share opinions	Pace: How you prefer to pace things in your environment	Procedures: Your preference for established protocol/standards
High D Demanding Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable Unobtrusive Low D	High I Gregarious Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Withdrawn Aloof Low I	High S Patient Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Spontaneous Impetuous Low S	High C Cautious Perfectionist Systemic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Defiant Low C

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Decisive

Your approach to problem-solving and obtaining results

The 'D' in DISC represents 'Decisiveness.' Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean 'good,' and a low score doesn't mean 'bad,' as this is a spectrum or continuum of behavioral traits. For example:

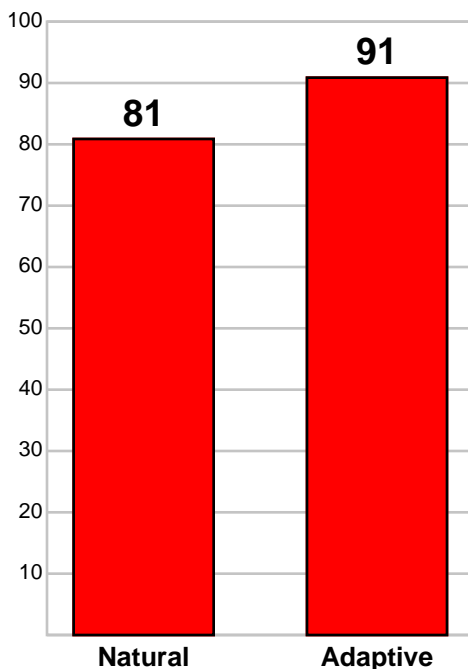
Higher D —

Tends to solve new problems very quickly and assertively. They take an active and direct approach to obtaining results. The key here is 'new' problems, i.e., problems that are unprecedented or haven't happened before. (There may also be an element of risk in taking the wrong approach or developing an incorrect solution, but those with a High 'D' score are willing to take those risks, even if they may be incorrect.)

Lower D —

Tends to solve new problems in a more deliberate, controlled, and organized manner. Again, the key here is new and unprecedented problems. The Lower D style will solve routine problems very quickly, because the outcomes are already known. But, when the outcomes are unknown and the problem is an uncertain one, the Lower D style will approach the new problem in a calculated and deliberate manner, thinking things through very carefully before acting.

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Your score shows a very high score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You migrate towards difficult assignments and opportunity for advancement.
- You demand high levels of results or performance, in both yourself but in others as well.
- You are practical, all about the business and getting results quickly without fluff or delay.
- You are a great source of innovation and new solutions, even if radical sometimes.
- You are very decisive and a risk-taker.
- Sometimes you become argumentative, even when you don't mean to be or notice that you are.

Interactive

Your approach to interacting with people and display of emotions.

The 'I' in DISC represents 'Interactive.' Your score on this scale, represented below, shows your location on the 'I' spectrum based on the pattern of your responses. A high score doesn't mean 'good,' and a low score doesn't mean 'bad,' as this is a spectrum or continuum of behavioral traits. For example:

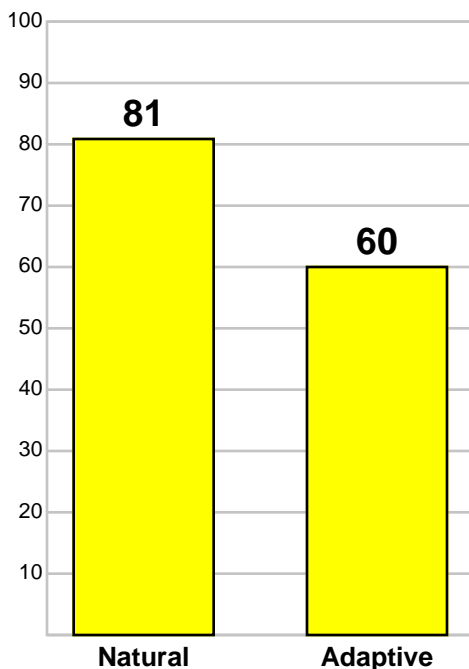
Higher I —

Tends to meet new people in an outgoing, gregarious, and socially assertive manner. The key here is 'new' people, whom one hasn't met before. Many other styles are talkative, but more so with people that they've known for some time. The Higher 'I' scores are talkative, interactive, and open even with people whom they have just initially met. People scoring in this range may also be a bit impulsive. Generally speaking, those with the Higher 'I' scores are generally speaking.

Lower I —

Tends to meet new people in a more controlled, quiet, and reserved manner. Here's where the key word 'new' people enters the equation. Those with Lower 'I' scores are talkative with their friends and close associates, but tend to be more reserved with people they've just recently met. They tend to place a premium on the control of emotions, and approach new relationships with a more reflective approach than an emotional one.

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Your score shows a very high score on the 'I' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You can be extremely persuasive.
- You are gregarious and outgoing with most everyone you meet.
- You enjoy opportunities to motivate others.
- Generally speaking, people find you warm, open and excellent at interacting with others.
- You are very enthusiastic in working with others.
- You most likely enjoy helping others as coach, counselor, or teacher.

Stabilizing

Your approach to the pace of the work environment

The 'S' in DISC represents 'Stabilizing.' Your score on this scale, represented below, shows your location on the 'S' spectrum based on the pattern of your responses. A high score doesn't mean 'good,' and a low score doesn't mean 'bad,' as this is a spectrum or continuum of behavioral traits. For example:

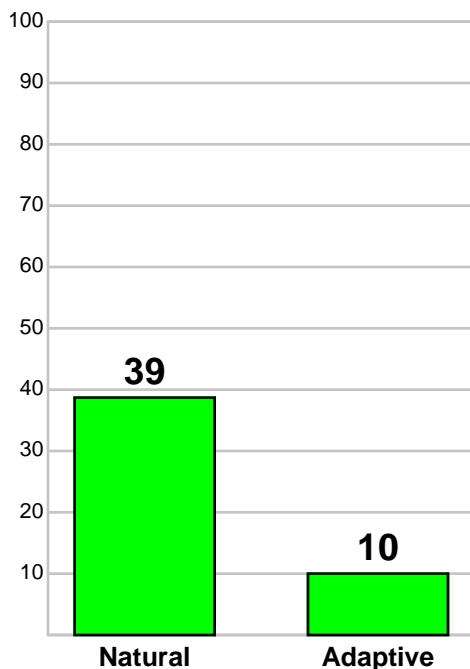
Higher S —

Tends to prefer a more controlled, deliberative, and predictable environment. They place a premium on security of a work situation, and disciplined behavior. They also tend to show a sense of loyalty to a team or organization and as a result may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style, and are very patient coaches and teachers for others on the team.

Lower S —

Tends to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression, and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher 'S' traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.

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Your score shows a low average score on the 'S' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are comfortable acting alone to determine the best course of action.
- You prefer a faster paced environment, but not frenetic or chaotic.
- You appreciate the need of others to have more freedom and less structure.
- You work well in a variety of environment and on a wide selection or projects or tasks.
- You respect the established ways, but are open to change when it is deemed necessary.
- You bring a metered sense of urgency to get things done now, but not without some planning and thought.

Cautious

Your approach to standards, procedures, and expectations.

The 'C' in DISC represents 'Cautiousness.' Your score on this scale, represented below, shows your location on the 'C' spectrum based on the pattern of your responses. A high score doesn't mean 'good,' and a low score doesn't mean 'bad,' as this is a spectrum or continuum of behavioral traits. For example:

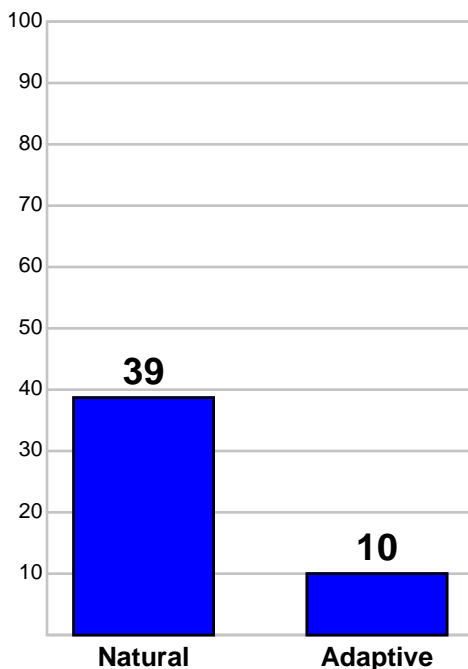
Higher C —

Tends to adhere to rules, standards, procedures, and protocol set by those in authority whom they respect. They like things to be done the 'right' way, according to the operating manual. 'Rules are made to be followed,' is an appropriate motto for those with Higher 'C' scores. They have some of the highest quality control interests of any of the styles, and frequently wish others would do the same.

Lower C —

Tends to operate more independently from the rules and standard operating procedures. They tend to be bottom-line oriented, and if they find an easier way to do something, they'll do it by developing a variety of strategies as situations demand. To the Lower 'C' scores, rules are only guidelines, and may be bent or broken as necessary to obtain results.

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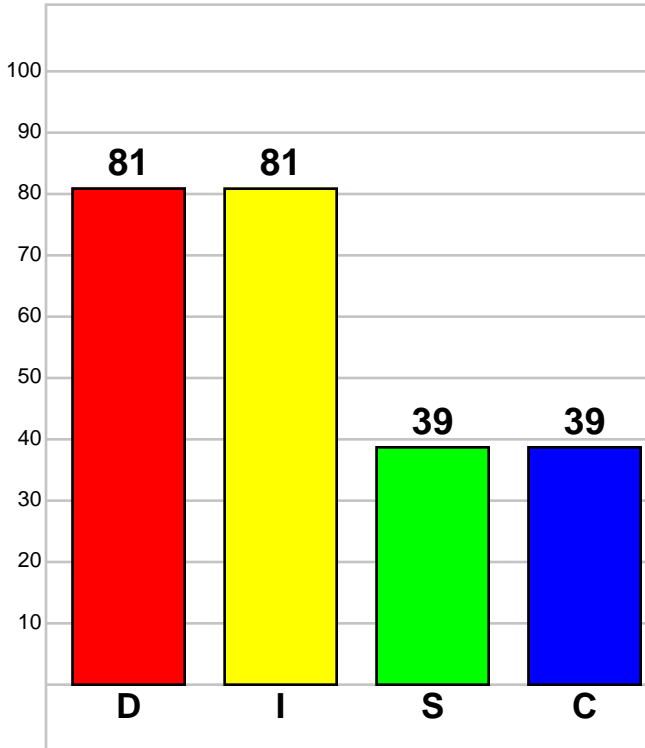


Your score shows a low average score on the 'C' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You can easily work independently when it comes to completing tasks and assignments.
- You may be perceived as being non-committal by some when it comes to deciding on how to proceed.
- You are fine with change when it is clear how it will improve efficiency.
- You might be perceived as a bit of a rule-bender by some on the team.
- You are flexible enough to work with or without lots of structure or order.
- You are practical and realistic.

Natural and Adaptive Styles Comparison

Natural Style

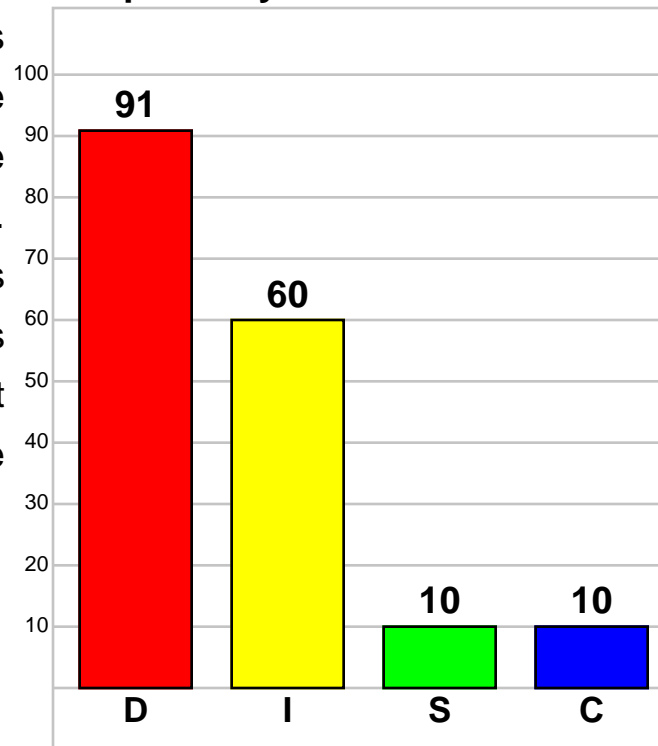


Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

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Adaptive Style: The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adopt to this style for too long you may become stressed and less effective.

Adaptive Style



Natural Style Pattern:

Your natural style is the way you tend to behave when you aren't thinking about it. This is where you are most comfortable (natural). This is also the style you will revert back to when under stress or moving too quickly to be consciously thinking about modifying your behavior. Finally, this is the style you should seek to be true to in your daily roles, as being natural will return better results with less effort and stress. The following statements are true to just your unique natural style:

- The Lower S traits provide a high sense of urgency to get things done... now.
- Shows the rare skill of being able to manipulate people (in a positive way) without their noticing the manipulation.
- High level of decisiveness, coupled with high influencing skills. The Higher D and I traits are nearly tied.
- Poised, confident, and very articulate in front of large or small groups.
- Very strong verbal and persuasive skills. This is created by the Higher D and Higher I preferences.
- Can be very charming in persuading others when climate is favorable, and firm when confronting a hostile situation.
- A strong competitor, and very active self-starter.
- All plotting points in the score pattern indicate a very active agent who makes things happen, and doesn't wait for things to happen.

Adaptive Style pattern:

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none the less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- When the climate is favorable, the High I nature allows for optimism and a friendly affect. When the climate becomes antagonistic, the High D nature presents a tough and determined response.
- Wants to achieve tangible, measurable, real-time results.
- Fueled by ego and optimism, he may be seen as a bold risk-taker.
- Wants to be seen by others as flexible, versatile, and one who acts positively in all environments.
- May be seen by some as aggressive and determined to meet or exceed goals or expectations. The High D and Lower S preferences bring energy to this trait.
- Shows a need to be responsive and to move quickly to maximize results.
- The High D, High I, and Lower S preferences allow him to be able to grab a project, even in mid-stream, take charge of it, and work hard to make it a success.
- Is seen by others as a mover & shaker who jumps in to compete with the best.

Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Greater focus on the immediate work tasks and less on socializing at times.
- Positions of leadership or higher responsibility.
- Freedom from repetitive tasks, routine, or details.
- Resisting, a little, your tendency to exceed your limits of authority, or work outside the established policies or rules.
- Have variety, many activities, and an occasional surprise to keep you from getting bored.
- Watching how you express strong emotions.
- Opportunity for rapid learning, a broad scope of responsibilities and advancement.
- Having a system for record-keeping or organization.

Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- New problems to solve.
- To be able to control his own career destiny, and make the necessary choices and decisions to make it happen.
- An environment that provides rapid advancement to positions of higher responsibility.
- Needs as much freedom as possible in order to be most effective in carrying out a project or assignment.
- Authority equal to the responsibility he is given in his role.
- An environment with little or no routine work.
- A forum in which to offer his ideas and solutions.
- New challenges to address.

Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each another. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- Able to use discipline in an appropriate manner to achieve a win-win situation.
- A very active agent in all that you do.
- Able to juggle many projects and activities simultaneously and have a keen awareness of the status of each.
- Excellent at building new projects, initiatives, or territory for an organization.
- Excellent at initiating activity and direction for the team or organization.
- Shows the rare ability of being able to manipulate people (in a positive way) without their noticing the manipulation.
- Response pattern indicates a strong tendency to work toward making things happen rather than waiting for things to happen.
- Able to set high goals, then works hard with people to achieve those goals.

John Sample

Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave an ideal climate for you is one that provides you with:

- Social recognition for accomplishments.
- Freedom from details.
- A climate that supports innovative ideas for success in the future.
- Short cut methods, and reduction of potential bottlenecks.
- Challenges to solve new problems.
- An environment with a high degree of people contacts, and problems to solve.
- Wide bandwidth of operation and influence.
- Opportunity to see immediate results.

Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems. Due to your behavioral style, you may tend to:

- Become more easily angry or belligerent when under pressure or when threatened.
- Be a selective listener, hearing only what you want to hear at times.
- Lose interest in the project or initiative once the challenge is gone and it has become more of a routine.
- Become impatient, especially with slower-moving or slower-thinking people.
- Sometimes overuse an "ends justify the means" perspective.
- Lack some follow-through with details or loose ends.
- Be somewhat intimidating to others due to your aggressiveness and dominance.
- Not be sensitive enough to others needs.

Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and being taught and learning.

How you prefer to share knowledge or teach:

- May become somewhat angry or belligerent when under pressure or when threatened.
- Could increase sensitivity to others and increase the sincerity-factor a bit.
- May sometimes intimidate others with power, position, or politics.
- May become impatient, especially with slower-moving or slower-thinking people.
- May sometimes overuse the 'ends justify the means' adage.
- May lose interest in the project or initiative once the challenge is gone and it has become more of a routine.
- Could be a bit more willing to share talents to help others grow in their own learning and professional development.

How you prefer to receive knowledge or learn:

- Wants to know how the learning will apply in real-time situations.
- Structures own learning, and can involve others as well.
- Prefers the concrete rather than the abstract.
- Likes spontaneity, flexibility, and variety in the learning environment.
- Individualized, independent self-study at times, balance with group interaction.
- Interacts frequently with others.
- Processes information actively.

This page is unique in this report because it is the only one that doesn't speak directly to you, rather those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others SHOULD do to be better understood by you (Do's) and the second list is of things others SHOULD NOT do (Don'ts) if they want you to understand them well.

Things to do to effectively communicate with John:

- When disagreeing, take issue with the methods or procedures, not with the person.
- Be efficient: Hit the major points first.
- Offer specific evidence about the probability of success or effectiveness of some of the options.
- Free-up enough to be engaging, stimulating, and fast-paced.
- Don't get off the track and talk about other issues or items.
- Plan to talk about things that support dreams, and goals.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.

Things to avoid to effectively communicate with John:

- When disagreeing, don't let it reflect on anyone personally.
- Avoid leaving loopholes or vague issues hanging in the air.
- Don't come in with a ready-made decision, unless you are ready to accept changes.
- Don't 'dream' too much with the team or you'll lose time.
- Avoid rambling discussion, and wasting time.
- Avoid getting bogged down in facts, figures, or abstractions.
- Avoid making guarantees and assurances when there is a risk in meeting them.

In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

Decisiveness:

How is your 'D' score relevant to your life?

Interacting:

How is your 'I' score relevant to your life?

Stabilizing:

How is your 'S' score relevant to your life?

Cautiousness:

How is your 'C' score relevant to your life?

Overall Natural Style:

What is one way in which your natural style relates to your life?

Overall Adaptive Style:

What is one way in which your adaptive style relates to your life?

Strength-based insights:

What specific strengths do you think connect to your success more than any other?

Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

What is one way in which you could become more effective?

Motivation:

How can you stay more motivated?

Improvement:

What is something you learned that you can use to improve your performance?

Training/Learning:

What did you learn that could help you instruct others better, or learn more effectively?

Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

Supporting Success:

Overall, how can your unique behavioral style support your success
(cite specific examples)

Limiting Success:

Overall, how could your unique behavioral style get in the way of your success
(cite specific examples)
