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Your DiSC® Profile

PILOT

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DiSC4All

SAMPLE

Catalyst.

Your DiSC® Style

INTRODUCTION

Mateo, when you think of your best work experiences, what do they have in common? Maybe you had a familiarity with your team, where everyone just clicked. Coworkers considered the way you liked to communicate and collaborate. Things got done, and even conflicts ended up being productive. The environment empowered you to stretch in new ways.

DiSC® helps you transform these "best" work experiences into everyday work life. It does this by helping you understand yourself and others better, improve your relationships, and become more effective in the workplace.

To get you started, this section will introduce you to the DiSC model, your DiSC style, and the story your style reveals about you. With this foundation, you'll be ready to explore how DiSC can help you grow and thrive across a variety of contexts.

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CORNERSTONE PRINCIPLES

- All DiSC styles and priorities are **equally valuable** and everyone is a blend of all four styles.
- Your work style is also influenced by **other factors** such as life experiences, education, and maturity.

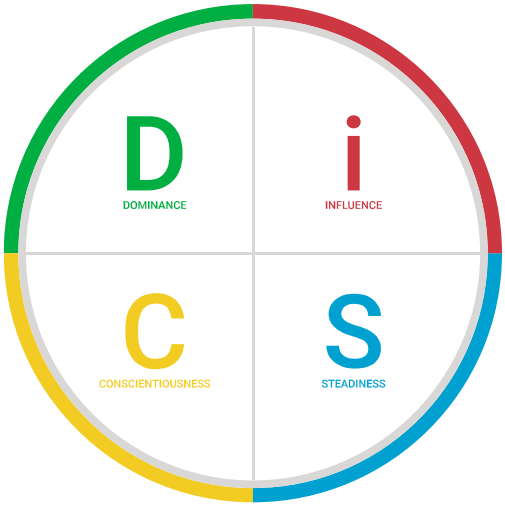
OVERVIEW OF THE DISC® MODEL

Dominance

- Direct
- Firm
- Strong-willed
- Forceful
- Results-oriented

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



Influence

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

Steadiness

- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

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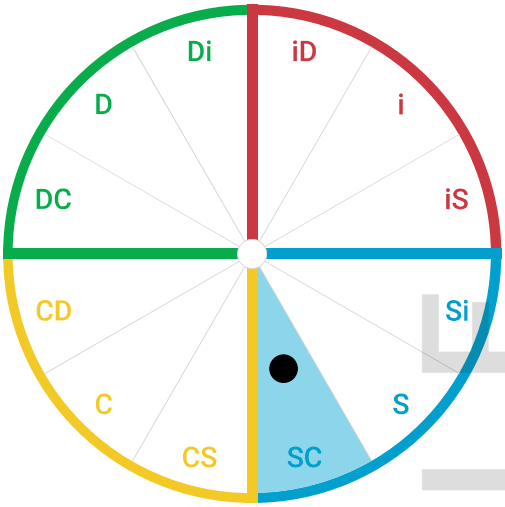
Your DiSC® Overview

YOUR DOT

This report is personalized to you, Mateo, based on your assessment results. In order to get the most out of your experience, you'll need to understand your personalized DiSC® map, pictured to the right. As you saw on the previous page, the Everything DiSC® model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.



Your dot location shows your DiSC style. Because your dot is located in the S region but is also near the line that borders the C region, you have an SC style.

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another.** All DiSC® styles are equal and valuable in their own ways.

Your DiSC® Style: SC

People with the SC style tend to be thoughtful, steady, and committed to being dependable for others.

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CLOSE TO THE EDGE OR CLOSE TO THE CENTER

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. Your dot location is about halfway between the edge of the circle and the center, so you are **moderately inclined** and probably relate fairly well to the characteristics associated with the SC style.

Now that you know a little bit about the personalization of your DiSC Map, you'll learn more about what your dot location says about you. You'll also learn some basic information about the other DiSC styles.

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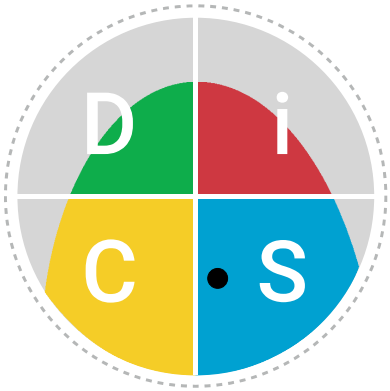
Your SC Style

YOUR DOT TELLS A STORY

Because you have an SC style, Mateo, you show steadiness and consistency, and you tend to be conscientious and reliable. Overall, you probably want to be known as someone people can count on. Compared to others, you have more patience for routine projects. Most likely, you plan ahead, allowing enough time to complete your responsibilities at the pace you prefer.

Likewise, you probably prefer a workplace that provides stability and a sense of security. Most likely, you enjoy having clearly defined expectations and procedures. Having ownership of specific tasks and responsibilities may be more comfortable for you than taking on high-pressure roles or projects. When you've established a comfortable routine, you probably feel most equipped to perform your best work.



Your dot location determines your shading, which indicates your comfort zone. Activities associated with your comfort zone may come more naturally to you, while those outside may take more energy.

In general, you want to process information carefully, and you usually avoid hasty decisions. You tend to steer clear of big risks, so when considering bold options, you probably take extra time to consider potential obstacles. Your commitment to proven, time-tested methods often causes you to resist new and innovative ideas. While your decisions are probably well thought out, others may feel that your caution can occasionally get in the way of progress.

You prefer to do things correctly the first time to avoid being criticized or letting other people down. Most likely, you tend to double-check your work, so others may be comfortable calling on you to complete projects that require care. However, while you tend to produce consistent results, you may occasionally focus on specifics at the expense of the big picture.

Like others with the SC style, you tend to be soft-spoken, and you don't want to force your ideas on others. Because you're fairly reserved, you may prefer to keep a low profile in meetings and social gatherings. While your unassuming nature probably makes you seem approachable, those who are more outgoing or forceful may struggle to read your more subtle communication style.

Because you're unlikely to focus primarily on status, power, or attention, you're probably fine working quietly behind the scenes. While you like to feel appreciated, you may get embarrassed if praise is too public or gushing. In fact, because you're fairly humble, you likely prefer to celebrate the accomplishments of your whole team or organization.

When communicating with others, you tend to maintain a diplomatic approach. Most likely, you avoid topics that could spark controversy. Rather, you strive to think carefully before speaking, and you admire others who share this tendency. Because you're focused on maintaining harmony, you sometimes may be taken aback by those who have less concern for diplomacy.

Because you're often uncomfortable with aggression and emotionally-charged situations, you probably dislike direct conflict. At times, you may feel that your need for stability and security is threatened when people don't get along. When things become heated, you may try to change the topic. If this doesn't work, you sometimes simply give in to relieve the tension.

Mateo, like others with the SC style, your most valuable contributions to the workplace may include your consistency, your humble approach to teamwork, and your eye for quality. In fact, these are probably some of the qualities that others admire most about you.

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Overview of DiSC®

The graphic below provides a snapshot of the four basic DiSC® styles.

Dominance

Values: getting immediate results, taking action, challenging self and others

Motivated by: power and authority, competition, winning, success

Fears: loss of control, being taken advantage of, vulnerability

Characteristics: self-confidence, directness, forcefulness, risk-taking

Limitations: lack of concern for others, impatience, insensitivity

Active
Fast-paced
Outspoken
Dynamic
Bold

Influence

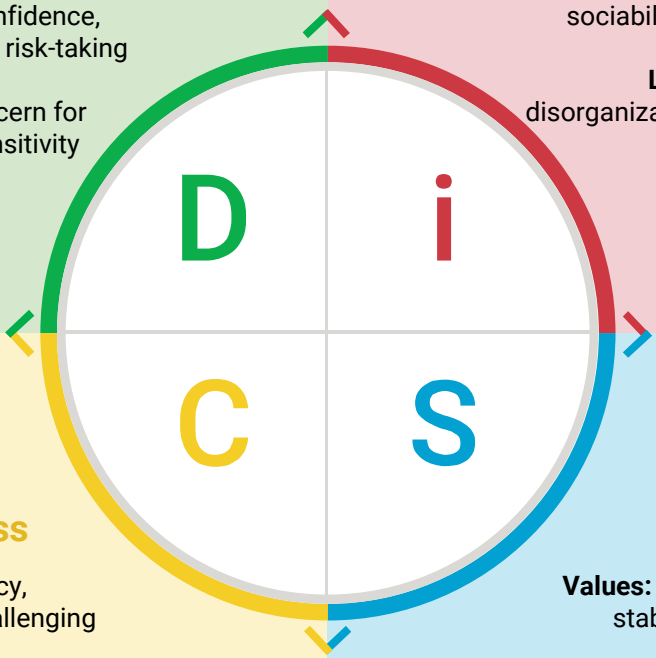
Values: expressing enthusiasm, taking action, encouraging collaboration

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

Characteristics: charm, enthusiasm, sociability, optimism, talkativeness

Limitations: impulsiveness, disorganization, lack of follow-through



Questioning
Logic-focused
Objective
Skeptical
Challenging

Accepting
People-focused
Empathizing
Receptive
Agreeable

Conscientiousness

Values: ensuring accuracy, maintaining stability, challenging assumptions

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

Characteristics: precision, analysis, skepticism, reserve, quiet

Limitations: overly critical, tendency to overanalyze, isolates self

Thoughtful
Calm
Methodical
Moderate-paced
Careful

Steadiness

Values: giving support, maintaining stability, enjoying collaboration

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others

Characteristics: patience, team player, calm approach, good listener, humility

Limitations: overly accommodating, tendency to avoid change, indecisiveness

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How You Work

INTRODUCTION

Mateo, have you ever noticed that there are certain things you tend to focus on at work? Or that you're energized by some tasks but dread doing others?

We all bring different preferences and tendencies to the workplace. Some of us focus on making rapid progress. Others advocate for a more cautious approach. Some people seek out collaboration and interaction. Others prefer to go it alone.

In the pages that follow, you'll gain a deeper understanding of what you bring to the workplace. What do you care about? What motivates you? What frustrates you? Personalized strategies built on these insights will then help you increase your effectiveness and satisfaction at work.

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THE DiSC® MODEL

Your dot location and style are shown below, along with information on what people with different DiSC styles often value in the workplace.

Dominance

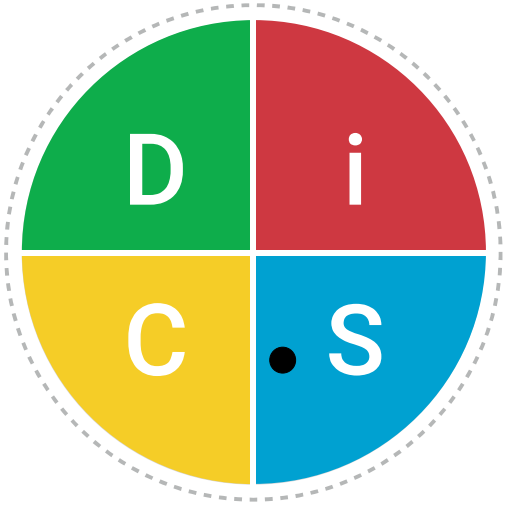
Cares about:

- Making quick progress
- Pushing through obstacles

Influence

Cares about:

- Building strong relationships
- Being part of exciting new ventures



Conscientiousness

Cares about:

- Getting things right
- Maintaining high standards

Steadiness

Cares about:

- Creating a harmonious environment
- Being a good teammate

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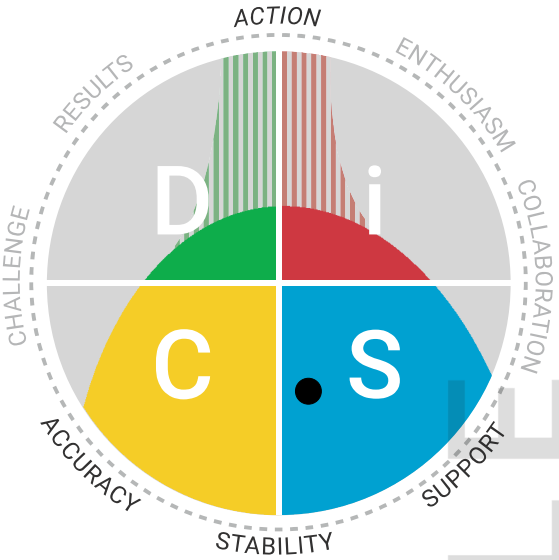
Your DiSC® Style at Work

WORKPLACE PRIORITIES

The eight words around the Everything DiSC® map are what we call priorities, or the primary areas where people focus their energy in the workplace. Your shading shows your comfort zone and the priorities that tend to shape your workplace experience. The closer your comfort zone shading comes to a priority, the more likely you are to focus your energy on that area. Everyone has at least three priorities, and sometimes people have four or five. Having five priorities is no better than having three, and vice versa.

Typically, people with the SC style have shading that touches Stability, Support, and Accuracy. Your shading stretches to include Action, which isn't characteristic of the SC style.



Maintaining Stability
Mateo, you're most comfortable in a calm, predictable setting. You probably do your best to minimize surprises and produce reliable outcomes. To that end, impulsivity usually makes you uncomfortable, and you prefer to work systematically without the distraction of a chaotic environment. You focus on maintaining stability, and people know that they can count on you to follow through.

Giving Support
People with the SC style tend to be calm and considerate. You prefer to have harmony in your relationships, and you like to know that the people around you are happy. As a result, you're usually willing to offer help or listen patiently when needed. Because an orderly, peaceful environment is important to you, you're willing to put your own needs aside to give the support that's needed.

Ensuring Accuracy
Like others with the SC style, you tend to be careful and methodical. You are uncomfortable with sloppy, subpar work, so you probably place pressure on yourself to get things right. Likewise, you prefer to study your options carefully and make decisions based on objective facts. Overall, you focus on being accurate to ensure predictable outcomes.

Taking Action
Also, you appear to place a high value on swift, immediate progress, a characteristic that is unusual for the SC style. You probably prefer to get going right away, and you may become impatient with obstacles that stand in your way. You're unlikely to be intimidated by rapid change or the need to improvise. Once you've chosen a course of action, you tend to stick to it and keep moving.

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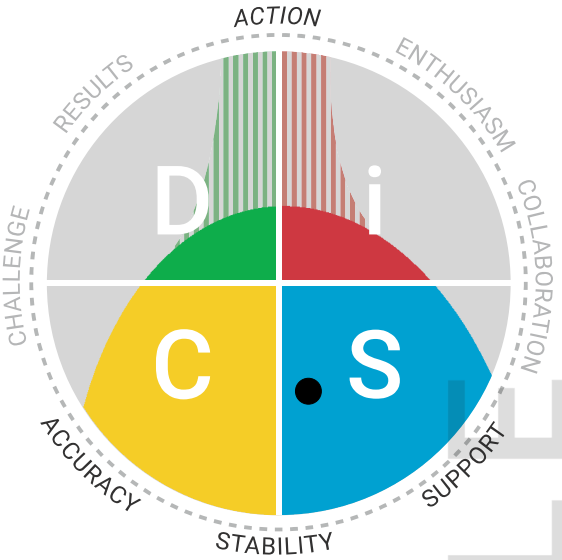
Motivators & Stressors

WHAT MOTIVATES YOU?

Different people find different aspects of their work motivating. Like other people with the SC style, you probably like to work in a stable, supportive environment where people are free to accomplish their tasks without a lot of pressure. Most likely, you prefer to maintain high standards and follow reliable, well-established procedures. However, you may also enjoy working in a fast-paced environment where progress happens quickly, and this is less typical of the SC style.



You probably enjoy many of the following aspects of your work:

- Working steadily toward a goal
- Supporting people when they face a challenge
- Following efficient systems or procedures
- Bringing organization to a project
- Catching errors or flaws in designs
- Providing accuracy and precision
- Maintaining high standards
- Getting things moving
- Initiating change

WHAT IS STRESSFUL FOR YOU?

Then there are those aspects of your work that are stressful for you. Because you value dependable outcomes, you may become anxious if you're thrown into an environment that is too unpredictable. You may find it hard to make important decisions before studying all your options. In addition, because you're uncomfortable with conflict, you may avoid people you see as overly argumentative or forceful. At the same time, unlike others with the SC style, you may become frustrated when things aren't moving as quickly as you would like.

Many of the following aspects of your work may be stressful for you:

- Making decisions without time to weigh the pros and cons
- Dealing with angry or argumentative people
- Working without clear guidelines
- Having to argue for your point of view
- Dealing with conflict
- Working in a chaotic environment
- Improvising a new course of action
- Moderating your quick pace
- Working methodically toward long-term goals

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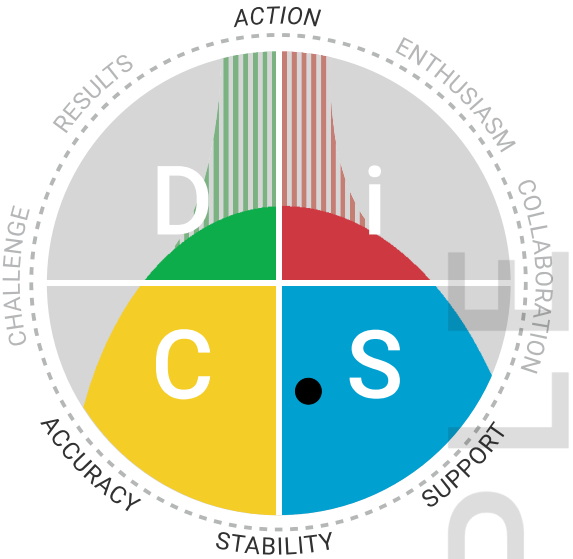
Strategies for Effectiveness

Mateo, the three key strategies below can help you apply what you've learned about your style to becoming more effective at work and positively contributing to your organization's culture.

1 SHOW MORE WILLINGNESS TO WORK AS PART OF A TEAM

Because you often like to use your own judgment and control your workflow, you may prefer to work independently. However, if people sense that you're closed off to teamwork, they're less likely to approach you for input and it may stifle the flow of ideas within your group. By showing more openness to collaboration, you can benefit from the talents of those around you.



- Invite people to share their opinions, and remember that asking for input is a sign of prudent decision-making.
- Focus on building a communication network that will help you make sound decisions and manage errors.

2 BE DIRECT WITH TOUGH FEEDBACK

Because you want to be agreeable and prefer to work in an environment where people get along, you may avoid giving unfavorable feedback. While giving constructive criticism may make you uncomfortable, keep in mind that it can help the group work more effectively and keep small problems from becoming major issues. Just stick to the facts and deliver the message in a warm but unapologetic manner.

- Remind yourself that being candid with people will help build your relationships in the long term.
- Ask yourself whether you would want to know the truth if you were in the other person's position.

3 RECOGNIZE THE VALUE OF NETWORKING

You tend to be somewhat private, and as a result, you may fail to make important connections with people in your workplace. People who are expressive and outgoing may have an easier time networking. By opening up and making your emotions more available, you may be able to gain trustworthy allies who will help you achieve your goals in the organization.

- Consider how networking with others might lead to improved results for a project and stronger connections for you.
- Ask yourself whether you could be more expressive in certain situations, which could make it easier for others to connect with you.

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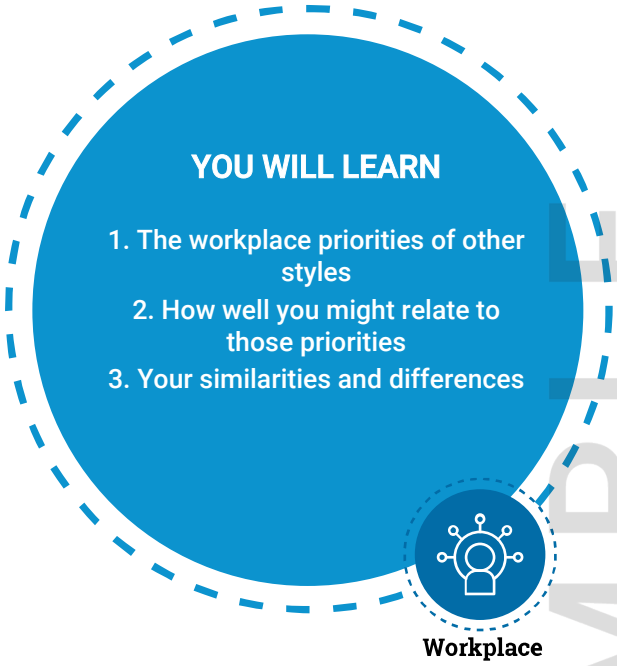
Understand Your Relationships

INTRODUCTION

Mateo, have you ever wondered why you connect well with some people, but find it harder to relate to others?

DiSC® gives you insight into your relationships by helping you appreciate where others are coming from. In this section, you'll learn about the different DiSC styles, so you can see what you and your colleagues have in common and where you differ. You'll explore how others' priorities compare to yours, and what that means for your relationships.

Seeing these priorities for what they are—areas where work is most meaningful for each of us—creates opportunities to appreciate differences. This lays the groundwork for stronger relationships based on understanding and respect.



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DiSC® MODEL AND WORKPLACE PRIORITIES

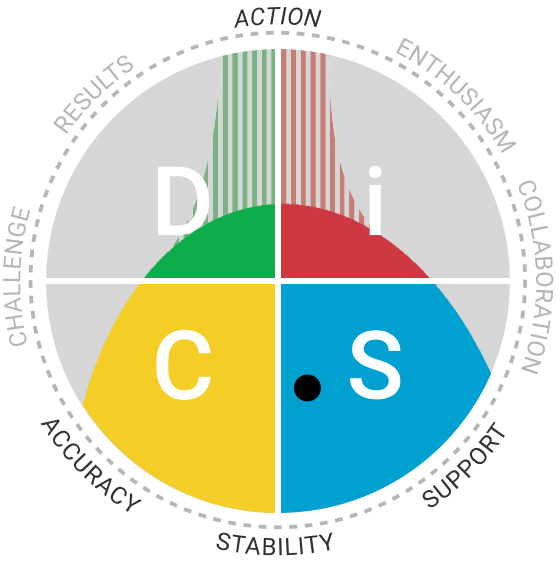
The priorities around the circle show where the different styles focus their energy at work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the SC style have shading that touches Stability, Support, and Accuracy. Your shading stretches to include Action, which isn't characteristic of the SC style.

Dominance

You will notice:
- Driving toward results
- Taking quick and bold action
- Challenging things that aren't working

Conscientiousness

You will notice:
- Striving for accuracy and high quality
- Taking a systematic approach to ensure stability
- Challenging flawed ideas and approaches



Influence

You will notice:
- Maintaining enthusiasm
- Taking quick action toward exciting possibilities
- Collaborating and socializing

Steadiness

You will notice:
- Being supportive and patient with others
- Collaborating and cooperating
- Being dependable and even-tempered to ensure stability

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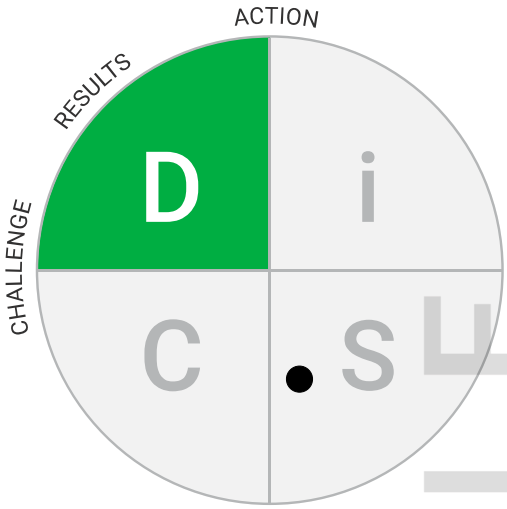
The D Style & You

HOW MIGHT YOU REACT TO THE D STYLE?

Imagine that you regularly interact with someone with a D style. She's well-respected by the organization as a go-getter who delivers on her promises, but you may find her direct, forceful approach to be too aggressive. Also, because you prefer a calm, stable environment, you may have trouble with her competitive push for results.

Unlike others with the SC style, you share her priority of action, so you may welcome her desire to move swiftly. To you, this colleague seems to thrive on rapid progress, often driving toward bold and radical change, and you're usually comfortable with this kind of fast-paced work environment. But since you prefer things to be orderly, you may wonder why she seems to push her ideas through without considering how her insistent approach might throw others off balance.

Furthermore, you probably have trouble relating to her skeptical and questioning nature, and you might think that she's overly pessimistic at times. She may be less interested in supporting others than you are, and you may find that her tendency to challenge ideas makes you a bit uncomfortable when you work with her on projects.



To you, people with the D style may seem:

- **Forceful**
- **Blunt**
- **Demanding**
- **Rash**

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Results
People with the D style tend to be strong-willed individuals who prioritize **Results**. Because they are so driven, they constantly look for new challenges and opportunities. They strive for success and won't give up just because they run into a few obstacles. Since you tend to focus more on supporting others, you may find their competitiveness difficult to relate to.

Action
In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. You're also comfortable moving at a fast pace, but you may prefer a bit more time to think things through.

Challenge
Furthermore, those with the D style also prioritize **Challenge**. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. Since you tend to be a little less critical, you may find it a bit difficult to relate to their challenging approach.

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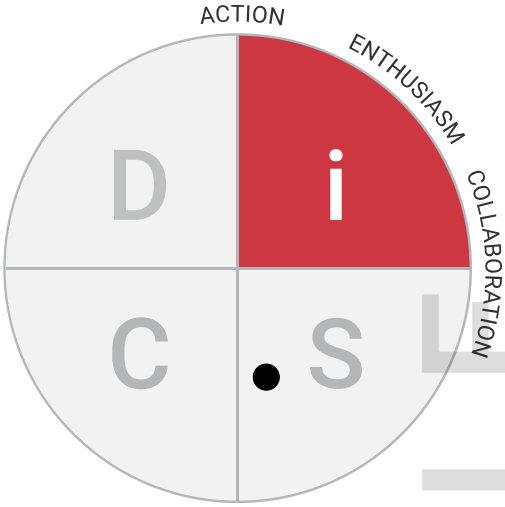
The i Style & You

HOW MIGHT YOU REACT TO THE i STYLE?

Now, imagine that you also work with someone with an i style. He seems to know everyone on a first-name basis and always has the latest scoop. While you may respect his positive outlook and enthusiasm, he may seem overly optimistic to you.

Unlike others with the SC style, you share his priority of action, and you may not even push back when he initiates rapid change. Most likely, you don't mind his on-the-go approach, and you probably respect his flexibility. However, you're more likely than he is to enjoy a predictable environment, so you probably have an easier time performing routine tasks.

To you, he may seem overly concerned with being in the spotlight, and you may wonder how he gets any work done with all that socializing and joke telling. He's more focused on collaboration than you are, so you may think that he suggests working together on projects too frequently. And, because you're fairly accommodating, you may end up carrying his weight behind the scenes after he's already moved on.



To you, people with the i style may seem:

- **Talkative**
- **Energetic**
- **Scattered**
- **Emotional**

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Enthusiasm
People with the i style put a high priority on **Enthusiasm** and tend to maintain an upbeat attitude. Because they get excited about new possibilities, they may be very expressive when communicating their ideas. Because you're usually less expressive than they are, you may find their high-spirited style to be a bit overwhelming at times.

Action
In addition, they prioritize **Action**, so they focus on making quick progress toward exciting solutions. Because they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. You're probably comfortable keeping up with their swift pace, but their frequent spontaneity may strike you as reckless at times.

Collaboration
Furthermore, those with the i style also prioritize **Collaboration**. They enjoy meeting new people, and they probably have a talent for getting everyone involved and building team spirit. They appreciate teamwork and often gather the group to work on projects collaboratively. Although you're usually not opposed to group efforts, you're probably more comfortable working alone than they are.

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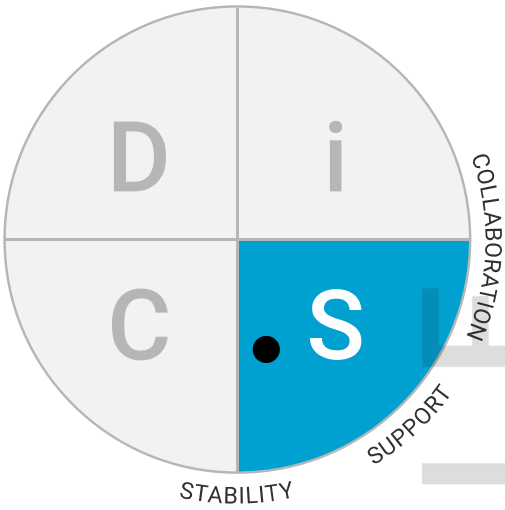
The S Style & You

HOW MIGHT YOU REACT TO THE S STYLE?

Now, let's imagine that you regularly interact with someone who has an S style and shares your desire to support the needs of others. To you, he seems humble and easygoing, and you're never afraid to ask him a question because he's always patient and happy to help. And because you're both so accommodating, you probably find it easy to work together on projects.

Around the office he's often referred to as a "rock," and because you also like maintaining stability and order, you may appreciate his ability to keep the group on an even keel. He is well-liked by everyone, and like you, he can always be counted on to perform his job consistently.

Like you, he tends to keep a low profile and to seem embarrassed when someone showers him with praise. Since he's so agreeable and cooperative, working together never feels like a competition. However, you may sometimes wish he'd spend more time focusing on the facts and less time trying to please everyone.



To you, people with the S style may seem:

- **Caring**
- **Gentle**
- **Considerate**
- **Dependable**

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Support
People with the S style place a high priority on providing **Support**. They tend to be good listeners, and as a result, they're often seen as patient and accommodating. They don't hesitate to help out when they can, and they value a warm and easygoing environment. You probably find it easy to relate to their laidback, helpful approach, although you may feel they try too hard at times to meet people's needs.

Stability
In addition, they prioritize **Stability**, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they're probably methodical and avoid rapid change whenever possible. Because you also avoid risks, you probably appreciate their preference to study their options carefully.

Collaboration
Furthermore, people with the S style also prioritize **Collaboration**. They enjoy working with others in a trusting, warm environment, and they may go out of their way to make sure people feel included and accepted. Although you probably appreciate their focus on friendly teamwork, you may feel that they emphasize group efforts a little more than you would like.

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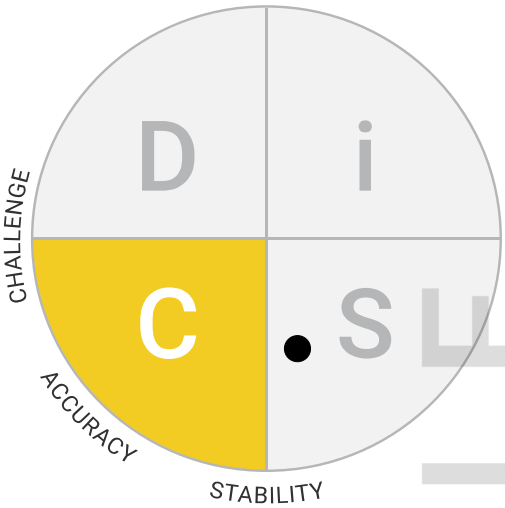
The C Style & You

HOW MIGHT YOU REACT TO THE C STYLE?

Imagine that you regularly interact with someone who has a C style and shares your priority of accuracy. Like you, she's not highly sociable, and you can probably relate to her dedication to getting things done right. Because she shares your desire for quality and precision, she tends to hole up in her office for long stretches of time, checking her work two or three times before being satisfied. You probably appreciate these high standards.

Like you, this colleague wants a stable environment where she can ensure reliable outcomes. She often seems precise and methodical, and since you're also cautious, you probably appreciate that she takes the time to evaluate big decisions. And, because she likes to analyze risks, she's unlikely to push for the bold ideas or drastic changes that you prefer to avoid.

However, if the two of you have conflicting viewpoints, you may be intimidated by her unyielding arguments. And because she's so independent and often seems so skeptical, you may be hesitant to approach her about collaborating. Still, you probably appreciate that she follows through on commitments.



To you, people with the C style may seem:

- Systematic
- Reliable
- Analytical
- Detached

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Accuracy
People with the C style place a high priority on **Accuracy**. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. They value being precise, and as result, they will often ask in-depth or skeptical questions. While you may relate to their emphasis on creating sound solutions, you may sometimes want to see more warmth from them.

Stability
In addition, they prioritize **Stability**. Because they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. They tend to analyze all the options, and they often make decisions that promise predictable outcomes. Because you also spend time ensuring dependable results, you may find it easy to relate to their cautious approach.

Challenge
Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you tend to be more accommodating, you may find them overly skeptical or fault-finding.

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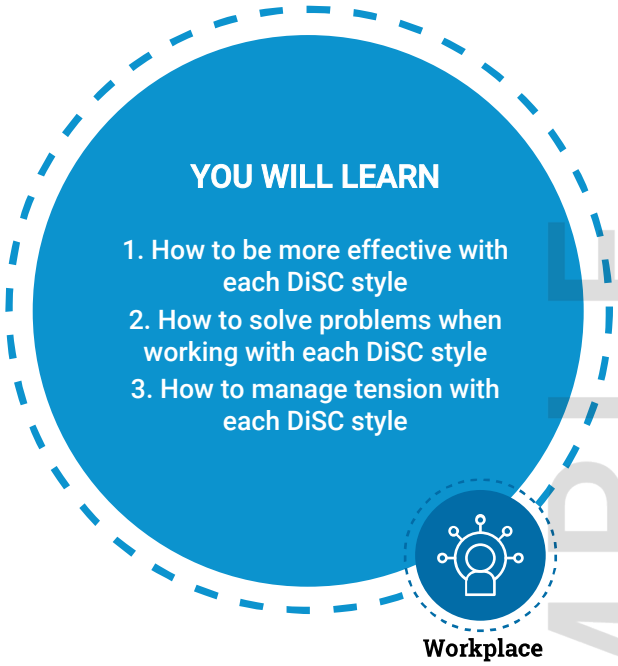
Build Better Relationships

INTRODUCTION

While everyone wants good relationships in the workplace, we may disagree on what that really means. A first step is simply understanding what that looks like for each other—how do we want to be treated?

DiSC® helps you understand the various ways people approach communication and collaboration. In this section, you'll explore how to connect with your coworkers, based on strategies that take their style and priorities into consideration as well as your own.

With this information, you can meet your coworkers where they are, leading to smoother, more effective relationships and a work culture built on respect.



SAMPLE

DiSC® MODEL AND WORKPLACE PRIORITIES

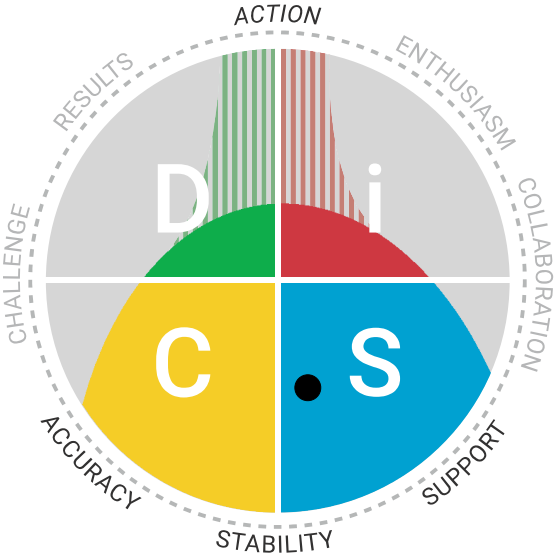
The priorities around the circle show where the different styles focus their energy at work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the SC style have shading that touches Stability, Support, and Accuracy. Your shading stretches to include Action, which isn't characteristic of the SC style.

D style responds well to:

- Directness
- Confidence
- Ability to get to the point quickly

C style responds well to:

- Facts and logic
- Calm and order
- Time and space to think things through



i style responds well to:

- Enthusiasm and excitement
- Positivity and optimism
- Warmth and openness

S style responds well to:

- Patience and calm
- Warmth and acceptance
- Diplomacy and consideration

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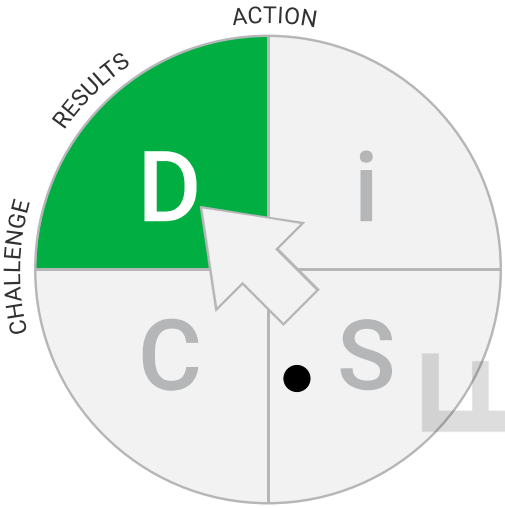
Connecting with D

WHEN YOU NEED TO BE MORE EFFECTIVE:



Mateo, people with the D style like to get right to the point, and this might affect the way you relate to one another. Since they're interested in rapid results, they're probably willing to be straightforward or even blunt. You're more likely to be cautious, so they may dominate discussions with you. While they may not see this as a problem, you probably feel somewhat intimidated by them. At the same time, they may grow frustrated by your hesitant approach.

Therefore, when you need to be more effective with people who have the D style, consider the following strategies:

- Talk to them about the big picture and the bottom line rather than getting caught up in the details.
- Speak up with your ideas and opinions early in the conversation.
- Acknowledge their desire for immediate results.

WHEN PROBLEMS NEED TO BE SOLVED:

People with the D style make quick, firm decisions in order to make progress and keep moving. Unlike others with the SC style, you also prioritize action, so you can identify with their desire to solve problems rapidly. However, because you tend to look at ideas carefully and methodically, they may view your approach as too hesitant or risk-averse, and this may cause them to dismiss your concerns.

Therefore, when solving problems with people who have the D style, consider the following strategies:

- Take a firm stance when presenting your ideas.
- Speak up about your concerns, but remember to give their bold solutions a fair chance.
- Emphasize your shared desire to act quickly.

WHEN THINGS GET TENSE:

Because you want everyone to get along, you're less likely than your "D" coworkers to challenge ideas and address issues directly. They're probably very frank and even argumentative in conflict, and, because you're uncomfortable with aggression or emotionally-charged situations, you may avoid discussing problems altogether. They may misread your compliance as agreement, assuming the situation is resolved when you haven't even made your needs known.

Therefore, when things get tense with people who have the D style, consider the following strategies:

- Avoid becoming intimidated by their assertiveness.
- Focus on being diplomatic but direct.
- Remember that burying your feelings may just prolong the conflict.

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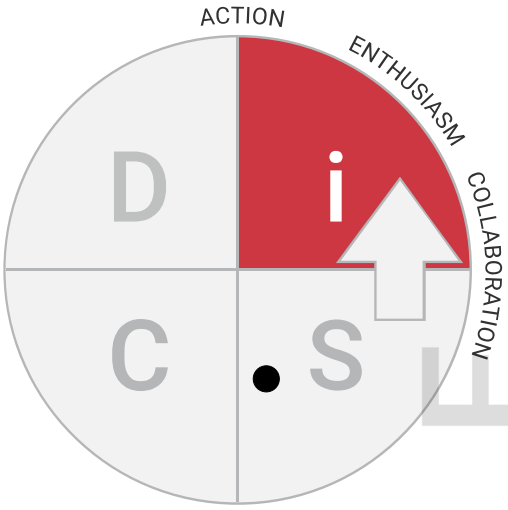
Connecting with i

WHEN YOU NEED TO BE MORE EFFECTIVE:

Because people with the i style are extremely outgoing, Mateo, they probably place a higher priority on collaboration than you tend to do. They want to create a lively team spirit, while you probably respond better to logic and consistency, which is typical of the SC style. As a result, they may see you as restrained or detached, while their push to collaborate and socialize might make you uncomfortable.



Therefore, when you need to be more effective with people who have the i style, consider the following strategies:

- Recognize the value of their interest in personal connections.
- Join their collaborative efforts to show that you don't discount the benefits of teamwork.
- Show respect for their spontaneity, high energy, and optimism.

WHEN PROBLEMS NEED TO BE SOLVED:

People with the i style like to dive right in and move quickly, and unlike others with the SC style, you also prioritize action and want to progress rapidly toward a solution. However, while they're usually prepared to decide spontaneously, you tend to look at the options a bit more carefully when making major decisions. And even though you may agree on the need for swift action, their innovative solutions might clash with your preference for more traditional answers.

Therefore, when solving problems with people who have the i style, consider the following strategies:

- Be open to creative solutions, but help them see the potential pitfalls they may have overlooked.
- Avoid letting your desire for analysis and conventional ideas overrule strategies that could bring better outcomes.
- Capitalize on your shared energy, especially when the situation requires a quick resolution.

WHEN THINGS GET TENSE:

Because people with the i style want to maintain friendly relationships, they share your tendency to initially gloss over differences. However, they're so focused on being heard that they're more likely to become emotional and lash out when confronted. You're much more interested in order and harmony, so their outbursts may make you uncomfortable. In fact, you may give in or shut down just to avoid an emotionally-charged situation, which can cause the conflict to drag on unresolved.

Therefore, when things get tense with people who have the i style, consider the following strategies:

- Refrain from burying your own opinions just to keep the peace.
- Avoid giving in to their demands or withdrawing from the dispute too quickly.
- Let them know that facing the disagreement now will help you maintain a good relationship down the road.

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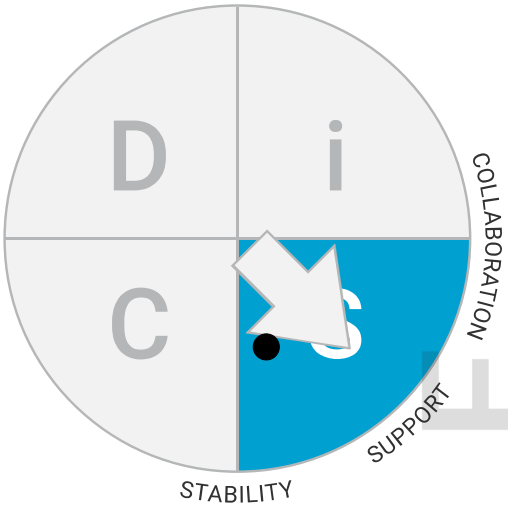
Connecting with S

WHEN YOU NEED TO BE MORE EFFECTIVE:

People with the S style value cooperation and friendly interaction, Mateo, and this might affect the way you relate to one another. While you both like an orderly work environment, they're probably more interested in collaborating than you are. As a result, they may see you as somewhat detached. Furthermore, because the two of you value harmony, you may avoid unpleasant topics, and this may prevent necessary discussions from happening.



Therefore, when you need to be more effective with people who have the S style, consider the following strategies:

- Avoid being so accommodating to each other that you hide what you're really thinking.
- Don't let your shared diplomacy keep you from acknowledging real issues.
- Avoid coming across as overly reserved, and work collaboratively with them when possible.

WHEN PROBLEMS NEED TO BE SOLVED:

Like people with the S style, you probably hesitate before making decisions when it comes to solving problems. This is probably especially true when you're facing rapid change, and your focus on methodical analysis may also contribute to situations going unresolved. In addition, both of you may steer clear of bold decisions, and this could stunt growth and innovation.

Therefore, when solving problems with people who have the S style, consider the following strategies:

- Establish a deadline for coming to a solution, and find ways to make minor decisions more quickly together.
- Consider risks and weigh the evidence, but remember that more adventurous ideas sometimes yield better results.
- Share your concerns, but try not to get bogged down in the potential problems.

WHEN THINGS GET TENSE:

Because people with the S style want to support others, they avoid rocking the boat and upsetting the people around them. You both shy away from open conflict, so you may tiptoe around disagreements rather than confront any issues between you. While you may think that you're simply maintaining order and harmony, your shared failure to address conflict directly may cause communication to break down and hidden hostility to intensify.

Therefore, when things get tense with people who have the S style, consider the following strategies:

- Take a more straightforward approach and show a desire to work through the conflict quickly but thoroughly.
- Be aware that holding in your feelings could be more harmful than speaking candidly.
- Even after you resolve the situation, check in with them to make sure the conflict is truly in the past.

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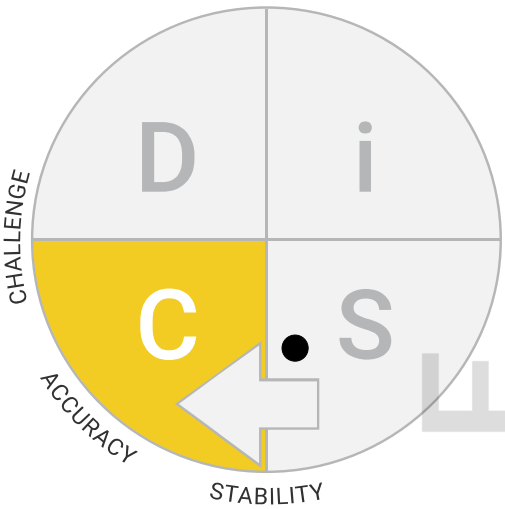
Connecting with C

WHEN YOU NEED TO BE MORE EFFECTIVE:

Mateo, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. They may appreciate your methodical, logical approach. However, they may ignore social niceties and get right to business, and this may feel somewhat impersonal to you. At the same time, you both tend to be fairly reserved, so communication between you may be more restricted and polite.



Therefore, when you need to be more effective with people who have the C style, consider the following strategies:

- Focus on logical ideas and rational plans.
- Allow time to get to know each other better to avoid misunderstandings.
- Respect their preference to work independently and don't be put off by their more detached approach.

WHEN PROBLEMS NEED TO BE SOLVED:

When it comes to solving problems, you're probably concerned about how plans might affect other people, and you share your "C" coworkers' tendency to consider all the consequences before making a decision. As a result, the two of you may postpone decisions, especially if they involve a lot of change. This mutual caution may also cause you to overanalyze and second-guess plans. As a result, you may have trouble moving forward in the problem-solving process.

Therefore, when solving problems with people who have the C style, consider the following strategies:

- Set a timeline for finding a solution and, if necessary, look to external systems or people to provide a sense of urgency.
- Avoid getting bogged down in the details.
- Work toward the best solution, but remember that perfectionism could lead to missed opportunities.

WHEN THINGS GET TENSE:

Because people with the C style often view conflict as a disagreement over who is correct, they usually avoid direct aggression and focus on challenging the reasoning behind an argument. However, like you, they tend to withdraw from emotionally-charged situations. As a result, neither of you is likely to initiate confrontations, so you may fail to discuss difficult issues. In such cases, you may bury your feelings and allow the situation to linger.

Therefore, when things get tense with people who have the C style, consider the following strategies:

- Address the conflict directly rather than letting things simmer.
- Give them time to present their side, but avoid giving in just to avoid an unpleasant conversation.
- Support your opinion with logic and facts.

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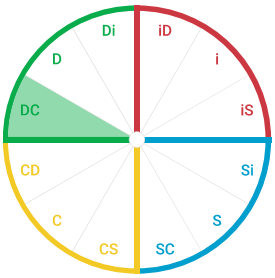
Personalized Style Index

DC STYLE



Goals: Independence, personal accomplishment

Judges others by: Competence, common sense

Influences others by: High standards, determination

Overuses: Bluntness; sarcastic or condescending attitude

Under pressure: Becomes overly critical

Fears: Failure to achieve their standards

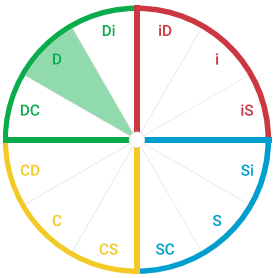
Would increase effectiveness through: Warmth, tactful communication

Mateo, people with the DC style want to explore all options and make sure that the best possible methods are used. As a result, they may be very questioning and skeptical of other people's ideas. You aren't as questioning as they are, so you may have trouble relating to their challenging approach.

In addition, they're also focused on getting results, so they're often very direct and straightforward. When they're concentrating on the bottom line, they may overlook the feelings of others. You may have trouble relating to what you see as an excessive drive for results.

Finally, those with the DC style also ensure accuracy. Because they want to control the quality of their work, they prefer to work independently, and they may focus on separating emotions from facts. Since you also like to maintain high standards, you can probably relate to their objective, analytical approach.

D STYLE



Goals: Bottom-line results, victory

Judges others by: Ability to achieve results

Influences others by: Assertiveness, insistence, competition

Overuses: The need to win, resulting in win/lose situations

Under pressure: Becomes impatient and demanding

Fears: Being taken advantage of, appearing weak

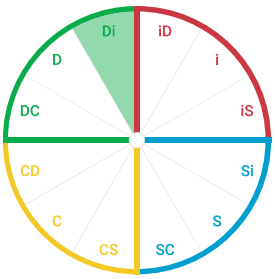
Would increase effectiveness through: Patience, empathy

People with the D style are strong-willed individuals who prioritize getting results. Because they want to make their mark, they constantly look for new challenges and opportunities. Since you tend to focus more on supporting others, you may find their competitiveness difficult to relate to.

In addition, they also tend to be action-oriented, so they often focus on achieving their goals quickly and forcefully. Since they are often very fast-paced, they like it when people cut to the chase. You're also comfortable moving at a fast pace, but you may prefer a bit more time to think things through.

Furthermore, those with the D style also speak up when they see a problem. Because they want to control outcomes, they're often questioning and independent-minded. Since you tend to be a little less critical, you may find it a bit difficult to relate to their challenging approach.

Di STYLE



Goals: Quick action, new opportunities

Judges others by: Confidence, influence

Influences others by: Charm, bold action

Overuses: Impatience, egotism, manipulation

Under pressure: Becomes aggressive, overpowers others

Fears: Loss of power

Would increase effectiveness through: Patience, humility, consideration of others' ideas

People with the Di style move at a fast pace, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. Since you also like to maintain a fast pace, you can probably relate well to their high-energy approach to work.

In addition, they're focused on getting results, so they often work to accomplish their goals rapidly. While they are competitive, they can also use charm to persuade others to help them succeed. You may think they are too focused on results.

Finally, those with the Di style tend to be energetic and enthusiastic, so they may come across as charming and fun. They probably use their excitement to inspire others and to create a lively environment. You may have trouble relating to their high-spirited approach.

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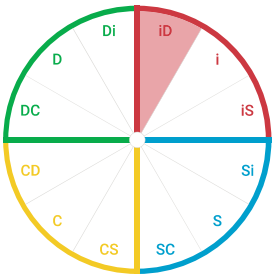
iD STYLE



Goals: Exciting breakthroughs

Judges others by: Ability to think creatively, charisma

Influences others by: Boldness, passion

Overuses: Impulsiveness, outspokenness

Under pressure: Becomes impulsive, lashes out at others

Fears: Fixed environments, loss of approval or attention

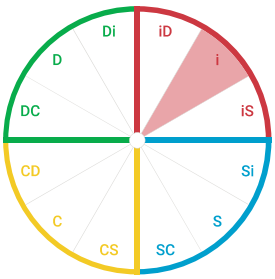
Would increase effectiveness through: Focusing on the details, patience, listening to others

Mateo, people with the iD style value taking action, so they tend to focus on moving toward their goals quickly. They like to maintain a fast pace, and they're probably comfortable making decisions on the fly. Because you share their active pace, you may join them in working to create momentum.

In addition, they tend to be enthusiastic, and they may come across as high-energy people who like to rally others around a common goal. Most likely, they maintain an upbeat attitude and bring a genuine optimism to their work. You may think their high level of enthusiasm is a bit distracting.

Furthermore, those with the iD style focus on getting results, so they may come across as ambitious and goal-oriented. Most likely, they enjoy leveraging relationships to achieve new accomplishments. To you, it may seem that their quest for results overlooks other important factors.

i STYLE



Goals: Popularity, approval, excitement

Judges others by: Openness, social skills, enthusiasm

Influences others by: Charm, optimism, energy

Overuses: Optimism, praise

Under pressure: Becomes disorganized, gets overly expressive

Fears: Rejection, not being heard

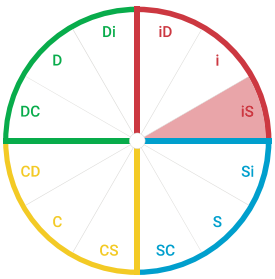
Would increase effectiveness through: Being more objective, following through on tasks

People with the i style put a high priority on enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Because you're usually less expressive than they are, you may find their high-spirited style to be a bit overwhelming at times.

In addition, they are action-oriented, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. You're probably comfortable keeping up with their swift pace, but their frequent spontaneity may strike you as reckless at times.

Furthermore, those with the i style also appreciate collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Although you're usually not opposed to group efforts, you're probably more comfortable working alone than they are.

iS STYLE



Goals: Friendship

Judges others by: Ability to see good in others, warmth

Influences others by: Agreeableness, empathy

Overuses: Patience with others, indirect approaches

Under pressure: Takes criticism personally, avoids conflict

Fears: Pressuring others, being disliked

Would increase effectiveness through: Acknowledging others' flaws, confronting problems

People with the iS style value collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you appreciate opportunities to work independently, you may not relate to their emphasis on team efforts.

In addition, they tend to be enthusiastic, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others. You tend to be less expressive than they are, and you may have trouble relating to their happy-go-lucky approach.

Furthermore, those with the iS style tend to be flexible people who want what's best for the group. When others struggle, they tend to show concern and offer uncritical support. Since you share their desire to help others, you can probably relate to their patient, accepting approach.

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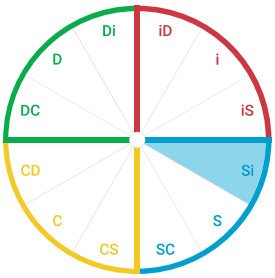
Si STYLE



Goals: Acceptance, close relationships

Judges others by: Receptivity to others, approachability

Influences others by: Showing empathy, being patient

Overuses: Kindness, personal connections

Under pressure: Avoids conflict, tries to make everyone happy

Fears: Being forced to pressure others, facing aggression

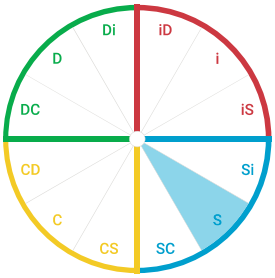
Would increase effectiveness through: Saying "no" if necessary, addressing issues

Mateo, people with the Si style are highly collaborative, and they like to involve others in making decisions. Most likely, they try to build team spirit and are less concerned with individual accomplishment. Because you tend to prefer working alone, you may have trouble understanding their strong interest in group efforts.

In addition, they're also supportive, so they tend to place a high importance on the needs of others. Because they have an accommodating nature, they're often willing to set aside their own opinions and needs to help others. Since you probably share their interest in people's feelings, you may find it easy to relate to their tendency to look out for others.

Furthermore, those with the Si style usually come across as cheerful and upbeat. They tend to see the positive in most situations, and they're encouraging of other people's ideas. Most likely, you have trouble relating to their expressive style.

S STYLE



Goals: Harmony, stability

Judges others by: Dependability, sincerity

Influences others by: Accommodating others, consistent performance

Overuses: Modesty, passive resistance, compromise

Under pressure: Gives in, avoids revealing true opinions

Fears: Letting people down, rapid change

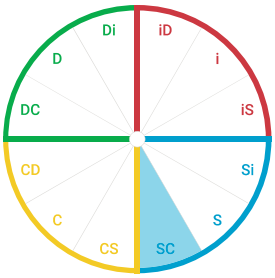
Would increase effectiveness through: Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing support. They tend to be good listeners, and as a result they're often seen as patient and accommodating. You probably find it easy to relate to their laidback, helpful approach, although you may feel they try too hard at times to meet people's needs.

In addition, they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you also avoid risks, you probably appreciate their preference to study their options carefully.

Furthermore, people with the S style also value collaboration. Because they appreciate a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. Although you probably appreciate their focus on friendly teamwork, you may feel that they emphasize group efforts a little more than you would like.

SC STYLE



Goals: Calm environment, fixed objectives, steady progress

Judges others by: Reliability, realistic outlook, even temperament

Influences others by: Diplomacy, self-control, consistency

Overuses: Willingness to let others lead, humility

Under pressure: Becomes inflexible, hinders spontaneity, complies

Fears: Time pressure, uncertainty, chaos

Would increase effectiveness through: Initiating change, speaking up

People with the SC style place a high priority on stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won't bring a lot of surprises. Since you share their desire for stability, you can probably appreciate their careful, methodical approach.

In addition, they're supportive, so they tend to be accommodating and willing to forfeit their own needs and preferences when necessary. They're usually patient and diplomatic, and they aren't likely to become overly emotional when pushed. Because you share a willingness to help others, you probably find it easy to relate to their patient, obliging approach.

Furthermore, those with the SC style focus on accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. You probably relate well to their interest in producing solid, error-free work.

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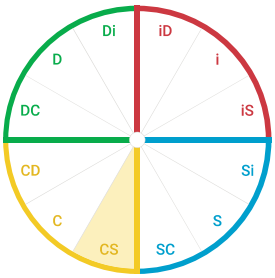
CS STYLE



Goals: Stability, reliable outcomes

Judges others by: Precise standards, orderly methods

Influences others by: Practicality, attention to detail

Overuses: Traditional methods, sense of caution

Under pressure: Withdraws, becomes hesitant

Fears: Emotionally charged situations, ambiguity

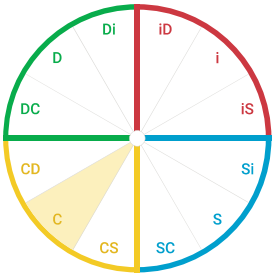
Would increase effectiveness through: Showing flexibility, being decisive, showing urgency

Mateo, people with the CS style value stability, so they probably come across as orderly and precise. Since they prefer to be well-prepared, they tend to avoid taking risks or making rapid changes. Because you share their interest in a stable environment, you may appreciate their tendency to focus on steady progress.

In addition, they also place a high priority on accuracy, so they tend to spend time refining their ideas before moving forward. Most likely, they rely on data before making decisions and tend to take an objective approach. Because you share their tendency to value accurate outcomes, you may appreciate their careful, methodical approach.

Furthermore, those with the CS style are usually ready and willing to help when their expertise is needed. They also tend to be even-tempered and patient with both people and difficult situations. Because you share their obliging approach, both of you may fail to assert your own needs to avoid rocking the boat.

C STYLE



Goals: Accuracy, objective processes

Judges others by: Expertise, systematic processes

Influences others by: Logic, exacting standards

Overuses: Analysis, restraint

Under pressure: Overwhelms others with logic, becomes rigid

Fears: Being wrong, strong displays of emotion

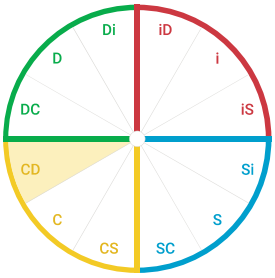
Would increase effectiveness through: Acknowledging others' feelings, looking beyond data

People with the C style focus on accuracy and getting things right. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. While you may relate to their emphasis on creating sound solutions, you may sometimes want to see more warmth from them.

In addition, they also value stability. Since they tend to appreciate follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Because you also spend time ensuring dependable results, you may find it easy to relate to their cautious approach.

Furthermore, people with the C style are attentive to uncovering problems and mistakes. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you tend to be more accommodating, you may find them overly skeptical or fault-finding.

CD STYLE



Goals: Efficient results, rational decisions

Judges others by: Competence, use of logic

Influences others by: Strict standards, resolute approach

Overuses: Bluntness, critical attitude

Under pressure: Ignores people's feelings, moves ahead independently

Fears: Failure, lack of control

Would increase effectiveness through: Cooperation, paying attention to others' needs

People with the CD style may come across as skeptical and determined in their focus on making sure things get done correctly. Most likely, they won't accept ideas without asking a lot of questions, and they like to uncover problems that could affect results. You tend to be more accepting, so you may find it hard to relate to their critical, questioning approach.

In addition, they also prioritize accuracy, and they focus on thinking logically to create the best solutions. They tend to avoid letting their emotions get in the way of making rational decisions. Because you share their analytical approach, you may find it easy to relate to their emphasis on objectivity and logic.

Furthermore, those with the CD style also value getting results and tend to be determined to deliver quality outcomes efficiently. Most likely, they're also willing to take charge of projects when necessary, and they can usually be counted on to keep things on track. Their determination to get results may seem stubborn or impatient to you at times.

SAMPLE

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