

KCC - DISC - Personality Profile Report

for

John Sample



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Access code: LEPI-ZKVV-QYHQ-YHAU, completed 2015-12-02 , Leadership Report - Extended Version 1.1

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What You Will Learn



Leadership Has Two Parts:



Leading Yourself
(inner awareness)

Leading Others
(outer awareness)



When you are able to ...

- 1) **Understand yourself** and your leadership style
- 2) **Understand others** and how they respond best to a leader
- 3) **Adapt your leadership style** to best fit the needs of others

then you can experience:

Better RESULTS and higher productivity
More ENJOYMENT and FUN in life
More PEACE, harmony and cooperation with those you lead and care about
More UNDERSTANDING and CLARITY when working with people

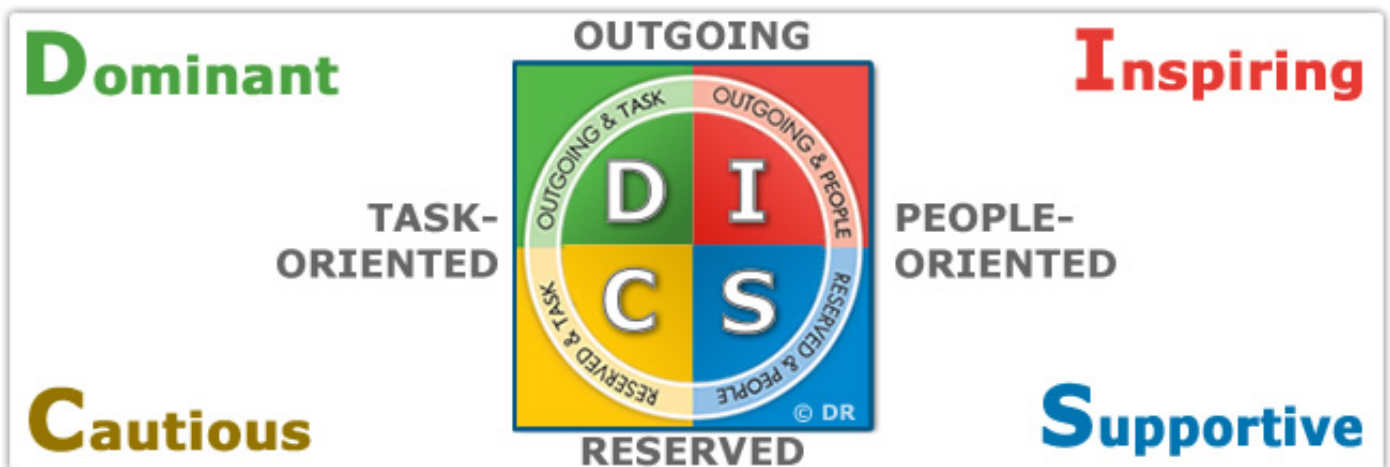
Introduction to "DISC"



John, we will be using a concept called the "DISC" Model of Human Behavior in this report. Each letter (D, I, S and C) represents a main personality style. The DISC model is based on the fact that most people have predictable patterns of behavior. The first pattern reflects whether a person is more **OUTGOING** or **RESERVED**. The second pattern reflects whether a person is more **TASK-ORIENTED** or **PEOPLE-ORIENTED**. The two patterns can be visualized in circular diagrams as opposing traits and then combined as shown below.



The circular diagram in Step 3 has four sections like a pie. Each section is a combination of traits that can be described by the letters D, I, S and C. The main words that we use to describe each personality style are **Dominant** (D), **Inspiring** (I), **Supportive** (S) and **Cautious** (C) as shown below.







Each Person is a **UNIQUE BLEND** of ALL FOUR traits. The results of your assessment show that your personality can be described by these letters: "**I/D**", which is what we call your personality blend. You will learn more about your "**I/D**" blend in your KCC - DISC - Personality Profile Report.

DISC is Easy to Remember

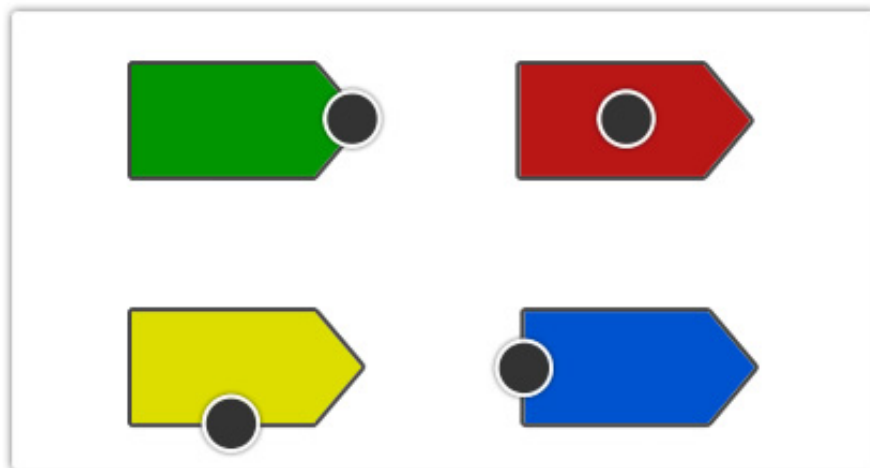


DISC is easy to remember using letters, colors and symbols.

Symbol	Behavior	Key Words	Color Meaning	Symbol Meaning
	OUTGOING and TASK-ORIENTED	<ul style="list-style-type: none"> • Dominant • Direct • Demanding • Decisive • Determined • Doer 	<p>GREEN means GO - like a green light in traffic!</p> <p>They are always looking for a TASK to GO DO. They were born ready!</p>	<p>The EXCLAMATION POINT represents being emphatic!</p> <p>They like to face everything head-on!</p>
	OUTGOING and PEOPLE-ORIENTED	<ul style="list-style-type: none"> • Inspiring • Influencing • Impressionable • Interactive • Impressive • Involved 	<p>RED is highly VISIBLE and BRIGHT</p> <p>They are always easy to spot. The party begins when they show up!</p>	<p>The STAR symbol means they are the star of the show!</p> <p>They make life FUN and EXCITING!</p>
	RESERVED and PEOPLE-ORIENTED	<ul style="list-style-type: none"> • Supportive • Stable • Steady • Sweet • Status-quo • Shy 	<p>BLUE is PEACEFUL like a clear blue sky</p> <p>They like things to be calm, relaxed and peaceful. They are so nice!</p>	<p>The PLUS and MINUS represents being accommodating.</p> <p>Plus or minus, either way is okay. They like to please others!</p>
	RESERVED and TASK-ORIENTED	<ul style="list-style-type: none"> • Cautious • Calculating • Competent • Conscientious • Contemplative • Careful 	<p>YELLOW means CAUTION</p> <p>They like to approach TASKS CAREFULLY. They move through life one calculated step at a time.</p>	<p>The QUESTION MARK represents their inquisitive nature.</p> <p>They have lots of detailed questions, and they need to think things through!</p>

Leadership Introduction

Leadership Patterns and Leadership Styles



Leadership is NOT What You Think it is!

Leadership is NOT what you think it is. Leadership is **MORE** than you think it is! Why is that? Because if Leadership is ONLY what you think it is, then you leave yourself no room to gain further understanding on this important subject. You do not want to undermine your own motivation to gain and apply new insights. Instead, you want to have a "hungry attitude" towards learning about this critical subject.

A healthy view of leadership is to tell yourself that you do not comprehend everything there is to know about the topic of leadership. An open mindset allows you to absorb new ideas and insights. Another healthy view of leadership is to realize that EVERYONE is a leader - including you. That is not to say that everyone functions as the same kind of leader. For the sake of being open to learn, you must realize that you lead and have some form of influence on those around you whether you realize it or not.

Each person's view of leadership is naturally influenced by his or her own personality style and experiences - but mainly personality style. That is the key! There are 4 primary views on leadership that correspond to each personality style. You may lean more heavily on one or more of these views. Here they are:

- The DOMINANT Style says, "Leadership is about Results and Productivity!"
- The INSPIRING Style says, "Leadership is about Inspiring Greatness and Building a Team!"
- The SUPPORTIVE Style says, "Leadership is about Helping Others and Building Harmony!"
- The CAUTIOUS Style says, "Leadership is about Doing Things Properly and Correctly!"

Are all these statements about leadership correct? Yes! Does each statement cover everything needed to be known about leadership? No.

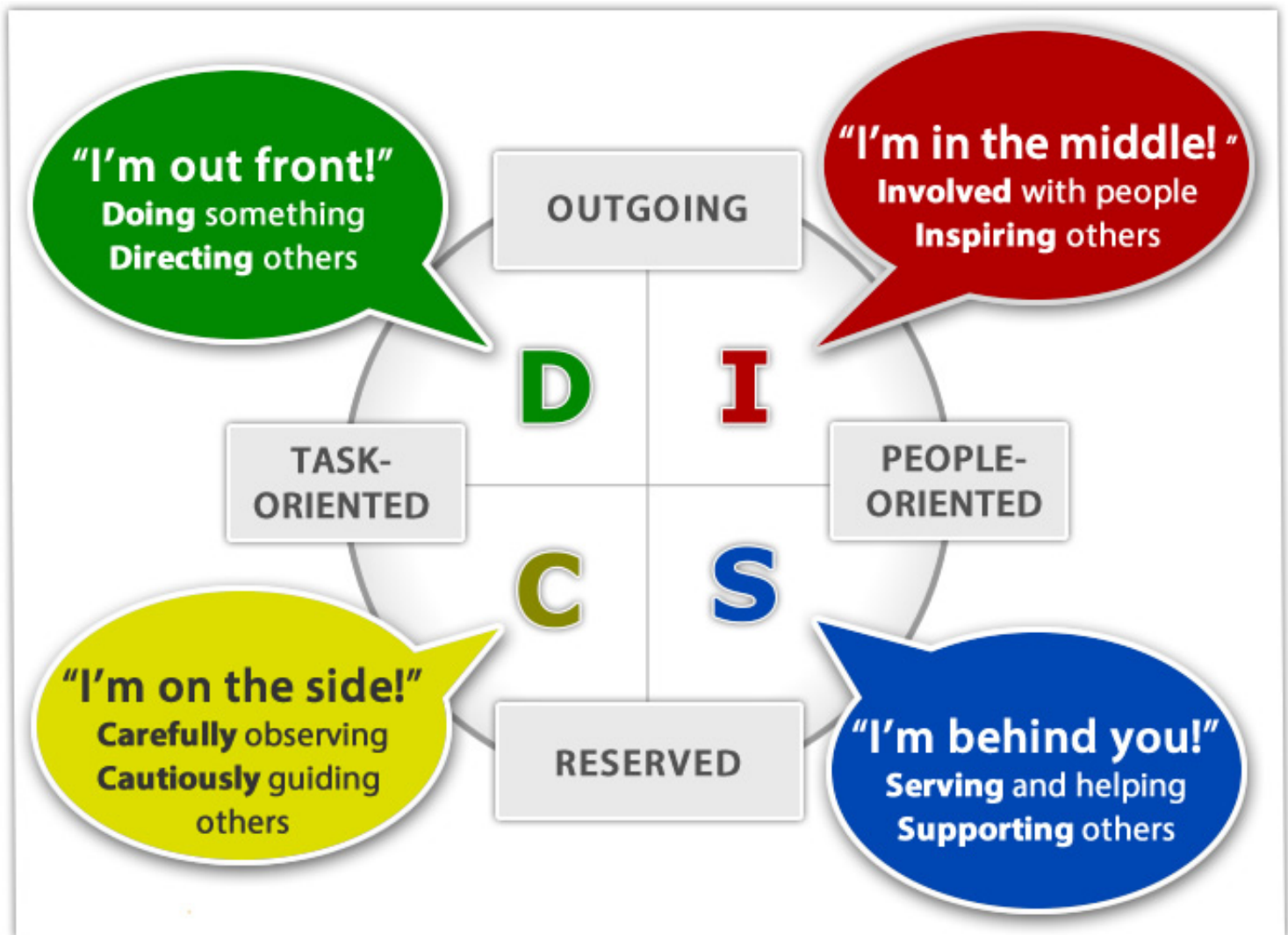
It is important that we expand our view of leadership if we are going to grow in this area. Whether we realize it or not, most books on the subject of leadership are written from only one or two of these vantage points by authors who value one or two aspects of leadership. That is not wrong, but it may result in the reader having a skewed or deficient view of leadership. If you read a leadership book by an author with a Dominant personality style, then you can almost certainly title the book, "How to lead like a D according to a D." And, oddly enough, D-type readers will love books that tell them how to lead like a D written by authors that lead like a D. But, the very aspects of leadership that can hold us back may never be addressed or may be glossed-over in such a book.

Here is the main point: Leadership must encompass all aspects of what is important to those who are leading and those who are being led. No sincere leader intentionally alienates or miscommunicates with those whom he or she leads. But, all leaders will fall short in meeting the needs and expectations of those he or she leads to some extent - especially, if you do not understand personality leadership styles. Thus, the goal is to become AWARE of your leadership style as well as the needs and motivations of those you lead. It is also extremely important and helpful for each leader to learn to understand and adapt to other different leadership styles in order to help the entire team be the most productive when working together.

The purpose of this report is twofold ... First of all, this report will help you to identify the aspects of leadership that come naturally to you. Secondly, this report will help you to improve in the aspects of leadership that are least natural and most challenging to you in order to help you learn and grow to be the best leader possible!

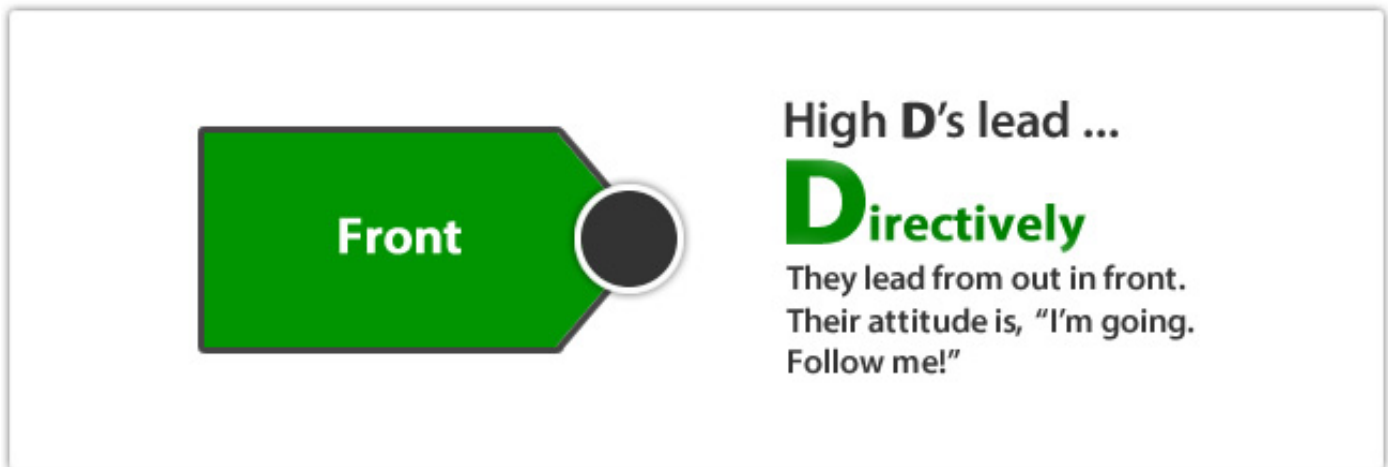
The Concept of Leadership Positions

Personality influences everything we do - including how we lead. A person's tendency to be more **OUTGOING** or **RESERVED** influences whether he or she is inclined to take action or proceed more slowly as a leader. A person's orientation toward **PEOPLE** or **TASKS** influences his or her focus as a leader. **The concept of LEADERSHIP POSITION refers to how a person prefers to engage with those whom he or she leads.** We will break down the concept of Leadership Position for each personality style in the following pages. The diagram below expresses what each type of leader might say about the Leadership Position he or she prefers.



Leadership Position of the Directive (D) Leader: "Moving Forward Out in Front"

A person with high "D" traits is **OUTGOING** and **TASK-ORIENTED**. This kind of person has a desire to get results quickly. As a result, there is a tendency for the D to *initiate action right away*. Therefore, the best way to visualize the **Leadership Position** of the "D" leader is **OUT IN FRONT** of those whom he or she leads as shown below:



The main motivation of the **Directive Leader** is to make progress and accomplish the goal at hand. Leading from "out in front" does not mean that the **Directive Leader** wants to be the main attraction in "front" of others. It simply means that he or she takes the initiative to move into action AND Direct others to move into action as well.

The **Directive Leader** is often thought of as a "natural-born leader," because he or she is very comfortable taking control of a project.

You can expect a Directive Leader to have these "D" traits:

- Dominant
- Direct
- Demanding
- Decisive
- Determined
- and a Doer!

Leadership Position of the Inspirational (I) Leader: "Actively Involved In the Middle"

A person with high "I" traits is **OUTGOING** and **PEOPLE-ORIENTED**. This kind of person has a desire to engage with others and go where the excitement is! The "I" style is ready to *initiate interaction and involvement with others*. Therefore, the best way to visualize the **Leadership Position** of the "I" leader is **In the Middle** of everyone involved as shown below:



The main motivation of the **Inspirational Leader** is to *generate enthusiasm and a positive feeling within the environment*. The **Inspirational Leader** is energized by excitement and a sense of approval by those whom he or she leads. The **Inspirational Leader** has the power to rally others to become involved in a project by spreading his or her contagious brand of optimism.

The **Inspirational Leader** is often thought of as a "natural sales person," because he or she can seemingly talk others into almost anything!

You can expect an Inspirational Leader to have these "I" traits:

- Inspiring
- Influencing
- Impressionable
- Interactive
- Impressive
- Involved

Leadership Position of the Supportive (S) Leader: "Supporting from Behind"

A person with high "S" traits is **RESERVED** and **PEOPLE-ORIENTED**. This kind of person has a desire to help others and, frankly, to go where everyone else wants to go. The "S" style is ready to *support others when called upon*. Therefore, the best way to visualize the **Leadership Position** of the "S" leader is **Behind** everyone involved as shown below:



The main motivation of the **Supportive Leader** is to *cultivate good-will and peace within the environment*. The **Supportive Leader** is motivated by *a sense of loyalty and the desire to preserve harmony* for his or her team. The **Supportive Leader** has an unassuming approach and is more comfortable serving others quietly and out of the limelight.

The **Supportive Leader** can often be "the glue" that holds an organization together, because he or she offers a genuine sense of warmth and caring.

You can expect a Supportive Leader to have these "S" traits:

- Supportive
- Stable
- Steady
- Sweet
- Status-quo
- Shy

Leadership Position of the Cautious (C) Leader: "Carefully Guiding from the Side"

A person with high "C" traits is **RESERVED** and **TASK-ORIENTED**. This kind of person has a desire to do things properly. The "C" style *desires to proceed carefully and methodically to accomplish what is expected of him or her*. The best way to visualize the **Leadership Position** of the "C" leader is **on the Side** - observing everything that is going on as shown below:



The main motivation of the **Cautious Leader** is to *correctly carry out the task at hand*. The **Cautious Leader** is mainly driven by *logic and what makes the most sense to him or her*. The **Cautious Leader** has a procedural approach and is more comfortable doing things in a step-by-step fashion.

The **Cautious Leader** is often seen as a "strategic leader," because he or she prefers to lead according to a pre-calculated plan.

You can expect a Cautious Leader to have these "C" traits:

- Cautious
- Calculating
- Competent
- Conscientious
- Contemplative
- Careful

When to Adjust Your Leadership Style

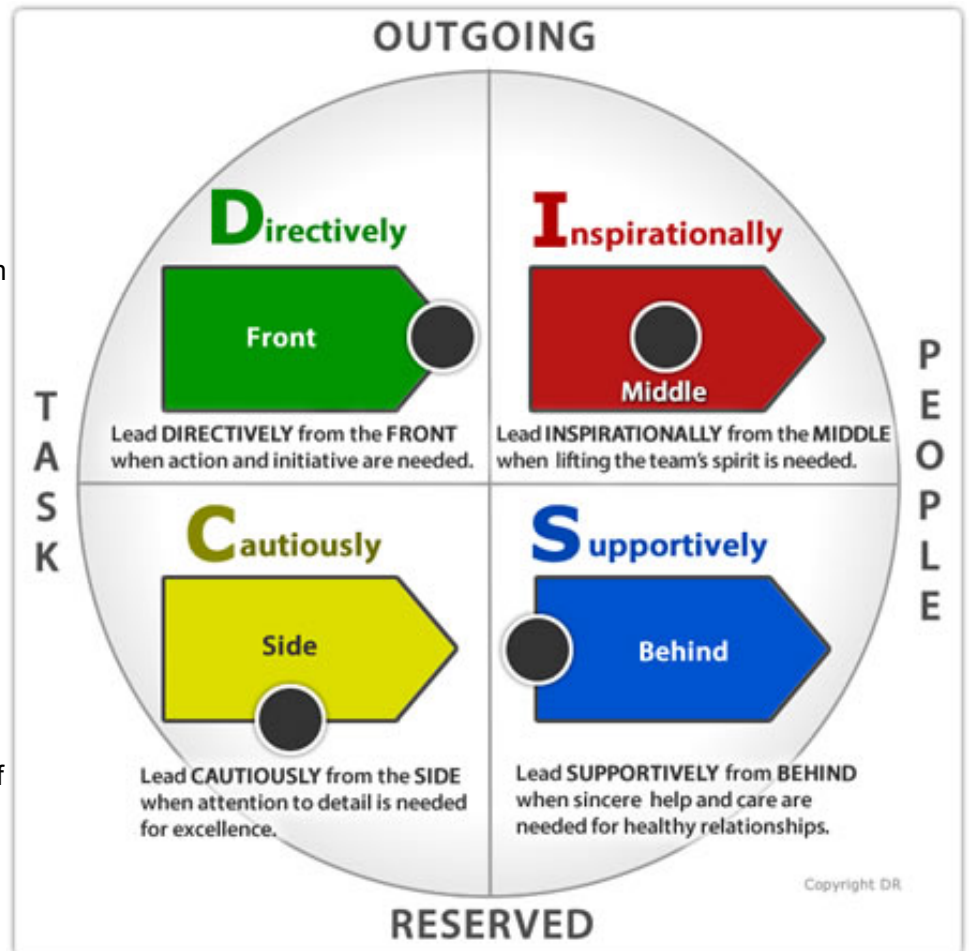
There are 4 basic **Leadership Styles**. Each person practices a **BLEND** of ALL 4 styles to some degree, depending upon what the environment requires. Understanding the benefits of the 4 different leadership styles makes you much better equipped to adjust to the needs of those you lead. The diagram below summarizes the 4 different leadership styles and when you might employ each style. **This is a key concept in applying true leadership!**

The **Directive Leadership Style** is needed when action and initiative are required. Delegation and direction are very effective and very needed at times. **Be Directive** to maximize productivity.

The **Inspiring Leadership Style** is needed to keep your team's spirit and attitude positive. Inspiration touches team members on an emotional level that will overcome challenges when nothing else will. **Be Inspiring** to maximize team involvement.

The **Supportive Leadership Style** is needed for healthy team relationships. Success at the highest level not only gets results, but also benefits the **PEOPLE** involved along the way. **Be Supportive** to maximize a sense of sincere care for others on the team.

The **Cautious Leadership Style** is needed to protect the organization from overlooking important details. This kind of leadership can be time-consuming and mentally exhausting. **Be Cautious and Careful** by paying attention to the finer details in any project for a higher degree of excellence.



Remember: You have a BLEND of ALL FOUR leadership styles that you can ADJUST to get the best results with people. The next section provides a "Guide to Understanding Yourself" and your unique personality BLEND.

Guide to Understanding Yourself

Leading Others Begins with Leading Yourself



Your Personality Style Blend

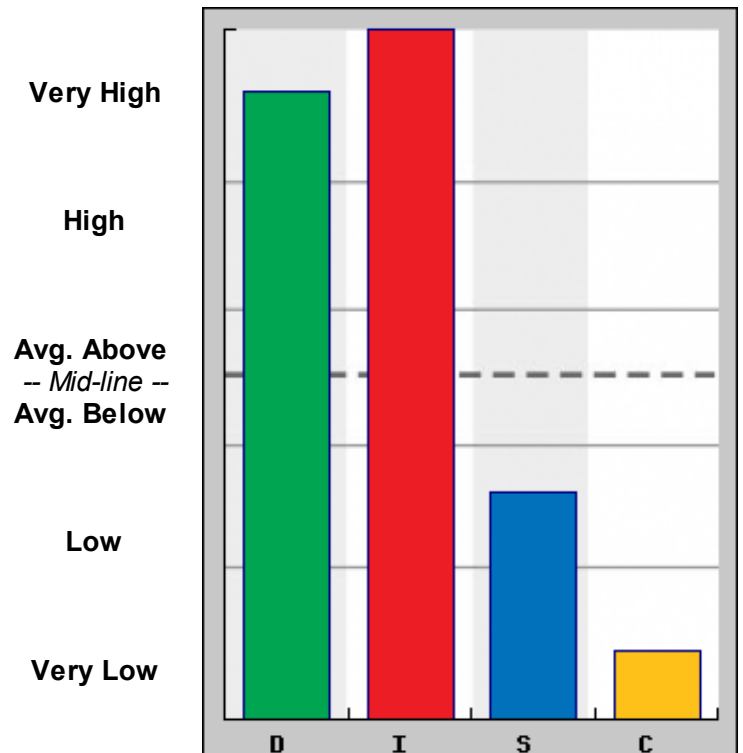


Congratulations, John! Your personality style blend is I/D. By having an INSPIRING / DOMINANT personality style, you tend to naturally express enthusiasm and energy with a purpose or goal in mind. Your strength is being a visionary and influencing others with persuasion and positive interaction. A graph of your personality style is shown to the right.

Note: This graph represents your I/D Style Blend. Please look in the "Graphs" section of this report to see your detailed graphs along with an explanation on how to understand your graphs.

The "I" is the highest trait on the chart. You are people-oriented and outgoing. The Star is your symbol. You are great at talking and socializing with others. By being positive and optimistic, it makes you fun and dynamic to be around. In your graph, the D area is above the midline. D traits will support your primary type which is I. D traits are usually where you go under stress. When under stress, remember that you will gain more respect by fulfilling commitments. Your graphs for the S and C areas are below the midline. S and C traits are blind spot areas in your life. The exciting news is that these are the secret keys to your future success.

Personality Chart for John



Words that Best Describe John



- Communicative
- Excitable
- Independent
- Persuasive
- Confident
- Decisive
- Mobile
- Polished
- Exaggerative
- Enthusiastic
- Competitive
- Determined
- Verbal
- Driving
- Demanding
- Outgoing
- Self-Confident
- Optimistic
- Imaginative
- Talkative

Please keep in mind these words may describe you more or less depending on the situation. If you feel that some of the words above describe you very well, then circle them. If you feel like some of the words do not describe you well, simply cross them out. This information is usually 85-95% accurate, but you are welcome to mark it up to match your unique personality style.

This report is NOT meant to label you! It is designed to HELP you UNDERSTAND and DISCover yourself. You can enjoy your unique personality and your strengths!

John's Strengths



The following section describes John's strengths based on the **I/D** personality blend. These strengths represent qualities resulting from blending the D, I, S and C personality traits. Remember, everyone is a unique blend of all four styles. In other words, everyone has some of each of the four major personality styles.

Influencing and Directive:

John is able to provide direction, while accomplishing various tasks through people. John tends to be influential and directive when it comes to empowering others to accomplish tasks. John will usually maintain an aggressive pace while working towards a goal.

Fast Paced and Directive:

John tends to goal oriented, yet focused on quickly accomplishing tasks through people. John will often develop a quick approach that looks at the end result. John enjoys providing direction and coaching in a team environment in order to get results.

John's Keys to Excellence



The following section describes John's keys to maintain balance and excellence in life based on the dynamics of the **I/D** personality blend. These keys are important in adapting to the needs and perspective of others. Practicing these insights will cultivate teamwork, productivity, harmony and understanding with others.

Be Clear With Directions

Be clear with others when you communicate any directions. Team members will be more productive when they understand how to accomplish the goal.

Adjust Your Pace

You may need to adjust your pace when others are not ready or able to move quickly. Remember that many people are not comfortable with a fast pace.

Listen to Really Communicate

Allow yourself to just listen and concentrate on others in order to build trust and respect. You will be communicating that you care and causing people to want to be around you even more.

Ask, "What do they need?"

When talking with another person, ask yourself, "what do they need?" You will be more effective in communication when you put yourself in their shoes.

John's Basic Motivational Style



The following section describes your "Basic Style" which is how you behave most naturally. Everyone has areas that he or she is strong in and areas where there could be personal growth. The following section contains insights into your basic motivation and behavior.

As a person having an I/D style blend, you naturally act persuasive, energetic, assertive and responsive with others while thriving on contact with people and getting results. You are least comfortable when you perceive that you may face being rejected, looking bad in front of others or even losing. Remember: The key to your success is to exercise being under-control by being patient. You will ultimately be more productive, and people will respect you more by adjusting your pace to suit those you are working with. Your best response under pressure is to remain calm and see what you can do to improve the situation.

John's Basic Style - Visual Chart

The following section shows your "Basic Style" in the form of a visual chart. The areas in **BOLD** show how you behave most naturally. The following section contains insights into your basic motivation and behavior.

	Dominant	Inspiring	Supportive	Cautious
High Trait Behavior	Tends to act Assertive Likes Control Dislikes Losing Guard against Anger	Tends to act Persuasive Likes Approval Dislikes Rejection Guard against Placing Blame	Tends to act Patient Likes Routine Dislikes Change Guard against Nonparticipation	Tends to act Contemplative Likes Standards Dislikes Being Wrong Guard against Criticism
Low Trait Behavior	Tends to act Cooperative Likes Harmony Dislikes Confrontation Guard against Indifference	Tends to act Unemotional Likes Logic Dislikes Illogical Actions Guard against Suspicion	Tends to act Responsive Likes Variety Dislikes Status Quo Guard against Impatience	Tends to act Free Spirited Likes Non-structure Dislikes Conforming Guard against Emotion
	Dominant	Inspiring	Supportive	Cautious

John's Communication Style



The following section describes how you tend to communicate and interact with others. Naturally, you like to communicate in a way that is most comfortable to you. Others may or may not understand you or your motivation. This page is designed to shed light on how your personality flavors the way you communicate with others. Please note that the following statements include areas for growth.

As a person having an I/D style blend, you naturally prefer an environment that is people-oriented, flexible, yet results-oriented. Since you have an I/D style blend, you communicate naturally in an informal yet forceful manner. Others may perceive you as being talkative and pushy, even unorthodox. Remember: The key to you being admired and achieving results with others is to have under-control actions. Convince yourself to be patient with others, and you will build better relationships and have stronger teams. You typically are motivated by positive feedback, independence and challenges.

Communication Tip: Communicate effectively and act intelligently by adapting your words and actions to the personality style of others.

John's Communication Style Chart

The following section shows your "Communication" in the form of a visual chart. The areas in **BOLD** show how you communicate most naturally.

	Dominant	Inspiring	Supportive	Cautious
High Trait Behavior	Ideal Environment: Results-oriented Motivated by: Challenges Communication Style: Forceful Possible Perception: Pushy	Ideal Environment: People-oriented Motivated by: Positive Feedback Communication Style: Informal Possible Perception: Talkative	Ideal Environment: Support-oriented Motivated by: Affirmation Communication Style: Friendly Possible Perception: Weak	Ideal Environment: Detail-oriented Motivated by: Structure Communication Style: Systematic Possible Perception: Critical
Low Trait Behavior	Ideal Environment: Team-oriented Motivated by: Cooperation Communication Style: Cooperative Possible Perception: Indecisive	Ideal Environment: Detached Motivated by: Logical Order Communication Style: Logical Possible Perception: Aloof	Ideal Environment: Flexible Motivated by: Action Communication Style: Responsive Possible Perception: Impatient	Ideal Environment: Personalized Motivated by: Independence Communication Style: Free-spirited Possible Perception: Unorthodox
	Dominant	Inspiring	Supportive	Cautious

Priorities and Decision Style for John



The following section describes your decision-making style and what tends to be important to you. Your personality style influences how you make decisions based on your priorities. These insights reflect your most natural behavior when faced with choices.

Because you have an I/D style blend, your basic priorities in decision-making are people and power. When making a decision, I/D style blends tend to focus on the popular and the goal. Remember: The key to your success is to have under-control actions. Focus on the needs of others too. Convince yourself that others have needs as well. Focus on their needs. You typically are motivated by seeing, being and talking with other people while getting things done. I/D styles love to talk and persuade others to accomplish their goals.

Understanding your decision-making style can help you become more successful in balancing the issues involved in a situation while interacting with the people who are affected by your decisions.

John's Priorities and Decision Style Chart

The following section shows your "Priorities and Decision-Making Style" in the form of a visual chart. The areas in **BOLD** show how you tend to process decisions most naturally.

	Dominant	Inspiring	Supportive	Cautious
High Trait Behavior	Your priority is Power to act So you Decide In order to Solve Problems Because you Focus on The Goal	Your priority is People Involvement So you Interact In order to Persuade Others Because you Focus on The Popular	Your priority is Predictability So you Seek Stability In order to Keep Status-Quo Because you Focus on The Accepted	Your priority is Procedure So you Seek Facts In order to Uphold Principles Because you Focus on The Rules
Low Trait Behavior	Your priority is Yielding to Power So you Participate In order to Be a Team Player Because you Focus on The Team	Your priority is less People Involvement So you Isolate In order to Be Self-Persuaded Because you Focus on The Logic	Your priority is Not Predictability So you are Spontaneous In order to Promote Change Because you Focus on The Innovation	Your priority is Not Procedure So you Explore Feelings In order to Be Expressive Because you Focus on Your Feelings
	Dominant	Inspiring	Supportive	Cautious

John's High and Low Traits

HIGH TYPE Most Predominant	DOMINANT Comfortable working in charge	INSPIRING Comfortable working with people	SUPPORTIVE Comfortable working in a routine	CAUTIOUS Comfortable working in a defined system
Very High Segment	dominant driving demanding ambitious directing pioneering	inspiring political persuasive magnetic stimulating impulsive	supportive passive predictable loyal steady patient	cautious perfectionist precise exacting accurate theoretical
High Segment	forceful adventuresome risk-taker challenging decisive determined	trusting enthusiastic expressive polished generous poised	faithful enduring persistent cooperative kind relaxed	thorough contemplative conscientious proper diplomatic tactful
Average Segment	competitive convincing self-composed	charming sociable hopeful	amiable reliable stable	polite inquisitive sensitive
----- midline -----				
Average Segment	self-effacing hesitant evaluates risks	open-minded retiring assessing	mobile approachable alert	self-affirmed instinctive self-convicted
Low Segment	conserving unassuming realistic willing modest peace-keeping	reflective skeptical factual nonemotional suspicious aloof	available eager responsive tense flexible impatient	opinionated independent willful unconventional emotional free-spirited
Very Low Segment	team player avoids confrontation humble dependent self-denying participating	analytical withdrawn detached probing logical listening	testing changeable energetic reactionary dynamic spontaneous	uninhibited obstinate fearless defiant extremist self-expressive
LOW TYPE Least Predominant	DOMINANT Comfortable working on a team	INSPIRING Comfortable working alone	SUPPORTIVE Comfortable working spontaneously	CAUTIOUS Comfortable working instinctively

John as a Team Member



John's Main Strength:

You are great at being a visionary and influencing others with persuasion and positive interaction.

Main Motivation: Expressing free-spirited energy, maintaining independence

Individual Talents and Gifts: Friendly approach, optimistic outlook

Value as a Team Member: Openness to pioneering efforts, enthusiasm in selling and motivating others

Ideal Environment: Varied activities involving people, freedom from details

Key to Motivate: Public praise and recognition; excitement; active participation on the team; feedback on performance; opportunity to develop people and organizations; optimistic coworkers

Keys to Manage: While working with others: I/D style blends need to focus on results and productivity; people to associate and work with; to handle routine paperwork more efficiently; to concentrate on tasks rather than socializing; you cannot make everyone happy

How You Act Best Under Pressure (your perception): A motivator; good communicator; charming; winsome; delightful; attracting others

How Others *May* MISUNDERSTAND and MISREAD Your Actions Under Pressure (if they do not understand you): Self-advancing; self-serving; "pushy;" unrealistic; driven; poor listener

Things to be aware of (possible blind spots): Connecting past events and commitments with current events

Complementary Personality Styles: S/C, C/S, D/C, C/SD

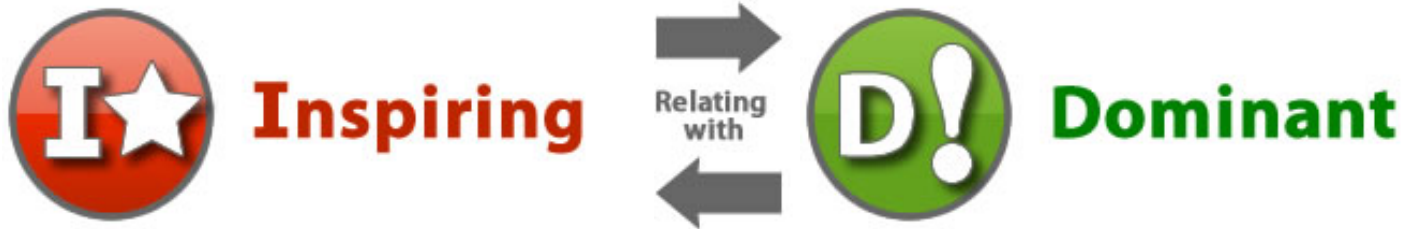
Leadership Guide

Leading Dominant-D Style People



Those who have Dominant-D style traits have a built-in desire to be productive and get RESULTS! You can help to lead this type of person by working with their goal-driven, never-quit mindset. This guide will help you to better understand and lead this powerful personality style!

Leadership Strengths/Struggles/Strategies Working with Dominant-D's



Because your primary style is I ...

Remember the following when leading a **Dominant D-Style person**:

STRENGTHS you share as you lead:

Inspiring leaders will delight in the strengths of the D person, brag about their accomplishments and share the spotlight in any honors. Both leader and team member possess confident, activity-driven outlooks on life, and they want to look like winners. The I leader's frequent praise for achievement and encouragement is motivating to the D person, who desires to be respected.

STRUGGLES you may face as you lead:

Inspiring leaders want to be liked, and they have a tendency to become too permissive. While the D team member needs some freedom and choices, they must have well-defined and firmly adhered to boundaries. If the high I leader is not careful, the D person will take control.

STRATEGIES for leading and conflict resolution:

Understand that this team member is direct and results driven. Get to the point when communicating with this person. Expect they will challenge you and do not take it personally. Work first and then have fun. Realize that this person will frequently push you out of your comfort zone.

Leadership Keys for the D-Style



When leading, working with or communicating with a "D" type personality, remember they are **ambitious, forceful, decisive, strong-willed, independent and goal-oriented.**

To be an effective leader you need to:

1. Be prepared with support material in a well-organized "package."
2. Be clear, specific, brief and to the point.
3. Stick to business.

Additional factors that will create tension or dissatisfaction:

1. Talking about things that are not relevant to the issue.
2. Leaving loopholes or cloudy issues.
3. Appearing disorganized.

10 words that a "D" likes to hear

1. Bottom line
2. Results
3. Goal
4. Winning
5. Accomplish
6. Confident
7. Dominate
8. Strong
9. Success
10. Action

10 words that a "D" does NOT like to hear

1. Maybe
2. Probably
3. Perhaps
4. I think
5. Pretty good
6. I will try
7. I am not sure
8. Sometimes
9. I could
10. I am pretty sure

Leadership Expectations

Interacting with with Dominant-D's



How to relate best to someone who is primarily Dominant:

They want to know:	WHAT
If they are interested, they will:	CHALLENGE YOU
They want you to:	BE DIRECT
Because they will:	DECIDE QUICKLY

They want to be in control, and they will only decide about a matter if they can see how it relates to their goals. Their main motivation will probably be to solve some sort of problem or achieve something. Leadership with this personality style is primarily about presenting solutions that are relevant to them.

Phrases to use: (encourage their eagerness to lead)

- You are in charge.
- I have confidence in you.
- You have complete authority to make it happen.
- I'll give you whatever resources you need to meet the goal.
- I know that, if anyone can handle this situation, it's you.
- What do you need to move ahead?
- What would you like to do next?
- Your leadership in this matter is critical.
- See what solutions you can come up with, and go with whatever you think is best.

In Summary:

Their issue is POWER. They will DECIDE in order to SOLVE PROBLEMS, because their focus is THE GOAL.

Note: Review the page on Communication with a D-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.

Leadership Communication Approach

Talking with Dominant-D's



with someone who is primarily D (dominant)

John, because your primary style is **I**,

Please remember the following when communicating with a **D-style** person:

- 1) **Emphasize real results.**
- 2) **Look at having a specific agenda to meet your client's goals.**
- 3) **Be prepared with bottom line facts; be efficient in your time allotment.**

INSIGHT: Be confident and sure of yourself. Your friend may be forceful. Show strength. Be direct. Emphasize results.

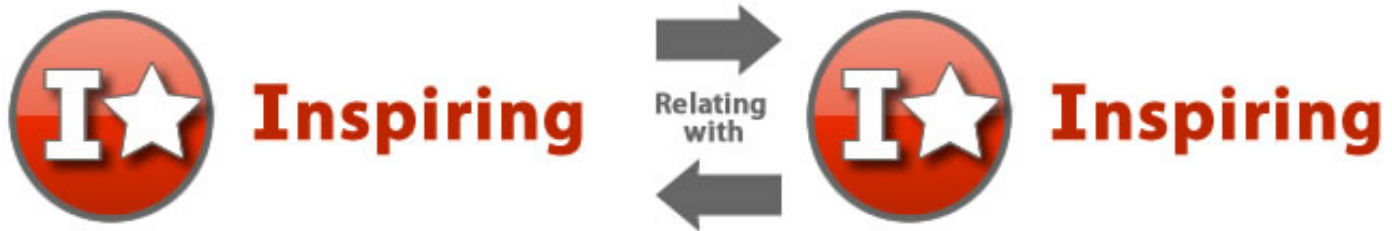
Leadership Guide

Leading Inspiring-I Style People



Those who have Inspiring-I style traits have a built-in attraction to excitement and interaction with people! You can help to lead this type of person by working with his or her upbeat, energetic enthusiasm. This guide will help you to better understand and lead this dynamic personality style!

Leadership Strengths/Struggles/Strategies Working with Inspiring-I's



Because your primary style is I ...

Remember the following when leading an **Inspiring I-Style person**:

STRENGTHS you share as you lead:

Both of you live life enthusiastically and optimistically. You both enjoy being with people, like to have fun, want to impress others and freely give compliments and praise. When you make mistakes, you both will give a lot of slack and tend to forgive easily.

STRUGGLES you may face as you lead:

Because both leader and I team member tend to live life emotionally, you may end up competing to be the center of attention. Jealousy between a high I boss and a high I team member is not uncommon. Also, since you both tend to be impulsive, issues such as following through on responsibilities and financial discipline can become a problem.

STRATEGIES for leading and conflict resolution:

Remember to listen to the high I team member. He/she likes to talk as much as you do. Give sincere recognition of this person's abilities, ideas and contributions. Realize that this person dislikes details as much as you do. Write down who is responsible for what and keep each other accountable. Set limits and boundaries and follow through with corrective action. Resist bailing the person out when he/she fails to follow through. This will not be easy, but it is necessary for him/ her to grow in the area of responsible behavior.

Leadership Keys for the I-Style



When leading, working with or communicating with an "I" type personality, remember they are **magnetic, enthusiastic, friendly, demonstrative and political.**

To be an effective leader you need to:

1. Provide a warm and friendly environment.
2. Ask "feeling" questions to draw their opinions or comments.
3. Don't deal with a lot of details but when you do, put them in writing.

Additional factors that will create tension or dissatisfaction:

1. Driving on facts and figures, alternatives, abstractions.
2. Controlling the conversation.
3. Being curt, cold or tight-lipped.

10 words that an "I" likes to hear

1. Fun
2. Creative
3. Dream
4. Friendly
5. Variety
6. Flexible
7. Spontaneous
8. Popular
9. Upbeat
10. Entertaining

10 words that an "I" does NOT like to hear

1. Plan
2. Schedule
3. Agenda
4. Budget
5. Commitment
6. Coordinate
7. Alone
8. Rigid
9. Timetable
10. Repetitive

Leadership Expectations

Interacting with Inspiring-I's



How to relate best to someone who is primarily Inspirational:

They want to know:	WHO
If they are interested, they will:	TELL YOU HOW THEY FEEL
They want you to:	BE EXCITED
Because they will:	DECIDE EMOTIONALLY

Their priority of people means that they want to feel good about you and the people you are associated with. Be excited with them. Talk energetically with them about other people, interesting stories and fun things to do. Leadership of this personality style is primarily about moving enthusiastically with them toward short-term goals that involve dynamic interaction with people.

Phrases to use: (encourage their energy with people)

Who can we get together to work on this project?
 Who would you like to have on your team?
 We are looking for someone with energy and enthusiasm like you!
 How soon can you pull together a meeting with everyone?
 Can you help me with some ideas to get this started?
 I'm so excited that we get to work together!
 You add so much fun to everything!
 What would be a good way to reward ourselves when we reach our first goal?
 Thank you for your positive attitude and outlook!

In Summary:

Their issue is PEOPLE. They will INTERACT in order to PERSUADE OTHERS, because their focus is THE POPULAR.

Note: Review the page on Communication with an I-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.

Leadership Communication Approach

Talking with Inspiring-I's



with someone who is primarily I (inspirational)

John, because your primary style is **I**,

Please remember the following when communicating with an **I-style** person:

- 1) **Emphasize approval of his or her dreams.**
- 2) **Look at mentioning people who have improved their lifestyle by using the information.**
- 3) **Be aware of the agenda and time.**

INSIGHT: Be enthusiastic and complimentary. Your friend will talk and exaggerate a lot. Listen and don't try to control the conversation or prove your point.

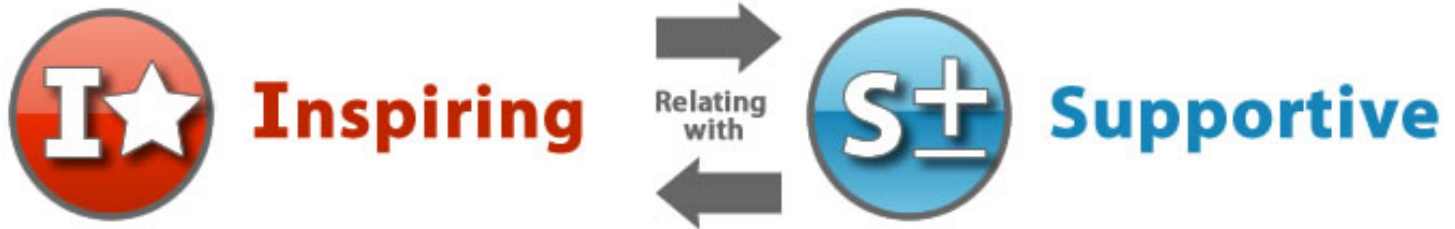
Leadership Guide

Leading Supportive-S Style People



Those who have Supportive-S style traits have a built-in desire to be helpful and cooperative. You can help to lead this type of person by relating to them according to their friendly, relaxed nature. This guide will help you to better understand and lead this dependable personality style!

Leadership Strengths/Struggles/Strategies Working with Supportive-S's



Because your primary style is I ...

Remember the following when leading a **Supportive S-Style person**:

STRENGTHS you share as you lead:

Inspiring leaders will appreciate the easygoing, relaxed nature of the Sensitive type. The leader likes to talk; the S team member enjoys listening. They tend to get along very well together.

STRUGGLES you may face as you lead:

Most struggles between I leaders and S individuals center around differences in pace. The high I leader enjoys a fast-paced, exciting lifestyle, and this is exactly what the high S wants to avoid. The high I likes noise and confusion; the high S desires peace and quiet. The high I leader thrives on spontaneity, variety and quick changes. The high S person is slow to change, enjoys routines and dislikes surprises and unplanned changes.

STRATEGIES for leading and conflict resolution:

Slow down your approach. Let the person respond at his/her own slower pace. Allow this team member time for making decisions. Tone down your enthusiasm. Do not make them uncomfortable by being overly enthusiastic about his/her achievements in front of others. Provide support and encouragement in private, rather than public ways. Be sincere in your praise and appreciation of this person. Whenever possible, give plenty of notice as to what and how things may change. Ask for the team member's help in getting tasks accomplished. The S individual loves to feel that his/her contribution is valued and wanted.

Leadership Keys for the S-Style



When leading, working with or communicating with an "S" personality, remember they are **patient, predictable, reliable, steady, relaxed and modest.**

To be an effective leader you need to:

1. Present your case softly, non-threateningly.
2. Ask "How?" questions to draw their opinions.
3. Begin with a personal comment in order to break the ice.

Additional factors that will create tension or dissatisfaction:

1. Forcing them to respond quickly to your objectives.
2. Being domineering or demanding.
3. Rushing headlong into business.

10 words that an "S" likes to hear

1. Easy
2. Guarantee
3. Family
4. Harmony
5. Together
6. Loyal
7. Traditional
8. Comfortable
9. Share
10. Team

10 words that an "S" does NOT like to hear

1. Conflict
2. Change
3. Rush
4. Risk
5. Surprise
6. Uncertain
7. A new venture
8. Experimental
9. Confront
10. Difficult

Leadership Expectations

Interacting with Supportive-S's



How to relate best to someone who is primarily Supportive:

They want to know:	HOW
If they are interested, they will:	TAKE THEIR TIME
They want you to:	BE SINCERE
Because they will:	DECIDE SLOWLY

They want predictability, and they will need a friendly, comfortable environment to be in. Give them reassurance that what you are suggesting will be a good experience for them and others. They do not want to venture out of their comfort zone, so don't push or force anything. Leadership of this style is about being sincere and giving gentle encouragement to take small steps in a safe direction.

Phrases to use: (remember to be sincere, patient and supportive)

Thank you so much for helping me on this.
 How about if we just take a small step and try this approach to see how it works?
 Your contribution is so important. Everyone appreciates your input.
 It's ok to make a choice; we can always change our approach later on if we need to.
 Let's work on this together, and we can help each other.
 Someone will be there to personally guide you through the process.
 You can handle this - I have confidence in you. You can do it.
 That seems to be a very safe and sensible approach.
 Do you mind if we try it out?

In Summary:

Their issue is PREDICTABILITY. They will SEEK A STABLE ROUTINE in order to MAINTAIN STATUS QUO, because their focus is THE ACCEPTED.

Note: Review the page on Communication with an S-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.

Leadership Communication Approach

Talking with Supportive-S's



with someone who is primarily S (supportive)

John, because your primary style is **I**,

Please remember the following when communicating with an **S-style** person:

- 1) **Emphasize the security of your personal service.**
- 2) **Look at how you can help him or her.**
- 3) **Be personal.**

INSIGHT: Be sensitive. Let your friend share his or her feelings. Don't interrupt. Let your friend finish talking before your talk.

Leadership Guide

Leading Cautious-C Style People



Those who have Cautious-C style traits have a built-in ability to focus on fine details that others may miss! You can help to lead this type of person by working with their quality-driven, factual approach to life. This guide will help you to better understand and lead this detail-oriented personality style!

Leadership Strengths/Struggles/Strategies Working with Cautious C's



Because your primary style is I ...

Remember the following when leading a **Cautious C-Style person**:

STRENGTHS you share when leading:

You can learn much from each other, because each of your strengths provide a good balance to the other's weaknesses. The C type can learn not to take things so seriously and to have more fun. And this team member can help you think things through in a more analytical way.

STRUGGLES you may face when leading:

Your differences can lead to frequent misunderstandings. You love to talk and "be on the go," but sometimes the other person needs to have time alone. Also, because you are so verbal, you may miss this team member's more indirect way of sharing concerns.

STRATEGIES for leading and conflict resolution:

Tone down your emotional reactions and your enthusiasm. Be more factual and objective, especially in the midst of conflict. Realize that the person's drive for perfection is as deeply felt as your need for fun. He/she cannot simply "lighten up" and laugh off mistakes. Do not rush or push. Allow the other person time alone to do quality work. Be sincere in your praise and appreciation of his/her work. Tell this team member what he/she did well in specific descriptive terms, rather than simply saying, "Great job!" "Terrific!" or "You did a fantastic job." Remember, this person's worst fear is criticism of his/her work. Be gentle when correcting. Do not expect this person to be a risk-taker. Accept his/her cautious nature.

Leadership Keys for the C-Style



When leading, working with or communicating with a "C" type personality, remember they are independent, neat, conservative, perfectionistic, careful and studious.

To be an effective leader you need to:

1. Be accurate and realistic.
2. Prepare your "case" in advance.
3. Stick to business

Additional factors that will create tension or dissatisfaction:

1. Being silly, casual, informal and loud.
2. Being disorganized or messy.
3. Pushing too hard or being unrealistic with deadlines.

10 words that a "C" likes to hear

1. Precise
2. Analyze
3. Structure
4. Rules
5. Proven
6. Details
7. Knowledge
8. Accurate
9. Method
10. Quality

10 words that a "C" does NOT like to hear

1. Casual
2. Spontaneous
3. Flexible
4. Unorganized
5. Faster
6. Unscheduled
7. Carefree
8. Small errors
9. Failure
10. Hurry

Leadership Expectations

Interacting with Cautious C's



How to relate best to someone who is primarily Cautious:

They want to know:	WHY
If they are interested, they will:	ASK QUESTIONS
They want you to:	BE CREDIBLE
Because they will:	DECIDE CAREFULLY

Their priority for procedure and logic means that they will need good reasons why going in a particular direction makes sense. This personality style naturally asks questions as a way of thinking things through. Their areas of interest or focus may be very specific, so be patient as you answer questions. Leadership of this personality style is about being logical and providing enough time and information for them to think through options.

Phrases to use: (provide information, build credibility, be patient)

- Our research shows that this is a good option.
- What is the best option in your opinion?
- What other information can I provide to help you?
- What factors are most important to you right now?
- You have done excellent work so far.
- How can we apply what you have learned?
- What do you see as the next step that needs to be taken?
- How much time do you think you will need to think this over?
- What are you most concerned about at this point?

In Summary:

Their issue is PROCEDURE. They will SEEK FACTS in order to UPHOLD PRINCIPLES, because their focus is THE RULES.

Note: Review the page on Communication with a C-Style to know how to say things in a way that they will be receptive to. Adapt your style to their personality needs.

Leadership Communication Approach

Talking with Cautious C's



with someone who is primarily C (cautious)

John, because your primary style is **I**,

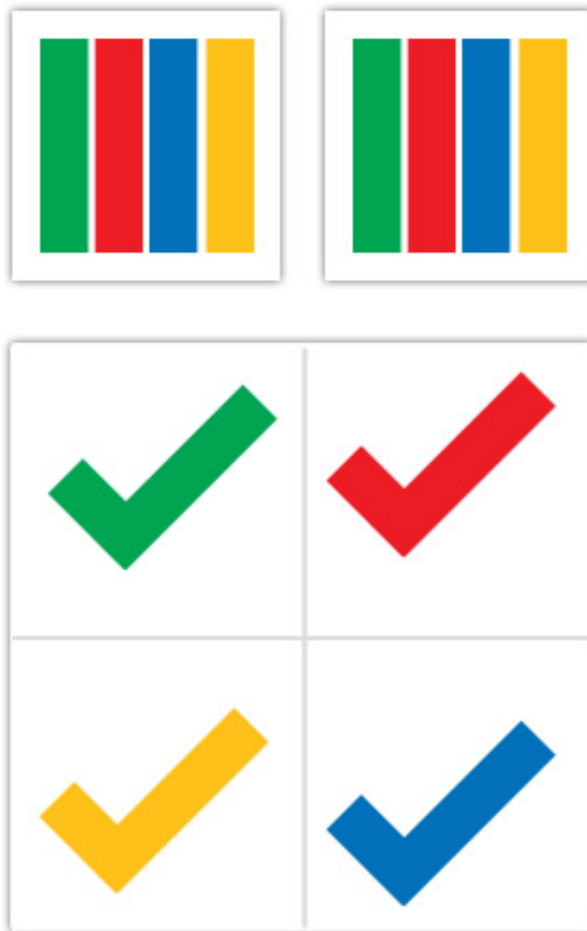
Please remember the following when communicating with a **C-style** person:

- 1) **Emphasize quality.**
- 2) **Look at realistic expectations.**
- 3) **Be patient and logical.**

INSIGHT: Be factual and make sure of your facts. Ask for suggestions. Be open and respectful. Give details concerning problems. Be precise and methodical.

Graphs and Guides

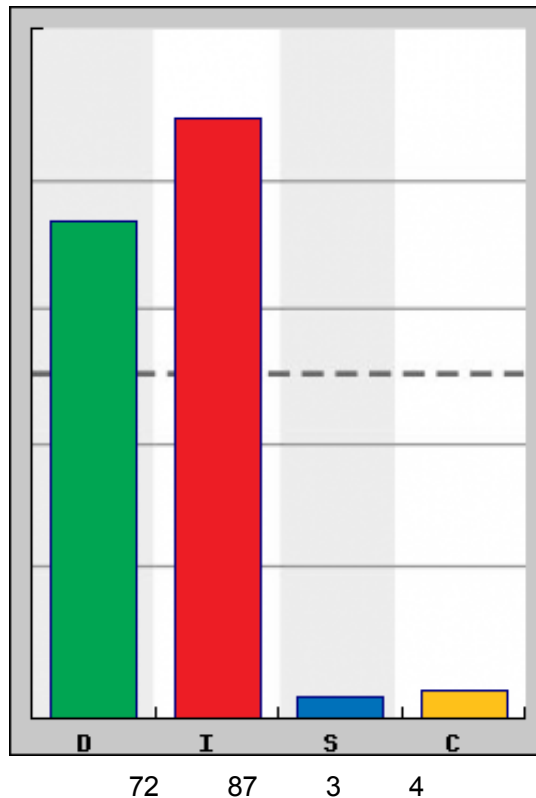
Personality Graph Details and Application Guides



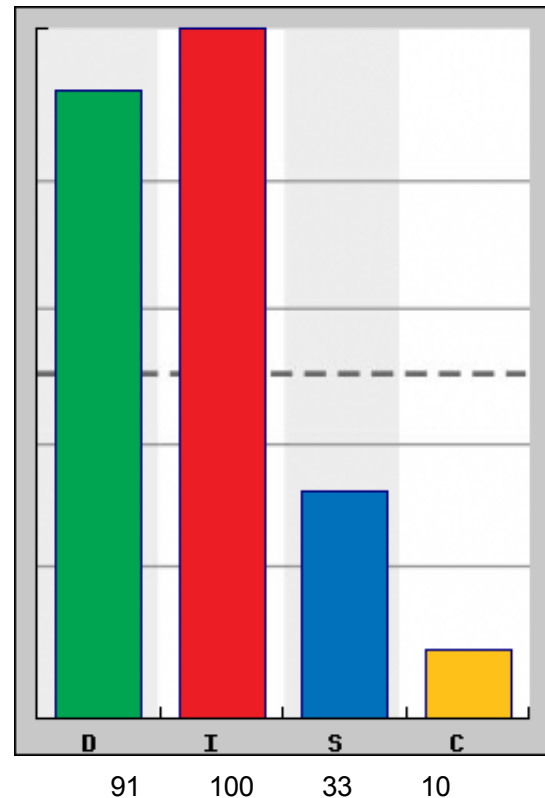
Graphs for John Sample



Your Environment Graph
(How People See You)



Your Basic Graph
(The Real You)



Very High
High
Avg. Above
-- Mid-line --
Avg. Below
Low
Very Low

Overview of Your Graphs

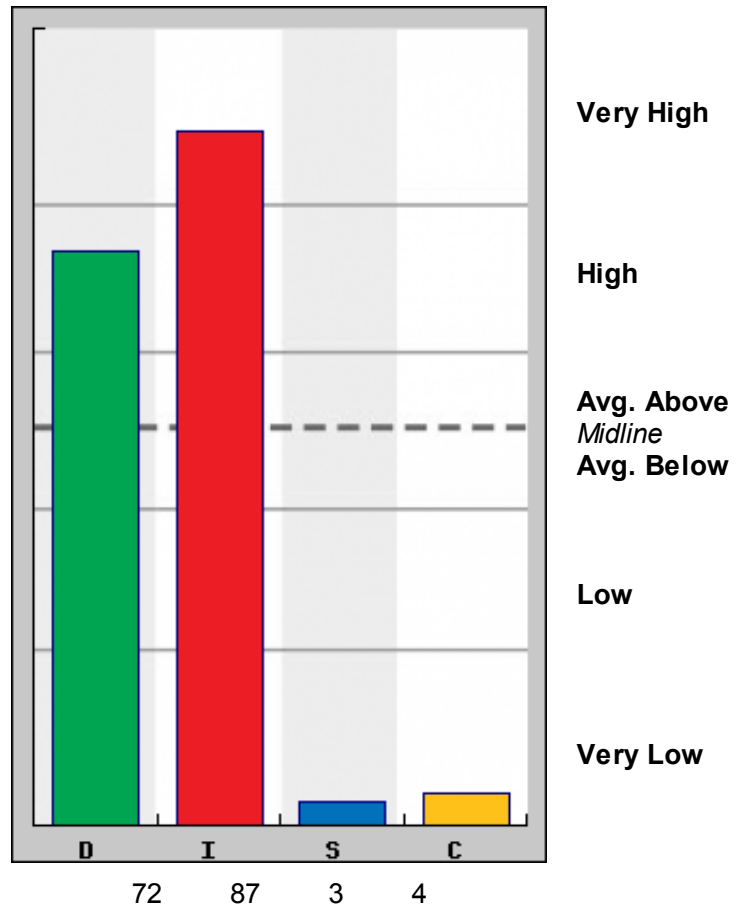
The graphs above show levels for your D, I, S and C personality traits. The higher the level of the trait, the stronger it is. The graph on the left is called **Your Environment Graph**. This graph shows how people see you. It shows how you tend to act with other people (in the environment). The graph on the right is called **Your Basic Graph**. This graph reflects how you see yourself. It shows how you are most comfortable acting when feeling free to be yourself. **This is the graph that was used to determine your personality blend as being I/D.** Keep in mind that **behavior in your environment is often different than your real personality preferences.** This report can give you insights into the dynamics of your personality style. You may observe that you exhibit very different personality traits in different situations. That is normal. **As you learn to see the patterns in your behavior, you will be able to interact more effectively with others.**

Understanding Your Environment Graph

Your Environment Graph shows the way you have learned to function in your environment in order to achieve success. Your environment's requirements and expectations influence why you choose to act the way you do. The way you adapt to your environment can change depending on what you are going through in your life, changing role requirements, or major life-changing events. So, depending on the situation, you may respond with different personality traits to a greater or lesser extent. Therefore, your Environment Graph can vary some over time (months or years).

Your **Environment Graph** is based on answers you selected in the MOST category in the assessment (characteristics MOST like you). Your MOST choices are influenced by your environment. A simple illustration will explain why the Environment Graph comes from your MOST choices. What do you MOST want for dinner tonight? Pizza? Steak? A seafood salad? Your MOST choice for dinner is influenced by your environment. You might order pizza if you are in a hurry. You might choose steak to celebrate a special event. You might choose the seafood salad if you are on a diet. You make similar decisions in your behavior. You may need to be very decisive at work, so your Dominant (D) traits may score higher than they otherwise might in a more relaxed situation. Likewise, if your work requires you to be very exact and careful every day, then you would expect your Cautious (C) traits to score a little higher than they might otherwise. The more "MOST" choices you made for a given DISC type in your assessment, the higher your plotting point for that given DISC type would be in the graph.

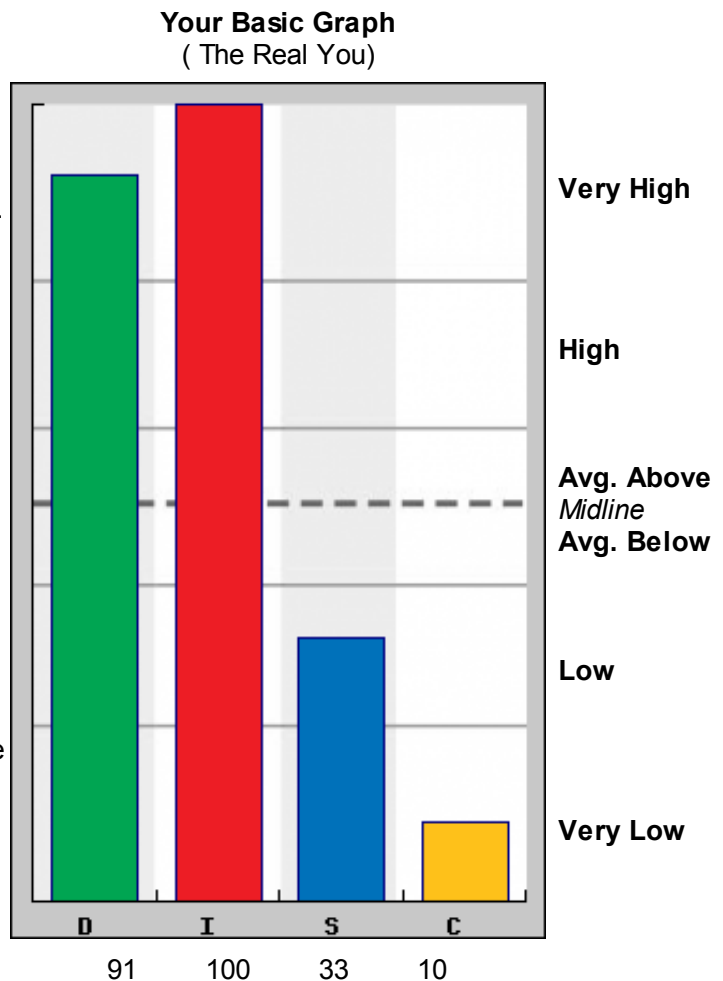
Your Environment Graph
(How People See You)



Understanding Your Basic Personality Graph

Your **Basic Graph** shows your natural behavior. It shows how you are "wired" to behave when you are totally at ease. It is also the behavior you will gravitate to when you are under pressure, because it is the response that comes easiest to you. Your personality is built into who you are. You were designed a certain way from birth, before any outside influences occurred. Your natural personality traits vary less over time, because they are not significantly influenced by your environment.

Your **Basic Graph** is based on the choices you made in the LEAST category in the assessment (characteristics that were LEAST like you). Each time you made a LEAST choice for a given DISC type in your assessment, you indicated that you were least like that trait and the lower your plotting point for that trait would be. Do you remember our dinner illustration from the previous page? What if you were given the dinner choices of pizza, steak, or a seafood salad, but you hated seafood? Chances are good that you would choose seafood as your LEAST desirable choice. You probably would not change that choice, no matter where you were. You are usually very consistent in the things you do not like. Likewise, you are usually consistent in staying away from behaviors that are LEAST comfortable to you when you have a choice.



How many different graphs are there?

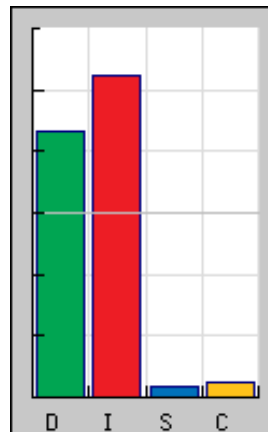
Some people associate DISC with only 4 personality styles. However, you are a BLEND of ALL 4 personality traits that each have their own levels. The personality assessment can yield over 39,000 possible graph combinations. The validity of these reports in a statistical study showed about eighty five to ninety percent accuracy rate. For a more in-depth discussion of DISC, or to understand your graphs more completely, please refer to the books **Positive Personality Profiles** and **Who Do You Think You Are, Anyway?** by Robert A. Rohm, Ph.D.

Stress Potential Analysis for John

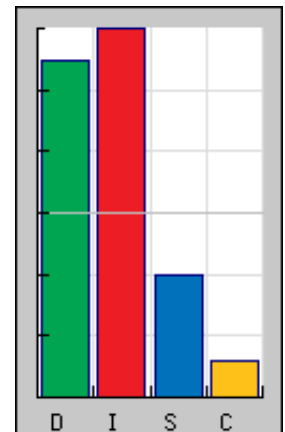


The two graphs shown on the right show levels for your D, I, S and C personality traits in your **Environment Graph** and your **Basic Graph**. Different levels for the same trait in each of the two graphs shown can indicate that the way you behave in your environment is different than your natural behavioral preferences. If the differences are great, then your environment may be "out of your comfort zone" and create a level of stress. You may not perceive your environment as stressful, but you may find that you are drained of energy when you adapt to your environment. For example a very task-oriented person may feel quite challenged speaking with people all day long. Likewise, a very people-oriented person may feel drained after working alone all day on something tedious.

Environment Graph

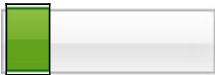
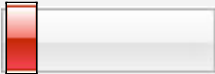
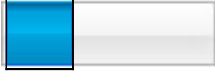
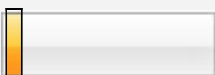


Basic Graph



Very High
High
Avg. Above
-- midline --
Avg. Below
Low
Very Low

John's Stress Potential Levels:




Area	Stress Potential	Observation
D Traits	 low	You tend to slightly lower your D-style personality traits in your environment. You are very comfortable in your D-traits in your environment.
I Traits	 low	You tend to slightly lower your I-style personality traits in your environment. You are very comfortable in your I-traits in your environment.
S Traits	 medium	You tend to lower your S-style personality traits in your environment. You are somewhat comfortable in your S-traits in your environment, even though it requires you to be a little more outgoing or task-oriented.
C Traits	 very low	You tend to maintain your C-style personality traits in your environment, which indicates that you are very comfortable with the demands of your environment with regard to being reserved and task-oriented.

What to Emphasize with Each Style

<p>With DOMINANT (D) Style People Emphasize:</p>	<p>With INSPIRING (I) Style People Emphasize:</p>
<ul style="list-style-type: none"> • Results • Opportunities • Solutions • Goals • Plans • Wise use of time • Leadership role • Authority • Their bold nature • Bottom line • Ownership • Efficiency 	<ul style="list-style-type: none"> • Fun • Enjoyment • Recognition • Dreams • People • Lifestyle • Energy • Enthusiasm • Their outgoing nature • Expectations • Stories • Success
<p>With CAUTIOUS (C) Style People Emphasize:</p>	<p>With SUPPORTIVE (S) Style People Emphasize:</p>
<ul style="list-style-type: none"> • Quality • Value • Logic • Principles • Honesty • Integrity • Consistency • Validation • Their inquisitive nature • Details • Loyalty • Correctness 	<ul style="list-style-type: none"> • Support • Reliability • Teamwork • Service • Peace • Family • Steadiness • Relationships • Their cooperative nature • Understanding • Security • Friendships
<p>Remember: Emphasize what others are interested in!</p>	

3 Special Tips to Remember



If Your Style is	Remember
 Dominant	<ul style="list-style-type: none"> • Don't push • Give people time to process and think • Use softer tones
 Inspiring	<ul style="list-style-type: none"> • Be organized • Stay focused • Be credible
 Supportive	<ul style="list-style-type: none"> • Be confident • Remember that challenges are okay • Don't be controlled by FEAR (False Evidence Appearing Real)
 Cautious	<ul style="list-style-type: none"> • Don't overdo details • Remember the person, not the task • Smile more and lighten up a little

Review of DISC Traits



Outgoing



Style: DOMINANT, Determined
Main Features: Good problem solver; risk taker; strong ego; self-starter; goal oriented
Value to Group: Good motivator; good at organizing events; high value on time; results-oriented
Danger Zones: Argumentative; does not like routine; oversteps authority at times; can be pushy
Greatest Fear: Someone taking advantage of them

Style: INSPIRING, Influencing
Main Features: Outgoing; talkative; enthusiastic; impulsive; persuasive; optimistic
Value to Group: Good encourager; good sense of humor; peacemaker; creative problem solver
Danger Zones: Inattentive to detail; prefers popularity to doing right; "convenient" listener; disorganized
Greatest Fear: Rejection; loss of social approval

Task-Oriented

People-Oriented

Style: CAUTIOUS, Correct
Main Features: Thinks things through; accurate; high standards; careful; systematic; precise
Value to Group: Good organizer; follows directions; even-tempered; clarifies situation well
Danger Zones: Finds fault easily; so focused on detail may miss big picture; too critical
Greatest Fear: Criticism of their work and effort

Style: SUPPORTIVE, Steady
Main Features: Warm; friendly; understanding; patient; easygoing; good follow-through
Value to Group: Good listener; team player; loyal; reliable; dependable; works well under authority
Danger Zones: Resistant to change; "stuffs it" inside; difficult establishing priorities; sometimes oversensitive
Greatest Fear: Loss of security and stability









Reserved



Reading Others - What to Observe

Use the chart below to help you quickly identify a person's primary personality style.

Observation		D	I	S	C
	Likes to do things	The FAST way	The FUN way	The TRADITIONAL way	The PROPER way
	Personal Decor	Large desk, awards, useful accessories	Flashy, trendy, with fun pictures	Family pictures, personal mementos	Aesthetically pleasing, unique, functional
	Body Language	Big gestures, leans forward, advancing	Expressive, friendly posture, amusing	Gentle gestures, reassuring	Unemotional, controlled gestures, assessing
	Speech Pattern	Directive tones, abrupt, interrupting, intentional	Talkative, varied tones, personal, easily distracted	Conversational, warm tones, friendly, prefers listening	Clarifying, monotone, logical, focused, questioning
	Processes by asking	What?	Who?	How?	Why?
	Personal Strength	Firm	Fun	Friendly	Factual

D Styles: How Others Can Perceive Them



Under Control How you see yourself	Out of Control How others may perceive you
Outspoken	Rude
Assertive	Cruel
Productive	Inconsiderate
Straight-forward	Detached
Goal-oriented	Impatient
Confident	Conceited
Competitive	Ruthless
Bold	Arrogant
Deliberate	Dictatorial

Insights into the "D" Personality Style:

"High D" personality styles are often misunderstood. A high D who is able to adapt to the pace of others and communicate on a personal level is much more likely to maintain good relationships (which ultimately leads to more productivity). They can be intense. They tend to know 2 speeds in life - zero and full throttle. Those who work with the high D can remember not to take everything personally. While high D personality styles can be seen as being all about "getting-it-done," it is important to remember that they also have feelings and personal needs. They can be very caring, but the way they express their feelings tends to be by doing something for the ones they care for. Show the high D some respect, pick up the pace a little, and you'll make a hard-working, loyal friend!

I Styles: How Others Can Perceive Them



Under Control How you see yourself	Out of Control How others may perceive you
Friendly	Weak-willed
Carefree	Undisciplined
Optimistic	Unrealistic
Persuasive	Manipulative
Free-spirit	Impulsive
Imaginative	Day-dreamer
Outgoing	Overactive
Communicative	Self-promoter
Relational	Shallow

Insights into the "I" Personality Style:

"High I" personality styles are the easiest to spot. They are expressive, interactive and engaging. They feel and outwardly express a wide range of emotions. Be open to "experience" being with them. Their world is more dramatic, their colors more intense, and they look at life through "positively enhanced" glasses. A high I who is able to adapt their behavior to be more serious when necessary will be well received and well liked. Give the high I the freedom to express themselves and try things out. They do life interactively, so engage with them, lighten up and enjoy the ride!

S Styles: How Others Can Perceive Them



Under Control How you see yourself	Out of Control How others may perceive you
Reliable	Dependent
Listener	Fearful
Conservative	Resists Change
Quiet	Unemotional
Helpful	Push-over
Peaceful	Passive
Cooperative	Indecisive
Loyal	Possessive
Softhearted	Enabling

Insights into the "S" Personality Style:

"High S" personality styles tend to be very quiet, softspoken and non-assuming. Their more gentle approach can be soothing. The high S who can look at challenges in life objectively and make difficult decisions will be more able to adapt to the inevitable challenges that occur in life. S personality styles can be easy to overlook. You can hurt their feelings and never know it. They add a measure of harmony that helps to maintain a peaceful environment. Turn your intensity level down a notch when you are around a high S. Relax, have a seat and visit with them to see how they are doing.

C Styles: How Others Can Perceive Them



Under Control How you see yourself	Out of Control How others may perceive you
Observant	Intrusive
Questioning	Prying
Cautious	Distrustful
Efficient	Fixated
Orderly	Compulsive
Consistent	Rigid
Private	Unsociable
Excellent	Perfectionist
Reserved	Emotionless

Insights into the "C" Personality Style:

"High C" personality styles tend to be more solitary. While high C's are reserved, they tend to act with purpose and focus when they reach a decision. In that way, a high C can come across as a high D (dominant, determined, doer) at times. A high C who can adapt their approach to life by seeing it through the eyes of other people can experience much more connection with others. Feelings are shared by high Cs only after trust is established, and that tends to take a long time. Be consistent with a high C. Getting into their personal space takes time. High C's have feelings like anyone else, but it tends to be harder to express them.

Appendix

Leadership Take-aways for John Sample

Date: _____

Review your KCC - DISC - Personality Profile Report and write the answers in the following worksheet in your own words.

My Personality Blend is: (page 15) _____

My Strengths are: (page 17)

Something important that I learned about how I work on a team is: (page 26)

The leadership style that I most identify with is: (pages 7-12)

Main points I need to remember when leading Dominant-D style people are: (pages 27-31)

Main points I need to remember when leading Inspiring-I style people are: (pages 32-36)

Main points I need to remember when leading Supportive-S style people are: (pages 37-41)

Main points I need to remember when leading Cautious-C style people are: (pages 42-46)

Terms for 'Guard Against' Responses



(Refer to the [Basic Style Chart](#) in this report)

The following words are used to describe behaviors that all personality styles should guard against (see the Basic Style Chart on page 19). Brief periods of quick reactions or out-of-control behavior are normal when a person is in a fearful situation; however, it is important to RESPOND instead of REACTING to situations. Responding allows a person to be in-control (exercise self-control). Fears may be a cause for concern, but they should not control a person.

Anger - A secondary response when you have experienced hurt or fear. Rather than getting angry, ask yourself who hurt you or what are you fearful of at the present moment. Dealing with your hurt or fear can help calm your anger.

Blame - Avoiding taking responsibility; a person can blame people or circumstances.

Nonparticipation - Not engaging, no response, minimal interaction.

Criticism - Not understanding the need to set realistic expectations of themselves and others.

Indifference - No emotion, a person just doesn't care; no importance or value one way or the other; disinterested; unconcerned.

Suspicion - Thinking that the other person has an ulterior motive or is not sincere.

Impatience - Feeling a strong need for some type of action or result.

Emotion - Personal feelings. High C styles (cautious, calculating) may allow reason (intellect, logic) to so rule over emotion that emotion is given no value at all. Low C styles may allow emotion to rule over reason so much that they are not rational.

More Resources Available



Dear John,

We hope that you have enjoyed reading your **KCC - DISC - Personality Profile Report**.

Please contact us if we can be of assistance.

Thank you.

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