



DISCovering My Career Path

An Evaluation of Behavioral Styles and Occupations

Report For: **Sandra Sample**

Style: **IC/C**

Focus: **Work**

Date: **6/10/2020**



DISCovering Me
Learning and Growing Together

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Why is Independently Tested Accuracy of this Assessment Important?



A recent review revealed a **significant majority of assessments available today were absent the studies & reporting to confirm their accuracy.** Of the small minority which claimed reporting, the significant majority of those were conducted privately; oftentimes by the assessment provider itself, rather than an objective and scientifically qualified third party. However, we are leading by example in this otherwise unregulated industry. How are we doing this? By submitting our assessments to an objective, independently conducted battery of tests: Construct Validity, Reliability, and Disparate Impact - all by a qualified scientific authority (*Assessment Standards Institute*). Our goal? Ensuring the trust and confidence of our users by producing the industry’s most accurate and class protected assessments. Please turn to the last page of this report to learn more on this topic, and the steps we’ve taken to safeguard the scientific accuracy of this assessment.

Introduction: DISCovering My Career Path Report

Congratulations on your participation in the DISCovering My Career Path Report used to analyze your Communication Preferences, Behavioral Style and Seven Dimensions of Motivations, for supporting you when choosing a career path.

The *DISCovering My Career Path Report* helps you make career decisions, by identifying your DISC Style's observable behavior based on your needs, emotions, and seven dimensions of motivations. It also introduces you to Character Virtues to practice and develop, and gives you the opportunity to reflect on your ideal career path based on your style, motivations and interests.

Your report does not tell you that you **MUST** choose a particular career path just because you have a certain style or specific motivations. It is designed to guide your choices to consider, when choosing your career path by showing you the types of careers or jobs that people with your typical behavioral patterns prefer doing and find the most satisfaction in. It will provide you with this feedback and suggest some options to consider. Insights about your personality and the motivations you have will help you make a more informed decision.

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

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

1. Knowing your natural behavioral tendencies and motivations,
2. Determining the behavioral demands of the job, and
3. Understanding the emotional cost you can expect if you have to "adapt" your natural style to "fit" the needs of a particular job or role, OR if your goal is to simply select a career that utilizes your natural style's talents... or both!

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

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

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



DISCovering My Career Path

Career satisfaction, happiness, and success are possible, if you know what to look for and how to make it happen!

With this personalized and comprehensive report, you have tools to help you understand how behavioral styles gravitate to certain jobs and how you can become more effective in making informed decisions when choosing a career path.

This report does not assign personal values, interests, aptitude, IQ or work history. Instead, it concentrates on the tendencies you have that influence your behavior, and helps you to recognize the preferences and strengths you bring to a job. Establishing the best career path is a result of learning, which types of jobs will require qualities like those in your natural style... and will be a “natural job fit” for you!

Many of us grew up believing the wisdom of treating others the way we would like to be treated — the Golden Rule. We soon realized that another practical rule to live by seemed to be what Dr. Tony Alessandra calls “The Platinum Rule® — Treat others the way THEY want to be treated. (You can purchase a copy of Dr. Tony’s book “*The Platinum Rule*” in the Resources section at the end of this report.).

With this personalized and comprehensive report in your hands, you have the tools to help you become a better you and help you behave more maturely and productively. Then you can develop and use more of your natural strengths, while recognizing and improving your limitations. Parts of this report concentrates on your natural tendencies that influence your behavior and values/motivations.

DISC (Part I & II)

Historically, as well as in most contemporary research, there are dozens of models of the behavioral differences in human behavior. But they share one common thread: the grouping of behavior into four basic categories. *Our DISC System* focuses on patterns of *external, observable* behaviors using the natural scales of directness and openness each style exhibits. Because we can observe and hear these external behaviors, it becomes much easier to “read” people. Therefore, this model is simple, practical, and easy to remember and use.

STYLE	TENDENCIES
Dominance	Tends to be direct and guarded
Influence	Tends to be direct and open
Steadiness	Tends to be indirect and open
Conscientious	Tends to be indirect and guarded

MOTIVATORS (Part III)

Research shows that the most successful people share the common trait of *self-awareness*. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their motivations. They also understand their limitations and where they are not effective. This helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

To accomplish this, your report introduces you to the Seven Dimensions of Motivation in everyone, at differing level of intensity of each. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **Altruistic** - a drive for humanitarian efforts or to help others with compassion.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.



Planning Your Career Path (PART IV)

The final section of this report explains the process of **defining a career path** using the suggested resources in combination with your communication style and behavioral strengths. Some jobs you may find ideal may not even be listed herein. Simply use the list of job titles as a guide. If there is a particular job that interested you, find an interview people that are successful in this job.

Remember, you are NOT only the style described in this report, but it is a good place to start from if you want to discover the strengths, values, communication tips and motivators you agree are the real “you”!

Feel free to edit any sentences in this report by crossing out or adding in things that you KNOW describe you most often. Then make this the report you share with others as well as the one you use to research your careers options.

Also, if a lot of what’s in this report does not describe the person you know yourself to be, please contact your source for this report or email: Sandra@PeopleSmartWorld.com with your questions or comments.

Most people spend more time planning their vacations than they invest in planning or managing their own careers. Your participation in this process demonstrates your commitment and active interest in your own success, and we acknowledge you for this.



Part I - Understanding Yourself

General Characteristics

Sandra, let the narration below serve as an overview of how others might describe your overall general style or tendencies – also known as your personal DISC style. Use this report to help you see the behaviors you have found work for you to get the results you get. Look for the key ideas it reveals which would help you maximize your personal success while providing your greatest career satisfaction.

You have a rare skill in being able to weigh both intuition and data in balanced ways when making decisions. You tend to provide deep analysis in your insight, as well as a gut-level intuition that helps to balance the data. While others may jump to conclusions with no analysis, or conversely suffer "analysis paralysis," you have the ability to find the proper balance.

Some people who score like you tend to equate neatness with quality. You like organization and may perceive a person with a messy desk or office as a producer of lower-quality work. While this may be true in some cases, it's not true all the time. Our coaching here is meant to help you maintain an open mind and focus on the result as opposed to organizational methods.

You have a talent for asking the right questions in order to get into the details of an issue. You score like those who are excellent fact-finders thanks to their analytical thinking, and the systematic way by which they gather and study information. You have the ability to work alone on such investigations, or to raise objective and unemotional questions during a meeting or conference call. Your insight helps your team consider all data before coming to a conclusion.

You like to be on time for meetings and appointments and expect others to do the same. Your response pattern indicates that people who score like you are models of time management. They are where they are supposed to be, and they are there on time. As students in high school or college, their assignments were done on time, and sometimes even submitted early. If these sentences describe you as well, then you are among a rare group of people who wish that others would do the same.

Though you understand the need to move quickly, you place heavy significance on analysis of facts and data prior to a decision. This is a strength that has no doubt provided success in the past; however, as a bit of coaching, you should be cautious to avoid the pitfall of "analysis-paralysis," in which no decision is made because one is always waiting for more information.

You score like those who like to make sure they do things correctly the first time. Thus, you may require additional time in the short run to prevent mistakes in the long run. Some people in the organization might not understand the fact that one more review over the procedures, or one more look at the copy before it goes to press, may be an excellent insurance against wasted effort in the future. (Show this portion of the paragraph to colleagues who might have complained that things were taking too long.)

Your responses show that you place importance on accuracy in decision making. There may be others in the organization who base their decisions on emotion rather than logic, but yours tend to be rooted in fact and/or research.

Your pattern of responses indicates that you do not like interruptions while working on detailed projects. You show a high degree of focus on the things you do, and thus complete tasks with a high degree of quality and accuracy. You score like those who are most effective when they are able to complete a project or assignment in its entirety before moving on to the next task.



Your Strengths

What You Bring to an Organization

Sandra, what are referred to as your “natural” strengths and style traits are those things other people instinctively see and value about you. They are identified below in this list. Once you can recognize these qualities in yourself, you can confidently enhance your effectiveness. Think of these qualities or strengths as part of the *gift* you are to others. When you are expressing them fully, you are happiest because they are “automatic” for you. Consider career choices that will allow you to regularly use these talents and preferences most often, and you’ll be happier in the roles you have to carry out.

There is **Summary of Your Style page** on page 13, which is where you can make as a “quick reference sheet” of key things about you that you’d like others to know about you. (It’s our job to ‘teach others how to treat us’ – which means putting us in roles we know we can excel in. For if we don’t know and tell them, who is going to do it?) Use words from that page for resumes or to use in writing up bios or in career planning. Put at least two of your **Strengths** and two **Style Traits** you notice show up when you are enjoying success of any kind.

Your Strengths:

- You are deadline conscious, with excellent time-management skills.
- You tend to be well-prepared for meetings or contributions to report documents. You do your homework and expect the others to do the same.
- You provide significant input to projects and processes, and are alert to potential problems and controls necessary.
- You approach systems, utilities, and procedures with a high standard of quality.
- You have a knack for logically negotiating cooperation from others, rather than demanding it.
- You make decisions based on factual data.
- You are technically skilled and highly proficient in your area of specialty.

Style Traits You Bring to a role:

- You prefer precise time management and enjoy meetings that begin and end on time.
- You are somewhat conventional and a bit cautious when it comes to making decisions that impact quality or policy.
- On the job, you may tend to align with others with equally high-quality control standards.
- You are likely to be one of the few members of the project team who has read all of the "fine print" featured in policies or procedures.
- You do your homework and tend to be very well prepared for meetings and appointments.
- You may hesitate to trust newer people in the organization, until they have established their credibility.
- You demonstrate a high degree of quality control awareness.



Your Motivations, Wants, and Needs

If motivators drive behavior, what motivates you? People are motivated by what they *want* or *need* in order to avoid those things they fear. Each of the four main style types have very different emotions, fears, wants, and needs, so those behavioral wants and needs you identified by your answers are compiled in this report.

The more fully your behavioral needs are met, the easier it will be for you to do your best with minimal effort. Knowing these points will help you understand yourself better. And, when you are not getting those met, it allows you to tell others what is important to you, and why.

This section lists your wants and needs which, once provided by your work environment will help you perform at your best.

Choose two of those most important motivators and needs and transfer these to the **Summary of Your Style** list on page 13.

You Tend to Be Motivated By:

- Standard operating procedures that can support a quality initiative without being changed dramatically.
- Sufficient time to consider all options before making a final decision.
- Being included as a part of the group in social functions.
- Environments in which changes are controlled and made only when proven to be necessary.
- Detailed examples and specific information about suggested changes in processes that may have an impact on quality.
- A work environment containing minimal hostility and pressure.
- Work tasks of a highly specialized nature to support your natural curiosity and detail orientation.

People with Patterns Like Yours Tend to Need:

- A wider scope of perspective and operations.
- Greater participation in team efforts and activities.
- Increased urgency in making decisions.
- Increased confidence in your own decision-making ability.
- To spend less time on details, and more attention to the big picture.
- Sufficient time for effective planning.
- Increased authority to delegate routine tasks and procedures.



Your Ideal Work Environment

One key distinction to realize is that *everyone is motivated*. However, everyone is motivated for their *own* reasons, which may not always be the same as someone else's! By understanding what motivates you, you can create or choose environments where you will most likely be self-motivated, allowing you to invest your natural energy in just being "you" instead of feeling the need to behave in a way that doesn't come naturally to you.

Select the two most important environmental factors and transfer these to the **Summary of Your Style** on page 13.

You Tend to be Most Effective in Environments that Provide:

- A work group which provides close relationships with a small group of associates, rather than superficial relationships with a larger group of people.
- Time to reflect and think about pros and cons to solutions.
- A work environment with a predictable pattern of activity, so as to monitor quality processes.
- Complete explanations of areas of responsibility and control.
- Freedom from intensely pressured decisions.
- Support of your critical thinking skills.
- Complete information, details, and examples, with no gaps or surprises.



The C Style Behavior and Needs Under Stress

Under Stress You May Appear:

- Unimaginative
- Slow to begin work
- Slow to act
- Unable to meet deadlines
- Resentful

Under Stress You Need:

- Accuracy
- Guarantees that they are right
- Understanding of principles and details

Your Typical Behaviors in Conflict:

- C's appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, C's are often just withdrawing to enable them to prepare for a future, probably covert, attempt to reestablish their position.
- C's often resort to various indirect techniques to manipulate the environment to make it more favorable to their position. They may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.
- Although C's generally avoid overt conflict, they may speak out on a matter of principle in order to protect their high standards.

Strategies to Reduce Conflict and Increase Harmony:

- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.

PeopleSmart Communication Tips

The following suggestions can help others who interact with you understand and become aware of your communication preferences. To use this information effectively, talk about your preferences with others and invite them to share theirs with you.

From the list below choose the two most important Do's and Don'ts when others communicate with you and transfer them to the **Summary of Your Style** page.

When Communicating with Sandra, **DO**:

- Take your time; be precise and thorough.
- Be certain that the information others have is credible.
- Make an organized appeal for your support and contributions.
- Approach issues in a straightforward, direct and factual way.
- List pros and cons to suggestions you make.
- Assure Sandra that there won't be surprises.
- Do your homework, because Sandra 's homework will already be done.

When Communicating with Sandra, **DON'T**:

- Be casual, informal, or loud.
- Be unrealistic with deadlines.
- Be vague about what's expected of the group.
- Be disorganized or sloppy.
- Use unreliable evidence or testimonials.
- Get in the habit of manipulating ideas quickly.
- Rush the issues or the decision-making process.



Potential Areas for Improvement

Everyone has some possible struggles, limitations, weaknesses, or areas for improvement. Often it is simply an overextension of strengths that can show up as **weaknesses** or even **blind spots**. For example, a High D's directness may be a strength in certain environments, but when overused, and with certain styles this directness may be experienced as domineering or aggressive.

Now you see these, choose two from the list below that will bring the most significant change and that you can commit to improving upon and transfer them to the **Summary of Your Style** on page 13.

Potential Weaknesses and Possible Blind Spots for Your C Style, Sandra, and Perceptions Others May Have for Your C Style.

- You may allow yourself to get bogged down in the details, especially when the climate becomes pressured.
- You may be overly defensive about your position, especially when faced with change or threats.
- You do not like to make waves and thus may not be verbal with your feelings and opinions, especially if they run contrary to the group.
- You may need to assert yourself more in team meetings, so that others can take your opinions into consideration.
- You may be too locked into rules, regulations, and procedures, at times when flexibility is needed.
- You may require a complete explanation of details before making a decision.
- You may tend to hesitate under intense pressure to make a proper decision.



Summary of Sandra Sample's Style

Communication is a two-way process. Encourage others with whom you interact with to complete their own DISC Assessment (not necessarily this *DISCovering My Career Path Report*; select the version most appropriate for each person) and then share the Summary Sheets with one another. By discussing preferences, needs, and wants with your peers, coworkers, those with whom you socialize, or even family members, you will be able to enhance these relationships and turn what might be a stressful relationship into a more effective one just by understanding and applying the DISC information. Also use some of what is on this page when writing your Résumés and Cover Letters or Interview Portfolio Content.

YOUR STRENGTHS: WHAT YOU BRING TO AN ORGANIZATION

1. _____
2. _____

YOUR WORK STYLE TENDENCIES

1. _____
2. _____

YOUR MOTIVATIONS (WANTS)

1. _____
2. _____

YOUR NEEDS

1. _____
2. _____

YOUR MOTIVATIONS: IDEAL WORK ENVIRONMENT

1. _____
2. _____

COMMUNICATION DO'S & DON'TS

1. _____
2. _____

POTENTIAL AREAS FOR IMPROVEMENT

1. _____
2. _____



PeopleSmart Tips for Relating in Style

The information on the following two pages can alter every relationship you have. By studying these tips carefully you will soon understand what is important to each style, and have a strategy for successfully meeting their needs.

When Communicating with **DOMINANT** Style Types

CHARACTERISTICS - HIGH D'S...	SO YOU...
Are concerned with being #1	Show them how to win. Offer new opportunities
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goal and boundaries, the support or get out of their way
Like personal choices	Allow them to "do their thing," within limits
Like changes	Vary routine
Prefer to delegate	Look for opportunities to modify their workload focus
Want others to notice accomplishments	Compliment them on what they've done
Need to be in charge	Let them take the lead, when appropriate, but give them parameters
Are not threaten by conflict	If necessary, argue with conviction on points of disagreement, backed up with facts. Don't make it personal

When Communicating with **INFLUENCING** Style Types

CHARACTERISTICS of High I's ...	SO YOU...
Are concerned with approval & appearances	Show them that you admire and like them
Seek enthusiastic people & situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the "big picture"
Need involvement and people contact	Interact and participate with them
Like changes & innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they "look good"	Mention their accomplishments, progress and your other genuine appreciation

Who do you know that is a high D or I Style? Ask them to illustrate some of these examples.



When Communicating with the **STEADY** Style Type

CHARACTERISTICS of High S's...	SO YOU...
Are concerned with stability	Show how your idea minimizes risk
Think logically	Show reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and/or one-two-three instructions as you personally "walk them through"
Want others to notice their patient perseverance	Compliment them for their steady follow-through
Avoid risks and unexpected changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest or needed support
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide a relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they're appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate

When Communicating with the **CONSCIENTIOUS** Style Type

CHARACTERISTICS of High C's...	SO YOU...
Do not like aggressive approaches	Approach them in an indirect, nonthreatening way
Think logically	Show your reasoning
Seek data	Give data to them in writing
Need to know the process	Provide explanations and rationale
Utilize caution	Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	When delegating, let them check procedures, and other progress and performance before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or "correct" answer, within available limits
Like to contemplate	Tell them "why" and "how"

Who do you know that is a high S or C Style? Ask them to illustrate some of these examples.



WORD SKETCH Natural Style

DISC is an observable “needs-motivated, behavioral style language.” This Chart provides a WORD SKETCH of any DISC graph and gives you a way to talk about your style in terms of how you tend to handle big picture Problems to (D)ominate, deal with and (I)nfluence People, (S)teady the Pace of the environment where you live or work and (C)omply with and follow the rules and Procedures already set by others. Sandra, use this NATURAL style report to become more familiar with each of the four dimensions of DISC behavioral style, and as shown on *your* DISC graph. The highlighted descriptors in your chart indicate the behavioral traits you naturally exhibit when in that dimension of life – Problems to solve, People to influence, the Environment to Steady, and Rules to Comply with. Use it with examples to describe “why” you typically do the things that you do in terms of the priority you give to particular dimensions of behavior.

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (of Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotion	QUICK to anger	QUICK to trust	SLOW to express emotion	SLOW when making decisions
Fears	... being taken advantage of/lack of control	... being disapproved of/left out	... sudden change/loss of stability and security	... being criticized for making mistakes
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic



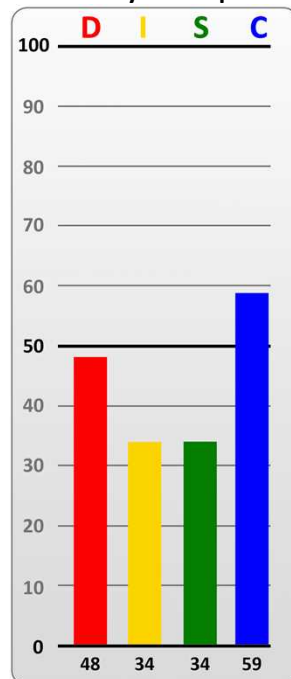
DISC eGraphs for Sandra Sample

The graph on the left is your **Natural Style** and indicates the intensity of your instinctive behaviors and motivators. It is often a better indicator of the **real you**. Your **Natural Style** is how you act when you feel comfortable in your environment and are not attempting to adjust or mask your style. Your **Natural Style** traits are those you exhibit in **stressful situations** and tend to be fairly consistent over time.

Sandra, your **Adapted Style**, the graph on the right, is **your perception of the behavioral tendencies** you use in your work environment. This graph may change when you change roles or situations.

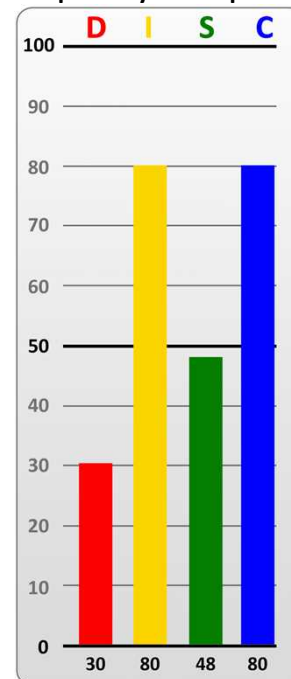
Your **Natural Style** indicates that you **naturally** use the behavioral traits of the **C Style**. Your **Adapted Style** indicates you tend to use the behavioral traits of the **IC Style** in your work environment based upon the demands of that environment.

Natural Style - Graph I



Pattern: C (3224)

Adapted Style - Graph II



Pattern: IC (2636)

Focus: Work

If the two graphs are **similar**, it means you also tend to use your **natural behaviors in your environment**. If your **Adapted Style differs significantly (shifts up or down by 30%) from your Natural Style**, your environment may cause you **stress** the longer you remain in that environment, because you are using traits that are not as comfortable for you to use or that come natural to you.

The higher or lower each D, I, S, and C point is on your two graphs, the greater or lesser your needs-motivated behavior impacts your results at work and with others around you. Once you become aware, you can adapt your style. Adapting behavioral traits is most effective with awareness and practice. Behaviors define how we express our beliefs and our thinking out into the world.

PART II - Practical Application of DISC

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

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

THIS APPLICATION SECTION INCLUDES:

- Overview of the Four Basic DISC styles
- What is Behavioral Adaptability
- Character Virtues and their Definitions
- Adapting Your Style
- Practicing Virtues for Shifting Tensions Among the Styles

The purpose of this part of the report is to help you minimize your regrets and maximize your success. It is about acknowledging the talents you know you have and discovering talents you may not have known you have. It is important, that this process helps you find new insights or ways to talk about yourself to others, and also helps you to relate more effectively with others.

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

This process and the discovery you make about yourself by simply studying this report will give you priceless insights that will become one of your most valuable assets.

Note the **Tension Among The Styles** (page 24) section, for understanding what is often a natural feeling of discontent when your style is different from another. It could be in your natural speed or focus or even the Motivators/Values you feel strongly about, that could differ from someone else's or the requirements of your role and the expectations it places on you.



Overview of the Four Basic DISC Style-types

This Overview Chart gives you a “birds Eye View” of all four major style types and how differently they relate in each area of life. Explore and discuss your preferences with another to see how differently each style thinks. When creating teams or choosing the types of environment for your ideal job, find which are more important to you. The words on this list show the behavioral tendencies those with the *High D, I, S or C* Styles would choose. Because we are all a blend, it is normal to find many variations of the way each category on the left is experienced by different people. Never use your style as an “excuse” for a specific behavior or way of doing things. Own what is true and give examples to help others understand why you do what you do! Be willing to ask and appreciate examples from others too!

	HGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
PACE	Fast/Decisive	Fast/spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Goal	People	Relationship	Task
SEEKS	Productivity Control	Participation Applause	Acceptance	Accuracy Precision
STRENGTHS	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemizing Orchestration
GROWTH AREAS	Impatient Insensitive to others Poor listener	Inattentive to detail Short attention span Low follow-through	Oversensitive Slow to begin action	Perfectionist Critical Unresponsive
FEARS	Being taken advantage of	Loss of social recognition	Sudden changes Instability	Personal criticism of their work efforts
IRRITATIONS	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
UNDER STRESS MAY BECOME	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
GAINS SECURITY THROUGH	Control Leadership	Playfulness Others' approval	Friendship Cooperation	Preparation Thoroughness
MEASURES PERSONAL WORTH BY	Impact or results Track records and products	Acknowledgments Applause Compliments	Compatibility with others Depth of contribution	Precision Accuracy Quality of results
WORKPLACE	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured

This page can be a great “ice breaker” or exercise for a group who are newly involved with each other or as a way to introduce a new leader to an existing team of colleagues. As each person shares their preferences as found on this page and is encouraged to write in other words that even more accurately describe their own preferences, a fresh understanding between co-workers is created.



What Is Behavioral Adaptability?

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of a job, a situation, or a relationship you have with a person. It is something applied more to yourself (to your patterns, attitudes, beliefs and habits) than to others.

No one style is naturally more adaptable than another. For any situation, different people have different levels of familiarity – and thus confidence with expectations in a role, for example. The decision to adapt your approach, behavior and communication style is made instinctively based on previous interactions and other factors. There is NO RULE here. How you choose to adapt with one person, may or may not relate to how you adapt to others in a group or even to the same person. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow. **Likewise, you can be adaptable to a job's requirements, if necessary.**

Your degree of adaptability is related to how aware you are and how you manage your own behaviors.

You practice adaptability each time you slow down for a **C or S Style**; or when you move a bit faster for the **D or I Styles**. It occurs when the **D or C Styles** take the time to build the appropriate responses and reactions with an **S or I Style**; or when the **I or S Style** focuses on facts or gets right to the point with someone who is a **D or C Style**.

Adaptability is about having the willingness to adjust your own behavior and your natural preferences to meet the demands of a job and work environment.

Adaptability does **not** mean “imitation” of the other person’s style, **Sandra**. It **does** mean adjusting your openness, directness, pace, and priority to more closely match the other person’s preference, while maintaining your own identity. Adaptability does **not** mean that you must change who you are in order to be successful in a job, **although it does mean that it will take more energy to perform in a way that it is not naturally comfortable.**

Having to significantly adapt your own behavior over a long period of time may cause you tension and stress, but usually, this is temporary and is worth it to gain rapport with others, or when having to learn new behavioral skills for a new job. Realize that it takes energy to adapt though - to act in a way that is not natural. Adapting for a specific job description for 8 hours a day and for 40 hours a week can be exhausting. That is why understanding what career path to choose based on your natural tendencies and behavioral style is critical.

As a highly effective and adaptable person, you are able to meet other peoples’ needs. This automatically affects their trust of you and builds your credibility. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are **tactful, reasonable, understanding, and non-judgmental**. Your adaptability level influences how others judge their relationship with you and affects your job performance. It enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. Practice being adaptable, especially for job interviews, but do not “Fake” being someone you are not just because you need a job!

By practicing and being a “PeopleSmart People-Reader” you’ll “win friends and influence people” because you will find yourself asking enough questions about them that you’ll be able to “treat other people the way THEY want to be treated!”

**Remain mindful of the difference between
adapting for interacting effectively with people
and adapting to a job day-in and day-out.**



Character Virtues

Want to change and don't know how?

Virtues are the essence of your character and character does indeed determine destiny. Character virtues are those positive character assets or qualities that others know you by. There are theological virtues, character (human) virtues, and moral virtues. In this section, we focus on *character virtues* – the results of your “instinctive” ways of behaving – usually set in the very early stages of your life, depending on how consistently your parents or teachers, coaches and religious or political leaders re-enforced and encouraged you to use them. Virtues are within and come naturally to you, and are developed depending on how you were parented.

The more you recognize the potential impact that practicing virtues can have on your life, the more your life will open up to new possibilities and to greater joy and fulfillment. Once you realize that you have a choice in how you think and choose to behave, then change can happen, especially once you know that behavior comes first from a belief or thought, then your mindset (those attitudes and thoughts) begins to produce behaviors, and from these behaviors, you get results.

Each of the four primary DISC styles has a number of virtues that come naturally to them. In the following chart, you'll find 6 virtues for each of the four DISC primary styles that are most often observed by others. To begin developing one of the other style's natural virtues within you, study that virtue's definition and consciously practice demonstrating it - Observable behaviors and language.

DISC Style	D Dominance	I Influence	S Steadiness	C Compliance
Some Naturally Expressed Virtues typically found in each DISC Style	Courage	Enthusiasm	Loyalty	Diligence
	Assertiveness	Optimism	Patience	Perseverance
	Determination	Trust	Peacefulness	Righteousness
	Confidence	Friendliness	Tolerance	Perceptiveness
	Independence	Generosity	Consideration	Integrity
	Idealism	Cheerfulness	Cooperation	Conscientious

(See Definitions on the following page.)

When you want to get a different result, notice which natural virtues are associated with each style and practice those virtues and notice the results you get!



Virtue Definitions

The D Style:

Courage is embracing life fully without holding back, doing what must be done even when it's difficult or risky.

Assertiveness is telling the truth about what is just, setting clear boundaries.

Determination is persevering until we meet our goals and the power of intent that drives our dreams.

Confidence is a sense of assurance that comes from having faith in ourselves and in life.

Independence is making our own choices confidently without undue influence from others.

Idealism is daring to have big dreams and then acting as if they are possible.

The I Style:

Enthusiasm is acting wholeheartedly with eagerness without holding back.

Optimism is having a positive and cheerful outlook.

Trust is positive expectation that all will be well.

Friendliness is reaching out to others with warmth and caring.

Generosity is giving and sharing fully and trusting that there is plenty for everyone.

Cheerfulness is looking for the good in what ever happens and seeing the bright side to life.

The S Style:

Loyalty is unwavering faithfulness and commitment to people and ideas we care about, through good and bad times.

Patience is waiting peacefully with quiet hope and faith that things will turn out all right.

Peacefulness is resolving conflict in a just and gentle way. An inner calm and tranquility.

Tolerance is being open to differences and refraining from judgements.

Consideration is giving careful thought to the needs of others.

Cooperation is working together for a common goal, calling on the different gifts each of us has to offer.

The C Style:

Diligence is doing what needs to be done with care, concentration and single-pointed attention, giving our best.

Perseverance is staying the course for however long it takes.

Righteousness is impeccable integrity to what we know is right.

Perceptiveness is Clarity of insight and an understanding that is intuitive, insightful and accurate.

Integrity is keeping faith with our ideals (principles) and our agreements.

Conscientious is doing one's work or duty thoroughly.



Adapting Your Style

Sometimes we all want to be a different style. The questions to ask yourself are, “which style behaviors and character virtues would I like to own for myself, when would I use them and for how long? Remember a behavior comes from a mindset that is shaped by your beliefs and thoughts. So adapting your style and developing character virtues will take time and practice. Here are some tips and reflection questions to help you adapt your style and for developing character virtues.

Tips

- 1) Notice when and with whom you would like to be different.
- 2) Remember that you have developed your behavioral patterns over a long period of time based on the interpretation you have made up for yourself. Without really changing the way you think, (often called your *Blueprint*) you will no doubt revert back to your natural style. Ask for feedback from others and give yourself time and call on the virtues of *patience* and *trust*.
- 3) Become familiar with the character virtue definitions. Practice the observable behavior for each one.
- 4) Become familiar with the language used when practicing each of the character virtues.
- 5) Use the Word Sketch page to choose behaviors that you would like to use and practice in environments that you feel safe and comfortable in at first.

Reflection Questions

1. What new practice or strategy could you use?

2. What observable behavior and attitude could you use to get your desired result when looking for a job?

3. Who could you team up with that you would like to learn from and imitate, that naturally demonstrates the behavior or virtue – what do you see them doing and what do you hear them saying? Notice their energy.

4. What perspectives are you seeing things from?

5. What judgements do you have about yourself and others? Learning something new or difficult.

6. Which behavior or character virtue do you find the most difficult to use? What limiting belief do you have about this behavior or virtue? Or about yourself and others?

7. What results do you want when choosing a career path? Which virtues will support this?

Practice Virtues for Shifting Tension Among the Styles

Potential Tensions/Disconnects	Character Virtues to Practice
<p style="text-align: center;">High S + High D</p> <p>Patience versus Urgency AND People versus Task:</p> <p>The High S's preferred Patient & Slower Pace with a Primary Focus on People rather than on results and task can conflict with the High D's Sense of Urgency and fast Pace with a focus on Tasks and Results Now.</p>	<p>High D's can practice CONSIDERATION</p> <p>High S's can practice ASSERTIVENESS</p>
<p style="text-align: center;">High C + High I</p> <p>Patience versus Urgency AND People versus Task:</p> <p>The High C's lack of Urgency with a Primary Focus on Tasks/Results can conflict with the High I's higher Urgency with a Primary Focus on People vs. Results and Tasks.</p>	<p>High C's can practice TOLERANCE</p> <p>High I's can practice PERSISTENCE</p>
<p style="text-align: center;">High S + High I</p> <p>Patience vs. Urgency Tensions:</p> <p>The High S's innate patience and Slower Pace can conflict with the High I's Sense of Urgency and Fast Pace.</p>	<p>High S's can practice ENTHUSIASM</p> <p>High I's can practice PEACEFULNESS</p>
<p style="text-align: center;">High C + High D</p> <p>Patience vs. Urgency Tensions:</p> <p>The High C's focus on exercising patience to assure accuracy and avoid errors can conflict with the High D's focus on results, do it NOW solutions, and immediate action.</p>	<p>High C's can practice TOLERANCE</p> <p>High D's can practice PATIENCE</p>



PART III - Seven Dimensions of Motivation

Research shows that the most successful people share the common trait of self-awareness. When identifying your best career path choice this self-awareness is critical. Armed with self-awareness you are able to quickly recognize situations that will make you more successful. As such, it's easier for you to find ways of achieving objectives that resonate and align with your motivations.

Self-aware people understand their limitations and know which situations they're not as effective in. They're able to anticipate what will not inspire them or motivate them to succeed. Those who understand their natural motivators are far more likely to pursue the right opportunities and the right career path for the right reasons, and get the results they desire.

We would like to introduce you to Dr. Edward Spranger and Gordon Allport's combined research into what drives and motivates an individual, the seven dimensions of value, discovered between these two researchers that identify the reasons that drive an individual to utilize their talents in the unique way they do.

A closer look at the Seven Dimensions

Motivation helps influence behavior and action. Understanding your Motivation helps to tell you why you prefer to do what you do. It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

The Seven Dimensions of Motivation are:

-  **Aesthetic** - a drive for balance, harmony and form.
-  **Economic** - a drive for economic or practical returns.
-  **Individualistic** - a drive to stand out as independent and unique.
-  **Political** - a drive to be in control or have influence.
-  **Altruistic** - a drive for humanitarian efforts or to help others altruistically.
-  **Regulatory** - a drive to establish order, routine and structure.
-  **Theoretical** - a drive for knowledge, learning and understanding.

The *Motivators* Assessment

This assessment is unique to the marketplace in that it examines seven independent and unique aspects of motivation. Most similar instruments only examine six dimensions of motivation by combining the Individualistic and Political into one dimension. This assessment remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique motivations and drivers.

For those that would like to complete a *Motivators Assessment* contact your assessment provider.

Practical Definitions of the Seven Motivators

The following charts outline the seven motivators in a more practical way. Use these charts when searching for your ideal career path and when applying the suggestions in Part IV of this report.

AESTHETIC	ECONOMIC	INDIVIDUALISTIC	POLITICAL
<p>The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. This dimension also typically prizes environmental concerns or “green” initiatives.</p> <ul style="list-style-type: none"> • Artistic expression • Harmony • Form over function • Balance • Mutual respect • Creativity • Self-fulfillment • Subjectivity • Beauty 	<p>This drive examines the motivation for security from an economic gain, and to achieve practical return. The preferred approach of this dimension is a professional one with a focus on bottom-line results.</p> <ul style="list-style-type: none"> • Practical returns • Monetary interests • Efficiency • Utility • Production • Capitalism • Maximising gains • Results 	<p>This drive deals with one’s need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have the opportunity for freedom of personal expression.</p> <ul style="list-style-type: none"> • Unique • Independent • Special • Autonomous • Free • Relevant • Sovereign • Self-governed 	<p>This drive is to be seen as a leader, and to have influence and control over one’s environment or success. Competiveness is often associated with those scoring high in this motivation.</p> <ul style="list-style-type: none"> • Power • Control • Influential • Governing • Leadership • Authoritative • Competitive • Status and esteem • Accountable

ALTRUISTIC	REGULATORY	THERORETICAL
<p>This Motivator is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give on one’s time, resources and energy, in aid of others.</p> <ul style="list-style-type: none"> • Giving of self • Support of others • People orientation • Helping • Improving society • Generosity • Selflessness • Compassion • Caring 	<p>This Motivator indicates one’s drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.</p> <ul style="list-style-type: none"> • Systemic • Governed • Orderly • Traditional • Regulated • Principled • Structured • Focused 	<p>The drive to understand gain, knowledge, or discover the “truth” - this motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.</p> <ul style="list-style-type: none"> • Rational • Objective • Fact-based • Discovering the truth • Learning • Solving problems • Intellectual power • Analyzing • Clarifying



Part IV - Planning Your Career Path

Your career may well be the primary vehicle for satisfying many of your personal needs, i.e. your need to feel a sense of belonging, to feel appreciated and to achieve your potential. While we all have different interpretations of these needs, your job(s) can play a key role in satisfying them.

When it comes to your career, it's not only important to keep moving forward, but also to look back and reflect if you have had a number of jobs in the past. By taking the time to think about what's happened so far, you can actually get lots of clarity in terms of where you want to go next and how you'll get there. In this part of the report we have provided some reflection questions to think about and answer when deciding on your career path moving forward.

First, know that:

One: The more you understand yourself, the easier the decision making process will be when choosing a career.

Two: It's important that you see your career as something you manage. Organisations will support many aspects of your career development, e.g. learning new skills, acquiring relevant knowledge, etc. But, it's ultimately your responsibility to ensure that your unfilled needs are satisfied to avoid de-motivation, poor performance or unhappiness.

Three: If you're struggling to find any direction or answers to your career questions, ask your friends. If you feel frustrated and not sure how to take the initiative, ask the people whose opinion you value what they think you are good at or should be pursuing.

Take some time to consider the following questions when you begin to analyze your options for making a final decision:

What are your interests, talents, and values?

What are your likes and dislikes (knowing what you don't like can help eliminate options)?

What classes do or did you enjoy the most at school and why?

What type of activities, volunteer work, etc. do you enjoy?

What might your dream job be and why?



DISC Styles Job Indicator

The more DISC-literate and aware you become of your primary DISC style and the environment people like you prefer, the more satisfying and successful job and career choices you can make. The chart below indicates “some” of the types of job titles people with each of the primary DISC style types find naturally satisfying. Obviously if you have two strong DISC tendencies, job titles from more than one quadrant on this chart would suit.

Values privacy, factual, works with projects, things and plans, non-expressive of feelings & efficient



Emotionally open, animated, huggers, hand-shakers, non-structured & apt to use facial expressions




Career Occupations List

Consider the following career industry list. If you know certain industries interest you, take the time to research the jobs in that field at <http://online.onetcenter.org>. Here you will find a rich resource of information about that industry, the opportunities in it, exact requirements and typical salaries.

- Agriculture, Food and Natural Resources
- Architecture and Construction
- Government and Public Administration
- Arts
- Audio-Video Technology and Communication
- Business Management and Administration
- Education and Training
- Hospitality and Tourism
- Finance
- Human Services
- Health and Science
- Information Technology
- Law, Public Safety and Security
- Manufacturing
- Marketing, Sales and Service
- Technology and Engineering
- Transportation and Distribution

Researching Your Career Options

Remember, the list of possible careers is designed to promote thoughts about jobs that perhaps you had not considered before, to give you realistic ideas, and to help you make informed decisions after gathering the additional information available to you within the O*NET site, which you will be directed to on the next page.

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

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

- Projected to grow much faster than average through 2024
- Projected to have 100,000 or more job openings through 2024
- Designated as a new and emerging occupation in a high growth industry

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

Next Step to Identifying your Career Path

The O*NET program is the USA's primary source of occupational information. Central to the project is the O*NET database, containing information on hundreds of standardized and occupation-specific descriptors. The database, which is available to the public at no cost, is continually updated by surveying a broad range of workers from each occupation.

Information from this database forms the heart of O*NET OnLine, an interactive application for exploring and searching occupations. Find a wealth of related career information at the following website:

<http://online.onetcenter.org>

Notice the O*NET Codes and enter the O*NET Codes for each job into the "Occupation Quick Search" window at <http://online.onetcenter.org>.



Important Note:

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

O*NET Job Zone Definition

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

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

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

Taking Ownership of Your Destiny

Many people try to imagine what would have happened had they successfully applied these principles and practices ten years ago... or even five years ago! How many people could have eliminated the process of a “trial and error” education? How many people could have eliminated the process of “trial and error” jobs? How many people could have reduced having stress in the workplace? How many people could have achieved career satisfaction sooner as they were starting out on their career path?

Hundreds of thousands of people over the years and around the world have used the DISC principles to help them make dramatic improvements in their career identification and management process, which also has improved their professional and personal relationships. People have had more satisfaction in their interactions with everyone (even with family and friends) and in their educational planning and job satisfaction. These principles help people in gaining a greater awareness of their strengths with an understanding of their needs for personal development and recognizing potential weaknesses.

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

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

“Different” doesn’t necessarily mean “wrong!”

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

Accept the Challenge

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

Commit to Growth

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

Wishing You Continued Success!



So Now What?

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

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

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

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

Sandra, the information about your style preferences can be used when choosing a suitable career path and for your total career management and continued personal and professional development:

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



Reference – Character Virtues Definitions

The Virtues Project™ is a global grassroots initiative to inspire the practice of virtues in everyday life, sparking a global revolution of kindness, justice, and integrity in more than 100 countries through Facilitators, Master Facilitators, Champions and Virtues Connections. The Virtues Project empowers individuals to live more authentic meaningful lives, families to raise children of compassion and integrity, educators to create safe, caring, and high performing learning communities, and leaders to encourage excellence and ethics in the work place. It has inspired and mobilized people worldwide to commit acts of service and generosity, to heal violence with virtues.

The Five Strategies™ awaken the gifts of character, through inspiring programs, books, and materials that help us to remember who we really are and to live by our highest values.

Linda Kavelin-Popov, Dr. Dan Popov and John Kavelin founded the Virtues Project in Canada in 1991. It was honored by the United Nations during the International Year of the Family as a "model global program for families of all cultures".

Learn more - www.TheVirtuesProject.com

Another resource for learning and practicing the virtues - www.VirtuesForLife.com

Resources

Feel free to explore the following sites for additional PeopleSmart assessments, E-Books and self-discovery resources:

<http://www.PeopleSmartWorld.com>

<http://www.PeopleSmartEnterprises.com>

Congratulations for taking this step towards understanding yourself and others better. This is only the tip of the iceberg in terms of the resources we have for you so, we would like to include you in occasional email invitations and newsletters. If you prefer not to receive these, or if your email changes, please email details to: Info@PeopleSmartEnterprises.com

Disclaimer

There are no warranties, express or implied, regarding the online DISCstyles assessment. You assume full responsibility, and Alessandra & Associates, Inc., Assessment Business Center, Platinum Rule Group, LLC and Dr. Tony Alessandra (THE GROUP) shall not be liable for, (i) your use and application of The DISCstyles Assessment, (ii) the adequacy, accuracy, interpretation or usefulness of The DISCstyles Assessment, and (iii) the results or information developed from your use or application of any versions of The DISCstyles Assessment. You waive any claim or rights of recourse on account of claims against THE GROUP either in your own right or on account of claims against THE GROUP by third parties. You shall indemnify and hold THE GROUP harmless against any claims, liabilities, demands or suits of third parties.

The foregoing waiver and indemnity shall apply to any claims, rights of recourse, liability, demand or suit for personal injury, property damage, or any other damage, loss or liability, directly or indirectly arising out of, resulting from or in any way connected with The DISCstyles Assessment, or the use, application, adequacy, accuracy, interpretation, usefulness, or management of The DISCstyles Assessment, or the results or information developed from any use or application of The DISCstyles Assessment, and whether based on contract obligation, tort liability (including negligence) or otherwise. In no event, will THE GROUP be liable for any lost profits or other consequential damages, or for any claim against you by a third party, even if one or more of THE GROUP has been advised of the possibility of such damages.



(continued from page 2)

How to Assure Assessment Accuracy? Independent & Qualified Testing at Standards Set by the [APA](#) and [EEOC](#)

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

The Assessment Industry’s Past and Present

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

The Solution? Independent & Verifiable Testing by a Qualified Institution

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

Construct Validity ([APA Standards](#))

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

Reliability - Cronbach’s alpha ([APA Standards](#))

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

Disparate Impact ([EEOC Guidelines](#))

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

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