DISCovering Me™

DISC for Self Report and Guide

Report For: **Nola Wellman**

Style: **ICS/Id**

Focus: **Work**

Date: **6/9/2020**

DISCovering Me

Learning and Growing Together

Table of Contents

DISC is a Life-Energy model that has been proven with over millions of users to be an accurate, objective and non-judgmental way to understand why people do what they do. Not psychological or analytical, it simply gives the "people-literate" person a way to "read" and identify which of the four major behavioral style types a person is – Dominant, Influence, Steadiness, or Compliant – and also appreciate the Needs – Emotions and Fears that drives their style and gives them their strengths and thus the type of results they get. We have all four styles available to use, but over time, we learn how to get more of what is important to us by using certain behaviors more than others.

Use this report for self-DISCovery and clarity about why you do what you do. Once you can see and understand your own behavior, you'll recognize which styles you clearly are NOT and begin to appreciate what those other styles bring to any team. You'll learn how to make communication easier and how to bring out the best in others. Your inner and outer DISC graph is displayed throughout this report and included is an introduction to the subject of VIRTUES and how these all fit in together to make communication and great relationships with others your greatest success! Enjoy the journey!

This assessment is recommended for youth aged 13 years and over.

2

Part 1 – DISC for Self Report

Introduction:

Congratulations! Here is your DISCovering Me™ DISC for Self Report and Guide to Understanding Yourself and Others.

For centuries, humans have sought to understand what causes individuals to behave the way they do. Many of us have a deep desire to answer the question: "Who am I?"

With this personalized DISC report and the accompanying Guide, you now have the answer to understanding "who you are", and the tools to help you become a better you in all the situations you find yourself in. It will guide and strengthen your ability to be more flexible and adaptable when you are with people, who act and think differently, thus improving your relationships.

Use this report for:

- Tips and strategies to help you use more of your natural strengths;

- Overcoming behavioral limitations and for getting the results you seek;

- Learning how to bring out the natural Character Virtues you already have but may not have thought about or recognized before and;

- How to think more optimistically.

This DISC for Self Report identifies the patterns of observable behaviors each style exhibits. Knowing your primary style makes it easier to recognize and relate to the differences in other people. This model is simple, practical, and easy to remember and use.

BEHAVIORAL STYLES

The *DISC Personal Profiling System* focuses on patterns of observable behaviors using scales of *directness* and *openness* that each style exhibits as outlined in this table. Once you can recognize the tendency, it is easier to anticipate a person's style so you can ask the right questions and relate better to them! Enjoy creating relationships and getting the results that come from being a "PeopleSmart" people-literate person.

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

Your General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It sets the stage for this report and provides a framework for understanding - and reflecting on - your results. We've occasionally provided some coaching ideas so that you can leverage your behavioral strengths whenever possible to maximize your personal success and happiness.

Your enthusiasm and openness to alternatives allow you to influence others. You score like those who come to a project with some ideas of their own, but also keep an open mind to listen to the ideas of others. When a solution is decided upon, you have the skills to enlist others in an enthusiastic manner and get them on board. Your flexibility to adapt to new approaches, or to unexpected changes, is an asset to the team, as others will look to you for leadership.

Nola, your response pattern to the instrument shows that you tend to seek freedom from routine, control, and minutiae. That is, you prefer a change-oriented environment in which you are empowered to make your own decisions. Your work may suffer on projects with a lot of controls and paperwork, or even mundane things like expense forms.

You convey a high level of trust when working with others. This is a strength. People will trust you because they get the sense that you trust them. That's good; however, you will experience situations in which you may get "burned" by trusting someone, when that trust is betrayed. Typically, those who score like you tend not to let those events get them down. They simply become more cautious around certain people. By continuing to set the example of trusting others, you help to establish a positive climate of trust.

Nola, you score like some people who, when pressured, may become more easily persuaded and less firm in their opinions. This comes from wanting to please people, while also having a sense of urgency to get things done. That means you are more willing to yield your own position in favor of completing a project. This is a valuable strength, as it indicates that you can be a team player and shift gears when necessary.

You are able to persuade others with a personal and friendly approach. This is a great strength because others are more likely to follow your lead when they don't feel pressured into a situation. They sense that your enthusiasm and your interest in them are genuine. You sell people on ideas (and usually manage to get them on board) because of your confidence, your flexibility, your sense of urgency, and your friendly approach.

You score like those who tend to evaluate others by their ability to express themselves verbally. You evaluate others using the same yardstick with which you measure yourself. You may find yourself bored at a conference session where the presenter reads a speech to the audience. In the next session, you may become actively engaged when the presenter speaks with the audience in an extemporaneous way, since that's the way you may prefer to do it yourself. Just remember that people who may not be as fluent or verbally skilled as you may still have ideas that are of value to the team.

With fluent verbal skills, you are able to gain the support of various kinds of people. Those who score like you are prepared at a moment's notice to speak at length on almost any topic (even a topic that they know very little about). Your sense of confidence makes others confident. Your sense of urgency helps others get into gear. Your sense of humor is able to break some tension with the twist of a word or a quip, and get people back on board.

You make friends easily and show a strong interest in working with others. You are perceived as an easy person to talk with, and people respond to both of these traits in an open and positive way. Some who score like you say that they are never lonely. If standing in a line, for instance, they'll begin talking to people and enjoy the time waiting because they're learning about others. On the job, you have the ability to enlist a wide variety of people to work on projects, even some who may not ordinarily choose to work with each other.

4

Your talents and the virtues that accompany your natural strengths are how others experience and remember you! Typically, we feel the most competent when we are in jobs and with people that bring out our best. Knowing our strengths and letting others know what types of things we are best at and what they can count on us for, brings harmony and happiness to any team.

Consider how you have used these strengths in the past and what you want to share with others so you can work together for mutual benefit. Which are your two favorite strengths from this list? Give examples of how you use them when interacting with others to accomplish a task.

Your Natural Strengths:

(As shown on the Natural DISC Graph)

- You are able to react and adapt quickly to change in projects or activities.
- You are able to delegate responsibility to others in an enthusiastic and personable way.
- You are an excellent team player, very effective at training or developing others.
- You're a self-starter, and an active agent in everything you do.
- You understand people very well and rely on that understanding to lead, persuade, and motivate.
- You have the potential to be an engaging presenter.

Your Work Style Tendencies:

(As shown on the Adapted DISC Graph)

- You are able to wield authority with confidence, and thus obtain the respect of others in the organization.
- You tend to evaluate others on the job by their ability to express themselves verbally.
- You enjoy working with others and tend to make friends easily on and off the job.
- You are persuasive with customers and peers due to your personal and friendly approach.
- You approach projects and express ideas with enthusiasm.
- You seek freedom from routine, control, and minutiae.
- You are able to maintain a positive public image through a variety of assignments.

Your Motivations, Wants and Needs

This list identifies the types of projects and situations you may find most motivating, especially when it allows you to do your best work. Because people are typically motivated by those things they want and need the most, their behaviors reflect this. Each style has different needs. Under stress, some like being active while others prefer quiet time alone, and others prefer social time around other people with similar interests. Each person's behavior points to those things they like and need, so the more fully your natural, instinctive needs are met, the easier it is for you to perform at your best!

Identify and make a note of two of your favorite motivators and two of your most important needs and share them with the others you live, work or study with.

You Tend to Be Motivated By:

- A supportive and encouraging working environment.
- A variety of activities involving people, both on and off the job.
- A trusted support team to assist with detail work and follow-through.
- Awards that recognize ability, skill, or achievements.
- Recognition for your contributions to the success of a project.
- A strong, visible group or organization to identify with.
- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.

People With Your Style Preferences Tend to Need:

- Better control of body language and personal space. Some people don't like grand gestures and don't like to be touched.
- Some independence and flexibility in work projects, activities, and schedules.
- More objectivity, and less emotional connection to decision making.
- To know the results that are expected of you, and to be judged on the results, rather than on the methods used to achieve them.
- A greater control over time management.
- To feel valued as a team member in order to work at top effectiveness.
- Support work with some of the details, especially when the organization is under pressure.

Your Communication Preferences

Identify which one of the following suggestions you particularly identify with. Then share it with those others who interact with you so they can understand and become aware of your communication preferences. Ask others to share their preferences with you. Place a tick next to the two most important *Do's* and *Don'ts* for you when others communicate with you. Share these with those you live, work or study with.

When Communicating with Nola, DO:

- Provide immediate incentives for Nola's willingness to help on the project.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Be certain to specify steps for continuing action.
- Try to be engaging, stimulating, and fast-paced.
- Give Nola the opportunity to express opinions and make some of the decisions.
- Use Nola's own words to direct things back to the topic or issue at hand.

When Communicating with Nola, DON'T:

- Let the discussion with Nola get caught in dreams too much, otherwise you'll lose time.
- Make guarantees and assurances when there is a risk in meeting them.
- Get bogged down in facts, figures, or abstractions.
- Be overly task-oriented.
- Ask rhetorical or useless questions.
- Speculate wildly without factual support.
- Make decisions for Nola.

Your Potential Areas for Improvement

Everyone has struggles, limitations and weaker traits in some areas more than others. After all, it is like the front of the hand and the back of the hand. You cannot see both sides at the same time! It's the same with strengths and weaknesses.

Each strength has its equal and opposite weakness. For example, if your strength is in easily making friends, your weakness may be with tasks involving details. In other words, when your focus is on people, you cannot focus on details at the same time! Learn what your strengths are and become aware of what traits and behaviors you need to develop for using in any situation.

Identify and maximize the strengths you have. However know that strengths can become weaknesses when they are over-used or under-used. For example, *directness* is a strength in certain environments, but overused or when working with naturally conscientious, or cautious style types, that strength may irritate or even offend these people. Be aware of the impact your style has on each of the other style types so you have no "blind spots" as to how your behavior affects others.

Ask yourself:

- Which two are my most important areas to improve in?

- Who could you share this insight with? Stay open and aware!

Potential "Blind Spots" - Areas for Awareness and Improvement:

- You may overestimate your ability to influence people.

- You may be somewhat disorganized behind the scenes, despite maintaining an organized public presence.

- You may sometimes act impulsively, favoring emotion over facts.

- You may have difficulty disciplining others, or bearing bad news.

- Your natural optimism may yield a tendency to over-forecast the success of a project.

- You could be more effective in large groups by being more firm in delegating tasks and setting deadlines.

- You are sometimes inattentive to details and may need support in this area.

DISC Graphs Interpretation Tips

**DISC Graphs are a quick way to "read" a person's primary style and to see how others view you:**

Graph I is a picture of your *Adapted* Style – the one you bring to the role you are in. (Or it may be to meet the expectations of others.) You perceive yourself as most often needing to be a **ICS** style in your primary focus. This graph may change when you change roles or situations.

Graph II shows you in your Natural Style - YOU as you are 'when no one is looking' is represented on your "natural" graph. This Id style seems to work best for you when at home and relaxed. This is your instinctive, "default" style when you are under pressure as well, however!

SIMILAR GRAPH PATTERNS? or 30% SHIFT: When both graphs look similar, it's a *WYSIWYG - "What You See Is What You Get"* – meaning you are pretty consistent at home and in a role - your inner feelings and outer behavior is consistent. But if you have a shift, up or down, of 30% or more, especially in the "*I*"*nfluence* or "*S*"*teadiness* factors, ask why – if it is necessary or not for you to be shifting!

Adapted Style - Graph I
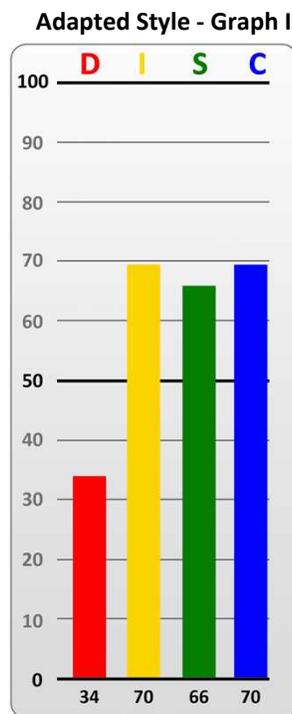
D	I	S	C
34	70	66	70

Pattern: ICS (2555)
Focus: Work

Natural Style - Graph II
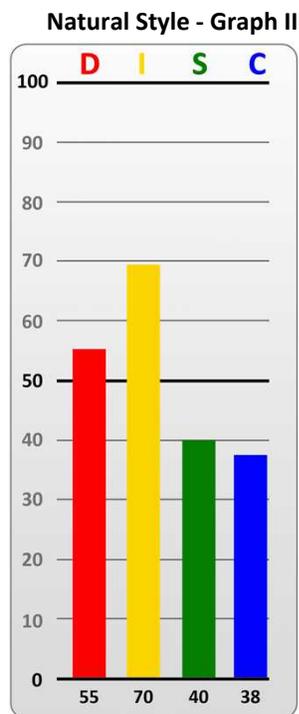
D	I	S	C
55	70	40	38

Pattern: Id (4533)

Your DISC Graphs are another way to describe behavior and understand people – starting with "yourself". The height of each graph point can be used to reference descriptive words on the Word Sketch Page. These are HOW the energy you use in the four dimensions of life: D-Problems, I-People, S-Pace, or C-Procedures influences your personal behavioral style. The numbers on the left and the four number sequences underneath each graph show the amount of energy you invest. If you are a "High" D, I, S, or C, it means that point is anything over 50%. The four numbers at the bottom (e.g. 3416) refers to segment numbers from the following *Word Sketch* page and describe how you approach each segment.

WORD SKETCH of Graph II - NATURAL Style

This Word Sketch represents your Natural DISC Graph II - how you are when you are "at home" or relaxed – as well as how you act under sudden pressure. Note the words highlighted by blocks of color are reflecting how high, medium or low the energy is that you typically invest in activities relating to each column... (D)ominating Problems, (I)nfluencing People, (S)teadying the Pace of Activity, and (C)omplying to Procedures. Use the highlighted blocks of words and describe how this style works for you. If you need or want to change something so you can get different results, which words on this chart would you use more - or less often? Behavior is always a choice. If your natural style is working for you, keep it. If not, use this chart to choose and practice new behaviors for getting different results.

	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

Part 2 – DISC for Self Guide
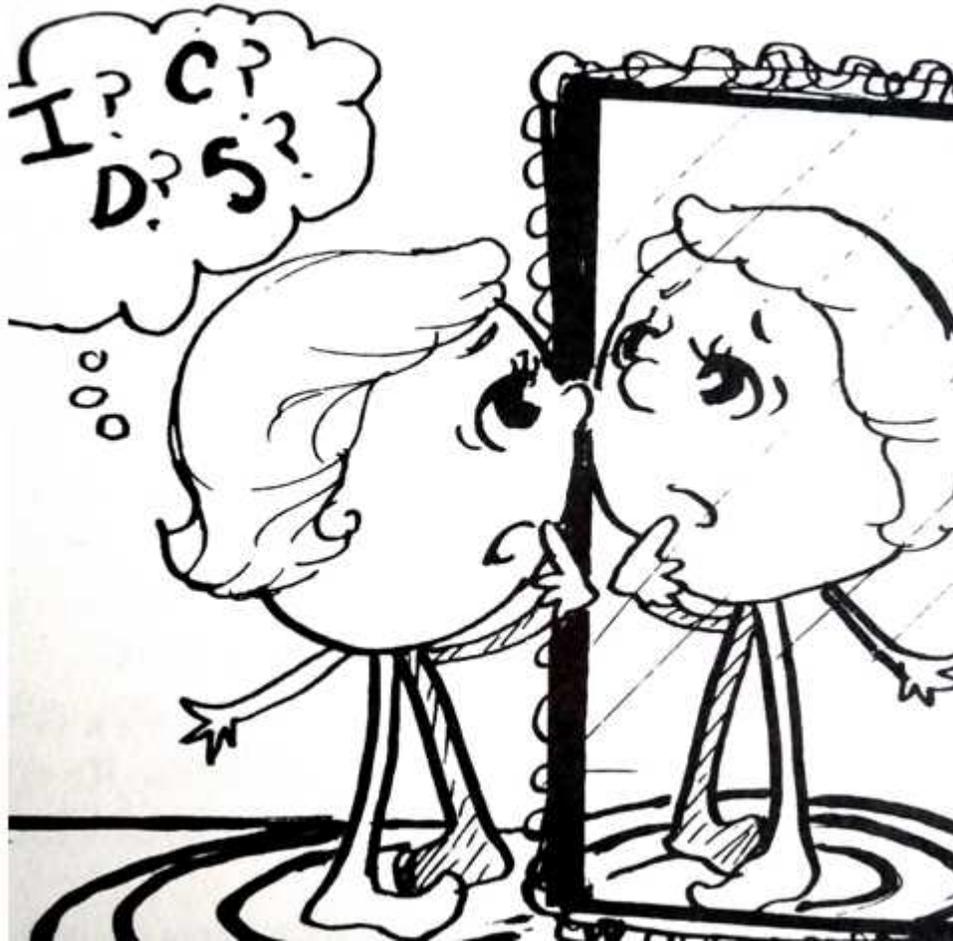
You are perfect just the way you are!

Understanding DISC

DISC is an acronym (short form) - D stands for DOMINANCE, I stands for INFLUENCE, S stands for STEADINESS and C stands for COMPLIANCE. It is a four-dimensional model of human behavior that is observable. Observable behavior is what people see you doing and only 10% of your behavior can be seen, 90% cannot be seen and is made of your mindset, emotions and beliefs. So what three things drive your behavior? Your mindset, emotions and beliefs drive your behavior.

There is no good or bad style to have as it depends on the situation. **AND...** DISC is not about giving you a label. It just gives you a way to better understand yourself and others based on what the needs are of each of the four DISC styles. Or what it is you and others like to focus on in life:

- D styles like to focus on **PROBLEMS** to solve
- I styles like to focus on **PEOPLE** to interact with
- S styles like to focus on the **PACE** of the environment
- C styles like to focus on **PROCEDURES** to follow

Communicating with the four DISC styles – What to know about them:

D's are fast-paced, like to get results be in control and are independent. They fear losing control and so tell them "what" the big picture is and what is in it for them! Don't give them too much detail, just the bottom line facts.
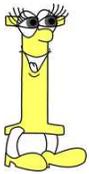
I's are fast-paced, like to focus on people and like to get involved. They fear rejection so be warm and friendly to them. Don't do all the talking. Ask them "what" questions.

S's are slower-paced, like a steady pace and also like people. They dislike sudden change and loss of security so give them time to complete things and think things through. Don't be demanding. Ask "how" questions.

C's are slow paced and prefer to focus on the task to get it "right." They do not like being criticized so always tell them the "why" if you are correcting them. Don't be demanding, disorganized or messy!

Adapting Your Style

What is adaptability? Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation and on the person you are relating to at that time. It's something applied more to yourself (to your own patterns, attitudes and habits) than to others.

No one style is naturally more adaptable than another. For any situation, the adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person, and not so with others. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow.

Adaptability is about the way you manage your own behaviors.

Sometimes we all want to be a different style, and sometimes you have to adapt your style when you are in situations that are NOT suited to your natural DISC style. The questions to ask yourself are, "which style behaviors would you like to own for yourself, when would you use these and for how long?" Remember a behavior comes from a mindset that is shaped by your beliefs and thoughts. Adapting your style takes time and practice?

Yes, not only does adapting your style take time and practice and more practice! It also starts with first having the commitment and desire to want to change and adapt your behavior.

You practice adaptability each time you slow down for the **C** or **S** styles; 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 relationship with **S** or **I** styles; or when the **I** or **S** styles focus on facts or get right to the point with **D** or **C** styles.

It means adjusting your own behavior so that others feel more at ease with you and the situation you are both in.

Adaptability is important to all successful relationships. People often adopt a different style in their social and personal lives. We tend to be more adaptable with people we know less. We tend to be less adaptable at home and with people we know better.

Here are some tips and reflection questions to help you adapt your style:

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.
3. Ask for feedback from others and give yourself time.
4. Use the Word Sketch page to choose behaviors that you would like to use and practice these 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?
   _____
   _____

3. Who could you team up with that you would like to learn from and imitate, that naturally demonstrates the behavior – 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?
   _____
   _____

6. Which behaviors do you find the most difficult to use? What limiting belief do you have about yourself? Or about others?
   _____
   _____

7. What results do you want?
   _____
   _____

Remember… For things to change first I must change… You can CHOOSE to change!

Modifying Your Directness and Openness

When you are in some interpersonal situations, it is sometimes easier to identify another person's directness OR openness, but not both. In these situations, learn how to practice adaptability, one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Directness or Openness.

DIRECTNESS...

TO INCREASE:	TO DECREASE:
• Speak, move and make decisions at a faster space. • Initiate conversation and decisions. • Give recommendations. • Use direct statements rather than roundabout questions. • Use a strong and confident voice. • Increase your eye contact. • Challenge and tactfully disagree when appropriate. • Face conflict openly, but don't clash with the person.	• Talk, walk and make decisions slowly. • Ask for and acknowledge other's opinions. • Share decision-making. • Do not interrupt. • When talking, provide pauses to give others a chance to speak. • When disagreeing choose words carefully. • Refrain from criticizing, challenging or acting too pushy.

OPENNESS...

TO INCREASE:	TO DECREASE:
• Share feelings; show more emotion. • Respond to the expression of other's feelings. • Give others personal compliments. • Use friendly language. • Take time to develop the relationship. • Communicate more; loosen up and stand closer when appropriate. • Be willing to digress from the topic being spoken about.	• Get right to the task - give the bottom line. • Maintain more of a logical, factual orientation. • Do not waste the other person's time. • Stay on track. • Be respectful of the other person's personal space. • Downplay your enthusiasm and body movement.

Collaborating with the DISC Styles

When you are working in a collaborative way you are working together for a common purpose. It is about taking responsibility for supporting others to learn and grow and about the sharing of ideas, information and opinions through formal/informal discussions. Collaboration is NOT the outcome or goal. Collaborations are processes that, when successful, align people's actions to accomplish a goal or solve a problem. So communication effectiveness is critical when working in a collaborative way.

Use the following tips to help you to adapt your communication style with others – for leading and inspiring and for working more collaboratively together.

Adapt Your Communication Style

Communicating with C's	Communicating with D's
• Be well organized and clear in your communications. • Understand that C styles search for logical conclusions. • Ask them for their opinion, as they often stay quiet in a group discussion. • Ask your questions in a more discreet, non-judgmental manner to elicit the points, objectives, or assurances C's want: *"Peter, I'm not trying to pressure you, but are you not interested in joining this team?"*	• Listen to their suggestions, their course of action and the results they are considering. • Find areas where you already agree. • Work backwards toward gaining agreement on the results you both want— and are willing to either mutually or independently allow the other to achieve: *"Sarah, this format will give you the freedom to develop this project your way and still allow John and Ellen to structure theirs another way... without sacrificing time or morale."*
Communicating with S's	**Communicating with I's**
• Be ready to do more talking than listening; they don't feel comfortable when the limelight is focused on them. • Stay organized and move forward steadily (but slowly) as you check to make sure they understand and accept what is being said: *"Do you want me to leave my cell phone on in case you have any important questions about this project Jodie, or do you want me to call you later?"*	• Listen to their personal feelings and experiences. • Their style requires open and responsive interaction with others, preferably in a manner that is friendly and unhurried (like that between long-time friends): *"Just between you and me, Chris, I feel very uneasy about Jill and Howard presenting our team project by themselves."*

Developing Character Virtues

Your Primary DISC style is actually a pattern of behaviors that comes so easily to you that you don't even realize everyone else doesn't have them as well! Your unique strengths make it easy for you to excel in certain activities more than others such as **Problems or People or Pace or Procedures**.

Here are some examples:

- **High D people** love telling others what to do when they are in charge of the big picture tasks or *Problems* to solve.

- **High I people** seldom take on detailed tasks like their High C friends thrive in.

- **High S people** do NOT like telling others what to do. They prefer setting up the systems that make life steady, more appealing and easier to function in.

- **High C people** seem awed by how easily High I's can even talk to strangers and quickly make new friends!

Yet there are times when each of the styles secretly WISH they could be just like someone else. Do you? It is natural to think like this and everyone does sometimes! It just takes one more step in the process of SELF-DISCOVERY, called identifying and practicing the Character Virtues that will give you the results you seek!

You see your DISC *behavioral style* **is how you** *DO* **things** – those behavioral habits you do automatically – without thinking. And they are observable by others. But if you think about the people you really admire, you'll find that what makes someone popular, successful, and self-confident are the qualities they are BEING – assertive, friendly, patient or diligent.

Initially, these qualities come from what you are taught as your family values and what defines the culture you belong to. But in every culture there are universal Character Virtues that everyone has the capacity to exercise - no matter what behavioral style you now find yourself using most often!

You only need to identify them to practice and strengthen these Virtues in you.

Firstly it is about having the desire to get a different result, then gaining awareness of which virtue you seek, then knowing what language and behaviors to use that relate to it. VOILA! You've just shifted your style – and it no longer "has" you!

Summary

Bottom line, we all have qualities or character virtues within us. They are universal – valued by all cultures. Virtues can be developed with coaching or an awareness and desire to generate more positive responses from others.

The Four DISC Styles Strength Virtues

The following chart shows some of the strength Character Virtues naturally used by the four DISC primary styles. Use it to identify how you would like to behave more often and in which situation.

If you are a High D and would like to become more patient then choose the virtue of patience and practice its behavioral definitions found on the following page. If you are a High I and would like to become more diligent then choose this virtue and practice its behavioral definitions.

Find your highest point in your DISC graph – D, I, S or C. Which Character Virtues would your friends and family say you express naturally? Which do you have to work at expressing? To shift or change a behavior, just choose the virtue's definition and practice it!

DISC Style	**D** **Dominance**	**I** **Influence**	**S** **Steadiness**	**C** **Compliance**
Strength Characteristic	Courage	Enthusiasm	Loyalty	Diligence
	Assertiveness	Optimism	Patience	Perseverance
	Determination	Trust	Peacefulness	Righteousness
	Confidence	Friendliness	Tolerance	Perceptiveness
	Independence	Generosity	Consideration	Integrity
	Idealism	Cheerfulness	Flexibility	Conscientious

Developing Your Character Virtues Exercise:

1. The highest point on my DISC Natural Graph is: _____

2. From the list of my DISC strength characteristics my friends would say that I naturally express these two character virtues:

   _____   _____

3. From the list of the other DISC styles these are the two character virtues that I would like to practice and develop:

   _____   _____

Virtue Definitions

As seen in the High "Dominance" 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.

As seen in the High "Influence" 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.

As seen in the High "Steadiness" Style:
- **Loyalty** is unwavering faithfulness and commitment to those that 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.
- **Flexibility** is the ability to adapt and change amid the fluctuating circumstances of life.

As seen in the High Compliance 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.

Developing Your Leadership Virtues

Leadership is not only about learning and applying the right skills, it is also about developing leadership qualities (character virtues), and being able to adapt to situations and other people's styles. Being a leader means you will have certain responsibilities; you must know right from wrong and stand up for what you believe in. Sometimes, being a leader, you will need to have the ability to "go against the crowd" - speaking up when you believe that something is wrong.

An outstanding leader is able to demonstrate the virtues of *Trust, Diligence, Assertiveness* and *Confidence*. They can handle conflict situations, have the ability to confidently influence others in a positive way and can apply reasoning skills for making the right decision at the right time.

Use the following table to identify your limiting behaviors and for developing the Leadership virtue that relates to your DISC style.

Style	Limiting Behavior	Quality (virtue)	Quality Definition
High D	• At times you do not exercise caution and deliberation before you make decisions. • You often choose not to tell others the reasons for your decisions. • At times you have difficulty expressing or responding to emotions. • At times you do not recognize or solicit other's contributions.	**Trust**	**Trust** – *Is positive expectation that all will be well. It is having confidence that the right thing will happen without having to control it or make it happen.*
High I	• Not viewing people and tasks more objectively. • Not seeing tasks through to the end. • Being sarcastic and superficial when you are under stress. • Not following through on your agreements.	**Diligence**	**Diligence** – *Doing what needs to be done with care, concentration and single-pointed attention, giving our absolute best.*
High S	• You do not speak up and voice your thoughts and feelings at times. • At times you automatically do what others tell you to do. • You can become irritated when others are insensitive and impatient. • You tend to not be open to some risks and changes.	**Assertiveness**	**Assertiveness** – *Telling the truth about what is just, setting clear boundaries. You have the self-confidence to tell the truth about what is just.*
High C	• You become withdrawn and headstrong when you are under stress. • You view people and tasks too seriously and critically sometimes. • Sometimes you do not shoot for realistic deadlines and parameters. • You can become irritated when things are disorganized.	**Friendliness**	***Friendliness** – Is reaching out to others with warmth and caring and caring is about listening with compassion.*

Developing Your Optimism

We live in a world of uncertainty and change. Many things are beyond our control. How you manage and succeed when there is not a lot of agreement will depend on the way you think about life situations. When you have **Optimism**, you instinctively think positively. You see a glass 'half full' rather than 'half empty'. When you can only think of the glass as half empty, you are thinking with **Pessimism**.

Pessimistic people tend to believe bad events will last a long time and that it is their fault. Optimistic people experience the same bad event and think about it differently. They tend to believe that it is just a temporary setback or obstacle and that its reasons only apply to this event, and that it is NOT their fault. **Are you are *pessimist* or *optimist*?**

How do you react to challenging situations?

Adversity is a word that is used when we find something hard to do or when we are in certain environments or situations and feel unsafe or afraid. When you encounter adversity you react by thinking about it. From thinking about it you then make a decision about other people, the situation, the environment or about yourself. These decisions then become your beliefs. And beliefs are the thoughts you have and what you believe to be true. They are your points of view about what you experience in life.

What do the DISC styles think about the environment?

In the DISC model High D and C styles view his or her environment as *unfavorable* and therefore they tend to respond in a defensive way; seeing the glass half empty. Whereas the High S and I styles view their environment as *favorable* and tend to respond in a more open and accepting manner; seeing the glass as half full. Sometimes how you see the glass can become a habit.

How are habits formed?

Beliefs can become habits and you don't even realize you have them unless you stop and focus on them! And they just don't sit there doing nothing; they have consequences! Beliefs are direct causes of what you feel and what you do next. Certain kinds of beliefs set off the "giving up" response, or a feeling of *helplessness.*

Example - Glass half-EMPTY

Adversity - My teacher Mr. Smith yelled at me in front of the whole class and everybody laughed.
Pessimistic Belief – He doesn't like me very much and the whole class thinks I'm an idiot.
Consequence – I felt really sad and I wished that I could just disappear under my desk.

Example - Glass half-FULL

Adversity – My teacher Mr. Smith yelled at me in front of the whole class and everybody laughed.
Optimistic Belief – The whole class knows Mr. Smith is often unfair!
Consequence – I went back to reading my book.

How do I change?

You can deal with your pessimistic beliefs only once you become aware of them. The first way is to distract yourself from thinking about them, by thinking of something else. The second way is to dispute them, or debate with yourself about them. This way is more effective because successfully disputed beliefs are less likely to repeat themselves as patterns, when the same event occurs.

Distracting yourself

To interrupt a habitual pessimistic thought pattern, there are a couple of strategies you can use. You can write down affirmations (a supportive statement usually starting with "I am") on 3x5 cards or even write down the word STOP, and place these where you can see them. You can place a rubber band on your wrist and then by simply pulling and letting it snap back, it will quickly remind you to think another way and to debate each pessimistic thought.

Debating with yourself

As we have mentioned, disputing or debating with yourself is a more effective way to change a pessimistic thought pattern. It's a little bit like arguing with yourself and coming up with an alternative thought. By using this approach with beliefs that follow adversity, you can change the pattern. See the examples on the previous page.

How do I debate with myself?

There are four important ways to debate with yourself:

1. Look for the evidence or proof – look for the facts.

2. Ask yourself what are the alternatives, by using the "how" word. Or saying to yourself "that's one way of looking at it, what's another way"?

3. Ask yourself what are the implications or consequences to this belief?

4. Ask yourself how useful is it?

Become aware, listen and practice

Next time you find yourself facing adversity or you experience a bad event practice debating with yourself to change your thought pattern from pessimism to optimism. Listen closely to what you are saying to yourself about the situation and become aware of the belief. Then think about the consequence and argue with yourself vigorously and see what happens to the way you feel.

Keep a journal of your pessimistic belief patterns to see just how many you have, how many you have permanently changed and the ones you still have to practice on.

Developing Optimism in the Four DISC Styles

Use the following table to notice how the DISC four primary styles typically think. Which one can you relate to? What alternative thoughts or shift in thinking could you use and what virtues can you practice to develop a more optimistic approach. Use the virtue definitions on Page 19 to know how to practice a particular virtue that relates to your DISC style.

DISC Style	Fears	Belief	Alternative Thought	Virtues to Add
High D	Being taken advantage of/lack of control	I have to be demanding to stay in control	What evidence/fact is there that I am losing control?	Tolerance and Flexibility
High I	Being left out, loss of social approval	When I am emotional and persuasive people won't leave me out	What is the evidence that I am being left out?	Perceptiveness and Patience
High S	Sudden change/loss of stability/security	I must stay calm and have everything organized so nothing goes wrong or upsets us	What if I asked everyone to think of alternative solutions in case of an emergency?	Confidence and Assertiveness
High C	Being criticized/loss of accuracy/quality	I must be precise and accurate so people will not criticize me	If I make a mistake I can apologize and move on. Doesn't everyone make mistakes?	Trust and Friendliness

Developing Optimism Exercise:

1. My alternative thoughts or shifts in thinking are:

   _____

   _____

2. The virtues I will use and practice for developing a more optimistic approach are:

   _____

   _____

3. These are the following behaviors I will use when practicing my chosen virtues:

   _____

   _____

4. This is the language people will hear when I am practicing my chosen virtues:

   _____

   _____

Reference Materials

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 at:

http://www.virtuesproject.com/tvp.html

 "Learned Optimism" – a book by Martin Seligman

In this book, Martin E.P. Seligman, pioneer of Positive Psychology, outlines easy-to-follow techniques that have helped thousands rise above pessimism. Learn more on his site at:

http://www.pursuit-of-happiness.org/history-of-happiness/martin-seligman-positive-psychology/

Resources

Feel free to explore the following sites for additional PeopleSmart tools and self-discovery resources:

http://www.PeopleSmartWorld.com

http://www.PeopleSmartEnterprises.com

http://www.DISCforKids.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

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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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26