



The DISC Index

WHAT WHY **HOW**

LaNiece Jones

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This Innermetrix Disc Index is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize your potential.

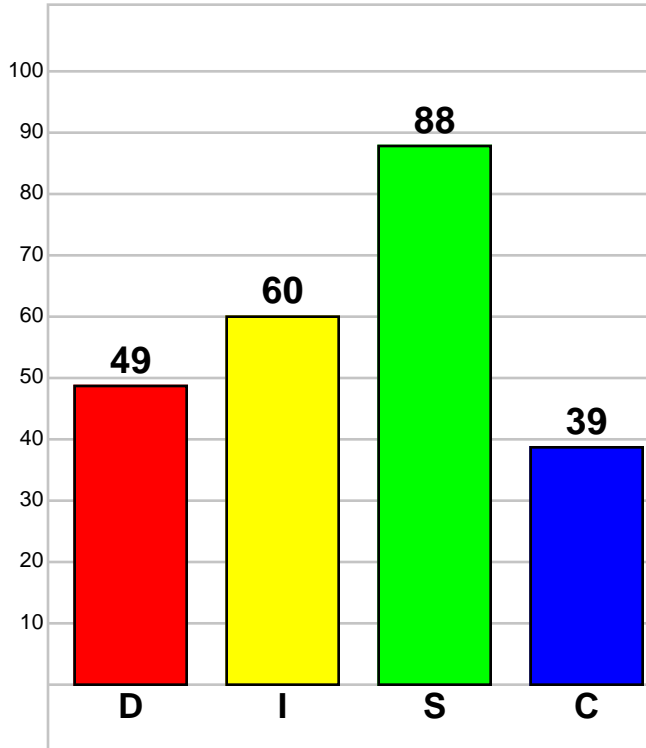
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Natural and Adaptive Styles Comparison

Natural Style

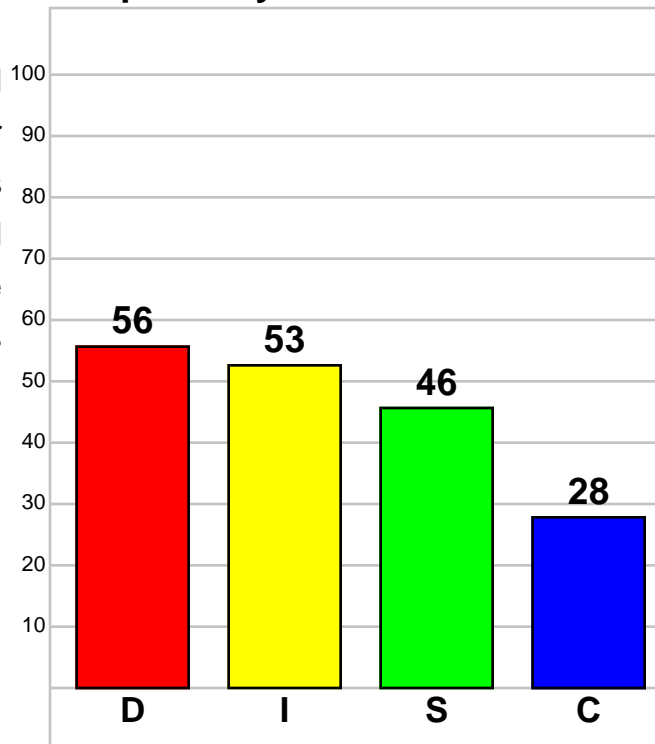


Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

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Adaptive Style: The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adopt to this style for too long you may become stressed and less effective.

Adaptive Style



About This Report

Research conducted by Innermetrix 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 fit their behavioral style. They also understand their limitations and where they are not effective and this helps them understand where not to go or how not to be as well. Those who understand their natural behavioral preferences are far more likely to pursue the right opportunities, in the right way, at the right time, and get the results they desire.

This report measures four dimensions of your behavioral style. They are:

- **Decisive** — your preference for problem solving and getting results
- **Interactive** — your preference for interacting with others and showing emotion
- **Stability** — your preference for pacing, persistence and steadiness
- **Cautious** — your preference for procedures, standards and protocols

This report includes:

- **The Elements of DISC** — Educational background behind the profile, the science and the four dimensions of behavior
- **The DISC Dimensions** — A closer look at each of your four behavioral dimensions
- **Style Summary** — A comparison of your natural and adaptive behavioral styles
- **Behavioral Strengths** — A detailed strengths-based description of your overall behavioral style
- **Communication** — Tips on how you like to communicate and be communicated with
- **Ideal Job Climate** — Your ideal work environment
- **Effectiveness** — Insights into how you can be more effective by understanding your behavior
- **Behavioral Motivations** — Ways to ensure your environment is motivational
- **Continual Improvement** — Areas where you can focus on improving
- **Training & Learning Style** — Your preferred means of sharing and receiving styles
- **Relevance Section** — Making the information real and pertinent to you
- **Success Connection** — Connecting your style to your own life

The Elements of the DISC-Index

This DISC-Index report is unique in the marketplace for a number of reasons. You just completed the first ever click & drag DISC instrument on the market. This was constructed in a precise manner to allow for ease of responses, even in the midst of many difficult decisions. This intuitive interface allows you to focus on your answers, not the process.

Also, unlike other DISC instruments, this instrument allows you to rank all four items instead. As a result, this instrument produces zero waste in responses. Some instruments ask you to choose two items out of four, and leave two items blank. Those instruments have a 50% waste of terms, and do not provide for an efficient response process. The DISC Index instrument eliminates that response problem.

Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can serve as an important learning tool as you explore the deeper aspects of DISC. Your unique pattern of DISC traits is developed through the context of this report. Additionally, the following four pages will be devoted to exploring your DISC scores as separate components within the unique combination of traits that you exhibit.

A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we are adapting our behavior. The expression of these contradictions is a demonstration of the sensitivity of this instrument to determine these subtle differences in our natural and adaptive style.

A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
Problems: How you tend to approach problems and make decisions	People: How you tend to interact with others and share opinions	Pace: How you prefer to pace things in your environment	Procedures: Your preference for established protocol/standards
<p>High D</p> <p>Demanding</p> <p>Driving</p> <p>Forceful</p> <p>Daring</p> <p>Determined</p> <p>Competitive</p> <p>Responsible</p> <p>Inquisitive</p> <p>Conservative</p> <p>Mild</p> <p>Agreeable</p> <p>Unobtrusive</p> <p>Low D</p>	<p>High I</p> <p>Gregarious</p> <p>Persuasive</p> <p>Inspiring</p> <p>Enthusiastic</p> <p>Sociable</p> <p>Poised</p> <p>Charming</p> <p>Convincing</p> <p>Reflective</p> <p>Matter-of-fact</p> <p>Withdrawn</p> <p>Aloof</p> <p>Low I</p>	<p>High S</p> <p>Patient</p> <p>Predictable</p> <p>Passive</p> <p>Complacent</p> <p>Stable</p> <p>Consistent</p> <p>Steady</p> <p>Outgoing</p> <p>Restless</p> <p>Active</p> <p>Spontaneous</p> <p>Impetuous</p> <p>Low S</p>	<p>High C</p> <p>Cautious</p> <p>Perfectionist</p> <p>Systemic</p> <p>Careful</p> <p>Analytical</p> <p>Orderly</p> <p>Neat</p> <p>Balanced</p> <p>Independent</p> <p>Rebellious</p> <p>Careless</p> <p>Defiant</p> <p>Low C</p>

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Decisive

Your approach to problem-solving and obtaining results

The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

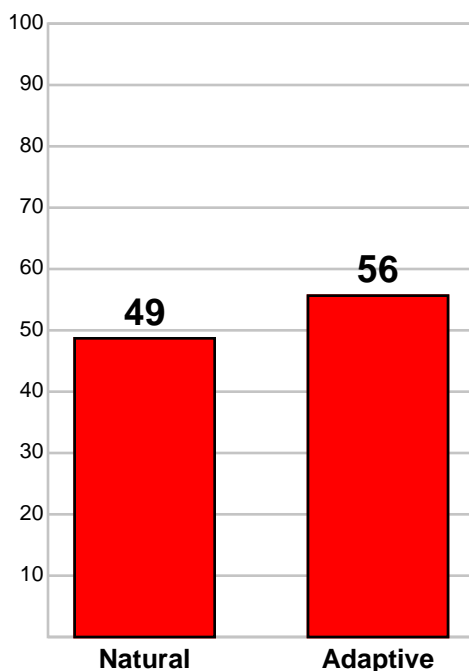
Higher D —

Tend to solve new problems very quickly and assertively. They take an active and direct approach to obtaining results. The key here is new problems such as those that are unprecedented or haven't happened before. There may also be an element of risk in taking the wrong approach or developing an incorrect solution, but those with a High D score are willing to take those risks, even if they may be incorrect.

Lower D —

Tend to solve new problems in a more deliberate, controlled, and organized manner. Again, the key here is new and unprecedented problems. The Lower D style will solve routine problems very quickly because the outcomes are already known. But, when the outcomes are unknown and the problem is an uncertain one, the Lower D style will approach the new problem in a calculated and deliberate manner by thinking things through very carefully before acting.

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Your score shows a low average score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- Sometimes you demand too much of yourself.
- You may be hesitant to share your opinion with others if the topic is divisive or hotly contested.
- Under high pressure, you may become somewhat indecisive or resistant to making snap judgments.
- You prefer a culture that allows ample time for analysis of new ideas before implementation takes place.
- You are usually very supportive of decisions made by others on the team.
- You are quite self-critical of yourself and demand a lot out of yourself.

Interactive

Your approach to interacting with people and display of emotions.

The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

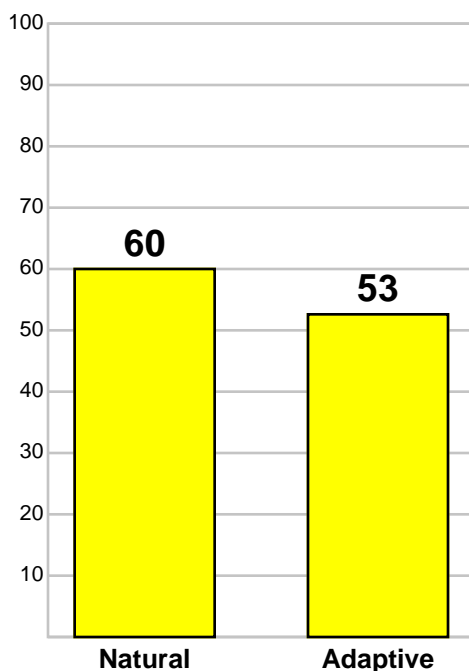
Higher I —

Tend to meet new people in an outgoing, gregarious, and socially assertive manner. The key here is new people whom one hasn't met before. Many other styles are talkative, but more so with people that they've known for some time. The Higher I scores are talkative, interactive and open even with people whom they have just initially met. People scoring in this range may also be a bit impulsive. Generally speaking, those with the Higher I scores are generally talkative and outgoing.

Lower I —

Tend to meet new people in a more controlled, quiet and reserved manner. Here's where the key word "new people" enters the equation. Those with Lower I scores are talkative with their friends and close associates, but tend to be more reserved with people they've just recently met. They tend to place a premium on the control of emotions, and approach new relationships with a more reflective approach than an emotional one.

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Your score shows a high average score on the 'I' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You appreciate an open-door policy with both peers and supervisors.
- You could be a bit more organized and attentive to details.
- You like a flexible environment that allows for creativity.
- You prefer working in a social environment rather than one that is remote or isolated.
- People may find you charming to meet and to converse with on a variety of topics.
- You may sometimes promise a bit more than you can deliver because of your natural optimism.

Stabilizing

Your approach to the pace of the work environment

The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

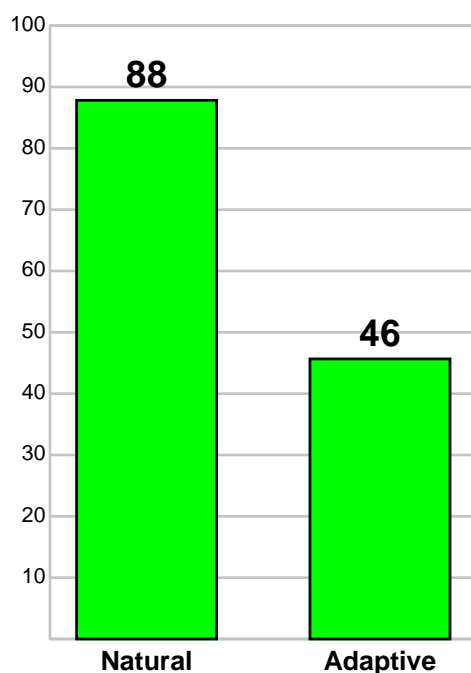
Higher S —

Tend to prefer a more controlled, deliberative and predictable environment. They place a premium on security of a work situation and disciplined behavior. They also tend to show a sense of loyalty to a team or organization, and as a result, may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style and are very patient coaches and teachers for others on the team.

Lower S —

Tend to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher S traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.

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Your score shows a very high score on the 'S' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are always seen as cool, calm, and collected on the outside (whether that is true on the inside or not).
- You're not great at letting things go (e.g., original decisions, long held beliefs, etc).
- You dislike any personal conflicts or hostility of any kind.
- You prefer an environment that allows for lots of consistency, dependability and structure.
- You are an excellent team player.
- You like having a strong identification or connection with the group, organization, or mission.

Cautious

Your approach to standards, procedures, and expectations.

The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

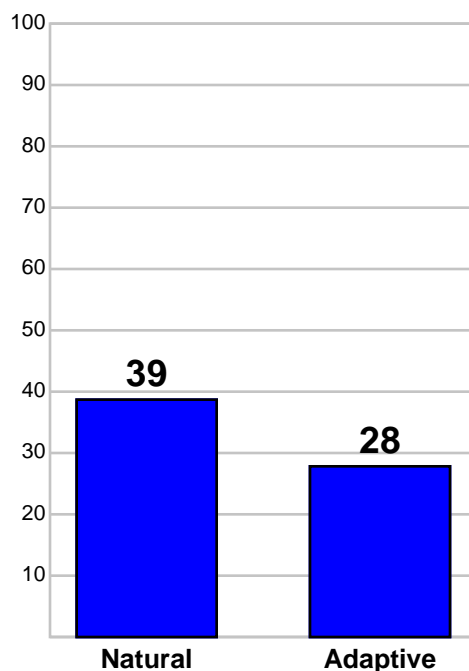
Higher C —

Tend to adhere to rules, standards, procedures, and protocol set by those in authority whom they respect. They like things to be done the right way according to the operating manual. "Rules are made to be followed" is an appropriate motto for those with higher C scores. They have some of the highest quality control interests of any of the styles and frequently wish others would do the same.

Lower C —

Tend to operate more independently from the rules and standard operating procedures. They tend to be bottom-line oriented. If they find an easier way to do something, they'll do it by developing a variety of strategies as situations demand. To the Lower C scores, rules are only guidelines, and may be bent or broken as necessary to obtain results.

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Your score shows a low average score on the 'C' spectrum. The comments below highlight some of the traits specific to just your unique score.

- To you, rules are guidelines, not concrete.
- You like taking your own way to the results.
- You are practical and realistic.
- You are fine with change when it is clear how it will improve efficiency.
- You may be perceived as being non-committal by some when it comes to deciding on how to proceed.
- You might be perceived as a bit of a rule-bender by some on the team.

Natural Style Pattern:

Your natural style is the way you tend to behave when you aren't thinking about it. This is where you are most comfortable (natural). This is also the style you will revert back to when under stress or moving too quickly to be consciously thinking about modifying your behavior. Finally, this is the style you should seek to be true to in your daily roles. Being natural will return better results with less effort and stress. The following statements are true to just your unique natural style:

- Persuades others by offering empathy, understanding, and friendship.
- Good organizational skills in building complex processes and following through to completion while maintaining a positive climate.
- Ready, willing, and able to help others to grow and become more effective and successful.
- Will not show hostility toward others, even if it is present. No good can come from creating hostility or dissent.
- Excellent team player and supportive of team efforts.
- Accepting of a positive work atmosphere and avoids a climate of hostility or aggression.
- Has sincere interest in both internal and external stakeholders on a project.
- Excellent listening style. Known by others on the team as an active and interested listener.

Adaptive Style Pattern:

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none-the-less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- Sets high operational goals for self and others and expects all involved to provide 100% effort.
- Poised, confident, and very articulate in front of large or small groups.
- Tends to be a confident and independent person who is a self-starter and has a strong competitive edge.
- On the job, can be very charming in persuading others when climate is favorable and firm when confronting a hostile situation.
- On the job, shows the rare skill of being able to manipulate people (in a positive way) without their noticing the manipulation.
- Able to project an image of openness and friendship to others, even while maintaining self control and an ability to distance from others when necessary.
- A strong orientation toward getting the project completed quickly and successfully and maximizing the performance of the team in the process.
- All plotting points in the score pattern indicate a very active agent who makes things happen and doesn't wait for things to happen.

Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Creating some efficient systems to handle routine work more effectively.
- Working in an environment with minimal sudden changes and crises.
- Controlling your emotions more.
- Learning to say “no” more often, to prevent spreading yourself too thin.
- Being more practical and less ideological.
- Taking advantage of more new opportunities.
- Making more objective rather than emotional decisions.
- Being part of a team.

Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- Opportunity and encouragement to try new ideas and take risks.
- Flexible job culture.
- Work activities involving contacting, leading, and directing people.
- Freedom of speech and self-expression.
- Influence, authority, and power to achieve results.
- Ability to be mobile in the work position and not stay in one workstation all day.
- Control over your own workplace responsibilities and destiny.
- Opportunity for advancement to more challenging roles or assignments within the organization.

Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each another. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- Approach to the job role is systematic, deliberate, and persistent in developing processes or finding solutions and keeping others optimistically involved in the process.
- Has the ability to get along well with a wide variety of other behavioral styles.
- Has a rare ability of being able to calm people who are angry or upset.
- Patient in working with others on the team.
- Able to negotiate through conflicts to bring a win-win solution.
- Maintains a stable and predictable pace to complete a complex or specialized project and demonstrates a tireless work ethic to get the project finished.
- Brings a positive sense of humor.
- Generates positive enthusiasm for a variety of projects in the organization.

Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave, an ideal climate for you is one that provides you with:

- Assignments that can maximize your high sense of urgency.
- Freedom from many controls and restrictions.
- Freedom for mobility around the organization and perhaps around the country.
- A responsive team with whom to work and associate.
- High stakes opportunity for success.
- Responsibilities with a strong amount of decisiveness required.
- Variety of tasks and many projects.
- An evaluation system based on the results achieved, not the process used to achieve the results.

Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems. Due to your behavioral style, you may tend to:

- Struggle meeting deadlines.
- Struggle with prioritizing. Under pressure all items may be ranked as most important.
- Gloss over some details that later may become important.
- Be overly focused on being liked.
- Be less self-assertive.
- Have a lower sense of urgency to get things done.
- Become less decisive as pressure increases.
- Trust people a bit too much and may get burned in the process.

Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and being taught and learning.

How you prefer to share knowledge or teach:

You

- Shows commitment and wants to be personally involved in learning.
- Wants to know performance outcomes, objectives, etc.
- Excellent note-taking, record-keeping, and journaling.
- Sincere participation with others. Wants to learn and help others learn as well.
- Enriches the content with stories and experiences.
- Looks for meaning and clear integration of the learning activities.
- Leads the group by persuading and energizing them with optimism.

How you prefer to receive knowledge or learn:

You

- Likes active testing of ideas and experiences.
- Likes to integrate experiences with practical applications and ideas.
- Responds well to extrinsic motivation such as praise and encouragement.
- Prefers learning in groups.
- Wants to learn and help others learn as well.
- Needs "what to do and when to do it" for optimal time and process management.
- OK with working alone or with a group.

This page is unique in this report because it is the only one that doesn't speak directly to you, rather to those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others SHOULD do to be better understood by you (Do's) and the second list is of things others SHOULD NOT do (Don'ts) if they want you to understand them well.

Things to do to effectively communicate with LaNiece:

- LaNiece will follow through on her part; you be certain to follow though on your part.
- Provide assurances about her input and decisions.
- Ask 'how' oriented questions to draw her opinions.
- Be candid, open, and patient.
- Offer input on how to make the ideas become reality.
- Provide clear, specific solutions, and support your position.
- Be certain to conclude the communication with some modes of action and specific next-steps for all involved.

Things to avoid to effectively communicate with LaNiece:

- Don't leave the idea or plan without backup support.
- Don't offer assurances and guarantees you can't fulfill.
- Don't patronize or demean her by using incentives or subtlety.
- Don't threaten with position or power.
- Avoid being overly task-oriented.
- Don't offer promises you can't keep.
- Avoid being impersonal or judgmental.

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In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

Decisiveness:

How is your 'D' score relevant to your life?

Interacting:

How is your 'I' score relevant to your life?

Stabilizing:

How is your 'S' score relevant to your life?

Cautiousness:

How is your 'C' score relevant to your life?

Overall Natural Style:

What is one way in which your natural style relates to your life?

Overall Adaptive Style:

What is one way in which your adaptive style relates to your life?

Strength-based insights:

What specific strengths do you think connect to your success more than any other?

Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

What is one way in which you could become more effective?

Motivation:

How can you stay more motivated?

Improvement:

What is something you learned that you can use to improve your performance?

Training/Learning:

What did you learn that could help you instruct others better, or learn more effectively?

Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

Supporting Success:

Overall, how can your unique behavioral style support your success? (cite specific examples)

Limiting Success:

Overall, how could your unique behavioral style get in the way of your success? (cite specific examples)
