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Communication Preferences and Personal Strengths
Career Management DISCstyles™ Report for
James Marshall
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INTRODUCTION: DISCstyles™ CAREER MANAGEMENT REPORT

Congratulations on your participation in the DISCstyles Assessment used to analyze your Communication Preferences and Behavioral Style for your Career Management. This report is the result of your assessment.

James, the first part of the report focuses on your communication preferences and behavioral style. While this information is extremely valuable, the second section with the title of “APPLICATION” increases the value of your report exponentially.

Finding your career direction begins in defining a critical element – Your Occupational Behavioral Style. Research suggests that specific behavioral styles are attracted to specific occupations. Understanding your career choices, mastering the process of career or job selection, and applying this knowledge for job satisfaction consists of three basic steps:

1) Knowing your natural behavioral tendencies,
2) Determining the behavioral demands of the job,
3) Understanding the results of adapting your natural style to “fit” the job’s needs or select the career or jobs that require your natural style, or both.

The DISCstyles™ Career Management Report helps you make career decisions and plan your changes. This report clarifies the job expectations, discovers the reasons for any inner conflict, and helps in the understanding of the stressors experienced in your past job(s) or present workplace. In addition, it provides a list of occupations and the O*NET (Job) Codes that utilize the behavior that is the closest match to your natural behavioral style.

This report is as much prescriptive (remedies for career management) as it is descriptive (getting you to understand and appreciate your own DISC behavioral style).

Today’s workplace is in constant change and careers are evolving to keep pace. It will not be unusual for people to change career 4-5 times during their working lives. Furthermore, research indicates that more than 50% of working people hold jobs that do not utilize their natural talents, so they are neither fully motivated nor satisfied with their work. Research suggests that 50-80% of all employed adults are in the wrong job or career.

Given these realities, it becomes more important than ever for you to be prepared to make informed career decisions based on a solid understanding of your behavioral style and your natural traits. With increased understanding of the talents you bring to the workplace, you can maximize your ability to succeed and achieve career satisfaction in a changing environment.
INTRODUCTION: DISCstyles™ Career Management Report, continued

Career satisfaction, happiness, and success are possible—if you know how to make it happen!

With your personalized and comprehensive DISC report, you have tools to help you understand how behavioral styles gravitate to certain jobs and how you can become more effective in making informed decisions for your career management.

This report does not assign personal values, interests, aptitude, IQ or work history. Instead, it concentrates on your tendencies that influence your behavior and helps you to recognize the preferences and strengths you bring to the job. Establishing the best career path is a result of learning what jobs require the “real you” for that natural “fit.”

Our DISC System focuses on patterns of external, observable behaviors using scales of directness, openness, and pace each style exhibits. Because we can see and hear these external behaviors, understanding people and even job behavioral needs becomes easier. This DISC model is simple, practical, and easy to remember. The Four Basic DISCstyles Overview section of this report provides a summary of the styles. (Pg. 25)

BEHAVIORAL STYLES

Historical and contemporary research reveals more than a dozen models for understanding behavioral differences in people. Many share one common thread – the grouping of behavior into four basic categories. Your report will be referring to those four categories as the DISC styles.

The DISC concept measures the four dimensions of normal behavior and determines:

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

James, there is no “best” style nor is there a “worst” style. Each style has its unique strengths and opportunities for continuing improvement and growth. Any behavioral descriptions mentioned in this report are tendencies for your style group. Depending upon the blending of DISC styles and the intensity level of the DISC traits, some descriptions of a pure DISC Style may not specifically apply to you.

It has been said that people spend more time planning their vacations than they invest in planning or managing their own careers. Your participation in this career management process demonstrates your active interest in your own success.
PART I: UNDERSTANDING YOURSELF

GENERAL CHARACTERISTICS

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

Fueled by ego and optimism, you may be seen as a bold risk-taker by others, especially those who tend to be averse to taking risks. This is something that can be good for you and the team, because your input can take the team to new levels of accomplishment. As an individual, you have determined that this drive has helped you succeed in previous challenges.

You demonstrate a high degree of assertiveness and persuasiveness. This is a strength, as long as it is monitored and governed so as not to alienate others who may not be as outspoken as you are. People who score like you may be perceived by some to be overly aggressive. When you are working with those less assertive, attempt to soften your approach a bit, and you'll find them more willing to get on board with an idea or project.

Your response pattern shows that you have high expectations for others, in regard to pace of production. The fact that not everyone can maintain your pace could be a source of disappointment. Our coaching here is aimed at helping you realize that slightly slower-moving people can still bring valuable analysis and insight to the team.

You are seen by others as a "mover and shaker" who jumps in to compete with the best. Your competitive spirit breeds a willingness to try new and difficult assignments. This can serve as a model of leadership to the organization. You have the ability to influence others, cooperate on a project, and to set the pace as to what needs to be done. You have the ability to delegate certain tasks with rapid speed. Our coaching shows how to delegate those tasks requiring lots of detail work, so that you can maintain focus on the "big picture" aspects of the project.
**GENERAL CHARACTERISTICS, continued**

James, you have a confident attitude and a forceful determination to succeed in any challenge you accept. Traits that fuel this attitude include your adventurous drive, realistic optimism, urgency, and your ability to challenge existing rules and protocol. This allows you to have an impact that positively affects the organization in ways that are new and innovative. Our coaching is designed to help you govern your inherent sense of urgency, so that others in the process don't feel left behind or ignored.

You have the ability to take an ambiguous idea, modify it, and create a practical solution, all very quickly. Your ability to quickly analyze a situation -- even a disjointed one -- and synthesize it to craft a new cohesive idea is a rare skill. This is also a strength that should be amplified by the team or organization. You bring unique problem-solving skills to the table.

Your score on the instrument shows that you are seen by others as flexible, versatile, and positive in all environments. Several traits combine to create this impression. Your quick thinking and decisiveness, your people skills, and your sense of urgency, all combine to create your spontaneous nature on the job. This can be of enormous value to the team, especially in presentations and negotiations.

You are known to others as a self-starter: one who makes things happen rather than waiting for things to happen. You score like those who could be called "opportunists." They see a task that needs to be performed, or a system that needs to be changed, and take the initiative to effect the appropriate solution. This is a strength that can have enormously positive impact within an organization, as long as time and attention is spent to prevent negative fallout. As there are some who may not embrace change as quickly as you do, be certain to communicate plans clearly, and pre-condition those on the team who prefer the status quo.
YOUR STRENGTHS: WHAT YOU BRING TO THE ORGANIZATION

James, you are likely to display your strength characteristics rather consistently. These qualities tend to enhance your effectiveness within the workplace. Your work style tendencies provide useful insight as you perform the duties required by your position’s job description. These tendencies are the talents and preferences you bring to your job.

Check your two most important strengths and your two most important work style tendencies and transfer them to the Summary of Your Style on page 15.

Your Strengths:

- You have a strong ability to motivate and manage others through your optimistic attitude and firm delegation of tasks.
- You are able to jump into the middle of a project in process, get people on board, and make decisions quickly.
- You are socially poised and confident, able to speak in a persuasive way to both small and large groups of people.
- You are able to direct and motivate others, while still being sensitive to their needs and concerns.
- You approach challenges in a forceful, direct, and bottom-line savvy manner.
- You are able to efficiently multi-task, maintaining control over many projects simultaneously.
- You are highly driven toward solutions and success, and enjoy bringing others with you on the journey.

The Work Style Tendencies You Bring to the Job:

- You like to generate new ideas, allowing others work on the details of a project.
- You may be critical of established procedures and methods.
- You are motivated by change and new challenges, and may become bored when the pace slows or the challenge has been conquered.
- You are not easily influenced by the group, or by the constraints of organizational protocol.
- You are very self-reliant, always looking to find your own solutions.
- You desire authority equal to your responsibility.
- You show interest in many areas of the organization.
YOUR MOTIVATORS: WANTS AND NEEDS

What motivates you? People are motivated by what they want or need. People are motivated to avoid their fears. Behaviors are driven by these motivators. Each style has different fears, wants, and needs. The more fully our motivators are met, the easier it is to perform naturally with minimal effort. Your assessment has analyzed your behavioral wants and needs. Knowing these motivators helps you understand the "why" behind how you behave (react and respond). James, this section indicates what wants and needs must be met for optimal performance.

Check your two most important motivators and your two most important needs. Transfer your selections to the Summary of Your Style on page 15.

You Tend to be Motivated by Your Wants:

- A change-oriented work culture.
- Opportunities for advancement and career expansion.
- Recognition for achievements and competence.
- People around you who are efficient in getting things done, and effective in working with people.
- A variety of experiences and new challenges.
- Opportunities to express your ideas and opinions.
- Having authority equal to your responsibility.

People Having Your Patterns Tend to Need:

- A strong support staff to handle work details.
- The ability to get rapid answers to questions about the status of projects or activities.
- A team of competent people who understand the urgency of important requirements.
- To understand the limits of your authority, and not to overstep those boundaries.
- To become more sensitive to the climate of the situation, and adjust your intensity accordingly.
- To soften or mask emotions at times, especially when dealing with more introverted people.
- To negotiate with others in a real-time, face-to-face manner, as opposed to using electronic means.
YOUR MOTIVATIONS: IDEAL WORK ENVIRONMENT

Everybody is motivated – however, they are motivated for their own reasons, not someone else’s reasons. By understanding your motivations, you can create an environment where you are most likely self-motivated. You will invest your natural energy in just being “you” instead of using up your energy by trying to behave in a way that is not naturally comfortable.

Select your two most important environment factors and transfer your selections to the Summary of Your Style on page 15.

You Tend to be Most Effective in Environments that Provide:

- Performance appraisals based on the results achieved, not the means or process used.
- Opportunities for multi-tasking, and multi-threaded projects.
- A wide sphere of influence and responsibility.
- An audience to hear your ideas and solutions.
- Few, if any controls or limitations on your authority.
- Freedom from details and minutiae.
- A cutting-edge, innovative, entrepreneurial atmosphere with lots of latitude to express your ideas.
The D’s
Behavior and Needs Under Stress

Under Stress You May Appear:
- Restless
- Intrusive
- Critical
- Uncooperative
- Pushy

Under Stress You Need:
- A fast pace for moving toward goals
- Control of the situation and yourself
- Accomplishments

Your Typical Behaviors in Conflict:
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.
- Since you tend to focus on your own results, you may tend to become autocratic in order to get your way.
- You are quite comfortable with conflict, aggression and anger. Many times you may not realize the impact your behavior has on others. In other instances, however, you may consciously choose anger and aggression as a tactical weapon. In any case, you are likely to increase the level of aggression.

Strategies to Reduce Conflict and Increase Harmony:
- You need to take time to express your ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying your message up front will result in more efficient operations later.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary. When using someone’s suggestion, acknowledge that person
- Recognize that others may not be comfortable dealing with conflict, anger, and aggression. Therefore, reacting with your normal behavior may be counterproductive, resulting in interference with your desired results.
COMMUNICATION TIPS AND PLANS FOR OTHERS

The following suggestions can help others who interact with you to understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

Select the two most important ideas when others communicate with you (do & don’t) and transfer them to the Summary of Your Style on page 15.

**When Communicating with James, **DO:**

- Join in with some name-dropping, and talk positively about people and their goals.
- Put the details in writing, but don't plan on discussing them too much.
- Give James the opportunity to express opinions and make some of the decisions.
- Plan some extra time in your schedule for talking, relating, and socializing, but let James take the lead, and don't be surprised if the socializing ends abruptly.
- Be specific about what's needed, and who is going to do it.
- Motivate and persuade James by pointing out objectives and expected results.
- Plan to talk about things that support James's dreams and goals.

**When Communicating with James, DON’T:**

- Get bogged down in facts, figures, or abstractions.
- Speculate wildly without factual support.
- Ask rhetorical or useless questions.
- Forget or lose things necessary for the meeting or project.
- Leave loopholes or vague issues hanging in the air.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Be overly task-oriented.
Communication Plan with the **DOMINANT** Style

<table>
<thead>
<tr>
<th>CHARACTERISTICS</th>
<th>SO YOU...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concerned with being #1</td>
<td>Show them how to win and new opportunities</td>
</tr>
<tr>
<td>Thinks logically</td>
<td>Display reasoning</td>
</tr>
<tr>
<td>Wants facts and highlights</td>
<td>Provide concise data</td>
</tr>
<tr>
<td>Strives for results</td>
<td>Agree on goals and boundaries, then get out of their way</td>
</tr>
<tr>
<td>Likes personal choices</td>
<td>Allow them to “do their thing,” within limits</td>
</tr>
<tr>
<td>Likes changes</td>
<td>Vary routines</td>
</tr>
<tr>
<td>Prefers to delegate</td>
<td>Look for opportunities to modify their workload focus</td>
</tr>
<tr>
<td>Wants others to notice accomplishments</td>
<td>Recognize them for what they’ve done</td>
</tr>
<tr>
<td>Needs to be in charge</td>
<td>Let them take the lead, when appropriate, but be sure to give them parameters</td>
</tr>
<tr>
<td>Tendencies towards conflict</td>
<td>Argue with conviction on points of disagreement, backed up with facts; don’t argue on a personality basis</td>
</tr>
</tbody>
</table>

Communication Plan with the **INFLUENCING** Style

<table>
<thead>
<tr>
<th>CHARACTERISTICS</th>
<th>SO YOU...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concerned with approval and appearance</td>
<td>Show them that you admire and like them</td>
</tr>
<tr>
<td>Seeks enthusiastic people and situations</td>
<td>Behave optimistically and provide upbeat setting</td>
</tr>
<tr>
<td>Thinks emotionally</td>
<td>Support their feelings when possible</td>
</tr>
<tr>
<td>Wants to know the general expectations</td>
<td>Avoid involved details and focus on the big picture</td>
</tr>
<tr>
<td>Needs involvement and people contact</td>
<td>Interact and participate with them</td>
</tr>
<tr>
<td>Likes changes and innovations</td>
<td>Vary the routine; avoid requiring long-term repetition by them</td>
</tr>
<tr>
<td>Wants others to notice them</td>
<td>Compliment them personally and often</td>
</tr>
<tr>
<td>Often needs help getting organized</td>
<td>Do it together</td>
</tr>
<tr>
<td>Looks for action and stimulation</td>
<td>Keep up a fast and lively pace</td>
</tr>
<tr>
<td>Surrounds themselves with optimism</td>
<td>Support their ideas and don’t poke holes in their dreams; show them your positive side</td>
</tr>
<tr>
<td>Wants feedback that they look good</td>
<td>Mention their accomplishments, progress, and additional genuine appreciation</td>
</tr>
</tbody>
</table>
**Communication Plan with the **STEADY** Style**

<table>
<thead>
<tr>
<th>CHARACTERISTICS</th>
<th>SO YOU...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concerned with stability</td>
<td>Show how your idea minimizes risk</td>
</tr>
<tr>
<td>Thinks logically</td>
<td>Show reasoning</td>
</tr>
<tr>
<td>Wants documentation and facts</td>
<td>Provide data and proof</td>
</tr>
<tr>
<td>Likes personal involvement</td>
<td>Demonstrate your interest in them</td>
</tr>
<tr>
<td>Needs to know step-by-step sequence</td>
<td>Provide outline, one-two-three instructions, or both as you personally “walk them through”</td>
</tr>
<tr>
<td>Wants their patient perseverance noticed</td>
<td>Compliment them for their steady follow-through</td>
</tr>
<tr>
<td>Avoids risks and changes</td>
<td>Give them personal assurances</td>
</tr>
<tr>
<td>Dislikes conflict</td>
<td>Act passively and focus on common interest or support them</td>
</tr>
<tr>
<td>Accommodates others</td>
<td>Allow them to provide service or support for others</td>
</tr>
<tr>
<td>Looks for calmness and peace</td>
<td>Provide a relaxing and friendly atmosphere</td>
</tr>
<tr>
<td>Enjoys teamwork</td>
<td>Provide them with a cooperative group</td>
</tr>
<tr>
<td>Wants sincere feedback that they are appreciated and their support matters</td>
<td>Acknowledge their easygoing manner and helpful efforts</td>
</tr>
</tbody>
</table>

**Communication Plan with the **CONSCIENTIOUS** Style**

<table>
<thead>
<tr>
<th>CHARACTERISTICS</th>
<th>SO YOU...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concerned with aggressive approaches</td>
<td>Approach them in an indirect and non-threatening way</td>
</tr>
<tr>
<td>Thinks logically</td>
<td>Show your reasoning</td>
</tr>
<tr>
<td>Seeks data</td>
<td>Give data to them in writing</td>
</tr>
<tr>
<td>Needs to know the process</td>
<td>Provide explanations and rationale</td>
</tr>
<tr>
<td>Uses caution</td>
<td>Allow them to think. Ask. Check before making decisions</td>
</tr>
<tr>
<td>Prefers to do things themselves</td>
<td>When delegating, let them check procedures, progress, and performance before they make decisions</td>
</tr>
<tr>
<td>Wants others to notice their accuracy</td>
<td>Give them credit for their thoroughness and correctness</td>
</tr>
<tr>
<td>Gravitates toward quality control</td>
<td>Let them assess and be involved in the process</td>
</tr>
<tr>
<td>Avoids conflict</td>
<td>Tactfully ask for clarification and assistance you may need</td>
</tr>
<tr>
<td>Needs to be right</td>
<td>Allow them time to find the best or correct answer, within available limits</td>
</tr>
<tr>
<td>Likes to contemplate</td>
<td>Tell them “why”</td>
</tr>
</tbody>
</table>
**POTENTIAL AREAS FOR IMPROVEMENT**

Everyone has some possible struggles, limitations, weaknesses, or areas for improvement. Often it is simply an overextension of strengths, and thus, viewed as weaknesses or even blind spots.

For example, a High D’s directness may be a strength in certain environments, but when overextended or used to the extreme, the High D may tend to be bossy.

Select the two most important you are committed to improve upon and transfer them to the Summary of Your Style on page 15.

**Potential Weaknesses and Possible Blind Spots for Your DI Style, James, and Perceptions Others May Have for Your DI Style.**

- Your strong ego may make you appear blunt and overly critical to those who may not share the same personality type. You may get more positive reactions by softening your approach and putting aside your ego.
- While directing team projects, you may tend to avoid direct participation with others.
- You may oversell others on project goals, and the team's ability to achieve them.
- Rather than emphasizing the positive, you may sometimes be too critical with team results.
- You could get better results from your team by exercising a greater degree of patience.
- Your sense of urgency may lead you to attempt too many simultaneous tasks. You may avoid delegation, reasoning that it's easier and faster to do the task yourself.
- You tend to be a selective listener, hearing only what you want to hear.
Communication is a two-way process. Encourage others with whom you interact to complete their own DISCstyles Assessment (not necessarily the Career Management Report; select the version most appropriate for each person) and then share the Summary Sheets with one another. By discussing preferences, needs, and wants with your coworkers, those with whom you socialize, or even family members, you will be able to enhance these relationships and turn what might be a stressful relationship into a more effective one just by understanding and applying the DISCstyles information.

Complete the worksheet below from the previous pages of this report.

YOUR STRENGTHS: WHAT YOU BRING TO THE ORGANIZATION
1._______________________________________________________________________
2._______________________________________________________________________

YOUR WORK STYLE TENDENCIES
1._______________________________________________________________________
2._______________________________________________________________________

YOUR MOTIVATORS: WANTS
1._______________________________________________________________________
2._______________________________________________________________________

YOUR NEEDS
1._______________________________________________________________________
2._______________________________________________________________________

YOUR MOTIVATIONS: IDEAL WORK ENVIRONMENT
1._______________________________________________________________________
2._______________________________________________________________________

COMMUNICATION DO’S & DON’TS
1._______________________________________________________________________
2._______________________________________________________________________

POTENTIAL AREAS FOR IMPROVEMENT
1._______________________________________________________________________
2._______________________________________________________________________

Consider investing in the DISCstyles Mini Report as a gift for the person or people you want to understand better through quality relationship strategies.
**WORD SKETCH: ADAPTED STYLE**

*DISC is an observable “needs-motivated language” based on the concept that emotions and behaviors are neither good nor bad. Behaviors reveal the needs that motivate our actions. We all have perceptions of how we need to react and respond in a specific environment to foster good relationships and more productive environments.*

James, the chart below is your personal “ADAPTED STYLE” DISC Graph displayed as a Word Sketch. The highlighted descriptors in your chart indicate the behavioral traits you exhibit based on how you perceive the demands of your environment. Use it with examples to describe “why” you do what you do and “what” is important to you in your situation.

<table>
<thead>
<tr>
<th>DISC Focus</th>
<th>D (PROBLEMS TASKS)</th>
<th>I (PEOPLE)</th>
<th>S (PACE)</th>
<th>C (PROCEDURES)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs</td>
<td>Challenges to solve, Authority</td>
<td>Social relationships, Friendly environment</td>
<td>Systems, teams, stable environment</td>
<td>Rules to follow, Data to analyze</td>
</tr>
<tr>
<td>Emotions</td>
<td>Decisive, risk-taker</td>
<td>Optimistic, trusting others</td>
<td>Patient, non-expressive</td>
<td>Cautious, careful decisions</td>
</tr>
<tr>
<td>Fears</td>
<td>Being taken advantage of or lack of control</td>
<td>Being left out / loss of social approval</td>
<td>Sudden change / loss of stability and security</td>
<td>Being criticized / loss of accuracy and quality</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Argumentative</th>
<th>daring</th>
<th>demanding</th>
<th>decisive</th>
<th>domineering</th>
<th>egocentric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adversarial</td>
<td>emotional</td>
<td>enthusiastic</td>
<td>gregarious</td>
<td>impulsive</td>
<td>optimistic</td>
</tr>
<tr>
<td>Being taken advantage of or lack of control</td>
<td>Being left out / loss of social approval</td>
<td>Sudden change / loss of stability and security</td>
<td>Being criticized / loss of accuracy and quality</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Adventurous</th>
<th>risk-taker</th>
<th>direct</th>
<th>forceful</th>
<th>assertive</th>
<th>competitive</th>
<th>determined</th>
<th>self-reliant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charismatic</td>
<td>charming</td>
<td>influential</td>
<td>sociable</td>
<td>trusting</td>
<td>confident</td>
<td>friendly</td>
<td>generous</td>
</tr>
<tr>
<td>Consistent</td>
<td>composed</td>
<td>deliberate</td>
<td>stable</td>
<td>steady</td>
<td>analytical</td>
<td>analytical</td>
<td>analytical</td>
</tr>
<tr>
<td>Conscientious</td>
<td>conscientious</td>
<td>courteous</td>
<td>focused</td>
<td>high standards</td>
<td>tactful</td>
<td>tactful</td>
<td>tactful</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Calculated risks</th>
<th>moderate</th>
<th>questioning</th>
<th>unassuming</th>
<th>mild</th>
<th>seeks consensus</th>
<th>unobtrusive</th>
<th>weighs pro/con</th>
<th>agreeing</th>
<th>cautious</th>
<th>conservative</th>
<th>contemplative</th>
<th>modest</th>
<th>restrained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Controlled</td>
<td>controlled</td>
<td>discriminating</td>
<td>rational</td>
<td>reflective</td>
<td>contemplative</td>
<td>factual</td>
<td>logical</td>
<td>reticent</td>
<td>suspicious</td>
<td>paradoxistic</td>
<td>change-oriented</td>
<td>fault-finding</td>
<td>impatient</td>
</tr>
<tr>
<td>Alert</td>
<td>alert</td>
<td>eager</td>
<td>flexible</td>
<td>mobile</td>
<td>discontented</td>
<td>energetic</td>
<td>fidgety</td>
<td>impetuous</td>
<td>stubborn</td>
<td>arbitrary</td>
<td>defiant</td>
<td>fearless</td>
<td>obstinate</td>
</tr>
</tbody>
</table>
WORD SKETCH: NATURAL STYLE

DISC is an observable “needs-motivated language” based on the concept that emotions and behaviors are neither good nor bad. Behaviors reveal the needs that motivate our actions. We all have specific reactions and responses that come naturally to us.

James, the chart below is your personal “NATURAL STYLE” DISC Graph displayed as a Word Sketch. The highlighted descriptors in your chart indicate the behavioral traits you naturally exhibit. Use it with examples to describe “why” you do “what” you do.

<table>
<thead>
<tr>
<th>DISC Focus</th>
<th>D: PROBLEMS</th>
<th>I: PEOPLE</th>
<th>S: SPACE</th>
<th>C: PROCEDURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs →</td>
<td>Challenges to solve, Authority</td>
<td>Social relationships, Friendly environment</td>
<td>Systems, teams, stable environment</td>
<td>Rules to follow, Data to analyze</td>
</tr>
<tr>
<td>Emotions →</td>
<td>Decisive, risk-taker</td>
<td>Optimistic, trusting others</td>
<td>Patient, non-expressive</td>
<td>Cautious, careful decisions</td>
</tr>
<tr>
<td>Fears →</td>
<td>Being taken advantage of or lack of control</td>
<td>Being left out / loss of social approval</td>
<td>Sudden change / loss of stability and security</td>
<td>Being criticized / loss of accuracy and quality</td>
</tr>
</tbody>
</table>

- **arguementative**: emotional, calming
- **daring**: enthusiastic, loyal
- **demanding**: gregarious, patient
- **decisive**: impulsive, peaceful
- **domineering**: optimistic, serene
- **egocentric**: persuasive, team person
- **adventurous**: charming, consistent
- **risk-taker**: influential, conscientious
- **direct**: sociable, courteous
- **forceful**: trusting, focused
- **assertive**: confident, relaxed
- **competitive**: friendly, analytical
- **determined**: possessive, neat
- **self-reliant**: composed, sensitive
- **calculated risks**: poised, tactful
- **moderate**: controlled, own person
- **questioning**: discriminating, self assured
- **unassuming**: rational, opinionated
- **mild**: reflective, persistent
- **seeks consensus**: contemplates, autonomous
- **unobtrusive**: factual, independent
- **weighs pro/con**: logical, firm
- **agreing**: introspective, stubborn
- **cautious**: quiet, arbitrary
- **conservative**: pessimistic, defiant
- **contemplative**: pensive, fearless
- **modest**: reticent, obstinate
- **restrained**: suspicious, rebellious
DISCstyles Graphs for James Marshall

Your **Adapted Style** indicates you tend to use the behavioral traits of the **D Style** in your work environment based upon the demands of that environment. Your **Natural Style** indicates that you naturally use the behavioral traits of the **DI Style**.

James, your **Adapted Style**, the graph on the left, is your perception of the behavioral tendencies you use in your work environment. This graph may change when you change roles or situations. The graph on the right is your **Natural Style** and indicates the intensity of your instinctive behaviors and motivators. It is often a better indicator of the real you and your automatic or instinctive behaviors. Your **Natural Style** is how you act when you feel comfortable in your environment and are not attempting to adjust or mask your style. Your **Natural Style** traits are those you exhibit in stressful situations and tend to be fairly consistent over time.

If the two graphs are **similar**, it means you also tend to use your natural behaviors in your environment. If your **Adapted Style differs from your Natural Style**, your environment may cause stress the longer you remain in that environment because you are using traits that are not as comfortable or natural.

The higher or lower each D, I, S, and C point is on your graphs, the greater or lesser your needs-motivated behavior impacts your results at work and with others around you. Once aware, you can adapt your style.

Adapting behavioral traits is most effective with awareness and practice.
For a more complete understanding of a person’s overall behavior style, you can view how each of the primary four DISC factors interact to produce twelve (12) integrated behaviors.

When comparing each of the four (4) basic DISC factors with the others, a group of twelve (12) factors of individual behaviors can be identified. Each person will display some of these factors more strongly than the others.

Each of the twelve (12) factors has been assigned a specific descriptor(s) to help you naturally associate the factor to a specific behavior. The ability to identify and measure the relative interaction of the twelve (12) factors represents the interpersonal skills often encountered in your environment and enhances the application of DISC to better understand behavior and helps in discussing it for professional development.

We can measure the strength of a factor in a person’s overall behavioral style by viewing the intensity score. **Intensity is a measurement of the relative contribution of a specific factor to a person’s observable natural behaviors that are most often displayed in most situations.**

**There are five (5) intensity levels.** The intensity levels range from *Low* (absent in most situations) through *High* (clearly displayed in most situations). (Pg. 22)

Add this powerful view to your relationship building tool kit and use it to help understand why and how people shape their communications and connections with others.

**Behaviors define how we express our thinking into the world.**
THE 12 INTEGRATED DISC STYLE RELATIONSHIPS, continued

This list of twelve (12) Integrated DISC relationships reveals how the four (4) Primary DISC behaviors combine and work together to create the socialized behaviors others see and experience. The length of the black bar shows the relative influence of the DISC factors in one’s overall observable behavioral style.

The box identifies the range of all scores in the general population for each integrated behavior. The half of the population scoring below the median score are to the left of the vertical line in the box and those scoring above the median are to the right of the vertical line.

Unlike an average, the median score will not always be shown with equal spaces on both sides.

1. The Self-Determination Behavior (D/S) [High Intensity]

“How this individual’s degree of assertive “results now” focus is impacted by their level of patience.” The Self-Determination behavior measures HOW the strength of this individual’s direct, assertive and “results now” oriented behaviors are influenced by their degree of patience and preferred pace. Higher intensity scores identify a preference toward a more “now oriented pace” that is keyed toward taking actions that achieve immediate results and goals while Lower intensity scores identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.

2. The Individualistic Behavior (D/C) [High Moderate Intensity]

“How this individual’s “results now” assertiveness is impacted by their desire to be accurate, analytical and structured.” The Individualistic behavior measures HOW the strength of this individual’s direct, assertive and “results now focus” is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives. Higher intensity scores will not likely be deterred by potential restraints or established policies especially if they are perceived to impede immediate results while Lower intensity scores will favor strong and precise compliance and adherence to established structure, rules, policy and procedures.

3. The Vitality Behavior (I/S) [High Moderate Intensity]

“How this individual’s people focused extroversion is impacted by their preferred pace and activity level.” The Vitality behavior measures HOW the strength of this individual’s desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level. Higher intensity scores reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts while Lower intensity scores reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.

4. The Directness Behavior (D/I) [High Moderate Intensity]

“How this individual’s dominance and ‘results now focus’ is impacted by their desire to interact, connect and relate to others.” The Directness behavior measures HOW the strength of this individual’s direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others. Higher intensity scores identify a willingness to make and defend tough and even unpopular decisions while Lower intensity scores will identify an inclination to search for a more socially interactive, popular and accommodating solution.
5. The Self-Assured Behavior (I/C) [High Moderate Intensity]

"How this individual's people oriented extroversion is impacted by their need for accuracy and structure." The Self-Assured behavior measures HOW the strength of this individual's extroversion and desire for personal connection with others is influenced by their need for structure, detail, and accurate evidence prior to taking action. Higher intensity scores can sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning while Lower intensity scores reflect a cautious and conscientious approach that seeks to take actions that are supported by reliable tactics, trusted data and past successes.

6. The Precision Behavior (C/S) [High Moderate Intensity]

"How this individual's need for accuracy, precision and planning is impacted by their desire for team support and accommodation." The Precision behavior measures HOW the strength of this individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation. Higher intensity scores reflect a desire to operate in a “fail-safe” environment supported by accurate data and through preparation while Lower intensity scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.

7. The Persistence Behavior (S/C) [Low Moderate Intensity]

"How this individual's need for pace and patience is impacted by their need for accuracy, precision and planning." The Persistence behavior measures HOW the strength of this individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure. Higher intensity scores reflect an emphasis on supporting planned group and team efforts while Lower intensity scores reflect a need to follow established policies and procedures even if it requires running counter to the team's direction that may be advocating alternative or even potentially risky actions.

8. The Team Support Behavior (C/I) [Low Moderate Intensity]

"How this individual's need for accuracy, precision and following procedure is impacted by their desire for social connection and interaction." The Team Support behavior measures HOW the strength of this individual's desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people. Higher intensity scores display reliance upon structure, logic, facts and established data, procedures and protocols while Lower intensity scores display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.

9. The Sociable Behavior (I/D) [Low Moderate Intensity]

"How this individual's need for social interaction is impacted by their assertiveness and desire for immediate results." The Sociable behavior measures HOW the strength of this individual's preference for cordial social interaction and people connection is influenced by their need for immediate results. Higher intensity scores reflect an emphasis on seeking, building and sustaining personal relationships while Lower intensity scores reflect a much stronger competitive “result now” focus with less effort on accommodation and building relationships.
10. The People Interaction Behavior (S/I) [Low Moderate Intensity]

"How this individual's need for a steady pace and exercise of patience is impacted by their desire to connect and engage in social interaction." The People Interaction behavior measures HOW the strength of this individual's degree of patience and preferred activity level are influenced by the strength of their extroversion and a desire to socially interact and accommodate others. Higher intensity scores will display a great deal of care and consideration when crafting the words and deeds that impact others while Lower intensity scores will reflect a freewheeling and confident belief that most if not all interactive social situations can be handled "on the fly."

11. The Rules vs. Results Behavior (C/D) [Low Moderate Intensity]

"How this individual's need for accuracy, precision and guidelines is impacted by their need for immediate results." The Rules vs. Results behavior measures HOW the strength of this individual's need to precisely follow established structural and procedural guidelines, standards and codes is influenced by their need for direct "results now" actions that target immediate accomplishments. Higher intensity scores identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols and policies while Lower intensity scores suggest a more direct, immediate “result now” focus that will not likely be restrained by established protocols, procedures and policies.

12. The Accommodation Behavior (S/D) [Low Intensity]

"How this individual's need to operate at a steady pace and innate degree of patience is impacted by their need for immediate results." The accommodation behavior measures HOW the strength of this individual's level of patience and activity level are influenced by the strength of their desire to lead, command and direct activities focused on immediate results and solutions. Higher intensity scores reflect a willingness to consider, accommodate and support alternative solutions and ideas while Lower intensity scores reflect a propensity to make difficult decisions, remain firm in supporting and defending them sustained by a strong focus on achieving immediate results and accomplishing assigned goals.

Intensity Scoring Legend - DISC Style intensity is a measure of how you will likely display the specific behavior when interacting and communicating with others.

- **Low Intensity** - indicates the absence of this behavior in most situations
- **Low Moderate Intensity** - sometimes observable
- **Moderate Intensity** - the behavior is flexible and may or may not become observable
- **High Moderate** - frequently observable
- **High Intensity** - clearly observable

Notes
The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plotting points on the outer edges of the BPV identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the BPV, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone.

**THE SCORING LEGEND**

- **D** ➔ **Dominance**: How you deal with Problems and Challenges
- **I** ➔ **Influence/Extroversion**: How you interact with Others
- **S** ➔ **Steadiness/Patience**: How you establish your Activity Level (Pace)
- **C** ➔ **Conscientious/Compliance/Structure**: How you respond to Rules set by others and your level of focus on Details, Accuracy, and Precision

---

**Efficient. Analytical. Organized.**


**Factual. Practical. Innovative.**

- “Consequences of Actions” Awareness.


---

**Assertive. Demanding.**


---

**Very Outgoing. Persuasive. Influences.**


---

**Good Team Player. Creates Goodwill. Service-oriented.**


---

**Values Diplomacy. Mindful of Rules.**


---

**Very Patient. Likes Stability & Structure.**


---

**= NATURAL Behavioral Style**

**★ = ADAPTED Behavioral Style**
PART II: APPLICATION OF DISC STYLES

Understanding your own behavioral style is the first step to being more effective in managing your career. All the knowledge in the world doesn’t mean much if you don’t know how to apply it in real-life situations. This section of your report explains these practical applications.

To begin to use the power of behavioral styles, invest time and practice in knowing how to apply the DISC concept and knowledge to people, environments, and jobs.

The purpose of this process is to help you minimize your regrets and maximize your success. An important element of the process is to help you acknowledge talents you know you have and discover talents you may not have known you have. In addition, this process will help you find new ways or words to use when talking about yourself to others. This process will also help you to relate more effectively with others.

The better you understand yourself, the better you will be at getting what you want. In fact, what you don’t know about yourself could keep you from getting what you want.

This process will give you priceless insight. This insight will help you to know when and where to use your talents. Knowing this will become one of your most valuable assets.

To understand the tension that may exist with the expectations placed on you by your job’s needs, you can refer to the TENSION AMONG THE STYLES section upcoming in the following pages. (Pgs. 27-28)

The PERCEIVED IDEAL WORK ENVIRONMENT (Pg. 29) indicates the results of your responses on how you described your ideal work environment. James, it is important to note if your perception of your ideal job is the same or different from your natural style and to understand the importance of this information.

The final section of your report explains the process of defining a career path using the suggested resources in combination with the specific job titles generated as most appropriate for your communication style and behavioral strengths.
### Overview of the Four Basic DISC Styles

Below is a chart to help you understand some of the characteristics of each of the Four Basic DISC Styles so you can interact with each style more effectively. These behavioral tendencies are indicative of those with the High or Pure D, I, S, or C Styles. Tendencies are tempered by the blending of other styles, which changes the behavioral. Knowing the high tendencies is useful in describing how a person is likely to behave, and how the person is likely to be perceived in a given environment.

<table>
<thead>
<tr>
<th>Style</th>
<th>Pace</th>
<th>Priority</th>
<th>Seeks</th>
<th>Strengths</th>
<th>Growth Areas</th>
<th>Fears</th>
<th>Irritations</th>
<th>Under Stress May Become</th>
<th>Gains Security Through</th>
<th>Measures Personal Worth By</th>
<th>Workplace</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High Dominate Style</strong></td>
<td>Fast</td>
<td>Goal</td>
<td>Productivity</td>
<td>Administration</td>
<td>Impatient</td>
<td>Being taken advantage of</td>
<td>Inefficiency</td>
<td>Dictatorial</td>
<td>Control</td>
<td>Impact, Results</td>
<td>Efficient</td>
</tr>
<tr>
<td><strong>High Influencing Style</strong></td>
<td>Fast</td>
<td>People</td>
<td>Participation</td>
<td>Leadership</td>
<td>Inattentive to detail</td>
<td>Loss of social recognition</td>
<td>Indecision</td>
<td>Sarcastic</td>
<td>Playfulness</td>
<td>Track records</td>
<td>Busy</td>
</tr>
<tr>
<td><strong>High Steady Style</strong></td>
<td>Slow</td>
<td>Relationship</td>
<td>Acceptance</td>
<td>Persuading</td>
<td>Short attention span</td>
<td>Sudden changes</td>
<td>Impatience</td>
<td>Submissive</td>
<td>Friendship</td>
<td>Acknowledgments</td>
<td>Structured</td>
</tr>
<tr>
<td><strong>High Conscientious Style</strong></td>
<td>Slow</td>
<td>Task</td>
<td>Accuracy</td>
<td>Listening</td>
<td>Slow to start</td>
<td>Oversensitive</td>
<td>Critical</td>
<td>Personal</td>
<td>Preparation</td>
<td>Compatibility</td>
<td>Personal</td>
</tr>
</tbody>
</table>

**Notes:**
- **Pace:** Fast | Decisive, Fast | Spontaneous, Slow | Relaxed, Slow | Systematic
- **Priority:** Goal, People, Relationship, Task
- **Seeks:** Productivity, Control, Persuading, Motivating
- **Strengths:** Administration, Leadership, Pioneering, Persuading, Motivating
- **Growth Areas:** Impatient, Inattentive to detail, Oversensitive, Sudden changes
- **Fears:** Being taken advantage of, Loss of social recognition, Sudden changes, Instability
- **Irritations:** Inefficiency, Indecision, Inattentiveness, Impatience
- **Under Stress May Become:** Dictatorial, Critical, Submissive, Indecisive
- **Gains Security Through:** Control, Playfulness, Fascination, Friendship
- **Measures Personal Worth By:** Impact, Results, Acknowledgments, Compatibility
- **Workplace:** Efficient, Interacting, Friendly

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**TABLE**: The table above provides a detailed breakdown of the characteristics of each DISC style, useful for understanding and interacting with different personalities.
WHAT IS BEHAVIORAL ADAPTABILITY?

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the job, the situation, or a relationship at a particular time. It is something applied more to yourself (to your patterns, attitudes, and habits) than to others.

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

Adaptability is how you manage your own behaviors.

You practice adaptability each time you slow down for a C or S style; or when you move a bit faster for the D or I styles. It occurs when the D or C styles take the time to build the appropriate responses and reactions with an S or I style; or when the I or S style focus on facts or get right to the point with D or C styles.

Adaptability is adjusting your own behavior to make other people feel more at ease with you and adjusting your own natural preferences to meet the demands of a job and work environment.

Adaptability does not mean “imitation” of the other person’s style, James. It does mean adjusting your openness, directness, pace, and priority in the direction of the other person’s preference, while maintaining your own identity.

Adaptability does not mean that you must change who you are in order to be successful in a job, although it does mean that you will be using energy to perform in a way that it is not naturally comfortable.

A person who maintains high adaptability for extended periods may not be able to avoid stress and inefficiency. There is the danger of developing tension from the stress of behaving in a “foreign” style. Usually, this is temporary and is worth it to gain rapport with others, but it may be undesirable for job satisfaction.

Realize that it takes energy to adapt; to act in a way that is not natural. Adapting for a specific job description for 8 hours a day and for 40 hours a week can be exhausting.

Effective adaptable people meet other peoples’ needs. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or when the nature of the situation calls for them to totally adapt to the other person’s behavioral style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding, and non-judgmental.

Your adaptability level influences how others judge their relationship with you and affects your job performance. Raise your adaptability level with others and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. Adaptability is valuable information to remember for job interviews! With adaptability you can treat other people the way THEY want to be treated.

Remain mindful of the difference between adapting for interacting with people effectively and adapting to a job day-in and day-out.
# Tension Among the Styles

<table>
<thead>
<tr>
<th>Potential Tensions/Disconnects</th>
<th>Plot Points Example</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Double Tensions of Patience versus Urgency PLUS People versus Task:</strong></td>
<td><strong>Pattern 1:</strong> The High S’s preferred Patient &amp; Slower Pace with a Primary Focus on People can conflict with the High D’s Sense of Urgency and Focus on Tasks and Results and “Do It Now” traits.</td>
</tr>
<tr>
<td><strong>Pattern 1:</strong> The High S’s preferred Patient &amp; Slower Pace with a Primary Focus on People can conflict with the High D’s Sense of Urgency and Focus on Tasks and Results and “Do It Now” traits.</td>
<td><strong>High S + High D</strong> (Lower Left vs. Upper Right Quadrant)</td>
</tr>
<tr>
<td><strong>Double Tensions of Patience versus Urgency PLUS People versus Task:</strong></td>
<td><strong>Pattern 2:</strong> The High C’s lack of Urgency with a Primary Focus on Tasks and Results can conflict with the High I’s higher Urgency with a Primary Focus on People.</td>
</tr>
<tr>
<td><strong>Pattern 2:</strong> The High C’s lack of Urgency with a Primary Focus on Tasks and Results can conflict with the High I’s higher Urgency with a Primary Focus on People.</td>
<td><strong>High C + High I</strong> (Upper Left vs. Lower Right Quadrant)</td>
</tr>
<tr>
<td><strong>Patience versus Urgency Tensions:</strong></td>
<td><strong>High S + High I</strong> (Lower Left vs. Lower Right Quadrant).</td>
</tr>
<tr>
<td>The High S’s innate Patience can conflict with the High I’s Sense of Urgency.</td>
<td></td>
</tr>
<tr>
<td><strong>Patience versus Urgency Tensions:</strong></td>
<td><strong>High C + High D</strong> (Upper Left vs. Upper Right Quadrant)</td>
</tr>
<tr>
<td>The High C’s focus on exercising Patience to assure Accuracy and Avoid Errors can conflict with the High D’s Focus on Quick Results; their “Do It Now Solutions” and “Jump into Action”.</td>
<td></td>
</tr>
</tbody>
</table>
**Tension Among the Styles, continued**

<table>
<thead>
<tr>
<th>Potential Tension(s)/Disconnects</th>
<th>Plot Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>People versus Tasks Tensions:</strong></td>
<td><img src="image" alt="Diagram" /></td>
</tr>
<tr>
<td>The High D’s focus on Results, Tasks, and Action can conflict with the High I’s Focus on People, Feelings and Sociable Correctness.</td>
<td><em>(Upper Right vs. Lower Right Quadrant)</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Potential Tension(s)/Disconnects</th>
<th>Plot Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>People versus Tasks Tensions:</strong></td>
<td><img src="image" alt="Diagram" /></td>
</tr>
<tr>
<td>The High C’s focus on Data, Analysis, Accuracy, and Precision can conflict with the High S’s Focus on People, Teamwork, Personal Connection and a Feeling of Family.</td>
<td><em>(Upper Left vs. Lower Left Quadrant)</em></td>
</tr>
</tbody>
</table>

**Notes**

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PERCEIVED IDEAL WORK ENVIRONMENT

If a job could talk, it would describe the communication style preferences and behavioral strengths of the person needed for performing its duties for successful outcomes. In other words, the job would tell us the best Natural DISC Style it needs.

Job descriptions not matching a person’s natural style may cause stress. Matching a personal style to what the job “says” it needs will lead to happiness, job satisfaction, and increased productivity; a win-win.

James, your responses to the Perceived Ideal Work Environment Assessment indicate that you prefer a job needing a person with the High “C” DISC style.

The Pure C’s bring high standards to the workplace. They are focused on accuracy and precision and like to plan ahead and then rehearse the intended plan before the actual plan starts! Their motto could be “Do it right.” The Pure C has a formal style and prefers not to share too much personal information. They ensure accuracy and will challenge assumptions because they need to see the proof. They are motivated by the opportunity to gain knowledge and focus on quality. It’s obvious that they like to analyze, are skeptical, and are slow, reserved, and quiet. The Pure C style places a high priority on quality and they thrive on ensuring all ideas are supported by proof. They tend to analyze options rationally and separate emotions from facts, and will often ask in-depth questions. They tend to value follow-through and restraint and are uncomfortable with quick or risky decisions. They will make their decisions slowly and only after they analyze all the options. They will decide to decide when they are sure there are statistical favorable outcomes! The Pure C will strive to use the most productive method of completing tasks and they may point out flaws that others may have missed.

As a reminder, James, your Natural Style results revealed that you are most comfortable using the behavioral traits of the DI Style.

Note: When your Natural Style matches the style needed for the job you can more naturally deliver optimum job performance. Why? Your energy is invested in doing the job and you do not have to use energy to adjust. In other words, a natural fit allows “you to be you” – comfortable with how you react and respond to problems and challenges, interact with others, the pace of activity, and apply caution, compliance and quality.

James’s Behavioral Pattern View (BPV)

1. Outside the border of your BPV, locate your Perceived Ideal Work Environment quadrant by the letter “C.”
2. Locate your Natural Style on your BPV. Notice the D, I, S, or C outside the border of the quadrant. Are your Natural Style and Perceived Ideal Work Environment (“C”) DISC letters the same?
3. Are your Natural Style and Perceived Ideal Work Environment (“C”) DISC letters on the same side of the vertical line on your BVP?
4. Are your Natural Style and (“C”) on the same side of the horizontal line?

James, if your Natural Style and Perceived Ideal Work Environment are not a match, consider having a discussion with CoachKevinTucker.com about possible reasons you described your “Ideal” differently from your Natural Style.
MAKING CAREER DECISIONS AND PLANNING YOUR CAREER PATH

The DISCstyles™ Career Management Report helps you make career decisions. Your report clarifies the job expectations, discovers the reasons for any possible inner conflict, and also helps in the understanding of the stressors experienced in past jobs or in your present workplace.

In addition, you will have a list of occupations (job titles) and O*NET (Job) Codes for jobs that are the closest match to YOU. (Your Communication Preferences and Behavioral Strengths; in other words, your DISC Style.)

The Job Indicator Section (which follows) has been designed to stretch your imagination and give you ideas to research and learn more about.

James, knowing that this section presents a listing of jobs that are a suitable match to your natural style of DI you will want to review these potential jobs and decide which of them also appeals to your individual skills, values, job zone (education level), personal criteria, and lifestyle.

Remember, the list of possible careers is designed to promote thoughts about jobs that perhaps you had not considered before, give you realistic ideas, and help you make informed decisions after gathering the additional information available to you within the O*NET site, which you will be directed to on the next page. It is worth noting that you will find additional job titles related to the specific jobs on your list during your information-gathering process through the “Crosswalk” options.

Within the O*NET site, you will notice that some jobs have the following symbol: ☀

The symbol indicates jobs with a Bright Outlook.

Each “Bright Outlook” occupation matches at least one of the following criteria:

- Projected to grow much faster than average through 2026
- Projected to have 100,000 or more job openings through 2026
- Designated as a new and emerging occupation in a high growth industry

Your career listing on the following pages, will have “Job Zone” indicators, defined below:

<table>
<thead>
<tr>
<th>JOB ZONE</th>
<th>EDUCATION, EXPERIENCE, ON-THE-JOB TRAINING ASSIGNED TO ZONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>May require high school diploma or GED</td>
</tr>
<tr>
<td>2</td>
<td>High school diploma; may require some vocational training or job-related course work</td>
</tr>
<tr>
<td>3</td>
<td>Training in vocational schools, related on-the-job experience, or associate’s degree</td>
</tr>
<tr>
<td>4</td>
<td>Four-year bachelor’s degree, 2-4 years of work experience, or both</td>
</tr>
<tr>
<td>5</td>
<td>Bachelor’s degree, graduate school, or both, plus experience</td>
</tr>
</tbody>
</table>

Research has identified 322 jobs employ more than 95% of the workforce. Out of these 322 jobs, 71 jobs require a high school education only; and 251 require two or more years of higher education.
The career listing presented in this section are among the best-matched jobs to
YOUR Natural Communication Preferences and Behavioral Strengths (DISC Style)
and are derived from the latest issue of the Occupational Information Network.
(O*NET database developed for the US Department of Labor by the National O*NET Consortium.)

Broadly speaking, the basic DISC styles gravitate toward specific career categories. 
Realizing that you are a blend of styles, actual job titles begin on the next page.

### Task
Values privacy, Factual, Works with projects, things and plans, Non-expressive of feelings, Efficient

<table>
<thead>
<tr>
<th>Passive</th>
<th>Assertive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diplomatic</td>
<td>Fast-paced</td>
</tr>
<tr>
<td>Patient</td>
<td>Outgoing</td>
</tr>
<tr>
<td>Co-operative</td>
<td>Candid</td>
</tr>
<tr>
<td>Reserved</td>
<td>Voices opinions</td>
</tr>
<tr>
<td>Slow-paced</td>
<td>Shows confidence</td>
</tr>
<tr>
<td>Likes to sit and stay</td>
<td>Likes to go and do</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting/Auditing</td>
<td>Entrepreneurs</td>
</tr>
<tr>
<td>Engineering</td>
<td>Sales – Full Commission</td>
</tr>
<tr>
<td>Research and Development</td>
<td>Sales Management</td>
</tr>
<tr>
<td>Quality Assurance/Safety</td>
<td>Legal/Litigation</td>
</tr>
<tr>
<td>Architecture</td>
<td>Operations Management</td>
</tr>
<tr>
<td>Computer Programming</td>
<td>Executive Administration</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>S</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching/Education</td>
<td>Advertising/Marketing</td>
</tr>
<tr>
<td>Finance/Economics</td>
<td>Public Relations</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Training/Public Speaking</td>
</tr>
<tr>
<td>Administration/Support Services</td>
<td>Sales/Promotions</td>
</tr>
<tr>
<td>Retail – Customer Service</td>
<td>Hospitality/Tourism</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Retail – Sales</td>
</tr>
</tbody>
</table>

### People
Emotionally open, Animated, Huggers, Hand-shakers, Non-structured, Apt to use facial expressions
NEXT STEP TO YOUR JOB SELECTION PROCESS

Find a wealth of related career information as you investigate your results at the following website:

http://online.onetcenter.org

Notice the O*NET Codes from your job title listing (on the follow pages) and enter the O*NET Codes for each job into the “Occupation Quick Search” window at http://online.onetcenter.org.

Important Note:

After the search displays the page with your job title information, pay particular attention to the Alternate Job Titles for more possibilities. In addition to learning the job description and additional details for the job titles, increase your options by scrolling to the bottom of that section and use the Related Occupations Section.

Career Information for James Marshall

<table>
<thead>
<tr>
<th>Job Zone</th>
<th>ONET CODE</th>
<th>Job Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>35-9031.00</td>
<td>Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop</td>
</tr>
<tr>
<td>2</td>
<td>43-4051.00</td>
<td>Customer Service Representatives</td>
</tr>
<tr>
<td>3</td>
<td>33-1012.00</td>
<td>First-Line Supervisors of Police and Detectives</td>
</tr>
<tr>
<td>3</td>
<td>53-2031.00</td>
<td>Flight Attendants</td>
</tr>
<tr>
<td>3</td>
<td>39-4031.00</td>
<td>Morticians, Undertakers, and Funeral Directors</td>
</tr>
<tr>
<td>3</td>
<td>39-5094.00</td>
<td>Skincare Specialists</td>
</tr>
<tr>
<td>4</td>
<td>13-1011.00</td>
<td>Agents and Business Managers of Artists, Performers, and Athletes</td>
</tr>
<tr>
<td>4</td>
<td>13-2071.00</td>
<td>Credit Counselors</td>
</tr>
<tr>
<td>4</td>
<td>21-2021.00</td>
<td>Directors, Religious Activities and Education</td>
</tr>
<tr>
<td>4</td>
<td>11-3121.00</td>
<td>Human Resources Managers</td>
</tr>
<tr>
<td>4</td>
<td>11-1031.00</td>
<td>Legislators</td>
</tr>
<tr>
<td>4</td>
<td>13-2071.01</td>
<td>Loan Counselors</td>
</tr>
<tr>
<td>4</td>
<td>11-9151.00</td>
<td>Social and Community Service Managers</td>
</tr>
<tr>
<td>4</td>
<td>11-3131.00</td>
<td>Training and Development Managers</td>
</tr>
<tr>
<td>5</td>
<td>29-1141.04</td>
<td>Clinical Nurse Specialists</td>
</tr>
<tr>
<td>5</td>
<td>11-9032.00</td>
<td>Education Administrators, Elementary and Secondary School</td>
</tr>
<tr>
<td>5</td>
<td>25-9031.01</td>
<td>Instructional Designers and Technologists</td>
</tr>
<tr>
<td>5</td>
<td>23-1023.00</td>
<td>Judges, Magistrate Judges, and Magistrates</td>
</tr>
</tbody>
</table>
TAKING OWNERSHIP OF YOUR DESTINY

Many people try to imagine what would have happened had they successfully applied these principles and practices ten years ago… or even five years ago? How many people could have eliminated the process of a “trial and error” education? How many people could have eliminated the process of “trial and error” jobs? How many people could have reduced having stress in the workplace? How many people could have achieved career satisfaction sooner?

Well, hundreds of thousands of people over the years have used these principles and experienced dramatic improvements in their career management process and in their professional and personal relationships. People have had more satisfaction in their interactions with everyone (even with family and friends) and in their educational planning and job satisfaction. These principles help people in gaining a greater awareness of their strengths with an understanding of their needs for personal development and recognizing potential weaknesses.

People report they no longer feel like a “square peg in a round hole.”
They feel, behave and are treated like a person with confidence and on a mission toward success.

Remember that people with similar preferences gravitate to similar jobs and it is just as important to realize that people having different communication preferences and behavioral styles can be appreciated for the strengths they bring to the environment.

“Different” doesn’t necessarily mean “wrong!”

For you to also share in the pleasure from experiencing these benefits, you can get started this very minute. First, think about your professional development plans and what you wish to improve within the next year... the next month... the next week... even by the end of today!

Develop a plan to meet those goals using the principles for your DISC Career Management Strategies.

Accept the Challenge

This first step requires your personal commitment to this challenge and putting it to work for you. Of course, any adaptations to your communication style takes practice and you cannot realistically expect to put all of these ideas into effect immediately. However, the minute you start to better understand yourself and your environmental demands, you will start to see improvement.

Commit to Growth

“Change is inevitable… growth is optional.” You have the option to make a life-changing decision. Decide to keep learning about yourself, your strengths and potential weaknesses, how you make decisions, how you come across to other people, and how your style is important to your career satisfaction. Decide to learn more about the DISC styles and how to apply your knowledge in other areas beyond your career management, such as with leadership, relationships with your peers, colleagues, children, spouse and family.

Wishing you continued success!
SO NOW WHAT?

This report is filled with information about your style and each of the four primary DISC behavioral styles. You now have an understanding and an awareness of the four different styles and how the styles have different intensity levels to create the unique you.

James, there are many suggestions in your report for you to apply your communication preference and behavior style information. Take the next step and do the exercises if you have not yet done them.

Don’t put this report on a shelf or in a file. Understanding the concept of styles and knowing your own style is one of the most valuable ways to open up a meaningful dialogue with others and to improve all your relationships. Use your report as a reference tool. This information is not meant to be digested in just one reading.

Have fun with making a few minor changes in your behavior and experience the results. You might be surprised! Remember: Treat others the way they want to be treated. You will have much more success in all your relationships!

James, the information about your style preferences can be used for your total career management and continued personal and professional development:

- Showcase Interpersonal Strengths in Résumés and Cover Letters
- Interview Preparation and Skills
- Interview Portfolio Content
- Interview “Leave-Behinds”
- Personal Branding
- Professional Bio (Social Networking)
- Job Search Strategy and Campaigns
- Time Management
- Career Transition
- Educational Planning
- Sales and Leadership Training
- Organizational Development
- Harmony in the Work Place
- Team Building
- Relationship Strategies
- Hiring / Selection / Placement Strategic Positioning and More!

Remember to ask us about more ways we can help with your Career Management!

James, this is your DISCstyles™ Career Management Report. After realizing the value of this version, you may want to derive the benefits from having your report converted into other comprehensive versions that are relevant to additional goals or alternate environments.

Ask us about the DISCstyles: Self, Sales, Leadership, and Résumé and Cover Letter Development Report.