



DISCovering My Career Path

An Evaluation of Behavioral Styles, Motivations & Occupations

Report For: **Sandra Davis**

Style: **SCi/SCI**

Focus: **Work**

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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.

This report is the result of your two assessments – DISC and Motivators. 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.

This report does not tell you that you **MUST** choose a particular career path because you have a certain style or specific motivations. It has been designed to guide the process of you choosing your career path, through giving you options to choose from and insights about your personality and the motivations you have, so that you can make an 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 – Your Occupational Behavioral Style and Motivations. 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 results of adapting your natural style to “fit” the needs of a job’s role, OR for selecting a career that utilizes your natural style’s talents or both.**

The DISCovering My Career Path Report helps you make and plan your **career decisions**. In addition, it provides a **list of occupations** and the **O*NET (Job) website** for identifying job requirements that are the closest match to your natural behavioral style.

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 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 what jobs require the “real you” for that natural “job fit.”

Many of us grew up believing the wisdom of treating others the way you 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. See the resource section (page 45) to purchase a copy of Dr. Tony’s book The Platinum Rule.

With this personalized and comprehensive report, 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)

Historical, as well as contemporary, research reveals more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into four basic categories. *Our DISC System* focuses on patterns of *external, observable* behaviors using scales of directness and openness that each style exhibits. Because we can see and hear these external behaviors, it becomes much easier to “read” people. This model is simple, practical, and easy to remember and use.

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 and 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. This report measures seven dimensions of motivation. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for return on investment.
- **Individualistic** - a drive to stand out as independent and unique.
- **Power** - a drive to be in control or have influence.
- **Altruistic** - a drive to help others at the expense of self.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.

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.

PART IV – Planning Your Career Path

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 always the person described in this report, but it is a good place to start looking at yourself to discover strengths, values, communication tips and motivators you agree are “you.”

Feel free to edit this report by crossing out or adding in things that you KNOW describe you the most often, then make that the report you share with others and 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, then please contact your source for this report or email: Sandra@PeopleSmartWorld.com with your questions or comments.

Part I - Understanding Yourself

General Characteristics

Sandra, the narration below serves as a general overview of your behavioral tendencies – the general characteristics of your personal DISC style. Your report provides a framework for understanding and reflecting on your results. It also includes ideas to help you leverage your strengths to maximize your personal success and career satisfaction.

Your pattern of responses shows that you tend to be patient with others, although you set high expectations for them. This trait comes from a combination of your sincerity and your strong desire for quality control. You provide the best performance you can on a daily basis, and you expect no less from others on the team. You may be disappointed when others don't meet those standards. Instead of complaining to others, a more proactive response might yield better results from such peers.

You place high expectations on yourself and others and are able to coach others into being more effective at reaching goals. Some people present high expectations with an ultimatum, "Get it done, or else..." You present your high expectations in the spirit of, "Here's how we can work together to get there, and I'll start..." This positive attitude can help others increase their involvement and effectiveness.

You demonstrate a high degree of competence in your areas of expertise, and continuously strive to improve your skills and knowledge base. This trait comes from a few sources: your high interest in quality control, your natural curiosity, and your patience in learning and doing things the right way. When you succeed in an area, you tend to raise the bar and subsequently try to improve. This makes you an excellent role model for others on the team.

Sandra, your response pattern to the instrument indicates that you are an excellent listener, and you are able to get along with a variety of people in many situations. This is a strength that should assist you in the workplace and in your personal life. This trait comes from your enthusiasm, and your sincere interest in others. You are able to maintain high standards, and at the same time be flexible when necessary.

Part I Understanding Yourself

General Characteristics (continued)

Sandra, you tend to be optimistic and encouraging to others. This comes not only from your natural positive spirit, but also from your high degree of sincerity. When combined, these traits allow you to maintain a positive attitude even in the midst of high stress or negativity in the workplace. This attitude can have a positive effect on the team.

You score like others who tend to be more modest than egocentric, but also have the ability to become assertive when necessary for emphasis or communication. This means that you may surprise people at times when you take a firm stand on an issue, after initially being more open-minded. When you see quality suffering because of a decision or direction, you'll take a firm and assertive position and push for higher standards.

You like working independently, but have the ability to manage workloads and delegate responsibilities when necessary. Your multifaceted operational style allows for success in a variety of situations. Your interest in people drives you to be involved with others, and your high level of patience helps you follow through on details of a project. In addition, your high quality control standards allow you to make adjustments in your own work style in order for things to get done correctly.

You set high personal standards for yourself and persuade others by demonstrating competence. This strength can be of value to the team because you lead by doing, rather than by delegating. That is, you set the example by rolling up your sleeves and demonstrating the work that needs to be done. You won't ask others to do something that you're not willing to do yourself. Others on the team should have respect for the leadership style that you show.

Your Strengths

What You Bring to an Organization

Sandra, you are likely to display your natural strength (qualities) consistently. These qualities tend to enhance your effectiveness. Your style traits described in this report give useful insights as you perform the tasks required in any role you take on. These traits reflect your talents and preferences, and may influence the choices you make.

Choose two of your strengths and two of your style traits that are important to you and transfer them to the **Summary of Your Style** on page 14.

Your Strengths:

- You combine people skills, patience in working with others, quality control, and attention to details in a versatile blend of talent and expertise.
- You are able to remain objective in emotional situations.
- Due to your combination of people skills, patience, and objective reasoning, you have the ability to logically negotiate cooperation from others, rather than demanding it.
- You are deadline conscious, with excellent time-management skills.
- You may be seen as the hub of the wheel, always at the center of many activities.
- You are conscientious and serious about doing things the correct way.
- You can be depended upon to do what you say you will do.

Your Style Traits That You Bring to a role:

- You are able to express a sense of humor, while remaining very serious about work tasks and projects, especially when it is necessary to maintain a high degree of quality control.
- You are articulate about many different topics and issues.
- You tend to make decisions based on factual data.
- You may tend to become vocally disappointed when standards aren't met, or when a project gets delayed.
- You have the ability to self-manage much of your own workload.
- You tend to be modest, but also have the ability to become assertive when necessary for emphasis.
- You persuade others in the organization by demonstrating personal competence, and encourage others with a sense of optimism.

Your Motivations (Wants) and Needs

Motivators drive behavior. What motivates you? People are motivated by what they want or need to avoid their fears. Each style has different fears, wants, and needs. The more fully your behavioral needs are met, the easier it is to perform naturally with minimal effort. This report has identified and compiled your behavioral wants and needs. Knowing these helps you understand the “why” behind how you behave, react and respond. **Sandra**, this section lists your most important wants and needs that will allow you to perform at your best.

Choose your two most important motivators and your two most important needs. Transfer these to the **Summary of Your Style** on page 14.

You Tend to Be Motivated By:

- Knowledge that the products and services offered are of the highest quality, and that high standards are supported by all members of the organization.
- Acceptance as an important member of a group or team.
- A home life that is supportive of the work demands.
- Assignments that allow for communication with a variety of contacts.
- Sincerity from peers and colleagues.
- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- A system of support to assist with details and follow-through.

People With Patterns Like You Tend to Need:

- Increased authority to delegate routine tasks and procedures.
- An increased sense of urgency to get things done expediently.
- Participation in team efforts and activities.
- Complete explanations of processes, and the internal systems used.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Peers with equal ability, competence, and work ethic.
- Options for increasing efficiency of certain methods or procedures.

Your Ideal Work Environment

Everyone is motivated. However they are motivated for their own reasons, not someone else's. By understanding what motivates you, you can create or choose environments where you will most likely be self-motivated. You will invest your natural energy in just being "you" instead of feeling the need to behave in a way that does not come naturally.

Select the two most important environmental factors and transfer these to the **Summary of Your Style** on page 14.

You Tend to be Most Effective in Environments that Provide:

- Time to reflect and think about pros and cons to solutions.
- Established practices, procedures, and protocols.
- Opportunities to work with people with whom you have developed trust, rapport, and credibility.
- A democratic environment with participatory management.
- Appreciation for your long hours and work ethic on tough projects and assignments.
- Support for critical thinking skills and logical, rather than emotional, decision making.
- Complete information, details, and examples with no gaps or surprises.

The S Style Behavior and Needs Under Stress

Under Stress You May Appear:

- Dependent
- Submissive
- Hesitant
- Passive
- Indecisive

Under Stress You Need:

- Relationships
- Personal assurance
- A slower pace for comfort and security

Your Typical Behaviors in Conflict:

- You tend to do things to help and benefit others with the expectation that they will reciprocate in some appropriate way. However you rarely share these expectations. As a result, the other person fails to meet your expectations; leading to more repressed anger or hurt feelings on your part.
- The anger and dissatisfaction that S's have been repressing builds up inside of them and eventually some (often, trivial) event will trigger an explosion, releasing a torrent of angry words and a litany of past offenses -- often in considerable detail. Once S's have vented this built up emotion, they return to their normal behavior.
- S's may also feel that their feelings, needs and desires are not as important as those of others, which can encourage others to take advantage of them which, in turn, results in more repressed anger.

Strategies to Reduce Conflict and Increase Harmony:

- Be open to considering new ways of doing things and undertaking new tasks. Ask your supervisor, friends and coworkers to support you in approaching any significant change
- Be sure to clarify any instructions or communications that you do not fully understand, no matter how busy the other person may appear to be. Pay particular attention to the desired results and timeframes.
- Ask for what you need from your supervisor, friends and coworkers. Do not expect them to know what you want or what you are thinking. This will avoid many misunderstandings and increase your effectiveness and efficiency.

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**:

- Break the ice with a brief personal comment.
- Assure Sandra that there won't be any surprises.
- Join in with some name-dropping, and talk positively about people and their goals.
- Provide logical and practical evidence.
- Be candid, open, and patient.
- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Be certain that individual responsibilities are clear, in writing, and that there are no ambiguities.

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

- Offer promises that you can't keep.
- Use someone else's opinion as evidence.
- Push too hard.
- Be disorganized or sloppy.
- Leave the idea or plan without backup support.
- Rush the issue or the decision-making process.
- Be unrealistic with deadlines.

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 14.

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

- You may sometimes show unreasonable expectations of the capability or capacity of others.
- Because of your desire for completeness, you may encounter some difficulty in meeting deadlines.
- You may tend to trust people a bit too much and may suffer setbacks as a result.
- You may be considered a grudge-holder, as you tend to have a long memory for wrongs committed.
- You may hold on too tightly to past tradition in procedures and processes, thus requiring a complete explanation of details before changes are made.
- When pressured or faced with sudden change, you may become indecisive.
- When under pressure, you may become overly sensitive to criticism and/or become bogged down in details.

Summary of Sandra Davis'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” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

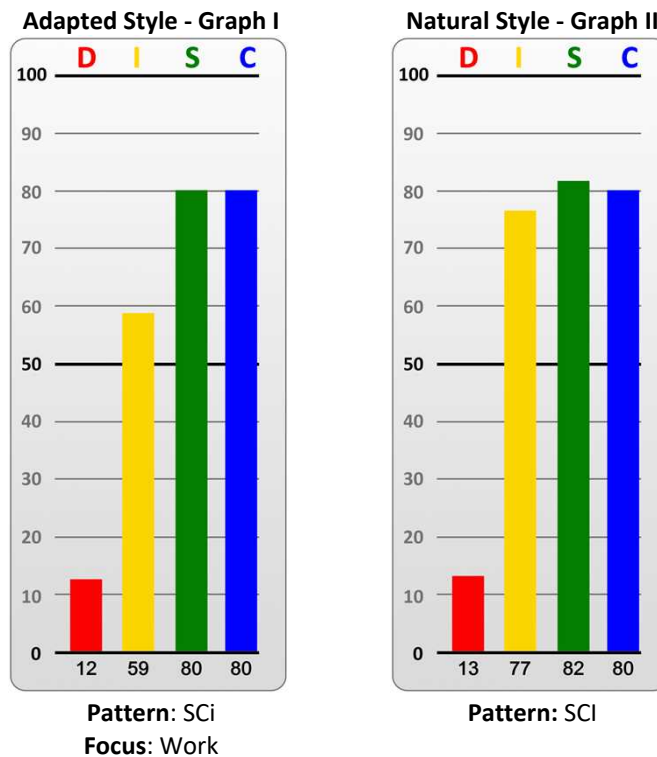
This chart shows your NATURAL DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

	D	I	S	C
DISC Focus	Problems/Challenges	People/Contacts	Pace/Consistency	Procedures/Constraints
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
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

DISCstyles Graphs for Sandra Davis

Your Adapted Style indicates you tend to use the behavioral traits of the SCi style(s) in your selected Work focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the SCI style(s).

Your Adapted Style is your graph displayed on the left. It is **your perception of the behavioral tendencies you think you should use in your selected focus** (work, social or family). This graph may change when you change roles or situations. The graph on the right is your Natural Style **and indicates the intensity of your instinctive behaviors and motivators**. It is often a better indicator of the “real you” and your “knee jerk,” instinctive behaviors. This is how you act when you feel comfortable in your home environment and are not attempting to impress. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.



If you have scores under 10 or over 90, these are extended scores where the behavior becomes a **need**. If expressing that behavior isn't possible, you'll likely create situations where that *behavioral need* can be met.

If the bars are similar, it means that you tend to use your same natural behaviors in either environment. If your Adapted Style is different from your Natural Style, this may cause stress if over a long period of time. You are then using behaviors that are not as comfortable or natural for you.

The higher or lower each D, I, S, C point is on your graph, the greater or lesser your behavior impacts your results at work and with others around you. Once aware, you can adapt your style to be more effective. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioral change comes only with awareness and practice.

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 25) 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

Below is a chart to help you understand some of the characteristics of each of the four Primary DISC Styles so you can interact with each style more effectively. These behavioral tendencies are indicative of those with the High or Pure D, I, S or C Style. Remember that your primary style tendencies may be modified by the influence or blending of your secondary style, which can change how others see and interact with you.

Knowing each of the “High D, I, S, or C” style’s primary tendencies, is very useful in anticipating how a person with a given style is likely to feel and behave. Never use your style as an “excuse” for your behavior, but “own” what is true and even 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

To further understand how each combination of a person’s primary and secondary style creates their unique and different makeup, there is a special report that more fully describes the 12 Classical Style Combinations or Patterns that are most commonly identified using DISC. Find which of the 12 styles are most like you and be ready to give examples that further illustrate how you typically behave so others can better understand and appreciate you. Ask your provider for this report.

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, the behavioral adjustments that each style needs to make will vary. The decision to adapt your approach, behavior and communication style 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. 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.

When you are a highly effective and adaptable person you are able to meet other peoples' needs, which 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 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.

Background

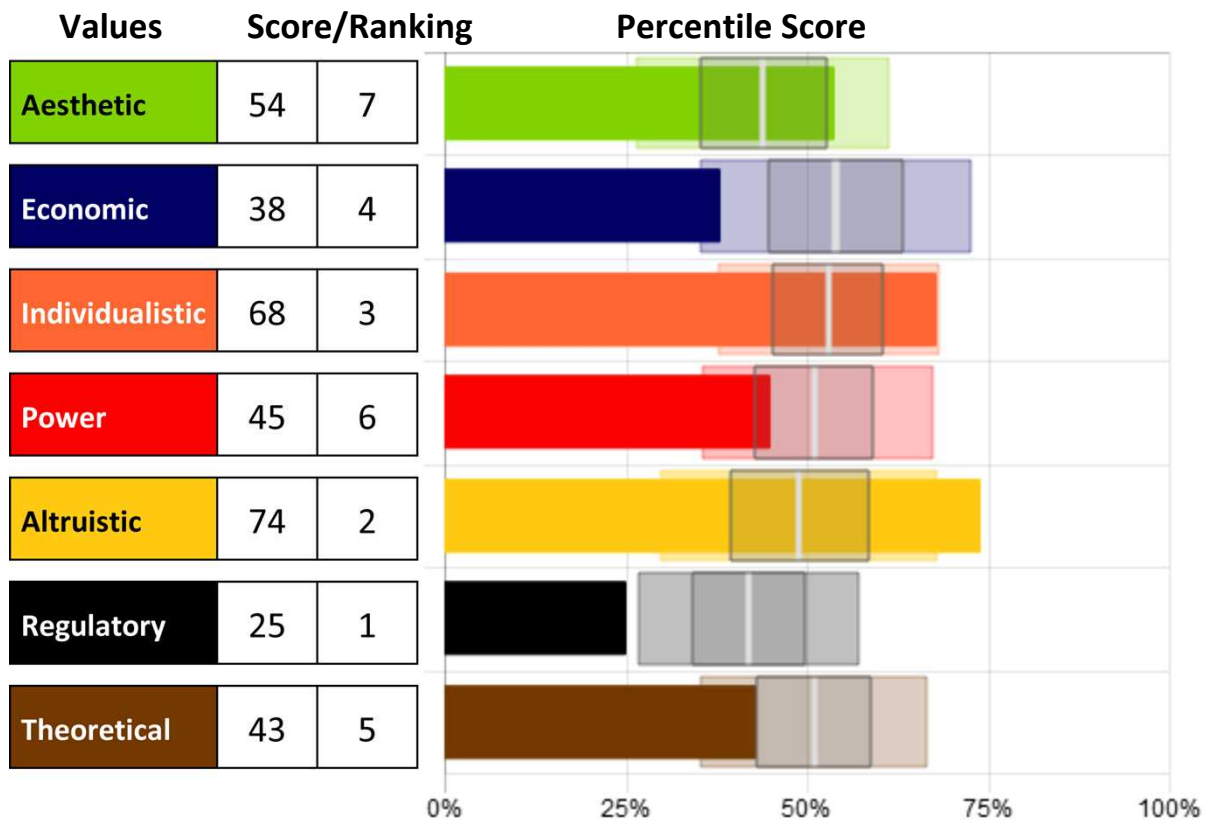
The Motivators assessment is the result of Dr. Edward Spranger's and Gordon Allport's combined research into what drives and motivates an individual. The seven dimensions of value discovered between these two researchers identify the reasons that drive an individual to utilize their talents in the unique way they do. Motivators will help you understand your motivations and drivers, providing a clear course on how to maximize your performance by achieving better alignment and passion for what you do.

The Elements of the Motivation Index

This Motivation Index 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 Power 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.

In addition, the Motivation Index is the first to use a click & drag approach to ranking the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen. Finally, the Motivation Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results, possible.

Summary of Sandra's Motivation



1. The **lightly colored, shaded area** for each Motivator highlights **the majority of the population's scores**. This means that if you took a normal sample of motivator scores and ranked the scores from 0 – 100, you can expect that a majority of the scores would fall inside the shaded area. This indicates if most of the population scores higher or lower in the dimension. Are you similarly driven in your Motivators as most others are?
2. The **white, vertical line in the center of the lightly colored, shaded (majority) area** represents the **median score**. Like the median in a road, the median divides the range of scores into equal halves. 50% of the scores are above the median line and 50% of the scores fall below the median line.
3. The **norm box** (small box plot) represents the **AVERAGE** scoring range. The scores inside this box represent the scores of people who are **more like everyone else** (therefore, it is considered **normal**). When your score falls inside the norm box, it is **situational**; you consistently ranked the statements of that dimension **both high and low**.
4. The **colored bar is aligned to your score from 1-100**. These reveal the **level of importance** of that motivator to you. Higher numbers mean you consistently ranked the motivator as **more important** & lower numbers mean the motivator was consistently ranked **less important**. The number also reveals placement in **Very Low, Low, Average, High and Very High**. The people who score within each group share common traits and descriptions (i.e. those who have Very Low scores will share common values with one another).
5. Your **ranking** reveals **how influential the Motivators are to your behavior and decisions in order from 1-7**. Keep in mind that some Motivators have relationships with other Motivators that strengthen them, but this is a true 1 through 7 ranking based on which are individually most impactful. Rankings are determined by each score's distance from 50. The farther away from 50, whether high or low, the more impact that Motivator will have.

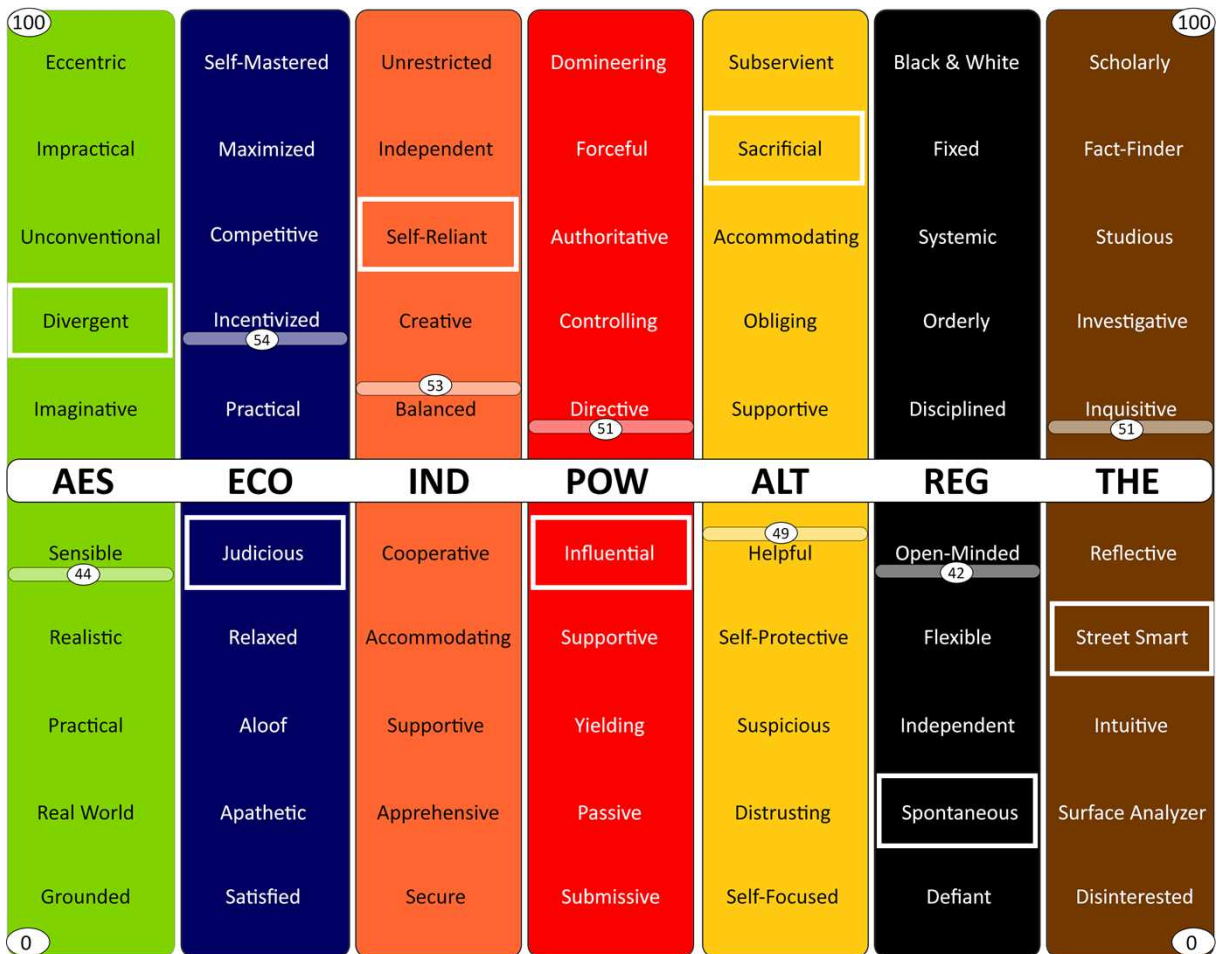
A Closer Look at the Seven Motivator Dimension Scores

Each descriptor below reveals your preference for shaping behavior and indicates what energizes you.

Motivator	Low Score Energized by...	High Score Energized by...
Aesthetic	Grounded Pragmatic and tangible approaches that bring concrete and reliable results.	Eccentric Achieving equilibrium and harmony between the world around you and yourself.
Economic	Satisfied Less competitive approaches and being more satisfied with what you already have.	Self-Mastered Self-interest, economic gains, and achieving real-world returns on efforts.
Individualistic	Secure Not seeking the limelight, keeping ideas to yourself, and less likelihood of self-promotion.	Unrestricted Expressing your autonomy and freedom from others' ideas and protocols.
Power	Submissive Supporting other people's efforts and a less focused approach to owning your own personal space.	Domineering Directing and controlling people, environments, and personal spaces.
Altruistic	Self-Focused Focusing on personal wants and needs and taking a more suspicious stance towards the moves of others.	Pushover Helping and eliminating pain and suffering of others at personal cost.
Regulatory	Defiant Remaining independent of as opposed to depending on the restrictive ideas of others.	Black & White Establishing routine, order, and setting boundaries for yourself and others.
Theoretical	Disinterested A more dismissive view of gathering new information and discovery while relying more on your natural instincts and past experiences for answers.	Scholarly Activities towards knowing everything that can be known about what you believe to be important and truthful.

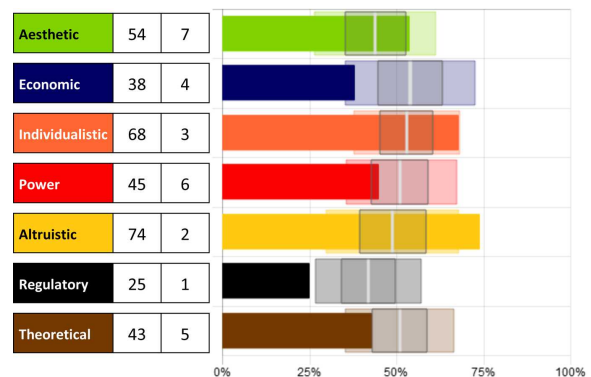
Sandra's Motivator Word Matrix

The Motivator Word Matrix translates your numeric score into a descriptor in each dimension, and highlights each word relative to other descriptors. By labeling your numeric score, you can better identify, understand, and describe your motivator orientation.



Important Details:

- Motivators are scored from 0-100, shown in **small circles** at the edges of the Matrix: **0 is very low, 100 is very high.**
- The **shaded line** highlights the **median score** for each Motivator based on the population.
- The highlighted Motivator **descriptor** is representative of *your score* in each Motivator.
- Your score and ranking are **not** noted on the Matrix. Refer to your graph for your specific information.



Details of Sandra's Motivation



Aesthetic - High

You will likely possess an “inner awareness” and will desire to understand the moods, affections, and values of yourself and others.



Economic - Low

You are not driven by monetary rewards or being “first” and may lack the emotional initiative necessary to compete with those around you.



Individualistic - High

You won't mind the spotlight, will desire to bring independent ideas to bear, and may excel in front of others.



Power - Average

You can mediate all available ideas without an excessive need to control outcomes.



Altruistic - Very High

You will seek to benefit others at your own personal expense and may find it very difficult to fight for what you want.



Regulatory - Very Low

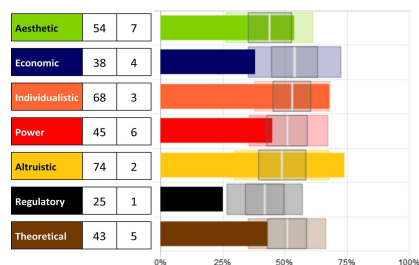
You may subvert or break the rules you feel don't apply and will attempt multithreaded approaches to solving problems.



Theoretical - Low

You are more apt to rely on past experiences and intuition when making decisions.

Your Aesthetic Motivator - High



The Aesthetic Motivator: Strong desire and need to achieve equilibrium between the world around us and ourselves (within) while creating a sustainable work/life balance between the two. Creative, imaginative, arty, mystical and expressive, this style may redefine or resist real world approaches to current challenges.



Universal Assets:

- You are more sensitive and intuitive to issues others may have a hard time pinpointing.
- You tend to appreciate the deeper meanings in life, which may include interesting clothing, beautiful places, and alternative foods.
- You will really appreciate things and places purely for their intrinsic value rather than any status reasons.
- You work better in surroundings that are pleasant aesthetically or environmentally responsible.



Driving Intuitions:

- You will work to live rather than live to work.
- You bring unconventional thinking to the table. Make sure you aren't afraid to share your intuitive insights.
- You ensure that creativity and form work in tandem with function and results.
- You show an interest in the deeper meaning of ordinary things.



Critical Advantages:

- You likely think beyond yourself in regards to work and will seek balance between yourself and your surroundings.
- You will attempt to solve practical problems in unconventional ways.
- You will likely believe others think as unconventionally as you do.
- You don't just go to work; you're usually on a mission.



Growth Opportunities:

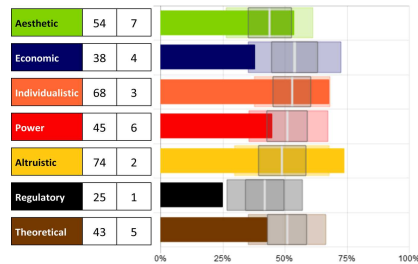
- You could benefit from being a little more realistic.
- You could be using creative and complicated ideas as a safety blanket to avoid having to be overly pragmatic.
- You tend to approach problems, opportunities, and challenges in uncommon ways, which might create unnecessary risks.
- Don't deliver a Cadillac when a Chevy will suffice.



Learning Paths:

- You have the ability to connect training and development to people's creativity and intuition.
- As you learn new things, link them to your ability to see beyond the present and your unorthodox ideas.
- You can assist teams in seeing beyond the present and thinking outside the box.
- You combine new knowledge with creativity to achieve greater harmony and balance in work and life.

Your Economic Motivator - Low



The Economic Motivator: The motivation for security from self-interest, economic gains, and achieving real-world returns on personal ventures, personal resources, and focused energy. The preferred approach of this motivator is both a personal and a professional one with a focus on ultimate outcomes.



Universal Assets:

- You may be sensitive to inequities and injustices and will not want to be a victim to others demands.
- You score in a range that indicates a lower interest in gaining material wealth.
- You are not driven by monetary rewards and competitive frameworks.
- You may believe money is for spending on things you want.



Driving Intuitions:

- Avoid measuring your performance by your love for it only.
- You need recognition for innovative, creative work, not just for doing your assigned tasks.
- Remember to praise others for their continued contributions.
- You should remember that people with vast amounts of money have feelings too.



Critical Advantages:

- You do not act selfishly but will be responsive to others needs.
- You are easily satisfied and will not likely try to outdo everyone else.
- You see a much wider spectrum of the picture, not just your own needs.
- To you, monetary compensation is a basic function, you may look elsewhere for higher levels of value.



Growth Opportunities:

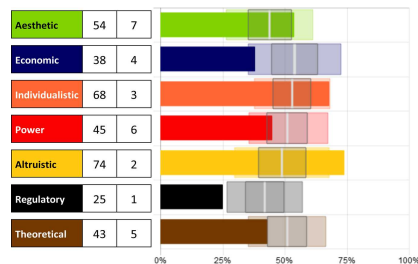
- You may mistake "I can't" for "I won't" and will fear saying "no" to people because it looks bad.
- You may avoid potential conflicts that may negatively impact others on the team.
- You may over-commit both on and off the job.
- You should avoid spreading yourself too thin by taking on responsibilities that could be done by someone else.



Learning Paths:

- You may prefer just hanging out and enjoying others rather than having to compete with them.
- You may prefer team-oriented activities as opposed to the lone wolf approach.
- You come to a training or development function typically without a 'What's in it for me?' attitude.
- You score like those who appreciate cooperation over competition.

Your Individualistic Motivator - High



The Individualistic Motivator: Need to be seen as autonomous, unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression apart from being told what to do.



Universal Assets:

- You'll likely take the necessary risks depending upon your appetite for jumping off the cliff and building your wings on the way down.
- You may be very different, but not always valuable when it comes to creative ideas.
- You will seek your own personal niche where you can be seen as unbelievable.
- You will likely have out-of-the-box ideas and want to share them.



Driving Intuitions:

- You must realize you don't do things in the standard, traditional way.
- You need the freedom and autonomy to bring your ideas to a conclusion.
- Many times your style thinks outside the box, but you may keep it to yourself if you're the quiet type.
- You may have expanded on current ideas and need to be aware that unless you push for them, they'll go unnoticed.



Critical Advantages:

- You are likely to be fearless with calculated risks.
- Your ideas are likely to be forced to the forefront because of your need to be seen as unique.
- Your energy and expressive intuition enables you to think like MacGyver.
- You will have a variety of outstanding ideas to choose.



Growth Opportunities:

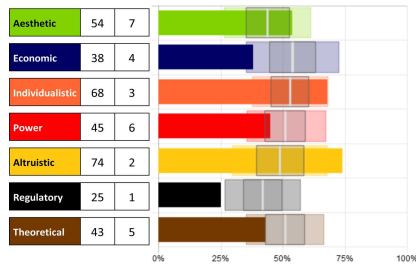
- Be aware that being different may be too important to you and may turn certain people types off.
- You may get caught up in selling yourself instead of your idea.
- Your potential value can clash with realistic people who think in only real-world terms.
- Sometimes your extremely exclusive process isn't the most effective or efficient means to an end.



Learning Paths:

- You'll create an environment that encourages organic thinking.
- You need hyper flexibility and freedom to create when learning new things.
- You must link the benefits of learning new things to your personal ability to recreate new ways of doing things.
- You need a wide variety of options available to you.

Your Power Motivator - Average



The Power Motivator: Being seen as a leader, while having influence and control over one's environment and success. Competitiveness and control is often associated with those scoring higher in this motivational dimension.



Universal Assets:

- You may prefer slow and steady moves to faster or hectic moves you must control.
- You may be less deliberate and more responsive when facing challenging opportunities.
- At times you'll likely want to watch others lead more than you'll want to lead things yourself.
- You may at times feel out of place on a team where people jockey for position.



Driving Intuitions:

- Use your stabilizing ability when working with others and don't allow others to run you over.
- You won't mind yielding your position to avoid controversy or conflict.
- Just because people don't voice it, you can't always believe you haven't made a difference.
- You are well suited for collaborative efforts.



Critical Advantages:

- You'll likely be more of a helper as opposed to being controlling and authoritative.
- You will likely wait your turn and not jump in front.
- You're a better collaborator and won't expect credit for all you do.
- Personal accomplishments far outweigh the need for recognition and power.



Growth Opportunities:

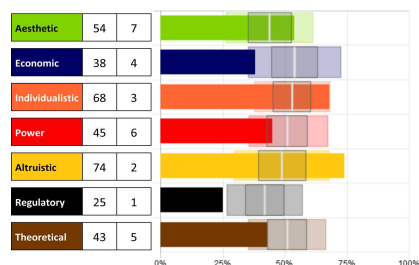
- Fighting for your own rights might make you uncomfortable at times.
- You may be settling for less as opposed to fighting for more.
- You should know that your destiny is up to you and not others or circumstance.
- You may be allowing other people to frame your world.



Learning Paths:

- You may enjoy more cooperative learning activities as opposed to activities that require directing and controlling.
- You may need to take stronger initiative when working with dominant types.
- You will likely enjoy group activities with some leadership opportunities.
- Being forceful isn't always bad.

Your Altruistic Motivator - Very High



The Altruistic Motivator: An expression of the need or energy to benefit others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always. Oftentimes an intense level within this dimension is more associated with low self-worth.



Universal Assets:

- You will be turned off by people who speak excessively about their personal gains.
- You probably believe you are here for a reason.
- You are looking for purpose in everything you do.
- You are likely very sincere and may show an exaggerated concern for others.



Driving Intuitions:

- You will be sincere when communicating.
- You provide ample time for servicing the needs of others on the team.
- Make sure you don't allow others to take advantage of your good nature.
- Be careful you don't become a pushover or doormat.



Critical Advantages:

- You are actively looking out for others and may run the risk of being swallowed by their problems.
- You are always looking for ways to help.
- You put the needs of others before your own.
- You are likely a sympathetic and active listener.



Growth Opportunities:

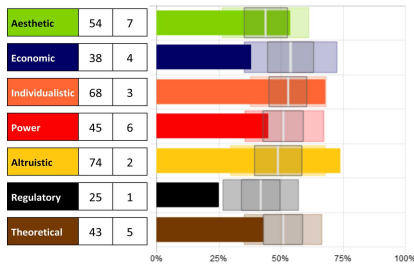
- Your need to please is likely rooted in low self-worth as opposed to only a high regard for others.
- You will likely settle for what you can get rather than fight for what you want.
- Seeing that balance is the key to life, over involvement in the lives of others can have negative effects later on.
- Make sure you are not paying more attention to those outside than you are paying to those within your own family.



Learning Paths:

- Your learning and development should connect knowledge to be shared with others.
- Your learning development should be connected to benevolence.
- Your training and development should focus on ways to support others.
- Your training and development should involve community efforts.

Your Regulatory Motivator - Very Low



The Regulatory Motivator: A need to establish order, routine and structure. This motivation is to promote a black and white mindset and a traditional approach to problems and challenges through standards, rules, and protocols to color within the lines.



Universal Assets:

- You'll likely do things "by the book," but it's your book.
- You're looking for the freedom and autonomy to think your own thoughts.
- You will likely hate it when people refuse to believe things they don't understand.
- You believe nothing is set in stone and therefore will not appreciate rigidity.



Driving Intuitions:

- You do not support inefficient means to any end.
- You want open and honest feedback so you can do what needs to be done.
- You like to cut to the chase and not waste energy on non-essentials.
- Because the end justifies the means, you'll figure it out.



Critical Advantages:

- You have your own unique way of seeing the world.
- You believe in freedom to express ideas.
- You believe mistakes are normal and part of a learning process.
- You likely don't want to wait for permission before taking action.



Growth Opportunities:

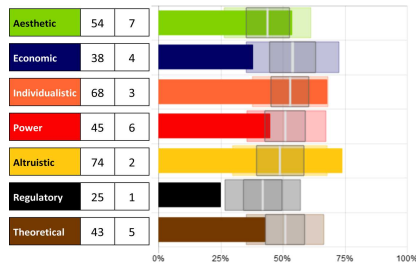
- Carefulness leads to reliable outcomes.
- You need to realize that sometimes obeying keeps you safe.
- Boredom is no reason to take unnecessary risks.
- Your lack of systemic sequence can get you in trouble sometimes.



Learning Paths:

- You prefer spontaneous and independent work environments where you can be more flexible.
- You prefer multiple learning modalities that enable your creative side.
- You can be a part of something without being controlled by it.
- You're likely thinking, "That's not how I'd do it."

Your Theoretical Motivator - Low



The Theoretical Motivator: The desire to uncover, discover, and recover the "truth." This need to gain knowledge for knowledge sake is the result of an "itchy" brain. Rational thinking (frontal lobe), reasoning and problem solving are important to this dimension. This is all about the "need" to know why.



Universal Assets:

- You are probably pragmatic and won't care if you don't know the details.
- You may prefer to work on many things rather than getting bogged down in only one function or role.
- You will likely only learn what you have to.
- You'll likely learn only what is necessary to complete a task.



Driving Intuitions:

- You prefer less paperwork and minute details.
- You like to cut to the chase and not waste energy on non-essentials.
- Because the end justifies the means, you'll figure it out.
- Play to your strengths, which are rooted in flexible thinking and open-mindedness.



Critical Advantages:

- You believe mistakes are normal and part of a learning process.
- You are more than likely highly adaptive.
- You believe in freedom to express progressive ideas.
- You likely don't want to wait for all the information before deciding.



Growth Opportunities:

- You need to realize that paying attention to instructions may keep you safe.
- You may read some but not all of a book.
- You may find you don't have a large capacity for retaining information.
- You may have trouble connecting the dots within certain subjects.



Learning Paths:

- You should make training and development activities as hands-on as possible.
- The trainer or presenter may need to force-feed you some important details, especially if they are perceived as unimportant or a waste of your time.
- You should hit only those essential items that relate to increased success or efficiency on projects.
- You should avoid getting bogged down in the hypothetical and theoretical.

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

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.

- Artistic expression
- Harmony
- Form over function
- Balance
- Mutual respect
- Creativity
- Self-fulfillment
- Subjectivity
- Beauty

Altruistic

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.

- Giving of self
- Support of others
- People orientation
- Helping
- Improving society
- Generosity
- Selflessness
- Compassion
- Caring

Power

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.

- Power
- Control
- Influential
- Governing
- Leadership
- Authoritative
- Competitive
- Status and esteem
- Accountable

Regulatory

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.

- Systemic
- Governed
- Orderly
- Traditional
- Regulated
- Principled
- Structured
- Focused

Practical Definitions of the seven Motivators (continued)

Economic

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.

- Practical returns
- Monetary interests
- Efficiency
- Utility
- Production
- Capitalism
- Maximising gains
- Results

Individualistic

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.

- Unique
- Independent
- Special
- Autonomous
- Free
- Relevant
- Sovereign
- Self-governed

Theoretical

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.

- 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.

Firstly though we do want you to 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 you are, the easier it is to see why people who enjoy their careers are able to express their natural gifts freely. When your style tendencies and preferences do not match, it takes more emotional energy just to get through the day. Be true to yourself and find fields you prefer working in that allow you to do your best work.

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

To explore a comprehensive list of Careers by Industries, see the list at <http://online.onetcenter.org>

Consider the following career list that is organized into occupational clusters. If you know certain industries interest you, take the time to research the jobs in that field at: 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

- Agricultural Food Science Technician
- Conservation Scientist
- Environmental Engineers and Technician
- Farmers and Ranchers
- Fish Hatchery Manager
- Fisher
- Food Scientists and Technologist
- Forester
- Landscaping and Groundskeeper
- Nursery and Greenhouse Manager
- Pest Control Worker
- Zoologist

Architecture and Construction

- Architect
- Carpenter
- Drafter
- Electrician
- Heating and Air Conditioning Mechanic
- Highway Maintenance Worker
- Roofer
- Security System Installer
- Surveyor
- Rigger
- Plumber
- Painter

Government and Public Administration

- Chief Executive
- Emergency Management Specialist
- Environmental Inspector
- Equal Opportunity Officer

- Legislator
- License Clerk

Arts, Audio-Video Technology and Communication

- Actor
- Art Director
- Audio or Video Equipment Technician
- Broadcast News Anchor
- Camera Operator
- Copywriter
- Curators
- Dancer
- Desktop Publisher
- Director of Stage & Motion Picture,
- Director of Television
- Radio Editor
- Film and Video Editor
- Graphic Designer
- Journalist
- Librarian
- Library Technician
- Multimedia Artists
- Music Director
- Musicians and Singers
- Photographer
- Producers of Motion Picture, Television & Radio
- Public Relations Specialist
- Radio and Television Announcer
- Technical Writer
- Telecommunications Line Installers & Repairers
- Ushers

Business, Management and Administration

- Accountants and Auditors
- Administrative Assistant
- Budget Analyst
- Customer Service Representative
- Employment and Placement Specialist
- File Clerk
- Human Resources Assistant or Manager
- Legal Secretary
- Management Analyst
- Manager
- Medical Secretary
- Operations Research Analyst
- Proofreader
- Receptionist
- Secretary
- Statistician
- Title Examiner

Education and Training

- Education Administrator
- Elementary School Teacher
- Fitness Trainers
- Postsecondary Teacher
- School Counselor
- Secondary School Teacher
- Teacher Assistant
- Training Specialist or Manager

Hospitality and Tourism

- Bellhop
- Bartender
- Chef or Cook
- Coaches and Scouts
- Dishwasher
- Food Preparation Worker
- Food Service Manager
- Gaming and Sports Book Writer
- Gaming Cage Worker or Dealer
- Gaming Manager
- Hotel Desk Clerk
- Maids and Housekeepers
- Recreation Workers
- Tour Guides
- Travel Agents
- Umpires and Referees
- Waiters and Waitresses

Finance

- Actuary
- Bill and Account Collector
- Bookkeeper
- Brokerage Clerk
- Claims Adjusters and Examiners
- Chief Financial Officer
- Credit Analyst
- Economist
- Financial Advisor
- Financial Analysts and Examiners
- Financial Manager
- Financial Services Sales Agent
- Financial Specialist
- Insurance Appraiser
- Insurance Claims Clerk
- Insurance Underwriter
- Loan Officer
- Market Research Analyst
- Payroll Clerk
- Procurement Clerk
- Tax Examiners and Collectors
- Tellers
- Municipal Clerk
- Social & Community Service Manager
- Urban Planner

Human Services

- Child Care Worker
- Clergy
- Clinical Psychologist
- Counselor
- Educational Psychologist
- Marriage and Family Therapist
- Probation Officer
- Social Worker
- Sociologist
- Substance Abuse Counselor

Health Science

- Anesthesiologist
- Athletic Trainer
- Chiropractor
- Dental Assistants and Hygienists
- Dentist
- Dietitians and Nutritionists
- Doctor
- Emergency Medical Technician
- Licensed Practical Nurse
- Massage Therapist
- Medical and Health Services Manager
- Medical Assistant
- Medical Records Technician
- Occupational Therapist
- Optometrist
- Orthodontist
- Pharmacist
- Pharmacy Technician
- Physical Therapist
- Physician Assistant
- Podiatrist
- Psychiatrist
- Radiologic Technician
- Recreational Therapist
- Registered Nurse
- Respiratory Therapist
- Surgeon
- Speech-Language Pathologist
- Veterinarian
- Veterinarian Assistant

Information Technology

- Computer and Information Science Manager
- Computer Programmer
- Computer Security Specialist
- Computer Software Engineer
- Computer Support Specialist
- Computer Systems Analyst
- Database Administrator
- Network Administrator
- Website Developer

Law, Public Safety and Security

- Aircrew Officer
- Animal Control Worker
- Court Clerk
- Court Reporter
- Detective
- Fire Inspector
- Firefighter
- Immigration and Custom Inspector
- Judge
- Lawyer
- Paralegal
- Police Officer
- Private Detective
- Security Guard

Manufacturing

- Avionics Technician
- Baker
- Boilermaker
- Carpenter
- Civil Engineering Technician
- Commercial Driver
- Electrical Engineers and Technicians
- Gem and Diamond Workers
- Glass Blower
- Home Appliance Repairer
- Locksmith
- Machinist
- Medical Equipment Repairer
- Model Maker
- Molding and Casting Workers
- Purchasing Agents
- Sewing Machine Operator
- Tool and Die Maker
- Upholsters
- Welder

Marketing, Sales and Service

- Advertising Manager
- Appraiser
- Barber
- Butcher
- Cashier
- Fashion Designer
- Funeral Director
- Hairdresser
- Interior Designer
- Jeweler
- Makeup Artist
- Marketing Manager
- Model
- Real Estate Agents and Brokers
- Retail Salesperson
- Sales Manager
- Sales Representative
- Telemarketer

Science, Technology and Engineering


- Aerospace Engineer
- Archeologist
- Astronomer
- Atmospheric Scientist
- Biologist
- Cartographer
- Chemical Engineer
- Chemist
- Civil Engineer
- Engineering Manager
- Environmental Scientist
- Forensic Technician
- Geographer
- Industrial Engineer
- Marine Engineer
- Materials Engineer
- Mechanical Engineer
- Nuclear Engineer
- Oceanographer
- Physicist

Transportation and Distribution

- Air Traffic Controller
- Aircraft Mechanic
- Airline Pilot
- Automotive Body Repairer
- Automotive Mechanic
- Bus Driver
- Captains & Pilots of Water Vessels
- Dispatcher
- Flight Attendant
- Locomotive Engineer
- Motorboat Mechanic
- Motorcycle Mechanic
- Postal Service Mail Carrier
- Taxi Driver
- Transportation Manager
- Truck Driver

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, tools and self-discovery resources:

<http://www.PeopleSmartWorld.com>

<http://www.PeopleSmartEnterprises.com>

<http://www.DISCforKids.com>

[The DISC Platinum Rule by Dr. Tony Alessandra.html](#)

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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