



DISC Collaboration

An Evaluation of Behavioral Style Comparisons

Report Comparing: **David Jones and Jennifer Carson**

Date: **October 2, 2017**

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Overview of the four basic DISC styles

David, below is an overview chart to help you better understand some of the characteristics of each of the Four Basic DISC Styles, so you can interact with Jennifer and other DISC styles more effectively. DISC is quite useful in describing how a person behaves and is perceived in personal, social and work environments.

	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
PACE	Faster/Decisive	Faster/Spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Challenges	Attention	Relationships	Correctness
SEEKS	Productivity Control	Participation Applause	Acceptance Status Quo	Data And Proof Precision
STRENGTHS	Administration Leadership Problem Solver	Persuasive Motivator Optimistic	Good Listener Team Player Loyalty	Critical Thinker Accuracy Planning
STRUGGLES	Impatient Lacks Tact Poor Listener	Inattentive To Detail Short Attention Span Impulsive	Oversensitive Resists Change Slow To Act	Perfectionist Critical Unresponsive
FEARS	Being Taken Advantage Of	Loss Of Social Recognition	Little Time To Adjust To Change	Personal Criticism Of Their Work Efforts
CONVERSATIONS	Short, Fast, Abrupt	Spontaneous, Upbeat	Supportive, Friendly	Systematic, Nonverbal
UNDER STRESS MAY BECOME	Demanding Aggressive	Excitable Disorganized	Submissive Indecisive	Withdrawn Critical
PLANNING	Achieving The Plan	Promoting The Plan	Implementing The Plan	Structuring The Plan
VOICE	Strong, Clear Confident	Animated, Friendly, Much Inflection	Soft, Lower Volume, Warm	Monotone, Quiet, Precise
WORKPLACE	Efficient Stacks Of Papers Plaques & Awards	Messy Desk Photos & Sayings Many Post-Its	Comfortable Family Photos Team Awards	Stark & Structured Wall Charts/Calendar Latest Technology

DISC scores of David and Jennifer

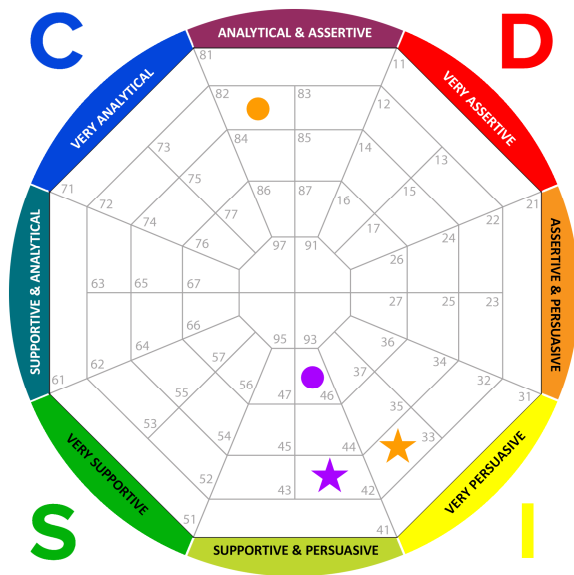
This DISC Collaboration Report shows how David and Jennifer interact with each other in order to help them develop a better working relationship. Their DISC behavioral style is only one aspect within a working relationship, but it is one of the most crucial elements, as it defines how they interact and communicate with each other.

David Jones

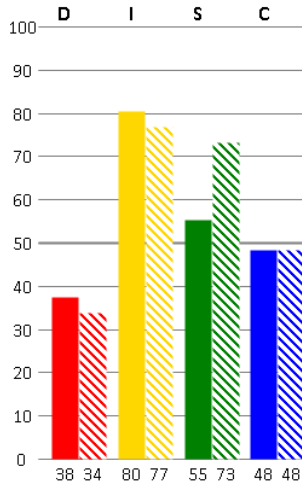
- = Natural Behavioral Style
- ★ = Adapted Behavioral Style
- ▨ = Bar Graph

Jennifer Carson

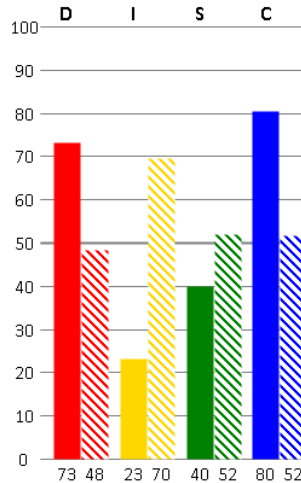
- = Natural Behavioral Style
- ★ = Adapted Behavioral Style
- ▨ = Bar Graph



Adapted Style - Graph I



Natural Style - Graph II



Classical DISC style overview

The behaviors of David and Jennifer displayed on this page are a combination of the influence of each of the four major DISC factors. Typically, each person will have one or two (most often) of the DISC factors that are prominently displayed. What follows is a description of the classic workplace patterns along with some insights into how David and Jennifer typically functions in their day-to-day interpersonal dynamics. Their style is a baseline indicator that likely will be adapted by David and Jennifer based upon the interpersonal dynamic of their relationship.

David Jones's DISC style: Explorer

Explorer Style Overview

Explorers display opposing directions in their behaviors. There is a desire for results and goal achievement AND a competing desire for those results to be perfect. Explorers shift between aggression and sensitivity, the desire for immediate results vs. consideration of alternatives. They often make routine decisions quickly but may need to exercise caution for bigger ones. They are change agents who will want the space and flexibility to explore by retesting and revisiting their conclusions over time. They can be seen as emotionally distant and sometimes surprisingly direct.

- **Emotional characteristic:** May shift between being aggressive or restrained.
- **Goals:** Achieving dominance and reaching unique goals.
- **How others are valued:** Do others meet their standards? Can others present unique ideas that are move things forward both effectively and accurately?
- **Influences group:** Will establish an observable focus on building structures to help the group achieve objectives and accomplish goals.
- **Value to the organization:** Will initiate or adjust tactics and plans.
- **"Watch-out-for":** Can become overly critical, blunt with others and sometime look down at other peoples ideas.
- **When under pressure:** Can become bored with routine tasks. Does not respond well to micro-management. Can attempt to dominate situations and trailblaze.
- **Fears:** Situations without personal influence; will struggle with personal poor performance.

Jennifer Carson's DISC style: Coach

Coach Style Overview

Coaches are adept at solving "people problems." They are seen as warm, empathetic and insightful. They like to form extended personal relationships and often develop a reputation for unobtrusive, contributory efforts when working with others. They can become too lenient with marginal contributors and tend to be too mild when issuing corrections, directions and expectations.

- **Emotional characteristic:** Wants to be seen as warm and open by others.
- **Goals:** Building personal connections and positive feelings.
- **How others are valued:** Favorable recognition of others; finds the basic decency in them.
- **Influences group:** Through personal relationships and being open to others' ideas, problems and needs.
- **Value to the organization:** Will bring stability to group efforts with predictable actions and will possess good listening skills.
- **"Watch-out-for":** Can become too tolerant and may avoid needed direct confrontations.
- **When under pressure:** Can become too accommodating, trusting and sharing too much with others.
- **Fears:** Having to pressure others or being seen or blamed as the source of pain or problems by others.

Strengths of David versus strengths of Jennifer

David and Jennifer likely display the strengths below rather consistently. For the most part, these qualities tend to enhance their interpersonal effectiveness. The big question is – how can David & Jennifer best utilize their strengths when working together?

David's strengths:

- You tend to be a strong agent of change.
- You consider many alternatives, theories, and possibilities in your problem-solving approach.
- You are a very creative thinker and innovator.
- You maintain a strong, businesslike focus on problems, ideas, and solutions.
- You have the ability to use your imagination and take calculated risks in developing new solutions to problems.
- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You are able to find solutions quickly, with a high degree of quality control.

Jennifer's strengths:

- Your strong optimism helps motivate the team toward their goals.
- Your excellent listening style stands as a model for others to observe and follow.
- You are able to negotiate conflicts into win-win situations.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- You are able to build positive relationships with internal and external stakeholders.
- You demonstrate a high degree of patience in working with others.
- You possess a positive sense of humor and never make jokes at the expense of others.

Work style tendencies

Work Style Preferences provide useful insights as David and Jennifer work together on a team or project. They are the talents and tendencies they each bring to the job. How do their work style tendencies mesh or clash?

David's work style tendencies:

- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- You show a high degree of persistence in working on projects, especially over the long haul.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- On the job, you have a strong need to be patient, polite, and create an environment of good-will for internal and external stakeholders.
- You are perceived by others on the team as a good listener.
- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- You are optimistic and motivated to be an excellent team player, able to defer your ego when working with others who may prefer having more control of the situation.

Jennifer's work style tendencies:

- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- You meet new people easily and prefer networking with others rather than working in solitary conditions.
- You are perceived by others on the team as a good listener.
- Your empathetic nature and sensitivity toward people may lead others to seek you out as a coach or counselor, or ask to assist them with a personal or team problem.

Motivations – Ideal environments

Everybody is motivated; however, they are motivated for their own reasons, not somebody else's reasons. By understanding each other's motivations, David and Jennifer can create an environment where they are most likely to be able to be self-motivated and motivate each other.

David tends to be most effective in environments that provide:

- Support and appreciation of your individual efforts.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- A participatory manager or board with whom a democratic relationship has been established.
- A job culture where there is little hostility, confrontation, anger, or pressure.
- Specialized assignments that also involve working and communicating with a variety of people.

Jennifer tends to be most effective in environments that provide:

- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- A participatory manager or board with whom a democratic relationship has been established.
- Specialized assignments that also involve working and communicating with a variety of people.
- Support and appreciation of your individual efforts.
- A favorable working climate containing positive attitudes and optimistic spirit.

Communication plans

The following suggestions can help David and Jennifer understand and be aware of each other's unique communication preferences. To use this information effectively, share it with each other, as well as with co-workers, and discuss your communication preferences to form a more productive, less stressful working relationship.

When communicating with David, **DO**:

- Be prepared to handle some objections.
- Beware of indecision, and be sure to keep the "data gate" open for more information.
- Remember these three rules: Be brief, be bright, and be gone.
- Give her time to verify the issues and potential outcomes.
- Stick to business matters only -- small talk or charm won't be appreciated.
- Be specific about what's needed, and who is going to do it.
- When you agree, support the ideas and potential results, rather than supporting the person responsible for the results.

When communicating with David, **DON'T**:

- Forget or lose things necessary for the meeting or project.
- Confuse or distract her from the issues at hand.
- Provide incomplete or unclear directions or instructions.
- Fail to follow through. If you say you're going to do something, do it.
- Use unreliable evidence or testimonials.
- Leave things up in the air, or decide by chance.
- Whine about all of the work you have to do.

When communicating with Jennifer, **DO**:

- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Be candid, open, and patient.
- Ask for his input regarding people and specific assignments.
- Show sincere interest in him as a person.
- Plan to talk about things that support his dreams and goals.
- Provide assurances about his input and decisions.
- Present your ideas and opinions in a non-threatening way.

When communicating with Jennifer, **DON'T**:

- Talk down to him.
- Be impersonal or judgmental.
- Be vague or ambiguous.
- Be overly task-oriented.
- Leave the idea or plan without backup support.
- Let the discussion with him get caught in dreams too much, otherwise you'll lose time.
- Offer assurances and guarantees you can't fulfill.

Struggles of David versus struggles of Jennifer

Everyone has possible struggles, limitations or weaknesses. Oftentimes, it is simply an overextension of their strengths that may become a weakness. David's and Jennifer's struggles are listed below. It's best if they read through their list and identify the one or two struggles with which they are having the most difficulty. Then, they can look back at their strengths page and see if they have a strength that might help a struggle?

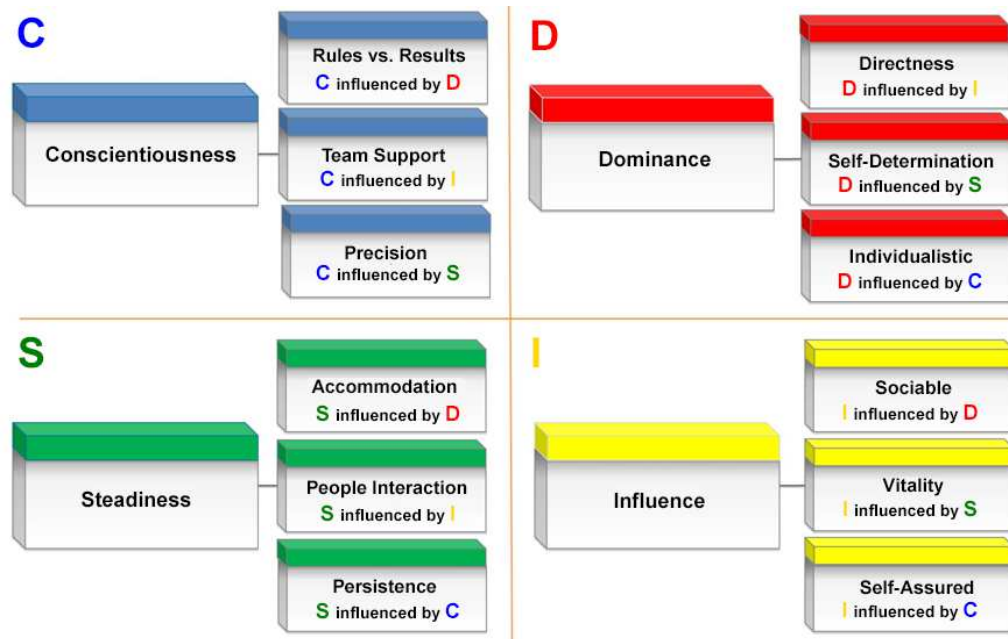
David's struggles:

- You may like to work under pressure, and thus you put others under unwelcome pressure sometimes.
- You tend to be unconcerned about social poise and may appear somewhat abrupt or aloof toward others without being aware of this. You could build more bridges by showing more sensitivity to their feelings.
- You may need some improvement on your communication skills. It is important to share ideas with others on the team, allowing them to be a "sounding board" for your thoughts.
- You could use some assistance in prioritizing issues.
- Others may have difficulty keeping up with your opposing desires for quick, yet perfect results.
- You may sulk or withdraw if not given attention and/or credit for ideas submitted.
- You may tend to work in rapid bursts, followed by periods of quiet reflection. This style may be confusing to others who might prefer a more consistent approach.

Jennifer's struggles:

- You may hesitate to correct or discipline those who report to you, for fear of offending someone.
- You may have difficulty with quick decision making because of your need to consider the "people side" of all issues.
- You may need some coaching in time management; for instance, in setting more ambitious deadlines.
- You may be a bit of a grudge-holder toward those who offer criticism.
- You may be rather indirect in providing instructions, because you don't want to impose your will on others.
- You may tend to take constructive criticism personally, possibly losing focus as to how it relates to the task.
- You may show less emphasis on productivity and more emphasis on the "people side" of a project.

The 12 integrated DISC style relationships



The **Directness Behavior** measures how the strength of an individual's direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others.

The **Self-Determination** behavior measures how the strength of an individual's direct, assertive and "results now" oriented behaviors are influenced by their degree of patience and preferred pace.

The **Individualistic Behavior** measures how the strength of an individual's direct, assertive and "results now focus" is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives.

The **Sociable Behavior** measures how the strength of an individual's preference for cordial social interaction and people connection is influenced by their need for immediate results.

The **Vitality Behavior** measures how the strength of an individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level.

The **Self-Assured Behavior** measures how the strength of an 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.

The **Accommodation Behavior** measures how the strength of an 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.

The **People Interaction Behavior** measures how the strength of an 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.

The **Persistence Behavior** measures how the strength of an individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure.

The **Rules vs. Results Behavior** measures how the strength of an 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.

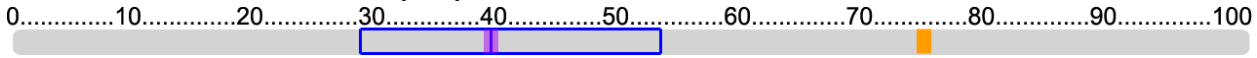
The **Team Support Behavior** measures how the strength of an individual's desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people.

The **Precision Behavior** measures how the strength of an individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation.

■ = David Jones

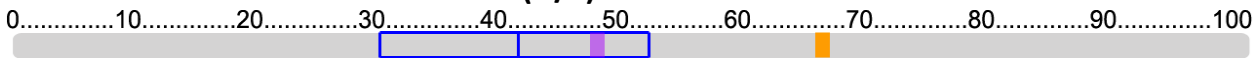
■ = Jennifer Carson

1. The Directness Behavior (D/I)



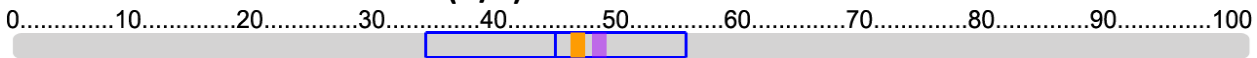
Lower intensity scores identify an inclination to search for a more socially interactive, popular and accommodating solution.
Higher intensity scores identify a willingness to make and defend tough and even unpopular decisions.

2. The Self-Determination Behavior (D/S)



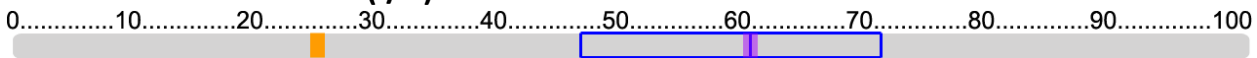
Lower intensity scores identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.
Higher intensity scores identify a preference toward a more “now oriented pace” that is keyed toward taking actions that achieve immediate results and goals.

3. The Individualistic Behavior (D/C)



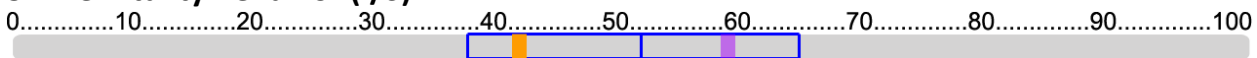
Lower intensity scores favor strong and precise compliance and adherence to established structure, rules, policy and procedures.
Higher intensity scores are not deterred by potential restraints or established policies especially if they are perceived to impede immediate results.

4. The Sociable Behavior (I/D)



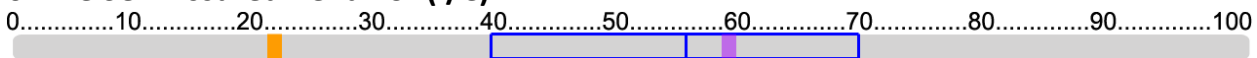
Lower intensity scores reflect a much stronger competitive “result now” focus with less effort on accommodation and building relationships.
Higher intensity scores reflect an emphasis on seeking, building and sustaining personal relationships.

5. The Vitality Behavior (I/S)



Lower intensity scores reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.
Higher intensity scores reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts.

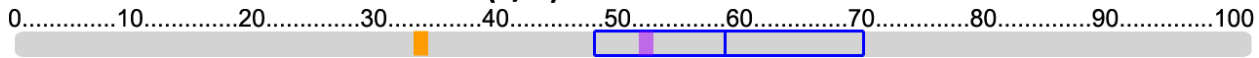
6. The Self-Assured Behavior (I/C)



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.
Higher intensity scores sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning.

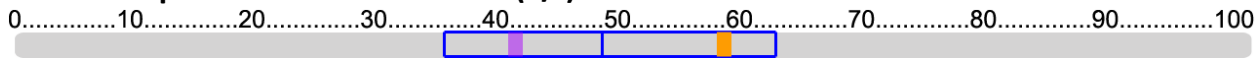
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 = Jennifer Carson

7. The Accommodation Behavior (S/D)



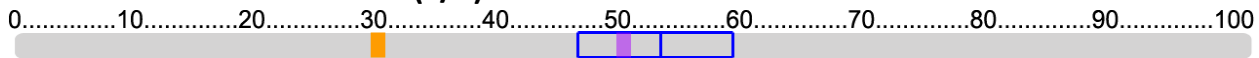
Lower intensity scores reflect a propensity to make difficult decisions, remain firm in supporting and defending them sustained by a strong focus on achieving immediate results and accomplishing assigned goals.
Higher intensity scores reflect a willingness to consider, accommodate and support alternative solutions and ideas.

8. The People Interaction Behavior (S/I)



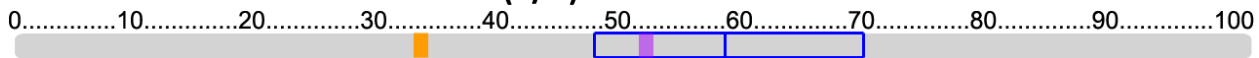
Lower intensity scores reflect a freewheeling and confident belief that most if not all interactive social situations can be handled "on the fly."
Higher intensity scores display a great deal of care and consideration when crafting the words and deeds that impact others.

9. The Persistence Behavior (S/C)



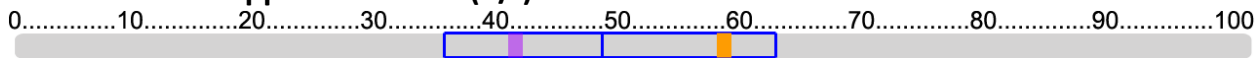
Lower intensity scores reflect a need to follow established policies and procedures even if it requires running counter to the team's direction that may be advocating alternative or even potentially risky actions.
Higher intensity scores reflect an emphasis on supporting planned group and team efforts.

10. The Rules vs. Results Behavior (C/D)



Lower intensity scores suggest a more direct, immediate "result now" focus that will not likely be restrained by established protocols, procedures and policies.
Higher intensity scores identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols and policies.

11. The Team Support Behavior (C/I)



Lower intensity scores display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.
Higher intensity scores display reliance upon structure, logic, facts and established data, procedures and protocols.

12. The Precision Behavior (C/S)



Lower intensity scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.
Higher intensity scores reflect a desire to operate in a "fail-safe" environment supported by accurate data and through preparation.

So Now What?

This report is filled with information about David's and Jennifer's style and how each, with the in-depth knowledge of each other's behavioral preferences can work better together as a well-oiled team.

There are many suggestions in this report for David and Jennifer to apply these behavioral style tips to improve their working relationship, avoid stressful behaviors and practice conflict resolution, if and when needed.

Don't put this report on a shelf or in a file. It is important to use this information to open up a meaningful dialogue with each other to improve all your relationship. Use this report as a reference tool. There is a lot of information in it and it 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 The Platinum Rule®: "Treat others the way THEY want to be treated." You will have much more success in all your relationships, not just with each other!

Disclaimer

There are no warranties, express or implied, regarding the online DISCstyles assessment. You assume full responsibility, and the authors & assessment company and their agents, distributors, officers, employees, representatives, related or affiliated companies, and successors, and the company requesting you to complete this DISCstyles Assessment (THE GROUP) shall not be liable for, (i) your use and application of The DISCstyles Assessment, (ii) the adequacy, accuracy, interpretation or usefulness of The DISCstyles Assessment, and (iii) the results or information developed from your use or application of The DISCstyles Assessment.

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