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| **Personalized Report for: SOLOMON FULTON** Based upon The Platinum Rule® Model of Behavioral Styles By Dr. Tony Alessandra |

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| **Dear SOLOMON**,  Congratulations on completing the DISC Platinum Rule® Behavioral Style Assessment. Completing the Assessment could be one of the most important relationship building decisions you will ever make.  With your personalized and comprehensive DISC Platinum Rule® Behavioral Style Assessment, you have the tools to be successful. Your assessment will not only help you become a better you, it will help you behave more maturely and productively by teaching you how to focus on your goals instead of your fears. Then you can develop and use more of your natural strengths, while recognizing, improving upon and modifying your limitations. This report does not deal with values or judgments. Instead, it concentrates on your natural tendencies that influence your behavior.  **HOW TO USE THIS REPORT** First, read through the entire report. The first part presents your eGraph results. Right after taking your DISC Platinum Rule® Behavioral Style Assessment, you will only see your results. As you invite others to complete the observer assessment, as they see you, more and more plot points will appear on your eGraph. This first section of your report will also cover how to read and interpret your eGraph results. It also includes a background section on the classic Johari window concept plus a discussion of your personal “substyle” with brief descriptions of all 16 DISC substyles.  The second part focuses on understanding your style characteristics at work, under stress, etc., and offers strategies for increasing your personal effectiveness. **Please note** that there is no ‘best’ style. Each style has its unique strengths and opportunities for continuing improvement and growth. The strengths and weaknesses, and any behavioral descriptions mentioned in this report, are tendencies only for your style group and may or may not specifically apply to you personally.  The third part is to download the DISC eWorkbook by going to [http://www.assessments24X7.com/UOPXDISCWorkbook.pdf](http://www.assessments24x7.com/UOPXDISCWorkbook.pdf). This section focuses on how to use the DISC concept with others, from how to visually and verbally identify another person’s style to how to adapt your behavior to “connect” with any of the four primary DISC styles. This last section is the all important successful application of this concept in all of your interpersonal relationships.  Study the characteristics of your style and how it relates to others. Practice ‘reading’ the signals others will send you and master it. Your success truly depends on the relationships you build. Why not build them on a foundation of proven, reliable skills? |

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| During your 30-day observer assessment period, the results of your observer assessments will be compiled. You can see the results plotted on your customized eGraph. This report helps you interpret the composite results of your observers and provides suggestions on how to modify your behavior to have more effective relationships. It’s an important component to the total DISC Platinum Rule® Behavioral Style Assessment because it truly completes the 360-degree perspective initially promised to you.  Isn’t a simple Self-Assessment Report accurate enough? Yes, but only from your own point of view. Quite often, the behaviors that are measured are more easily observed by others than by oneself. You know, better than others, what your own thoughts and motives are. However, others may be more accurate observers of your actual behavior... and it is behavior that is intended to be measured here.  In professional and personal dealings with people, most of us experience conflicts from time to time. We may not be able to put our fingers on the cause, but something about the interaction is uncomfortable. Then too, there are those times when we first meet someone, and after several minutes feel as if we have known them for many years.  When we “click” like this with people, we often call it chemistry, or say that we get “good vibes” from that person. Our ability to develop and maintain chemistry with many different kinds of people is crucial to professional and personal success.  The Platinum Rule recognizes that people are different, that others may not wish to be treated the same way you do. Patterns that work for you may not work for them. In short, The Platinum Rule allows for individual differences and preferences, and serves as a useful guide for many relationship situations.  When your knowledge of behavioral styles is combined with the application of The Platinum Rule™, you have an invaluable tool for creating better chemistry faster, more of the time, in more of your relationships.  You’re encouraged to read through the entire DISC Platinum Rule Report. Study each section to learn, practice, and reinforce your new skills.  You will learn two things:   1. Your Behavioral Style through the eyes of others 2. Your degree of self-awareness   You will know more about your self-awareness because you will be able to compare your Self-Assessment with the Assessments of your observers and see how similar they are. |

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| **PERCEPTIONS… WHAT DO THEY MEAN?**  How did your self-perception compare to the observers’ perceptions? There are three possible scenarios:   1. Most saw you the same 2. Most saw you differently 3. Some saw you the same while some saw you differently   The perceptions others have of our behaviors may or may not best describe who you really are. It is simply a perception of behaviors you exhibit in a particular environment or relationship. The good news is you are not your behaviors. With your new found information on behavioral styles, you have choices to modify those behaviors if needed.  Studies have shown that the most effective people:   1. Know themselves 2. Know the needs or demands of the situation or relationship 3. Adapt their behaviors to meet those needs   Our behaviors are a very important part of the communication process. Suppose you tell your child he/she is the most important thing in your life and yet you find little time to spend with him/her. Or you tell your boss that you love your job and yet you are always late.  The goal of these assessments is to help you become aware of your behaviors and the impact they can have on others. Then by practicing suggested behavior changes, you can enhance the relationships that otherwise have been a strain.  If your observers saw you as a different Primary Behavioral Style and you want complete information about that style, you can obtain by downloading the DISC eWorkbook at [http://www.assessments24X7.com/UOPXDISCWorkbook.pdf](http://www.assessments24x7.com/UOPXDISCWorkbook.pdf).  So, before diving in, let’s briefly review the four DISC Primary Styles. |

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| **BEHAVIORAL STYLES**  Historical, as well as contemporary, research reveals more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into four categories. The **Platinum Rule®** focuses on patterns of external, observable behaviors using scales of directness and openness that each style exhibits. Because we can see and hear these external behaviors, it becomes much easier to ‘read’ people. This model is simple, practical, and easy to remember and use.  As you read the descriptions of each style below, think about your new insights into your preferences. You might prefer relationships to tasks, perhaps you act slower rather than faster, or maybe you like to tell people what you think rather than keep it to yourself. Then think about the people around you in the office or at school… what style do their behavioral tendencies reflect? The following descriptions and adaptability guidelines will help you get on the same wavelength with each of the four styles.  Keep in mind that no one style is better than another. Each has its’ own strengths and weaknesses. Remember, however, strengths pushed to extremes can also become weaknesses. Here’s a quick overview of the four behavioral styles and a brief description of how extreme behaviors may be perceived by others. |

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| **Here are the four DISC Platinum Rule primary behavioral styles:**  **The Dominance Style (D Style):** The Dominance Styles are driven by two governing needs: the need to control and the need to achieve.  The D Styles are goal-oriented go-getters who are most comfortable when they are in charge of people and situations. They want to accomplish many things now, so they focus on no-nonsense approaches to bottom-line results.  The Dominance Styles seek expedience and are not afraid to bend the rules. They figure it is easier to beg forgiveness than to ask permission.  The D Styles accept challenges, take authority, and plunge headfirst into solving problems. They take charge in a crisis. They are fast-paced, task-oriented, and work quickly and impressively by themselves, which means they become annoyed with delays. They are willing to challenge outdated thinking and ideas.   **The Interactive Style (I Style):** The Interactive Styles are friendly, enthusiastic "party-animals" who like to be where the action is. They thrive on the admiration, acknowledgment, and compliments that come with being in the limelight.  The I Styles just want to have fun. They are more relationship-oriented than task-oriented. They would rather "schmooze" with clients over lunch than work in the office.  The Interactive Style’s strengths are enthusiasm, charm, persuasiveness, and warmth. They are gifted in people skills and communication skills with individuals as well as groups. They are great influencers. They are idea-people and dreamers who excel at getting others excited about their vision. They are optimists with an abundance of charisma.  These qualities help them influence people and build alliances to accomplish their goals. |

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| **The Steadiness Style (S Style):** The Steadiness Styles are warm, supportive, and nurturing individuals. They are the most people-oriented of the four styles.  The S Styles are excellent listeners, devoted friends, and loyal employees. Their relaxed disposition makes them approachable and warm. They develop strong networks of people who are willing to be mutually supportive and reliable.  The S Styles are excellent team players. The Steadiness Styles are risk-averse. In fact, they may tolerate unpleasant environments rather than risk change. They like the status quo and become distressed when disruptions are severe.  When the Steadiness Styles are faced with change, they need to think it through, plan, and accept it into their world. The Steadiness Styles, more than the other behavioral types, strive to maintain personal composure, stability, and balance.  In the office, the Steadiness Styles are courteous, friendly, and willing to share responsibilities. They are good planners, persistent workers, and good with follow-through. Steadiness Styles go along with others even when they do not agree because they do not want to rock the boat.  The Steadiness Styles are slow decision-makers because of their need for security, their need to avoid risk, and their desire to include others in the decision-making process.   **The Cautious Style (C Style):** The Cautious Styles are analytical, persistent, systematic people who enjoy problem solving. They are detail-oriented, which makes them more concerned with content than style.  The C Styles are task-oriented people who enjoy perfecting processes and working toward tangible results. They are almost always in control of their emotions and may become uncomfortable around people who are very out-going, e.g., the Interactive Styles.  In the office, the Cautious Styles work at a slow pace, allowing them to double-check their work. They tend to see the serious, complex side of situations, but their intelligence and ability to see different points of view endow them with quick and unique senses of humor.  The Cautious Styles have high expectations of themselves and others, which can make them over-critical. Their tendency toward perfectionism – taken to an extreme – can cause “paralysis by over-analysis.” The C Styles are slow and deliberate decision-makers. They do research, make comparisons, determine risks, calculate margins of error, and then take action.  The Cautious Styles become irritated by surprises and glitches, hence their cautious decision-making. The C Styles are also skeptical, so they like to see promises in writing.  The Cautious Styles’ strengths include an eye for detail and accuracy, dependability, independence, persistence, follow-through, and organization. They are good listeners and ask a lot of questions; however, they run the risk of missing the forest for the trees. |

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| We generally develop our behavioral style in our childhood. It is the result of some possible genetic predisposition and our early life experiences. Everyone has a primary style that we tend to use most of the time. Although each of us has his or her own primary style, only a small percentage of the total population can be understood clearly by just these four primary styles. Each primary style also contains four substyles. We all use some of the behaviors of the other styles in our daily work, social, or family lives to some greater or lesser degree.  **ADAPTABILITY**  This report will identify ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of a particular situation or relationship. This is called adaptability. Social scientists call it ‘social intelligence.’  There’s been a lot written lately on how your social intelligence is just as important as your Intelligence Quotient (IQ) in being successful in today’s world. In some cases, social intelligence is even more important than IQ.  It makes sense when you think about it. Often, when we do what comes naturally we alienate others without realizing it. Why? Because that same behavior may not be natural for them. It’s essential that we become aware of our natural tendencies – and their natural preferences! Then we can defuse extreme behaviors before we sabotage ourselves. We do this by quickly identifying the individual needs of others based on the behavioral signals they will send to us, and then adapting our own behavior to make them feel comfortable. Your ideas don’t change, but you can change the way you present those ideas. And the best part of it is – people will teach you how to treat them if you know how to read the signals their behavioral styles will send you!  A study was done at the famous Bell Labs think tank near Princeton, New Jersey. They surveyed teams of electrical engineers. They were asked to name the most valued and productive engineers on the teams. Surprisingly, those who were named were not the people with the highest IQs, or the highest academic credentials or the best scores on achievement tests. The most valued team members were the people whose social intelligence, or adaptability, was highest.  **HERE IS THE VALUE OF ADAPTABILITY…**  It can’t be overstated. It’s a linchpin of **The** **Platinum Rule®** and the key to building successful relationships of all kinds. Adaptable people realize there is a difference between their self (who they are) and their behavior (how they choose to act). Adaptable people consciously decide whether and how to respond to a person, a situation, or an event. |

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| Less adaptable people, on the other hand, respond in a more habitual manner, regardless of whether the response is likely to be appropriate or effective. But even if you are a person who’s been wedded to your own ways of thinking and doing for a very long time, there is hope.  You can commit to learn to be more adaptable. When you understand each of the four styles, how to recognize them in others, and how to adapt to them in key ways, you can have command of almost any interpersonal situation.  Whether someone is male or female, young or old, part of a Western culture or some other, our behavioral style is often evident. Let’s face it, we may all be created equal, but we surely do not all act the same. And we don’t all want to be treated the same. What may be a good response or reaction toward one person may be all wrong for the very next.  Now, it’s true, we don’t always act the same. You might behave differently with your best friend than with your boss. You don’t act at a cocktail party as you do at church. While your style may have its own particular twist, like a song that’s interpreted differently by various artists, it’s still clearly one of the four basic styles. You’re constantly sending out signals revealing that style, through the words you choose, body language, the speed and rhythm of your speech, how you dress, how your space is organized, how fast you walk.  Imagine the benefits of understanding how to treat people the way they want to be treated! Your interactions with people can change dramatically. Shaky relationships can suddenly become good ones. Good relationships can now be even better than before. If only for the stress it eliminates in interpersonal relationships, this profile is worth its weight in …**platinum**!  **THE ULTIMATE GOAL OF THE PLATINUM RULE…**  is personal chemistry and productive relationships. You do not have to change your personality. You do not have to roll over and submit to others. You simply have to understand what drives people and recognize your options for dealing with them. The key objective of this whole concept is understanding your own style, understanding and being able to quickly and accurately identify the style of others, and then adapting so that you treat others the way **they** want to be treated.  These are powerful life-skills that will serve you well in all your relationships: business, friends, school, spouse, and children. Improved relationships create infinite possibilities.  Remember, at the introduction to your DISC Platinum Rule™ Behavioral Style Self-Assessment Report, I reminded you that you can’t expect to change a lifetime’s habit patterns overnight. But you can begin to change, if you are committed. Your investment of time and resources into this assessment shows that you are on the right track. |

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| **for SOLOMON FULTON**   |  |  | | --- | --- | | **SYMBOL** | **DESCRIPTION** | |  | **Self-assessment** | |  | **Observers who know you in this setting: School Associate** | |  | **Average of Observers in this setting: School Associate (will only display if more than 3 observers)** | |  | **Observers who know you in this setting: Business Associate** | |  | **Average of Observers in this setting: Business Associate (will only display if more than 3 observers)** | |

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| Chances are good that your perception of yourself is fairly accurate, but only from your personal point of view. Quite often, the behaviors we’re measuring with The DISC Platinum Rule Behavioral Style Assessment are more easily observed by others than by yourself. You know better than others what your own thoughts and motives are. But others may be more accurate observers of your actual behavior... and it is behavior that we’re intending to measure here.  If there is a large discrepancy between your self-assessment and the observer assessments, resist the temptation to dismiss their perceptions. Instead, ask yourself about the implications of these differences. Realize that you possess more assets-and more areas for improvement-than you first might have thought. At the very least, the differences may provide you with some valuable insights.  It is quite common for people to see themselves differently from the way others see them. The good news is that it gives you an opportunity to learn more about yourself, to become more effective in ways you may not have ever thought about before.  Since your eGraph may be updated throughout the 30 day Observer period, it may change from time to time. At the end of the 30 days, we suggest you download and save your report in the PDF format to have your most current eGraph included in this report – and then continue with the interpretation of your eGraph.  **INTERPRETING YOUR eGRAPH**  Research indicates that the people who are closest to you – either in a school or business setting- are the most aware of your behavioral style. They work with you or socialize with you every day and see many facets of your behaviors, such as the ways that you work with people, your preference for working alone or with others, and your reactions to stress, confrontations, triumphs, frustrations, and so on. Often these interpretations will cluster around the same area of your eGraph.  To help you interpret your eGraph, first we will look at the plots of observers who know you in a business setting and ask some questions to help you interpret the results. Then we will look at the plots of those who responded as they know you in a school setting. Finally, we will look at the combination eGraph. |

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| **School Associate**  Refer to a copy of your eGraph on page 8.   |  | | --- | | 1. Take a look at the responses from School Associate observers. Are the plot points scattered or clustered? | |  | |  | |  | | 2. What does this tell you? | |  | |  | |  | | 3. If they are scattered, how do you explain these differences? | |  | |  | |  | | 4. Do most of your plots fall above or below the center horizontal line indicating that you use mostly direct behaviors (Above: Dominance Style and Interactive Style) or mostly indirect behaviors (Below: Steadiness Style and Cautious Style)? | |  | |  | |  | | 5. Choose one situation or relationship to vary the level of directness to more closely match the situation or the other person’s needs in a School Associate setting and record what you varied and the response you got. | |  | |  | |  | | 6. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly open behaviors (Right: Interactive Style and Steadiness Style) or mostly guarded behaviors (Left: Dominance Style and Cautious Style)? | |  | |  | |  | | 7. Choose one situation or relationship to vary the level of openness to more closely match the situation or the other person’s needs in a School Associate setting and record what you varied and the response you got. | |  | |  | |  | | 8. Choose one School Associate relationship you would like to improve. Determine the other person’s style. Choose one simple thing you can modify in your behavior to elicit a different, more positive response. | |

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| **Business Associate**  Refer to a copy of your eGraph on page 8.   |  | | --- | | 1. Take a look at the responses from Business Associate observers. Are the plot points scattered or clustered? | |  | |  | |  | | 2. What does this tell you? | |  | |  | |  | | 3. If they are scattered, how do you explain these differences? | |  | |  | |  | | 4. 1. Do most of your plots fall above or below the center horizontal line indicating that you use mostly direct behaviors (Above: Dominance Style and Interactive Style) or mostly indirect behaviors (Below: Steadiness Style and Cautious Style)? | |  | |  | |  | | 5. Choose one situation or relationship to vary the level of directness to more closely match the situation or the other person’s needs in a Business Associate setting and record what you varied and the response you got. | |  | |  | |  | | 6. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly open behaviors (Right: Interactive Style and Steadiness Style) or mostly guarded behaviors (Left: Dominance Style and Cautious Style)? | |  | |  | |  | | 7. Choose one situation or relationship to vary the level of openness to more closely match the situation or the other person’s needs in a Business Associate setting and record what you varied and the response you got. | |  | |  | |  | | 8. Choose one Business Associate relationship you would like to improve. Determine the other person’s style. Choose one simple thing you can modify in your behavior to elicit a different, more positive response. | |

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| Let’s take a look at your composite eGraph representing School Associate and Business Associate observer responses. Refer to a copy of your eGraph on page 8.   |  | | --- | | 1. Were you surprised by the results? If so, how? | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | 2. Are the School Associate and Business Associate observer responses similar or different? What does this mean to you? | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | 3. Were the observer responses similar or different from your self-assessment? What does this mean to you? | |

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| **The Impresser (Ic) You are predominantly an *Interactive Style.***  We break each main Style down into four Substyles.  Yours is the **Ic**, which we like to call ***The Impresser.***  ***The Impresser*** is LESS open and LESS direct than most other Interactive styles.  Below is a snapshot of ***The******Impresser*** Substyle… as such, it’s a closer look at *you!*  The primary goal that motivates you is to win with flair.  However, you do not want to win at any cost or hurt others’ feelings.  Taking shortcuts seems like cheating to you, so you avoid such behaviors.  You can become impatient with those who procrastinate about getting started.  At times, you can get so involved with getting a job done that you stretch the truth a bit.  **YOUR TENDENCIES INCLUDE**   * Wanting to achieve results with flair * Seeing winning as an all-or-nothing proposition * Judging people by their ability to make things happen * Working harder when bigger risks or rewards are at stake * Preferring to share in work and goals with people * Being concerned about looking bad * Wanting to do things the “best” way * Becoming restless, short-tempered, and even lashing out when under pressure   **YOUR GROWTH OPPORTUNITIES**  *With Tasks:*  You tend to underestimate the time and effort required by you or others to accomplish tasks.  So you should pace yourself better and draw on outside resources.  Be more selective about the tasks you take on and don't hesitate to ask others to do their parts.  *With People:*  Your hard-driving approach means you tend to be impatient, especially when stressed or under the gun.  If you blow off steam, you may later regret what was said or done because of its impact on your image.  So learning to relax and to enjoy regular recreation is important for recharging your battery.  **PERSONAL EMPOWERMENT POINTERS**   * Pace yourself better by adding one-third to one-half the time to original estimates of when tasks can be done.  Similarly, reduce by one-third to one-half the number of projects you take on. * Maintain your perspective by seeking to be less emotional and intense about non-critical situations. * Take a stress-management course and learn simple breathing exercises as a way to deal with pressure. |

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| **SUBSTYLES OF DOMINANCE STYLES**  The goal that motivates ***The Director*** (or **Dd**)is new opportunities. You are less concerned about what other people think than many other styles; therefore, you are willing to speak your mind and to take more risks. You often question authority and prefer to arrive at your own conclusions based on the facts at hand. Rather than deal with limitations such as the status quo, you tend to ignore them or deal with them and their consequences later, if at all.  The goal that motivates ***The Adventurer*** (or **Di**)is dominance and independence. Consequently, you are wary around people who may take advantage of you or beat you to a goal. Because of your results-oriented nature, you may sometimes sacrifice quality for quantity. Your innate sense of self-importance enables you to make mistakes and still feel favorably about yourself. You do not mind confrontation and are willing to challenge others.  The goal that motivates ***The Producer*** (or **Ds**) is accomplishing bigger and better goals according to an internal timetable. You prefer to be involved in your chosen activities from start to finish, and you resist people who are obstacles to your achievements. Your ability to produce makes you highly valued in situations in which an efficient, dependable, or incrementally improving rate of production is desired.  The goal that motivates ***The Pioneer*** (or **Dc**) is being in a position to direct and redirect task accomplishments. You tend to focus more on the future than on either the present or the past. You are driven by a quest for unique accomplishments and you avoid boredom. Although you are cautious and calculating, your ability to think quickly enables you to act quickly when the situation requires it. As an agent of change, you do not like to leave things as you found them.  **SUBSTYLES OF INTERACTIVE STYLES**  The goal that motivates ***The Socializer*** (or **Ii**)is social approval from others. You have a natural tendency to meet people, and others feel comfortable with you. You speak freely about your thoughts, feelings, and experiences, and expect others to do the same. You show your acceptance of others by eye contact and touching as well as by words. You are very receptive to change and adjust well to diverse ways of doing things.  The goal that motivates ***The Helper*** (or **Is**)is friendship. You have a natural dislike of pressuring others or telling them what to do. You seek close, personal relationships rather than popularity and have a wide range of friends and acquaintances. You communicate a low-key, casual style of caring and sharing. You are deliberate and patient in your approach to tasks. You are extremely sensitive to criticism, and allow it to affect your relationships.  The goal that motivates ***The Impresser***(or**Ic**)is to win with flair. However, you do not want to win at any cost or hurt others’ feelings. Taking shortcuts seems like cheating to you, so you avoid such behaviors. You can become impatient with those who procrastinate about getting started. At times, you can get so involved with getting a job done that you stretch the truth a bit.  The goal that motivates ***The Enthusiast***(or**Id**)is influencing people. You enjoy symbols of authority and prestige. You feel uncomfortable with any kind of confinement or restriction of freedom. Your high level of self-confidence enables you to withstand criticism from others. Each new person and situation is interesting to you, so life seems continually fresh. |

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| **SUBSTYLES OF STEADINESS STYLES**  The goal that motivates ***The Relater***(or **Ss**)is personal stability. Any change or risk that might jeopardize relationships or surroundings is threatening. Therefore, you focus on giving others what they want and on avoiding conflicts. Before you act, you think and plan ahead; you follow proven procedures in an orderly manner. You prefer dealing with concrete situations and data rather than theory, trends, or conjecture. You are most comfortable in a work environment that is pleasant, friendly, and non-competitive.  The goal that motivates ***The Specialist*** (or **Sc**)is to specialize: to do only what you know and know only what you do. You prefer to focus on your own interests and avoid getting involved with crowds or high-profile situations. The best conditions for you are those that are stable and allow for steady, incremental gains. Generalists complement you; you each take on the tasks that the other dislikes.  The goal that motivates ***The Go-Getter*** (or **Sd**)is a desire for a steady flow of more accomplishments. Despite your somewhat indirect nature, you can be very direct in situations that are task focused. Your ability to think through a project makes you a good short-term planner; you can identify the roles, resources, and time lines needed to complete a project successfully. Your search for results leads you to be highly self-reliant, rather than to depend on others to achieve the quality you want.  The goal that motivates ***The Harmonizer*** (or **Si**)is the acceptance and approval you gain from helping others. You want to be a person who is wanted and needed by others. You remember birthdays and anniversaries, and you sincerely appreciate thoughtfulness from others. As a good listener, you function better as a sounding board for venting frustrations than as a problem solver. Your interest is more in helping others to make do with the current situation than in suggesting change.  **SUBSTYLES OF CAUTIOUS STYLES**  The goal that motivates ***The Thinker*** (or **Cc**)is the desire to be correct. Your life style reflects your preference for privacy, and your interactions with people are formal and poised. As a naturally curious thinker, you are more inclined to identify a spectrum of interests and behaviors than people of other types. With a natural talent for methodical and deliberate decision making, you emphasize precise understanding, accurate work, proper manners, and impeccable personal habits.  The goal that motivates ***The Master-Minder*** (or **Cd**)is to increase opportunities for unique and significant personal accomplishments. You express yourself more by what you do than what you say. Consequently, you have strong needs to choose your own goals and to work independently. As primarily an idea-generator and developer, you have little interest in dealing with implementation details.  The goal that motivates ***The Assessor*** (or **Ci**)is accomplishing goals with excellence. As a quick thinker, you can deal with many inputs simultaneously; however, you may be slow to take action. The nickname of “Assessor” is based on your evaluative approach to people and tasks; you tend to have strong opinions about people and groups with whom you do not identify or agree  The goal that motivates ***The Perfecter*** (or **Cs**)is predictable results. You pay attention to key processes and details, as well as to proven procedures and relationships. Your methodical approach, thoroughness, and dependability make you a valued employee in many kinds of organizations, especially those that involve highly specialized and focused work. Although you are not opposed to change, you do want to be sure that the change is attainable and that it will result in the desired improvement. |

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| Interactive styles are fast-paced and people-focused.  They are also open and direct, exhibiting characteristics such as animation, intuitiveness, and liveliness.  Interactive styles’ actions and decisions are spontaneous.  They are seldom concerned about facts and details and try to avoid them as much as possible.  Their motto is “Don’t confuse me with the facts.”  This disregard for details sometimes prompts them to exaggerate and generalize facts and figures.  It also gives them a built-in excuse when they are wrong:  “I didn’t have all the facts!”  Interactive styles are more comfortable with “best guesstimates” than with exact, empirical data.  Interactive styles’ primary strengths are their enthusiasm, persuasiveness, and delightful sociability.  Their primary weaknesses are getting involved in too many things, impatience and their short attention span, which causes them to become bored easily.  They can sometimes be viewed as manipulative, impetuous, and excitable when displaying behavior inappropriate to the situation.  Interactive styles are idea people.  They have the ability to get others caught up in their dreams because of their good persuasive skills.  They influence others and shape their environment by bringing others into alliance to accomplish results.  They seek approval and recognition for their accomplishments and achievements.  They have that dynamic ability to think quickly on their feet.  Interactive styles are true entertainers.  They love an audience and thrive on involvement with people.  They tend to work quickly and enthusiastically with others.  If they had a motto that would aptly describe their behavior, it might be: “Ain’t we got fun!”  Interactive styles are stimulating, talkative and gregarious.  They tend to operate on intuition and like to take risks.  Their greatest irritations are boring tasks, being alone, and not having access to a telephone.  Interactive styles may find themselves in occupations such as sales, entertainment, public relations, professional hosts, politicians, social directors, and other glamorous, high profile careers.  In the business environment, they like other people to be risk-takers and to act quickly.  In a social environment they like others to be uninhibited, spontaneous and entertaining.  Interactive styles design and use their space in a disorganized and cluttered manner; however, they know if something is missing.  Their walls may contain awards, stimulating posters or notes and motivational, personal slogans.  The seating arrangement indicates warmth, openness and a willingness to make contact.  Since they are touchers and don’t mind a slap on the back or a warm handshake, they often move to alternative seating arrangements when talking with visitors.  There is little danger of alienating them by standing too close or playing with something on their desk.  To achieve more balance and behavioral flexibility, they need to: control their time and emotions; develop a more objective mindset; spend more time checking, verifying, specifying and organizing; develop more of a task-focus; and take a more logical approach to projects and issues. |

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| **INTERACTIVE STYLES’ MOTIVATORS**  In general, Interactive styles are stimulated by the positive response they elicit from others - applause, laughter, compliments, or other acknowledgments. This explains their "it's show time" behavior. Their theme in life could well be "let me entertain you." Their need for recognition explains their highs and lows. When recognition is not present, they lose their energy and interest. Among athletes and other professional performers, Interactive Styles feel that "it’s not just whether you win or lose - it’s actually how you *look* to others while you play the game."  The loss of recognition, especially from significant people and groups in their life, would be the ultimate personal disaster for them. No matter what the situation – business or social - the loss of recognition is likely to trigger varying levels of humiliation and feelings of worthlessness.  Since they are people-oriented, it might seem that their only core competencies would be their people-skills. This is not the case. They also possess a trait that is valuable for performing tasks: they tend to be very receptive to change. They like to be part of new, varied, or different experiences, especially if they will benefit them. As a result, they can be an impressive, eloquent, silver-tongued spokesperson for change.  As a change-advocate, they can contribute other skills such as enthusiasm and optimism - exactly what people respond to when hopes, dreams, and opportunities are in limbo. In addition, they tend to be a quick decision-maker who is fast-paced. In situations where the problem has been studied and the solution found, they may excel at getting people to buy in quickly.  Interactive styles possess the talent that sales trainers and social psychologists have identified as the single most valuable trait - personal warmth. Their down-to-earth approach often results in comments such as, "we just met twenty minutes ago and yet I feel as though I have known you all my life."  Interactive styles have a natural charisma. They do well at building relationships and often have long lists of people whom they describe as "friends."  Finally, they tend to be a naturally fun-loving personality. Their theme song might be "Celebration!"  **INTERACTIVE STYLES’ GROWTH OPPORTUNITIES**  Interactive styles are interested in a variety of things, so they tend to have a shorter attention span than people with the other behavioral styles. This is often manifested in their avoidance of details or their lack of follow-through. They may become easily bored by repetitive routines and complexities that take them away from their first love - interacting with people!  When they feel pressured or stressed, they become emotional and impulsive and exhibit actions that are unplanned, nonsystematic, disorganized, and inconsistent. During such times, they are likely to respond to tasks either superficially or incompletely. They may also fail to perform up to expected standards.  Interactive styles tend to avoid conflicts at all costs. Conflicts pose the possibility of loss of recognition and approval, which is antithetical to their raison d’être. They can benefit from controlling their emotional responses and their tendency to wear their heart on their sleeve. They need to learn effective conflict-management skills and effective listening and questioning skills. They may often be talking when they really need to be listening.  Interactive styles need to get involved with people more slowly, which would help them avoid interactions that they later regret. They need to place greater emphasis on their sense of self-worth and self-esteem. They need to strive for congruency between what they value and what they think they need in life. They would benefit from being more inner-directed rather than letting the reactions of other people determine so many of their choices in life. |

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| **IN A NUTSHELL:**   * Interactive styles fast-paced and people-focused * Their actions and decisions are spontaneous * They like involvement * They dislike being alone * They exaggerate and generalize * They tend to dream and get others caught up in your dreams * They jump from one activity to another * They work quickly and excitedly with others * They seek esteem and acknowledgement * They have good persuasive skills  |  |  | | --- | --- | | **STRENGTHS:** | Persuading Optimistic Motivating Enthusiastic | | **WEAKNESSES:** | Disorganized Careless Exaggerates Poor follow-through | | **PACE:** | Fast/Spontaneous | | **GOALS:** | Applause Involvement Recognition | | **FEARS** | Loss of prestige Social rejection | | **MOTIVATORS:** | The Chase Attention Opportunities to talk | | **IRRITATIONS:** | Routine Perfectionism | | **UNDER STRESS:** | Become superficial | | **DECISIONS ARE:** | Spontaneous | | **FOCUS:** | People | | **WORKPLACE:** | Stimulating Cluttered | | **GAINS SECURITY THROUGH:** | Others’ approval Playfulness | |

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| **INTERACTIVE STYLES’ TYPICAL BUSINESS CHARACTERISTICS**   * Like to brainstorm and interact with colleagues and others * Want freedom from control, details, or complexity * Like to have the chance to influence or motivate others * Like the feeling of being a key part of an exciting team * Want to be included by others in important projects, activities, or events * May trust others without reservations - taking them at their word and not checking for yourself * Typically have a short attention span, so you do well with many short breaks   **INTERACTIVE STYLES’PREFERRED BUSINESS SITUATIONS**   * Like to work participatively with others * Need immediate feedback to get or stay on course * Like to mingle with all levels of associates and call them by their first names * Enjoy compliments about yourself and your accomplishments * Seek stimulating environments that are friendly and favorable * Motivated to work toward known, specific, quickly attainable incentives or external motivators;  dislike pursuits which drag out over long time periods * Open to verbal or demonstrated guidance for transferring ideas into action * Like to start projects and let others finish them   **SUGGESTIONS TO BE MORE EFFECTIVE AT WORK**   * Take time to negotiate and clarify realistic time frames with associates in order to avoid misunderstanding and disappointment… don’t take on more than you can handle just to avoid saying “no” to someone * Avoid exaggeration and hyperbole... be realistic in your work-related comments * Use a simple calendar or reminder system to keep track of your commitments, appointments, and deadlines… remember that most tasks will take more time than you think is necessary * Acknowledge that your success is often dependent upon the work of others… be sure to publicly acknowledge their contributions and thank them frequently * Whenever possible, delegate the more detailed tasks that you are not comfortable doing… being sure to specify exactly what you want done and the time you need it and setting up a process to monitor the progress on the projects you have delegated * Avoid relying too heavily upon your feelings and emotions… focus on the results you desire and don’t sacrifice productivity in order to please everyone * Write things down… don’t rely on your memory for important facts and details |

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| Under stress, THEY will tend to disregard it.  An example of a typical response to a stressful situation from Interactive styles might be: “Hey, let’s get on to something more positive!”  **UNDER STRESS YOU MAY APPEAR**   * Manipulative * Overeager * Impulsive * Inconsistent * Superficial * Unrealistic * Wasteful of time   **UNDER STRESS YOU NEED**   * To get credit * Action and interaction * A quick pace for stimulation and excitement * Prestige |

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| **INTERACTIVE STYLES’ TYPICAL BEHAVIOR IN CONFLICT**   * They are quite uncomfortable with conflict, aggression and anger.  They do whatever they can to avoid them.  If possible, they may physically avoid an environment filled with conflict or anger.  If that is not possible, they will probably seek to use their natural humor and story-telling ability to reduce the level of tension.  If neither approach works, they may attempt to ignore the conflict.  Given their strong focus on relationships, however, this tactic is rarely successful. * Their anger is generally a response to a personal attack on them or, possibly, the failure of someone to support them when they were really counting on that person’s support.  Of course they may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns their contribution to the problem. * If a conflict persists or their anger increases, they are likely to lash out with a strong verbal (or, possibly, even physical) attack on the other person.  This may have a startling effect on others since it is so unlike their normal behavior. * They may experience a desire to get even if someone thwarts a major component of their personal agenda; however they are not very likely to follow through.  They may choose to overlook the matter in order to preserve the relationship or they may simply lash out in anger.   **STRATEGIES TO REDUCE CONFLICT AND INCREASE HARMONY WITH OTHERS**   * Recognize that you can never resolve a conflict by avoiding it.  Risk damaging a relationship or losing someone’s approval by stating your feelings and clarifying your expectations.  Be sure, of course, to listen attentively to the responses of others. * Take time to clarify the commitments and expectations of others.  Do not make any assumptions about what others will do.  Always get a specific commitment. * Avoid giving others a false impression of the level of support you will give them.  When promising your support, make clear precisely what it is that you will do. * Be sure to fulfill all of your commitments.  If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible.  Don’t assume that others will automatically step in to cover for you. |

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| Behavioral adaptability is the key to success with different styles.  It can be defined as the willingness and ability to engage in a range of behaviors not necessarily characteristic of your style in response to effectively dealing with the requirements of a situation or relationship. It involves making adjustments to your methods of communicating and behaving based on the particular needs of the relationship at a particular time.  Adaptable people make the choice to go beyond their own comfort zone so others also feel more comfortable.  On the next few pages are action plans to give you suggestions on how to adapt your own behavior as well as ideas for others to help you be more adaptable.  It will give them clues to understand your behavioral tendencies.  To make the most effective use of these assessments and action planners, have all those you interact with complete a response form on how they see you as well as an assessment on themselves.  Then set aside some time to discuss strategies you each can use in adapting your behaviors to create greater ease and less conflict in the relationships.   |  |  | | --- | --- | | **The Interactive Style...** | **Dealing With Interactive Styles...** | | - Is concerned with approval and appearances | - Show them that you admire and like them | | - Seeks enthusiastic people and situations | - Behave optimistically and provide an upbeat setting | | - Thinks emotionally | - Support their feelings when possible | | - Wants to know the general expectations | - Avoid involved details, focus on the “big picture” | | - Needs involvement and people contact | - Interact and participate with them | | - Likes changes and innovations | - Vary the routine; avoid requiring long-term repetition by them | | - Wants others to notice them | - Compliment them personally and often | | - Needs help getting organized | - Do it together | | - Dislikes conflict | - Act non-aggressively and avoid arguing directly on a personal basis | | - Looks for action and stimulation | - Keep up a fast, lively pace | | - Surrounds themselves with optimism | - Support their ideas; don’t poke holes in their dreams; show your positive side | | - Wants feedback that they “look good” | - Mention their accomplishments, progress and other genuine appreciation | |

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| **For Interactive Styles:**   * Attend to key details, when appropriate * Improve your follow-through efforts * Monitor socializing to keep it in balance with other aspects of life * Write things down and work from a list, so you’ll know what to do when * Prioritize activities and focus on tasks in order of importance * Become more organized and orderly in the way you do things * Get the less appealing tasks of the day over with * Pay more attention to time management of activities * Check to make sure you’re on course with known tasks or goals   **For Others Working with Interactive Styles:**  Show interest in them by:   * Supporting their opinions, ideas, and dreams when possible * Being upbeat, stimulating, and fast-paced * Tolerating digressions and not hurrying a discussion * Not arguing, if possible - you’ll seldom win * Being enthusiastic, spontaneous, and casual * Explaining how action can enhance their image and visibility * Sparing them the details   NOTE: To be more effective, have other people you work with take the assessment on themselves.  Then set aside some time to share the results.  Discuss how you each can adapt your behaviors to create more satisfying working relationships. |

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| **FREE RESOURCES**  **The DISC eWorkbook** - Discover which style seeks power and which one wants results. Who loves consistency and who fears change? This knowledge shows you how to sell your ideas and win people over. Use the DISC eWorkbook to put yourself and your projects in the best position to win.  Download at [http://www.assessments24X7.com/UOPXDISCWorkbook.pdf](http://www.assessments24x7.com/UOPXDISCWorkbook.pdf)  **The PeopleSmart in Business eBook** - Discover who seeks recognition and who wants results. Who loves consistency and who fears change? This knowledge shows you how to sell your ideas and win people over. You’ll be able to reach the unreachable. When a job needs to be done, pick the right person for the job. And put yourself and your projects in the best position to win.  Download at [http://www.assessments24X7.com/PSEBook.pdf](http://www.assessments24x7.com/PSEBook.pdf)  **DISC Relationship Strategies 68min YouTube Video**  <http://www.youtube.com/watch?v=E4NzSq_tOpI>  **ADDITIONAL DISC RESOURCES**   * DISC Online Virtual Training System - [http://www.drtonyvirtualtraining.com](http://www.drtonyvirtualtraining.com/) * Other DISC Products - <http://www.alessandra.com/tadisc.asp>   **Primary References**   * Alessandra, Tony, Ph.D., and Michael J. O’Connor, Ph.D. 2006. ***People Smart in Business***. New York: Morgan James Publishing * Alessandra, Tony, Ph.D., and Michael J. O’Connor, Ph.D. 1996. ***The Platinum Rule®***. New York, NY: Warner Books. * Merrill, David, and Roger Reid. 1977. ***Personal Styles and Effective Performance***. Chilton Book Co. * Geier, John C., Ph.D. 1977. (D.I.S.C.) **Personal Profile System**. Performax Systems International, Inc.   **Secondary References**   * Hunsaker, Phillip, Ph.D., and Anthony J. Alessandra, Ph.D. 2008. *The NEW Art of Managing People*. Free Press/Simon & Schuster. * Alessandra, Tony, Ph.D., Ronald Finklestein, Scott Michael Zimmerman. 2007. *The Platinum Rule for Small Business Mastery*. New York: Platinum Rule Press (an imprint of Morgan James Publishing) * Littauer, Florence, Littauer, Marita. 2006. *Communication Plus: How to Speak So People Will Listen*. Regal Books from Gospel Light. * Massey, Brent. 2006. *Where in the World Do I Belong*? Jetlag Press. * Alessandra, Tony Ph.D., Scott Michael Zimmerman, Joseph LaLopa Ph.D. 2006. *The Platinum Rule for Sales Mastery*. New York: Platinum Rule Press (an imprint of Morgan James Publishing) * Miscisin, Mary. 2001. *Showing Our True Colors*. True Colors Publishing. * Quenk, Naomi L. 2000. *Essentials of Myers-Briggs Type Indicator Assessment*. John Wiley & Sons, Inc. * Littauer, Florence. 1986. *Discover the Real You by Uncovering the Roots of Your Personality Tree.* Waco, TX: Word Books. * Atkins, Stuart. 1982. *The Name of Your Game*. Stuart Atkins, Inc. * DeVille, Jard. 1979. *Nice Guys Finish First*. William Morrow & Company. * Galen, Claudius, Second Century A.D. Philosopher & Physician, as referenced by Carl Jung in Psychological Times. * Wilson Learning Corporation. 1977. *Social Styles Sales Strategies*. Wilson Learning Corp. * Jung, C.G. 1923. *Psychological Types*. London: Pantheon Books. |

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