

# WORKPLACE PROFILE

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ASSESSMENT TO ACTION.

**jeff molitor**

Monday, June 10, 2013

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IMAGE DYNAMICS

*Your Path to Effective Performance*

*by Inscape Publishing*



Jeff, have you ever wondered why connecting with some people is easier for you than with others?

Maybe you've noticed that you relate better to colleagues who focus more on challenging assumptions and ensuring accurate outcomes.

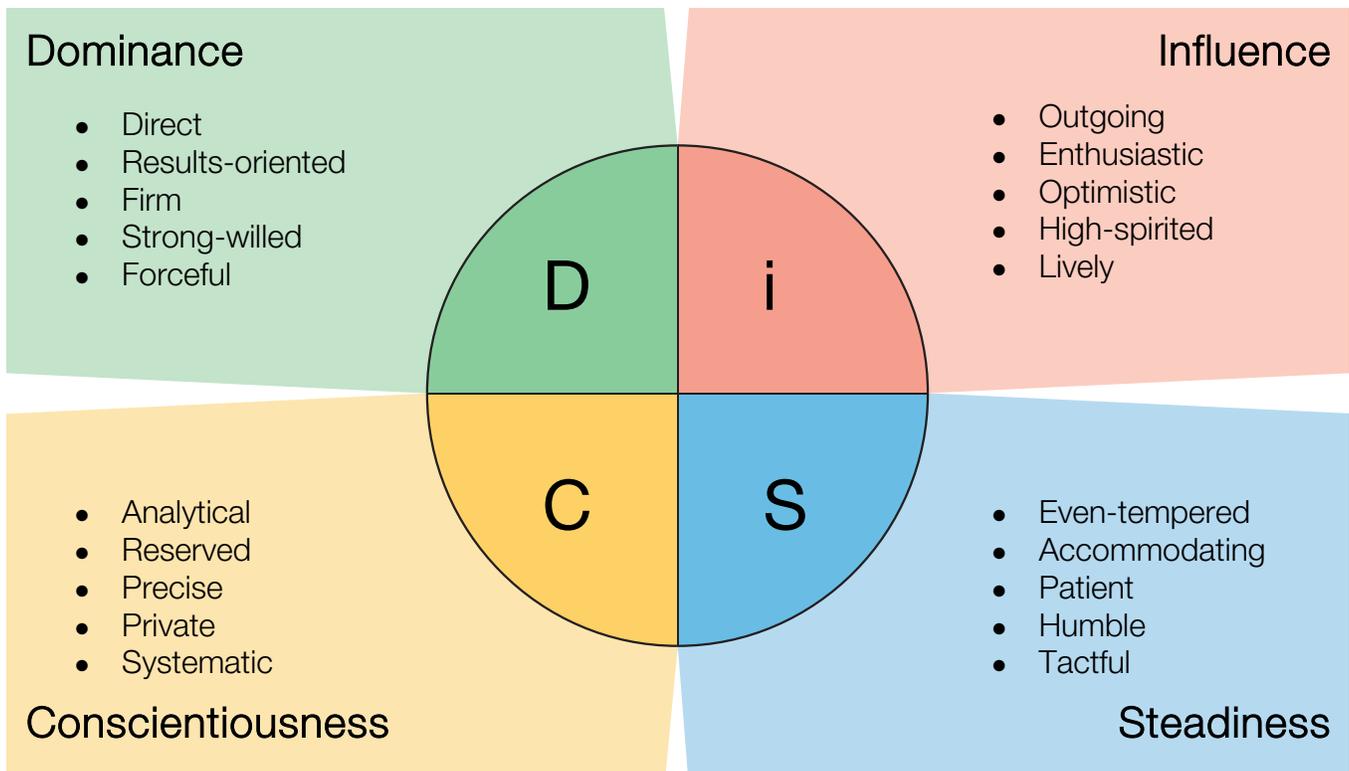
Or, maybe you're more comfortable working with those who take an efficient approach than those who always seem to want everyone involved in decisions.

Or, perhaps you relate best to people who are naturally more skeptical than accepting.

Welcome to *Everything DiSC Workplace*®. The DiSC® model is a simple tool that's been helping people to connect better for over thirty years. This report uses your individual assessment data to provide a wealth of information about your workplace priorities and preferences. In addition, you'll learn how to connect better with colleagues whose priorities and preferences differ from yours.

## Cornerstone Principles of Everything DiSC Workplace

- ▶ 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.
- ▶ **Understanding yourself** better is the first step to becoming more effective when working with others.
- ▶ Learning about **other people's DiSC styles** can help you understand their priorities and how they may differ from your own.
- ▶ You can improve the quality of your workplace by using DiSC to build more **effective relationships**.



## How is this report personalized to you, jeff?

In order to get the most out of your *Everything DiSC Workplace® Profile*, you'll need to understand how to read your personal map.

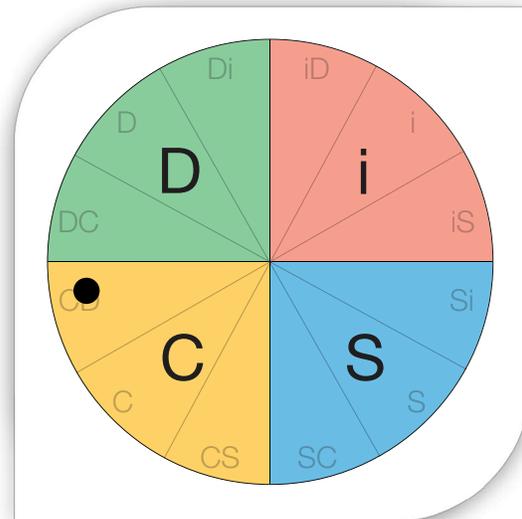
### Your Dot

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 DiSC® Style: CD

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



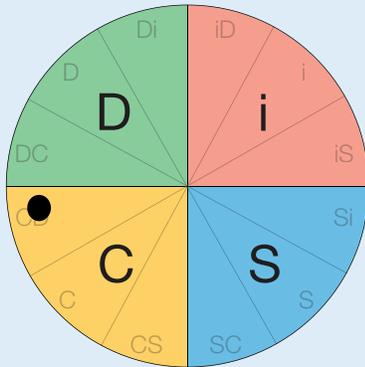
### Close to the Edge or Close to the Center?

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 near the edge of the circle, so you are **strongly inclined** and probably relate well to the characteristics associated with the CD style.

Now that you know more about the personalization of your Everything DiSC Workplace Map, you'll read more about what your dot location says about you. Then you'll learn about your personal map shading and priorities, and discover how this affects your preferences. After that, you'll learn some basics about the other DiSC styles and how to use that information to connect better with everyone in your workplace.

## Your Dot Tells a Story

Your DiSC Style is: CD



Because you have a CD style, jeff, you probably take an efficient, no-nonsense approach to your work. You likely have high expectations for yourself and others. Since you value expertise, people who consistently demonstrate competence are most likely to gain your respect. And because you want to reach superior results efficiently, you work to balance speed and quality. You may be drawn to positions of authority that give you the freedom to ensure that things are done correctly.

Because of your strong desire to control outcomes, you may struggle to share responsibility, and it can be difficult for you to depend on others. You have little patience for disorganized people or unnecessary meetings. You're probably tempted to just take charge of projects and finish them your own way, and you may fail to recognize when you've

stepped on someone's toes.

Like others with the CD style, you probably avoid showing too much emotion, especially in social situations. In fact, you may come across as restrained and difficult to read when you first meet someone. Perhaps you're simply sizing up the situation, but your unexpressive demeanor may seem unfriendly to people who are more outgoing.

You're not afraid to be blunt and forceful with your opinions because you're unwilling to compromise what you see as the truth. And, when things don't go as you think they should, you may struggle to contain your disapproval. Most likely, you tend to project firmness and confidence in your ideas, and you may become frustrated when others seem less decisive.

You probably pride yourself on your ability to face challenges head-on. When you've set a goal, you're not easily swayed by obstacles or disapproval from others. At times, you may get so immersed in a task that others may wonder if you're irritated with them.

Because you tend to be skeptical, you may foresee problems that others miss. Likewise, you may pride yourself on your ability to separate your emotions from the facts. But because you tend to focus on problems, you may come across as constantly dissatisfied. Others may find this intimidating, and they may be less likely to suggest new ideas to you for fear of rejection. You also may question other people's intentions, particularly if they come across as excessively friendly or enthusiastic.

Like others with the CD style, you probably don't enjoy conflict, but you usually don't let it stop you from doing what you think is right. You're likely to have a stubborn streak, and when someone challenges you, you may dig in your heels even further. When situations escalate, you may overlook social niceties or let your tone or body language express your disapproval. At times, you may resort to shutting down entirely or hindering progress for other team members.

Although you pride yourself on the quality of your work, you may shy away from public recognition. If you receive praise that seems overly emotional, you may question its validity. Because you probably assume that others share this preference, it may not occur to you that your coworkers may want more open praise or compliments from you.

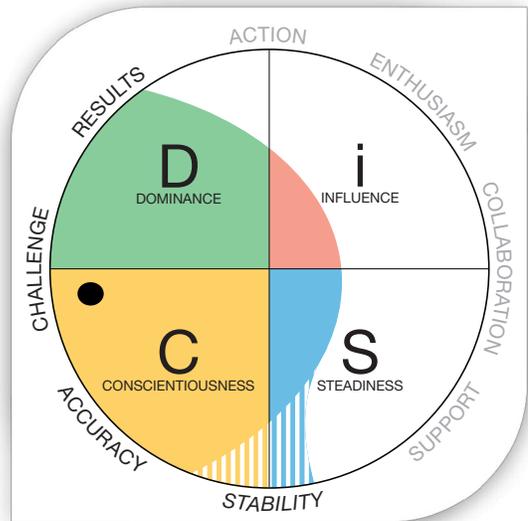
jeff, like others with the CD style, your most valuable contributions to the workplace may include your problem-solving skills, your high standards, and your determination. In fact, these are probably some of the qualities that others admire most about you.

## Your Shading Expands the Story

jeff, while your dot location and your DiSC® style can say a great deal about you, your map **shading** is also important.

The eight words around the Everything DiSC map are what we call **priorities**, or the primary areas where people focus their energy. The closer your 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 CD style have shading that touches Challenge, Accuracy, and Results. Your shading stretches to include Stability, which isn't characteristic of the CD style.



## What Priorities Shape Your Workplace Experience?

### ► Offering Challenge

jeff, when you spot a flaw, you'll speak up about it. You're skeptical of new ideas, and you'll question others' opinions if you're unconvinced. Furthermore, you have little tolerance for incompetence, and you prefer to work with people who won't waste your time. You value critical thinking and common sense, and you aren't afraid to challenge others with tough questions to ensure efficient outcomes.

### ► Ensuring Accuracy

People with the CD style tend to be precise and logical. You're willing to do what it takes to get things right, and you won't settle for sloppy, subpar work. Most likely, you rely on objective facts to guide your reasoning, and you believe decisions based on intuition are careless or foolish. Because ensuring accuracy is important to you, you devote ample time to careful analysis and critical thinking.

### ► Getting Results

Like others with the CD style, you tend to be goal-oriented and focused on accomplishment. You're interested in getting things done, and your persistence to overcome obstacles is usually very clear to the people around you. In fact, you're sometimes so strong-willed that you might stick to a path even if others aren't on board. You prioritize getting results and have the determination it takes to cross the finish line.

### ► Maintaining Stability

As well, you probably place a high value on maintaining a calm, secure environment, and this is not typical for someone with the CD style. You may not respond well if things become chaotic, and as a result, you may put quite a bit of energy into creating a stable setting. And because you're probably seen as reliable, people likely know they can count on you to follow through on projects or tasks.

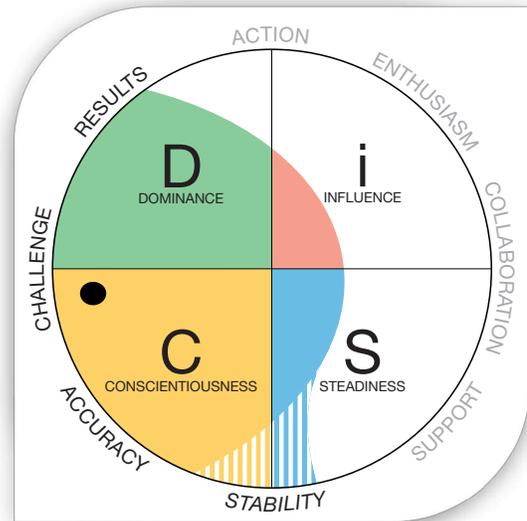
## What Motivates You?

Different people find different aspects of their work motivating. Like other people with the CD style, you probably like having the space to get absorbed in logical problem solving. Most likely, you set very high standards for your work and enjoy opportunities to challenge yourself to achieve your goals. However, you may also appreciate an environment that allows you to work steadily and stay on-task, and this is less typical of the CD style.

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

### MOTIVATORS

- Catching errors or flaws in design
- Providing in-depth analysis
- Having independence
- Working with people who have high standards
- Working toward challenging goals
- Solving problems
- Achieving efficient results
- Creating a safe, predictable environment
- Working steadily toward a goal



*What do your priorities say about what motivates you and what you find stressful?*

## What is Stressful for You?

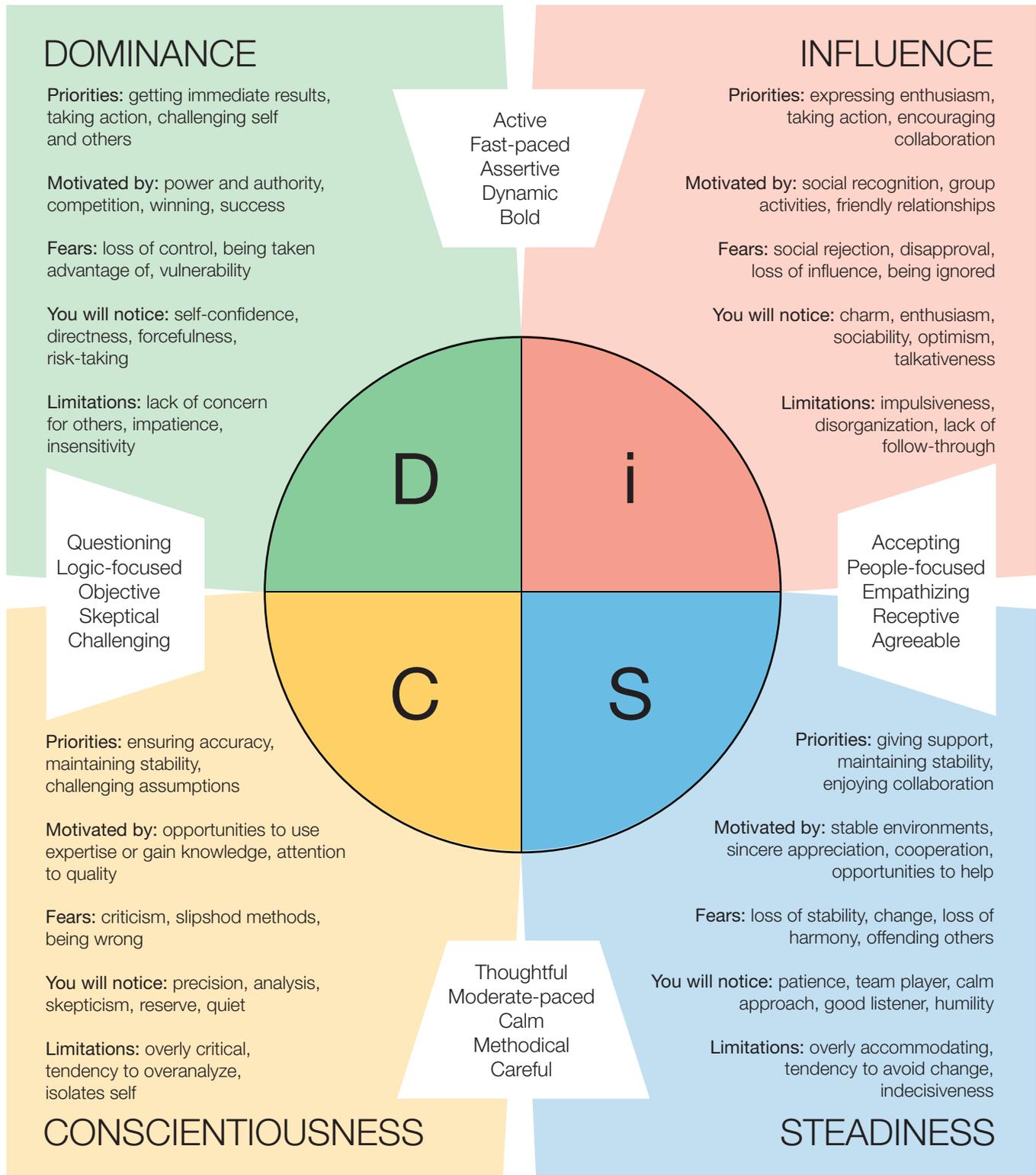
Then there are those aspects of your work that are stressful for you. Because you tend to focus on logical objectives and concrete results, you may find it frustrating when you have to depend on people who don't meet your standards of competency. Similarly, it's also probably stressful when you don't feel you have the expertise to deliver quality results or others seem to be questioning the quality of your work. At the same time, unlike others with the CD style, you may avoid situations that involve unclear direction.

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

### STRESSORS

- Having little independence or private time
- Being wrong
- Being forced to mingle with strangers
- Following inefficient procedures
- Having your authority challenged
- Dealing with people who don't meet your standards
- Relying on overly emotional or illogical people
- Dealing with a chaotic environment
- Working without clear guidelines

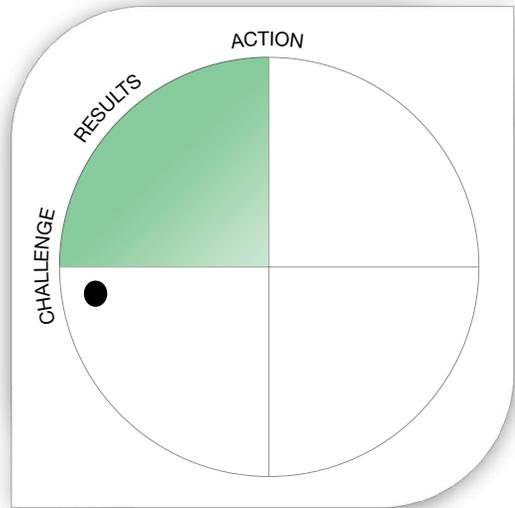
The graphic below provides a snapshot of the four basic DiSC® styles.



Imagine that you regularly interact with someone who has a D style and shares your focus on results. Like you, she values a sense of accomplishment, and you can probably identify with her push toward successful outcomes. She's well-respected by the organization as a go-getter who delivers on her promises, and you probably have little trouble relating to her direct, businesslike approach.

To you, this colleague seems bold, assertive, and fast-paced. While you sometimes share her focus on action, you probably place a higher importance on analysis before making changes. And, while you value both efficiency and quality, you may wish that she would spend a little more time on the details.

Furthermore, since you tend to share her questioning nature and desire to challenge assumptions, you probably appreciate her healthy sense of skepticism. However, because you both like to control how things are done, you may prefer to work independently to avoid butting heads with each other.



<i>To you, people with the D style may seem:</i>	✓ Driven
	✓ Rash
	✓ Forceful
	✓ Strong-willed

## What is the Motivation for their Behavior?

As you can see from the map, people with the D style prioritize Results, Action, and Challenge. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

### 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. Though they may be slightly more determined, you can probably relate well to their competitiveness and desire to excel.

### 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. Since you don't place as high of a priority on bold action, you may not always relate to their rapid pace.

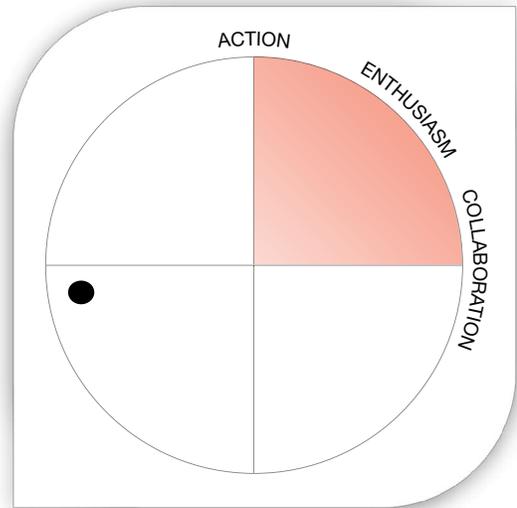
### Challenge

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 also tend to challenge the status quo, you may relate to this tendency but still get caught up in stubborn arguments with them at times.

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. You likely don't relate to his positive outlook and enthusiasm, and you're probably skeptical of his optimistic approach.

You may notice that he seems to be drawn to fast action and enjoys initiating rapid change. You're more concerned with accuracy and results, so his constantly on-the-go approach may seem somewhat reckless. And since you like to weigh the evidence before taking a new direction, his spontaneity probably makes you uncomfortable.

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. Since you like to work independently to ensure efficiency, you may not appreciate his push to collaborate.



*To you, people with the i style may seem:*

- ✓ Emotional
- ✓ Talkative
- ✓ Naïve
- ✓ Scattered

## What is the Motivation for their Behavior?

As you can see from the map, people with the i style prioritize Enthusiasm, Action, and Collaboration. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

### 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 tend to respond to logical ideas that have an impact on the bottom line, you may have trouble relating to their high-spirited style.

### 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. Since you prefer to focus on objective goals that hold up to analysis, you may view their more spontaneous approach as unwise or even reckless.

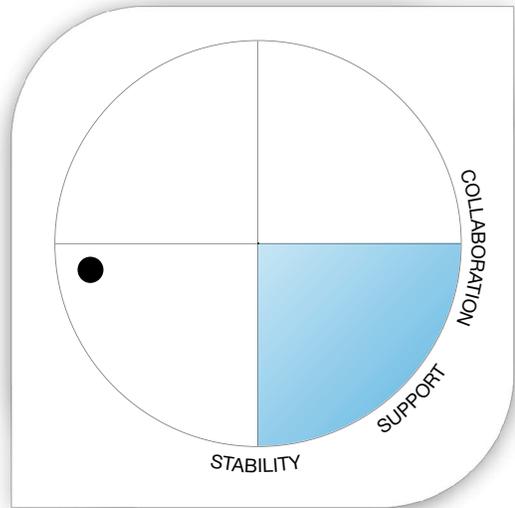
### Collaboration

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. Since you tend to prefer independent efforts, you may not appreciate their efforts to promote teamwork.

Now, let's imagine that you regularly interact with someone with an S style. To you, he seems soft-hearted and even-tempered, and whenever you ask him a question, he's always patient and happy to help. However, because you tend to be skeptical of new ideas, you might have trouble understanding his tendency to support people and accept ideas without question.

Around the office he's often referred to as a "rock," and unlike others with the CD style, you often share his desire for stability. He is well-liked by everyone and can always be counted on to perform his job consistently. However, even though you also like to think through your decisions, you may find him to be a bit too cautious and indecisive at times.

Since you both like to keep a fairly low profile, you probably share his discomfort with public recognition. However, while you aren't afraid to challenge assumptions, he seems to be more concerned with trying to please everyone. As a result, you may wish he'd spend more time on analysis and less time worrying about others' feelings.



*To you, people with the S style may seem:*

- ✓ Uncritical
- ✓ Unassertive
- ✓ Easy-going
- ✓ Soft-spoken

## What is the Motivation for their Behavior?

As you can see from the map, people with the S style prioritize Support, Stability, and Collaboration. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

### 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. Because you tend to focus on logic and the bottom line more than people's feelings, you may not understand their emphasis on meeting others' 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 consider the risks before making decisions, you probably appreciate their caution and follow-through.

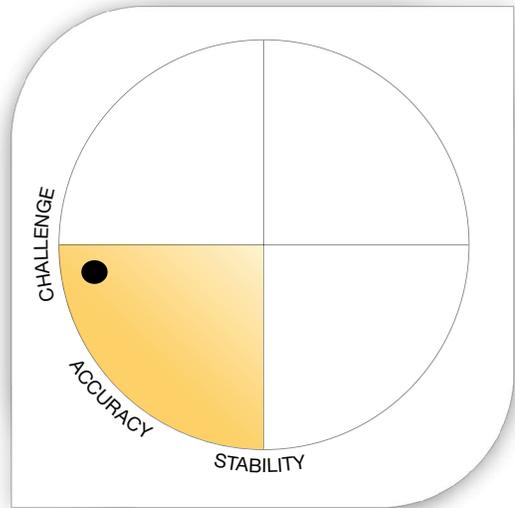
### Collaboration

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. Because you're probably more comfortable working alone and striving for independent accomplishments, you may find their desire for friendly teamwork to be unnecessary or counterproductive.

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. You both tend to focus on quality and precision, so you probably respect her dedication to getting things done right. However, she tends to hole up in her office for long stretches of time, checking her work two or three times before being satisfied. This may seem like overkill to you.

She prefers a predictable setting where she can do her best work, and even though it's not typical of someone with the CD style, you share her priority on stability. To you, this colleague often seems serious and precise, and you may appreciate her dependability. However, since you want to see plans become reality as efficiently as possible, you may think her tendency to overanalyze big decisions stands in the way of progress at times.

Furthermore, you share her tendency to challenge ideas. Neither of you will hesitate to point out an error or question what you think is a flaw. However, because you both tend to be steadfast in your beliefs, you may occasionally butt heads about how things should be done. Still, you're likely to appreciate her tendency to follow through on commitments.



<i>To you, people with the C style may seem:</i>	✓ Logical
	✓ Systematic
	✓ Task-oriented
	✓ Analytical

## What is the Motivation for their Behavior?

As you can see from the map, people with the C style prioritize Accuracy, Stability, and Challenge. Because they place such a high value on these three areas, it will probably affect your working relationship with them.

### 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 tend to share their detached, logical approach, you're somewhat more likely than they are to focus on the bottom line.

### 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. You also like to ensure dependable results, so you may find it easy to relate to their cautious approach.

### Challenge

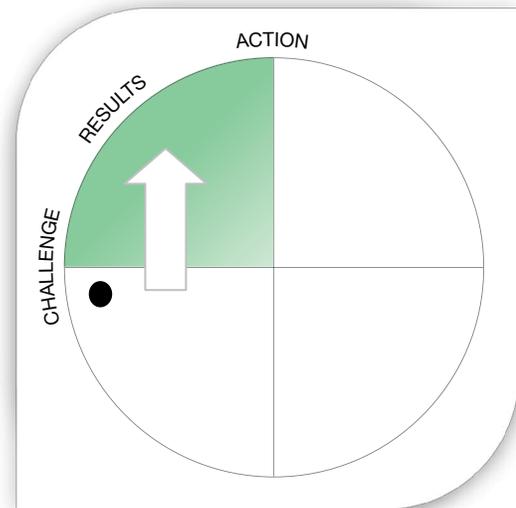
Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you also tend to express your skepticism, you may find it easy to relate to their questioning approach.

## When Trying to Connect

Jeff, people with the D style like to get right to the point, and this might affect the way you relate to one another. You share their tendency to be straightforward, so the two of you may keep discussions focused. However, their push for immediate action over other factors may seem somewhat hasty to you. Because you're a bit more likely to spend time pointing out the problems with potential plans, they may become frustrated by your frequent questions.

Therefore, when trying to connect with people who have the D style, consider the following strategies:

- Make it clear that your questioning approach isn't meant to obstruct forward progress.
- Show them that you want efficient results.
- Voice your concerns, but avoid pointing out why every idea won't work.



## When Problems Need to be Solved

Compared to people with the D style, you're slightly more likely to take time to analyze the options when solving problems, but you probably agree on the need for efficiency. They want to make quick, firm decisions in pursuit of immediate progress, and you may share their tendency to confront problems head-on and focus on tough-minded solutions. However, because you're both strong-willed, when your proposed solutions differ you may butt heads instead of finding answers.

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

- Offer your own ideas rather than simply telling them what's wrong with their solutions.
- Remember that the goal is to solve problems together, not to win as an individual.
- Avoid getting into battles over who is right.

## When Things Get Tense

Because you share your "D" coworkers' tendency to challenge ideas, you probably aren't afraid to confront problems. While you may not be as outspoken, neither of you is likely to gloss over disagreements. Since you both can become stubborn, you may get caught up in arguments defending your respective positions. Disagreements between you may become heated, and each of you may think that the other is looking for a fight rather than trying to resolve the conflict.

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

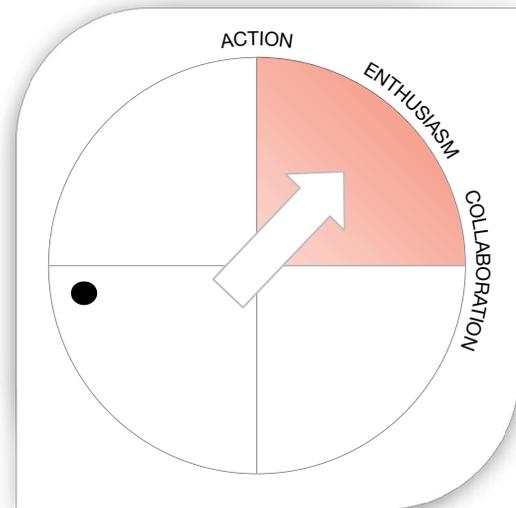
- Communicate your points objectively but avoid coming across as stubborn or overly aggressive.
- Avoid digging in your heels or purposefully hindering progress.
- Focus on resolving arguments rather than on proving that you're right.

## When Trying to Connect

Because people with the i style are extremely outgoing and like to collaborate on exciting projects, they're probably quite a bit more sociable than you tend to be. While you may focus on logic and efficient progress, they may want to spend time building team spirit and expressing their enthusiasm. As a result, they may see the detached, skeptical approach that is typical of the CD style as cold or insensitive.

Therefore, when trying to connect with people who have the i style, consider the following strategies:

- Recognize the value of their energy and spontaneity.
- Avoid coming across as too aloof.
- Join their collaborative efforts to show that you don't discount the benefits of teamwork.



## When Problems Need to be Solved

People with the i style like to dive right in and move quickly, and they'll often go with their gut feelings when confronting a problem. For this reason, your tendency to insist on logical, thoroughly considered solutions may strike them as overly analytical or tedious. Also, since you tend to be matter-of-fact, they may see you as critical or demanding when you present your ideas. In turn, you may feel that they're too easily distracted and spontaneous.

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

- Refrain from shooting down their ideas just because they present them with passion rather than logic.
- Tap into their energy when the situation requires a quick resolution that appeals to everyone.
- Use diplomacy to point out flaws that could short-circuit their plans.

## When Things Get Tense

Because people with the i style want to maintain friendly relationships, they're more likely to gloss over differences, while you may be more frank and matter-of-fact. However, they're so focused on being heard that they may lash out when confronted. In contrast, you tend to avoid emotional displays, and your tendency to use logic to challenge their views may cause them to see you as stubborn or argumentative.

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

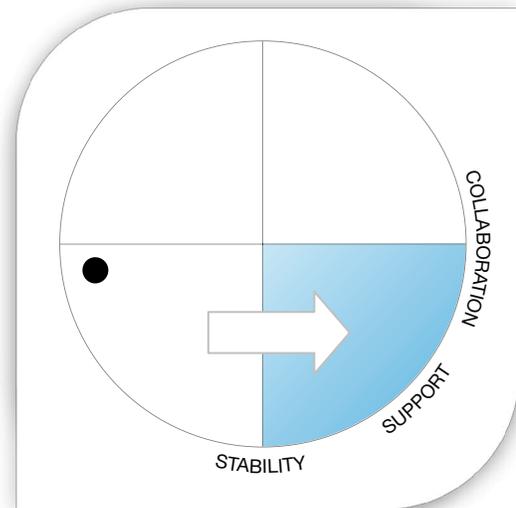
- Focus on resolving the conflict rather than proving you're right.
- Be straightforward but diplomatic, and avoid trying to overwhelm them with logic.
- Reassure them that a disagreement now doesn't mean a poor relationship down the road.

## When Trying to Connect

People with the S style value cooperation and interaction, and this might affect the way you relate to one another. They want the people around them to feel accepted and included, so they may have a difficult time with your challenging approach. Since you tend to be much more questioning than they are, they may worry that your unemotional tone suggests disapproval or criticism.

Therefore, when trying to connect with people who have the S style, consider the following strategies:

- Show concern for their feelings rather than just focusing on efficiency.
- Avoid appearing too aloof, since they may take it personally.
- Encourage them to tell you when something is bothering them, since they may need a little prodding.



## When Problems Need to be Solved

While it's uncommon for someone with the CD style, you share your "S" coworkers' priority on stability, and this may affect the way you solve problems. Like them, you may also want to avoid quick decisions, and your tendency to analyze problems may slow the process further. However, you're probably a bit more comfortable with adventurous solutions than they are, and your willingness to challenge established ideas may strike them as critical or argumentative at times.

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

- Avoid coming across as too detached or insistent, or you may miss out on their good ideas.
- Recognize their tendency to consider other people's feelings when making decisions.
- Respect your mutual desire for stability, but encourage each other to work toward a timely decision-making process.

## 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. On the other hand, you're probably a bit more willing to address conflict directly than they are. You may spend time pointing out the logic of your position, but you're less likely to address their feelings, and your somewhat critical approach may cause them to shut down. As a result they may harbor bitterness, even after you think the situation is resolved.

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

- Address issues directly, but avoid an overly frank or detached approach.
- Demonstrate empathy and acknowledge their feelings.
- Encourage them to share their opinions and don't try to overpower them with logical arguments.

## When Trying to Connect

Jeff, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. Because it's important to them to have time to get things right, they may appreciate your tendency to concentrate on the task at hand. However, because you both focus on logic more than relationships—and your blunt approach can cause them to withdraw—communication between the two of you may suffer.

Therefore, when trying to connect with people who have the C style, consider the following strategies:

- Focus on your shared need for objectivity, but avoid argumentative behavior that may cause them to shut down.
- Allow time to get to know each other better to avoid misunderstandings.
- Respect your shared preference to work independently, but remain open to collaborative projects.



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## When Problems Need to be Solved

When it comes to solving problems, your “C” coworkers want to thoroughly consider all the consequences before choosing a plan. Unlike others with the CD style, you also prioritize stability, so you probably like to exercise some caution during the problem-solving process. As a result, the two of you may spend a lot of time second-guessing plans. And because you both have strong opinions, you may find yourself in logic battles when you disagree about the appropriate solution.

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

- Back up your arguments with evidence, but pay attention to their concerns as well.
- Look beyond your individual approaches to solve the problem for mutual benefit.
- Set a timeline for finding a solution and balance your shared caution with the need for urgency.

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## 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. If emotions run high, however, they may withdraw. While you also dislike emotional confrontations, you're not afraid to be blunt when necessary. They may see you as argumentative, while you see them as stubborn, and the two of you may have power struggles over whose position is most rational.

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

- State your position objectively and give them time to present their side.
- Stay away from forceful tactics that are likely to antagonize them and cause the conflict to drag on.
- Focus on resolving the conflict respectfully and thoroughly rather than on winning the argument.

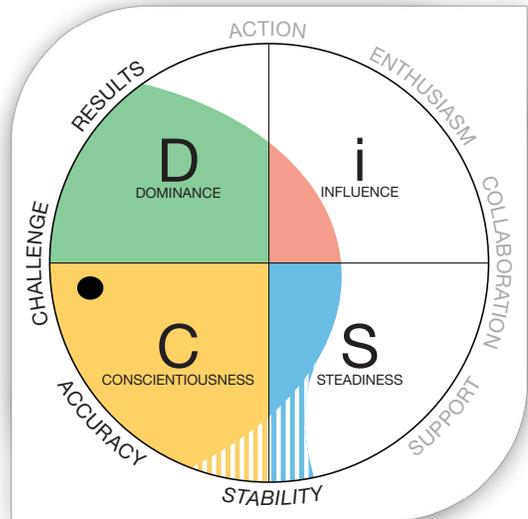
# SUMMARY: INCREASING YOUR WORKPLACE EFFECTIVENESS

Jeff, given everything you've learned about your style, what follows are **three key strategies** that might help you work more effectively with all the people in your workplace.

## 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 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.

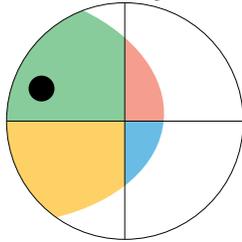
## 3 Show More Openness to New Initiatives

Because you have a questioning side, you're likely to catch flaws in other people's ideas. However, while your first instinct might be skepticism, people will probably end up feeling frustrated and demotivated if you shoot down their initiatives. As a result, they eventually may cut you out of the loop altogether to avoid your rejection.

- Show appreciation for others' attempts to try something new rather than focusing on what won't work.
- If you spot a flaw, find a way to fix it rather than rejecting the idea altogether.

# PERSONALIZED STYLE INDEX: THE D STYLES

## DC Style



Challenge  
Results  
Accuracy

**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

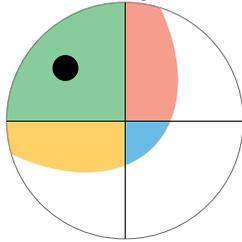
**Would increase effectiveness through:** Warmth, tactful communication

jeff, people with the DC style prioritize Challenge, so they 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. This may be easy for you to relate to since you aren't afraid to challenge opinions and ask questions.

In addition, they also prioritize Results, so they're often very direct and straightforward. When they're focused on the bottom line, they may overlook the feelings of others. You also tend to be driven, so you can probably relate to their desire for results.

Finally, those with the DC style also prioritize 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



Results  
Action  
Challenge

**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

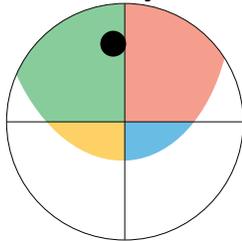
**Would increase effectiveness through:** Patience, empathy

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. Though they may be slightly more determined, you can probably relate well to their competitiveness and desire to excel.

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. Since you don't place as high of a priority on bold action, you may not always relate to their rapid pace.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you also tend to challenge the status quo, you may relate to this tendency but still get caught up in stubborn arguments with them at times.

## Di Style



Action  
Results  
Enthusiasm

**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

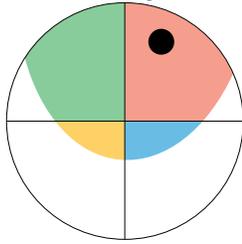
People with the Di style prioritize Action, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. You prefer to keep a steadier pace, so you may not relate well to their energetic approach.

In addition, they also prioritize 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. Because you are also results-oriented, you may respect their drive to succeed.

Finally, those with the Di style also prioritize Enthusiasm, so they may come across as charming and fun because of their high energy. They probably use their excitement to inspire others and to create a lively environment. You may have trouble relating to their high-spirited approach.

# PERSONALIZED STYLE INDEX: THE i STYLES

## iD Style



Action  
Enthusiasm  
Results

**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

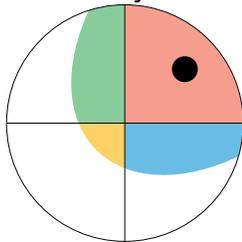
**Would increase effectiveness through:** Focusing on the details, patience, listening to others

jeff, people with the iD style prioritize 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. You may have a difficult time keeping up with their rapid pace.

In addition, they also prioritize Enthusiasm, 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 also prioritize Results, so they may come across as ambitious and goal-oriented. Most likely, they enjoy leveraging relationships to achieve new accomplishments. You also want results, so you can probably relate to their ambition.

## i Style



Enthusiasm  
Action  
Collaboration

**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

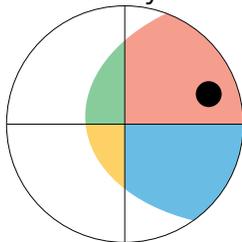
**Would increase effectiveness through:** Being more objective, following through on tasks

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 tend to respond to logical ideas that have an impact on the bottom line, you may have trouble relating to their high-spirited style.

In addition, they prioritize Action, 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. Since you prefer to focus on objective goals that hold up to analysis, you may view their more spontaneous approach as unwise or even reckless.

Furthermore, those with the i style also value Collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Since you tend to prefer independent efforts, you may not appreciate their efforts to promote teamwork.

## iS Style



Collaboration  
Enthusiasm  
Support

**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

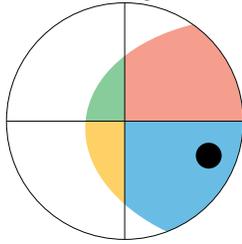
People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you appreciate opportunities to work independently, you may not relate to their emphasis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

In addition, they also prioritize Enthusiasm, 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 also value Support, so they 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. You may think their accepting approach is too softhearted.

# PERSONALIZED STYLE INDEX: THE S STYLES

## Si Style



Collaboration  
Support  
Enthusiasm

**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

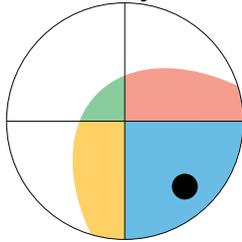
**Would increase effectiveness through:** Saying “no” if necessary, addressing issues

jeff, people with the Si style prioritize Collaboration, 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 also prioritize Support, 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. You may have trouble relating to their accepting approach, which may sometimes seem counterproductive to you.

Furthermore, those with the Si style also value Enthusiasm, and they usually come across as cheerful. 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



Support  
Stability  
Collaboration

**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

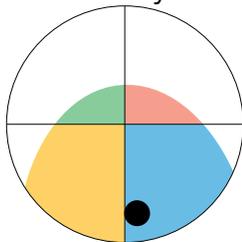
**Would increase effectiveness through:** Displaying self-confidence, revealing true feelings

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. Because you tend to focus on logic and the bottom line more than people’s feelings, you may not understand their emphasis on meeting others’ needs.

In addition, they also prioritize Stability, so 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 consider the risks before making decisions, you probably appreciate their caution and follow-through.

Furthermore, people with the S style also prioritize Collaboration. Because they value a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. Because you’re probably more comfortable working alone and striving for independent accomplishments, you may find their desire for friendly teamwork to be unnecessary or counterproductive.

## SC Style



Stability  
Support  
Accuracy

**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

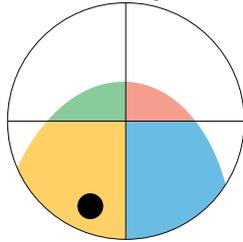
People with the SC style place a high priority on Stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won’t bring a lot of surprises. Since you share their desire for stability, you can probably appreciate their careful,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

In addition, they also prioritize Support, so they tend to be accommodating and willing to forfeit their own needs and preferences when necessary. Most likely, they’re usually patient and diplomatic, and they aren’t likely to become overly emotional when pushed. You may have trouble relating to their patient, obliging approach.

Furthermore, those with the SC style also value 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.

# PERSONALIZED STYLE INDEX: THE C STYLES

## CS Style



Stability  
Accuracy  
Support

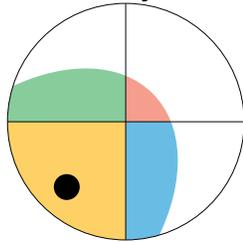
- Goals:** Stability, reliable outcomes
- Judges others by:** Precise standards, orderly methods
- Influences others by:** Practicality, attention to detail
- Overuses:** Traditional methods, sense of caution
- Under pressure:** Withdraws, becomes hesitant
- Fears:** Emotionally charged situations, ambiguity
- Would increase effectiveness through:** Showing flexibility, being decisive, showing urgency

People with the CS style prioritize 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 also value Support, and they're usually willing to help when their expertise is needed. They also tend to be even-tempered and patient with both people and difficult situations. You might find it difficult to relate to their accommodating approach.

## C Style



Accuracy  
Stability  
Challenge

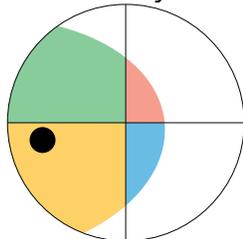
- Goals:** Accuracy, objective processes
- Judges others by:** Expertise, systematic processes
- Influences others by:** Logic, exacting standards
- Overuses:** Analysis, restraint
- Under pressure:** Overwhelms others with logic, becomes rigid
- Fears:** Being wrong, strong displays of emotion
- Would increase effectiveness through:** Acknowledging others' feelings, looking beyond data

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. While you tend to share their detached, logical approach, you're somewhat more likely than they are to focus on the bottom line.

In addition, they also prioritize Stability. Since 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. You also like to ensure dependable results, so you may find it easy to relate to their cautious approach.

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 also tend to express your skepticism, you may find it easy to relate to their questioning approach.

## CD Style



Challenge  
Accuracy  
Results

- 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 prioritize Challenge and may come across as skeptical and determined. Most likely, they won't accept ideas without asking a lot of questions, and they like to uncover problems that could affect results. You share their tendency to question new ideas, so you may find it easy to relate to their challenging 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 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. Since you tend to share their interest in efficient results, you likely appreciate their determination to succeed.