

The **DISC** Profile Report

Personalized Report For:
Demo Account
Focus: Work
07/28/2007



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Introduction to the DISC Profile Report

Congratulations on your decision to take the DISC Online Assessment. Completing it could be one of the most important relationship-building decisions you will ever make.

Many of us grew up believing the wisdom of treating others the way you would like to be treated - the Golden Rule. We soon realized that another practical rule to live by seemed to be what Dr. Tony Alessandra calls **The Platinum Rule™** - *Treat others the way they want to be treated.*

Have your interactions with others succeeded with one person, only to “bomb out” with another the next moment? We all have at one time or another and probably try to shrug it off thinking “That’s just the way it is.” However, things do not have to be that way. Nearly every contact with every person in all areas of your life can be a success - if you know how to make it happen.

With this personalized and comprehensive DISC report, you have the tools to help you become a better you and help you behave more maturely and productively by focusing on your goals instead of your fears. Then you can develop and use more of your natural strengths, while recognizing, improving upon and modifying your limitations. This report does not deal with values or judgments. Instead, it concentrates on your natural tendencies that influence your behavior.

BEHAVIORAL STYLES

Historical as well as contemporary research reveals more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into four basic categories. Our DISC Online System focuses on patterns of *external, observable* behaviors using scales of directness and openness that each style exhibits (see pages 15-17, especially the “whole picture” graph on page 17). Because we can see and hear these external behaviors, it becomes much easier to “read” people. This model is simple, practical, easy to remember and use. See pages 23-27 of this report for a summary of each of the styles.

HOW TO USE THIS REPORT

Begin today. First, read the entire report. It is divided into two parts. The first part focuses on understanding your style characteristics in many environments - at work, socially, under stress, etc. - and offers strategies for increasing your personal effectiveness. **Please note** that there is no “best” style. Each style has its unique strengths and opportunities for continuing improvement and growth. Any behavioral descriptions mentioned in this report are **only tendencies** for your style group and may or may not specifically apply to you personally.

Part II offers action plans for you and others who interact with you. We recommend that you share these action plans with others to greatly enhance each of those relationships.

ADAPTABILITY

In addition to understanding your behavioral style, the report will identify ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of a particular situation or relationship. This is called adaptability. Through your successful and less successful interactions with others, and your values, you may have already learned to modify and adapt some of your behavioral styles preferences. Social scientists call it “social intelligence.”



There has been a lot written lately on how your social intelligence is just as important as your Intelligence Quotient (IQ) in being successful in today's world. In some cases, social intelligence is even more important than IQ.

It makes sense when you think about it. Often, when we do what comes naturally to us, we alienate others without realizing it because that same behavior may not be natural for them. It is essential that we become aware of our natural tendencies - and their natural preferences! Then we can defuse extreme behaviors before we sabotage ourselves. We do this by quickly identifying the individual needs of others based on the behavioral signals they will send to us, and then adapting our own behavior to make them feel comfortable. Your ideas do not change, but you can change the way you present those ideas. Moreover, the best part of it is - *people will teach you how to treat them if you know how to read the signals their behavioral styles will send you!*

Adaptability is the key to building all successful relationships. Adaptable people realize there is a difference between their *self* (who they are) and their *behavior* (how they choose to act). They consciously decide whether and how to respond to a person, a situation, or an event.

You can commit to learn to be more adaptable. When you understand each of the four styles, how to recognize them in others, and how to adapt to them in key ways, you can have command of almost any interpersonal situation.

HOW TO READ AND INTERPRET YOUR GRAPHS I, II AND III

Your Pattern, on page 5 of this report, is indicated by the highest plotting point(s) above the midline (Segments 4-6). It's indicated by a capital letter in the pattern description. A person may have more than one plot point above the midline. If this is the case, and the second (or third) plot point is of a lesser intensity, it's indicated by a lowercase letter in the pattern description. It's often referred to as a secondary style. Some people may or may not have secondary styles. The pattern numbers represent your segment numbers in DISC order.

Graph I is the Adapting Style Pattern. It's a self-perception of the behavioral tendencies you think you should use in your selected focus (work, social or family). This graph may change in different environments. For example, if you responded to the assessment with a work focus, your Adapting Style Pattern may be different than if you responded with a family focus as a parent.

Graph II is a self-perception of the "real you" – one's Natural Style Pattern. These are also behaviors you are most likely to exhibit when in stressful and frustrating situations. This graph tends to be fairly consistent even in different environments.

Graph III helps you understand the overall relationship between Graphs I and II by providing a combination of the results from both graphs. This is especially helpful when Graphs I and II vary substantially from each other. As a result, Graph III helps illuminate the predominant style traits that emerge by combining the differences between Graphs I and II. When Graphs I and II are similar, there will not be substantial change in Graph III.

If Graphs I and II are similar, it means that you tend to use your same natural behaviors in the focus you selected. If your Adapting Style (Graph I) is different from your Natural Style (Graph II), this may cause stress, if done over a long period of time. You are then using behaviors that are not as comfortable or natural for you. In that case, Graph III serves to confirm the information in Graphs I and II.



eGraphs for Demo Account

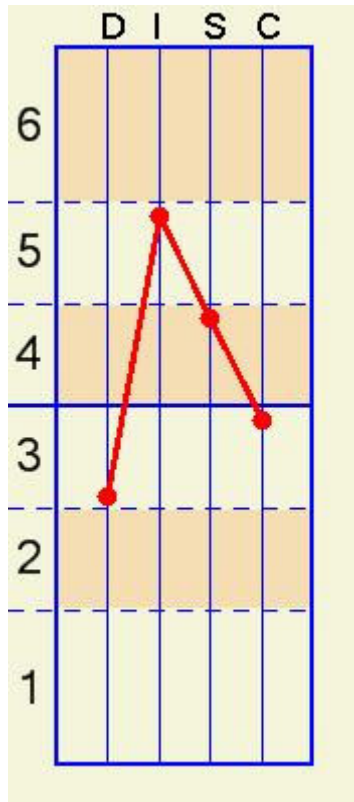
Your Adapting Profile indicates you tend to use the behavioral traits of the Is **profile(s)** in your selected Work focus.

Your Natural Profile indicates that you naturally tend to use the behavioral traits of the Si profile(s).

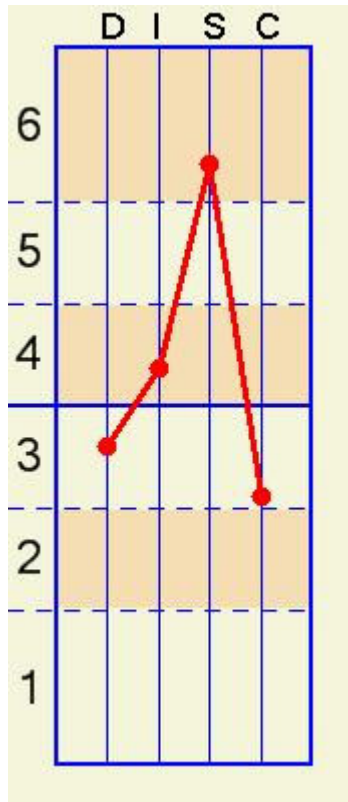
**Adapting Profile
Graph I**

**Natural Profile
Graph II**

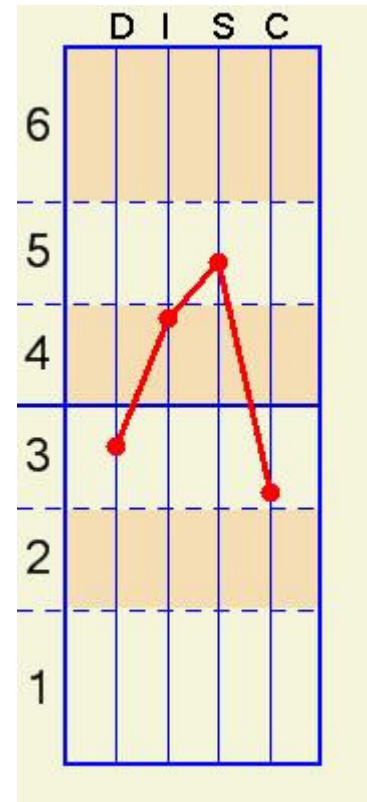
**Combined Profile
Graph III**



Pattern: Is (3543)
Focus: Work



Pattern: Si (3463)



Pattern: Si (3453)

Graph I is your Adapting Profile. It is your perception of the behavioral tendencies you think you should use in your selected focus (work, social or family). This graph may change in different environments. Graph II is your perception of the real you - your Natural Profile. These are also behaviors you are most likely to exhibit when in stressful situations. This graph tends to be fairly consistent even in different environments. Graph III is the combination of both graphs.

If Graphs I and II are similar, it means that you tend to use your same natural behaviors in that environment. If your Adapting Profile is different from your Natural Profile, this may cause stress if done over a long period of time. You are then using behaviors that are not as comfortable or natural for you.

Your profile is indicated by your highest plotting point(s) above the midline (Segments 4-6). Capital letters indicate your primary behavioral profile(s) and lowercase letters indicate your secondary profile(s). Some people may or may not have secondary profiles. The numbers represent your segment numbers in DISC order. Please refer to **How to Read and Interpret Your eGraphs** from the eGraph section of your Home Page.



Your Behavioral Profile Overview

The Behavioral Profile overview provides a general overview of your behavioral profile. This is your comfort zone. You tend to use these behaviors when in a relaxed mode.

Your Behavioral Profile Tendencies Include:

- You are able to appropriately handle both the human side and the task side of many situations.
- You have an ability to get along with a wide variety of other people.
- You generally will not show hostility toward others, even if it is present. No good can come from creating hostility or dissention.
- You are ready, willing, and able to help others become more effective and successful.
- You are an empathic individual who shows a high 'sincerity-factor' in the things you do and say.
- You have an excellent listening style, and are known by others as an active and interested listener.
- Very inclusive of others on the team. No one feels left out.
- You persuade others by offering empathy, understanding, and friendship.
- You show sincere interest in others.



Strengths and Struggles

You are likely to display your strength characteristics rather consistently. For the most part, these qualities tend to enhance your effectiveness. You can increase your effectiveness even more by avoiding an overextension of these strengths... an overextension of your strengths may become a weakness. For example, a High D's directness may be a strength in certain environments, but when overextended they tend to become bossy.

*Check the two most important strengths and two areas you are committed to improve upon and transfer to the **Summary of Your Profile** on page 12.*

Your Strengths:

- You have an excellent listening style and are able to build confidence in others needing a boost.
- Ready, willing, and able to assist others with a specialized project. All they have to do is ask.
- Able to meet new people with poise and confidence.
- Able to direct and motivate others while still being sensitive to their needs and concerns.
- An excellent team player, you are very supportive of team efforts while also respecting organizational policies and protocol.
- You are willing to work hard for a mission, cause, project, or purpose.
- Optimistic, enthusiastic, self-motivated and goal-directed, you are able to spread the motivation to others.

Potential Areas for Improvement:

- May have some difficulty in quick decision-making because of need to consider the people-side of all issues.
- You may tend to take constructive criticism personally, and not be able to consider the criticism only as it relates to the task or process.
- You may hesitate to correct or discipline those who report to you for fear of offending someone.
- May need some coaching in time management tools, and in setting deadlines that are more ambitious.
- You may show less emphasis on productivity and more emphasis on the people-side of a project.
- You may be a bit of a grudge-holder toward those who offer criticism.



What You Need

Our behaviors are driven by our needs. Each profile has different needs. If one person is stressed out, they may need quiet time alone; another may need social time around a lot of people. Each is different and simply meeting their needs. The more fully our needs are met, the easier it is to perform at an optimal level.

*Check two of your most important needs and transfer to the **Summary of Your Profile** on page 12.*

People With Patterns Like You Tend to Need:

- Clear and specific job descriptions, and role responsibilities.
- A greater control over time management.
- More objectivity and less emotional connection to decision-making.
- Increased organizational skills to reduce the potential for clutter and confusion.
- Needs organization and detail support, especially when there is a tight deadline.
- Frequent communication and contact with people.
- To be more direct and to the point in verbal communications.
- An increased sense of urgency to get things done and to take advantage of opportunities.
- To be more practical and less ideological.



What Motivates Your Profile

Everybody is motivated...however; they are motivated for their own reasons, not somebody else's reasons. By understanding your motivations, you can create an environment where you are most likely to be self-motivated.

*Check the two most important motivators and environment factors and transfer to the **Summary of Your Profile** on page 12.*

You Tend to Be Motivated By:

- Some evidence that a new process has been successful in similar applications.
- Acceptance as a positive and supportive member of the organization and team.
- A work culture that is supportive of family activities and commitments.
- Flexibility to circulate and talk with a variety of people.
- Projects and assignments that provide people-contact, and opportunity to help both internal and external stakeholders.
- A supervisor, manager, or board who practices a democratic leadership process.
- Identification with the organization, team, and others with whom a spirit of work responsibility has been established.

You Tend to Be Most Effective In Environments That Provide:

- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- 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.
- Support and appreciation of your individual efforts.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- A work culture that takes pride in the systems, processes and people working behind the scenes.



Work Preferences for Your Profile

Work Profile Preferences provide useful insights as you work in a job or as you work together on a team or family project.

*Check the two most important factors and transfer to the **Summary of Your Profile** on page 12.*

Your Work Profile Tendencies:

- On the job, you have a high need to be patient, polite, and create an environment of good-will for internal and external stakeholders.
- On task, you show a high degree of persistence in working on projects, especially over the long haul.
- At work, you tend to have a long fuse and are not easily angered while on the job, although you may take some of the anger and vent it at home.
- You are motivated to be an excellent team player because of your high optimism and ability to defer ego to others who may prefer more attention or control of the situation.
- You are known by others on the team as a good listener.
- On the job, you tend to say yes more than no when asked to help out with a colleagues project or problem.
- 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 any level of the organization.
- As you are able to meet new people easily, you prefer networking with others rather than working in solitary conditions.



Communication Tips for Others

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

*Check the two most important ideas when others communicate with you and transfer to the **Summary of Your Profile** on page 12.*

When Communicating with Demo, You Should:

- Be certain to conclude the communication with some modes of action and specific next-steps for all involved.
- Offer input on how to make the ideas become reality.
- Plan to talk about things that support her dreams, and goals.
- Free-up enough to be engaging, stimulating, and fast-paced.
- Ask for her input, and provide assurances regarding decisions.
- Be certain that individual responsibilities are clear, and there are no ambiguities. Put the details in writing.
- Provide testimonials from people she sees as important and prominent.
- Be candid, open, and patient. Show sincere interest in her as a person.
- Present your ideas and opinions in a non-threatening way.



Summary of Demo Account's Profile

Communication is a two-way process. Encourage others to complete their own DISC Profile Assessment and then share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the DISC Profile information.

YOUR STRENGTHS from page 7

1. _____
2. _____

AREAS FOR IMPROVEMENT from page 7

1. _____
2. _____

MANAGEMENT STRATEGIES (Your Needs) from page 8

1. _____
2. _____

YOUR MOTIVATORS from page 9

1. _____
2. _____

YOUR MOST EFFECTIVE ENVIRONMENT from page 9

1. _____
2. _____

YOUR WORK PROFILE PREFERENCES from page 10

1. _____
2. _____

COMMUNICATION TIPS FOR OTHERS from page 11

1. _____
2. _____



Application, Application, Application

Understanding your own behavioral profile is just the first step to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That's what the rest of this report is all about.

To really begin to use the power of behavioral profiles, you also need to know how to apply the information to people and situations. Remember, people want to be treated according to their behavioral profile, not yours!

This application section includes:

- The Four Basic DISC Profile Overview
- How To Identify Another Person's Behavioral Profile
- What is Behavioral Adaptability
- How to Modify Your Profile
- Tension Among The Profiles
- Action Plans
- How To Adapt To The Different Behavioral Profiles

This section will help you understand how to be more effective in relationships and situations. Good relationships can get better and challenging relationships may become good.

The Relationship from Mars

After reviewing the information, select a relationship in which things have not gone as smoothly as you would like. Make a commitment to at least take the time to gain an understanding of the other person's behavioral profile and take a few steps to adapt your behavior to improve the relationship. Here's how to do it:

1. Identify the behavioral profile of the other person using the ***How to Identify Another Person's Behavioral Profile*** section. You can read about their profile in ***The Four Basic DISC Profile Overview***. The section on ***What Is Behavioral Adaptability*** gives you an in-depth insight into what adaptability is, what it is not, and why it's so important to all your interpersonal relationships.
2. Once you know their profile and preferences for directness and/or openness, you can use the ***How to Modify Your Directness and Openness*** section to adjust these areas when relating to this person. You will be amazed at the difference.
3. To further understand the tension that may exist in the relationship, you can refer to the ***Tension Among the Profiles*** section and complete the ***Tension Among the Profiles Worksheet***. Being aware of the differences in preference in pace and priority, and modifying accordingly, can make a big difference in those tension-filled relationships.
4. The ***Action Plans With All Four Profiles*** section will give you a summary of needs and suggested actions to meet those needs.
5. And finally, the last section, ***How to Adapt to the Different Behavioral Profiles***, will give you suggestions when dealing with each of the four basic profiles.



The Four Basic DISC Profile Overview

Below is a chart to help you understand some of the characteristics of each of the four basic DISC Profiles, so you can interact with each profile more effectively. Although behavioral profile is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived in personal, social and work situations.

| | HIGH DOMINANT PROFILE | HIGH INTERACTIVE PROFILE | HIGH STEADY PROFILE | HIGH COMPLIANT PROFILE |
|-----------------------------------|-----------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------|
| PACE | Fast/Decisive | Fast/Spontaneous | Slower/Relaxed | Slower/Systematic |
| PRIORITY | Goal | People | Relationship | Task |
| SEEKS | Productivity Control | Participation Applause | Acceptance | Accuracy Precision |
| STRENGTHS | Administration Leadership Pioneering | Persuading Motivating Entertaining | Listening Teamwork Follow-through | Planning Systematizing Orchestration |
| GROWTH AREAS | Impatient Insensitive to others Poor Listener | Inattentive to detail Short attention span Low follow-through | Oversensitive Slow to begin action Lacks global perspective | Perfectionists Critical Unresponsive |
| FEARS | Being taken advantage of | Loss of Social recognition | Sudden changes Instability | Personal criticism of their work efforts |
| IRRITATIONS | Inefficiency Indecision | Routines Complexity | Insensitivity Impatience | Disorganization Impropriety |
| UNDER STRESS MAY BECOME | Dictatorial Critical | Sarcastic Superficial | Submissive Indecisive | Withdrawn Headstrong |
| GAINS SECURITY THROUGH | Control Leadership | Playfulness Others' approval | Friendship, Cooperation | Preparation Thoroughness |
| MEASURES PERSONAL WORTH BY | Impact or results Track record and process | Acknowledgments Applause Compliments | Compatibility with others Depth of contribution | Precision, Accuracy Quality of results |
| WORKPLACE | Efficient Busy Structured | Interacting Busy Personal | Friendly Functional Personal | Formal Functional Structured |



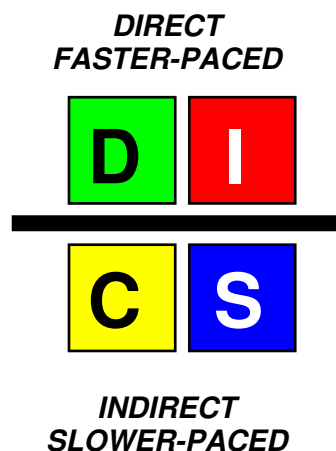
How to Identify Another Person's Behavioral Profile

How do you quickly and accurately identify each of the four behavioral profiles in order to practice adaptability? You do this by focusing on two areas of behavior – **directness and openness**.

So, to quickly identify the profiles of other people ask these two questions:

1. Are they more direct and fast-paced **or** indirect and slower-paced?
2. Are they more guarded and task-oriented **or** open and people-oriented?

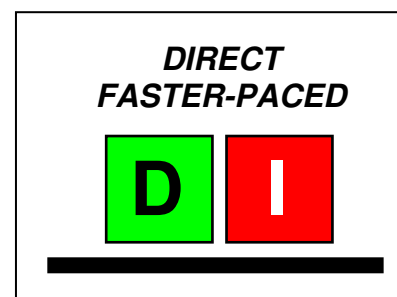
Directness



Direct/Faster-Paced People (D and I Profiles above the horizontal line)

Direct Behaviors

- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic statements
- Sustained eye contact
- Frequent contributor in groups
- Firm handshake
- Expresses opinions readily
- More likely to introduce self to others

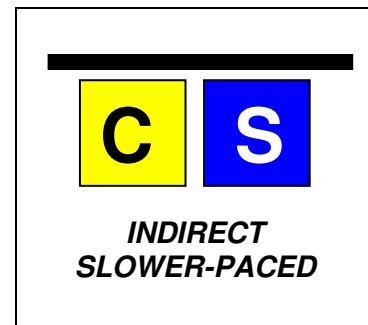




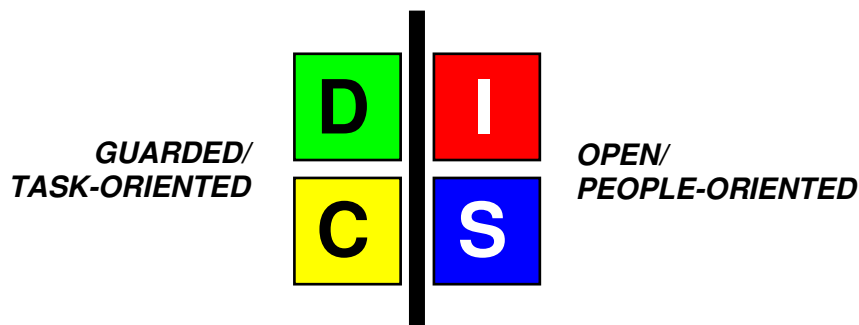
Indirect/Slower-Paced People (S and C Profiles below the horizontal line)

Indirect Behaviors

- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expression of opinions



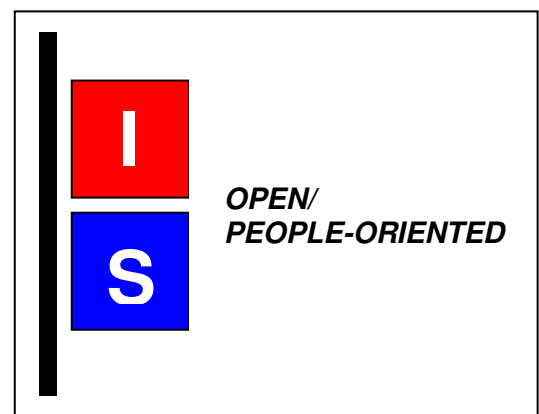
Openness



Open/People-Oriented People (I and S Profiles right of the vertical line)

Open Behaviors

- Shows feelings and enthusiasm freely
- More relaxed and warm
- Emphasizes main ideas
- Goes with the flow
- Conversation includes digressions
- Opinion-oriented
- Animated facial expressions
- Easy to get to know in business
- Friendly handshake
- Initiates/accepts physical contact

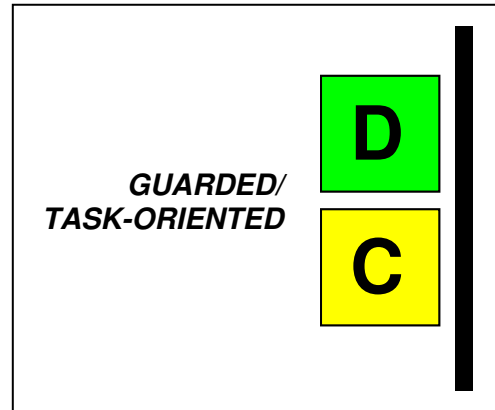




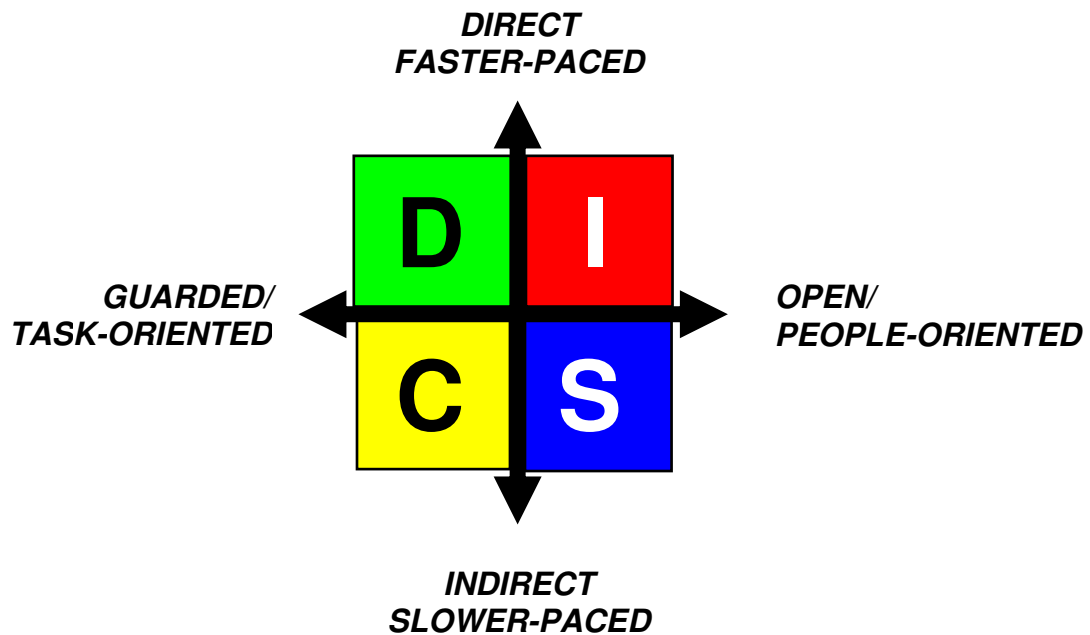
Guarded/Task-Oriented People (D and C Profiles left of the vertical line)

Guarded Behaviors

- Keeps feelings private
- Limited range of facial expressions
- More formal and proper
- Avoids/minimizes physical contact
- Goes with the agenda
- Speaks in specifics; cites facts and examples
- Formal handshake
- Conversation stays on subject



The Whole Picture



When you combine both scales, you create each of the four different behavioral profiles. Individuals who exhibit guarded and direct behaviors are Dominant Profiles; direct and open behaviors are Interactive Profiles; open and indirect behaviors are Steady Profiles; and indirect and guarded behaviors are Compliant Profiles.



What is Behavioral Adaptability?

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

No one profile is naturally more adaptable than another. For any situation, the strategic adjustments that each profile 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. Adaptability concerns the way you manage your own behaviors.

You practice adaptability each time you slow down for a C or S Profile; or when you move a bit faster for the D or I Profiles. It occurs when the D or C Profiles take the time to build the relationship with an S or I Profile; or when the I or S Profiles focus on facts or get right to the point with D or C Profiles. It means adjusting your own behavior to make other people feel more at ease with you and the situation

Adaptability does not mean "imitation" of the other person's profile. 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 is important to all successful relationships. People often adopt a different profile in their professional lives than they do in their social and personal lives. We tend to be more adaptable at work with people we know less; and we tend to be less adaptable at home and with people we know better.

Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" profile. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

Effectively adaptable people meet other people's needs and their own. 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 profile, 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. Raise your adaptability level 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. With adaptability you can treat the other people the way they want to be treated.



How to Modify Your Directness and Openness

In some interpersonal situations, you will only be able to identify another person's directness or openness, but not both. In these situations, you need to know how to practice adaptability, one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Directness or Openness before looking at specific guidelines for being more adaptable with each of the four profiles.

TO INCREASE DIRECTNESS

- Speak and move at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't conflict with the person
- Increase your eye contact

TO DECREASE DIRECTNESS

- Talk, walk and decide more slowly
- Seek & acknowledge others' opinions
- Share decision-making & leadership
- Lessen your energy level; be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging, or acting pushy
- When disagreeing, choose words carefully

TO INCREASE OPENNESS

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal compliments
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

TO DECREASE OPENNESS

- Get right to the task-- the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use businesslike language



Tension Among the Profiles

Each profile has a unique set of priorities as to whether the relationship or the task aspect of a situation is more important; and each has its own pace in terms of the pace in which things should be done.

The **Tension Among the Profiles Model** on the next page relates pace and priority characteristics to behavioral profiles. Refer to this model while reading this section.

Notice that the Dominant Profile (D) and Interactive Profile (I) tend to prefer a faster pace; the Steady Profile (S) and Compliant Profile (C) both tend to prefer a slower pace. These profile combinations will get along well as far as pace is concerned, but watch out for their priorities!

Take a relationship with a Dominant Profile and an Interactive Profile (D-I). Both are relatively fast-paced behavioral types. Yet the Interactive Profile places more emphasis on people than on tasks, while the Dominant Profile tends to pursue goals with less concern for relationships or feelings. Some degree of tension is likely to result in their interaction due to their difference in priority.

Where priorities are concerned, the Interactive Profile does better with the Steady Profile. These two will still be getting to know each other while the Compliant Profile and the Dominant Profile are headlong into the task. However, without some awareness and accommodation for their differences in pace, tension may build as well in the Interactive-Steady interaction when these two finally do get around to the tasks at hand. The Interactive Profile usually wants it yesterday, whereas the Steady Profile wants to take a slower and steady approach.

Consider the goal/task-oriented team of the Dominant Profile and Compliant Profile (D-C), another example of pace-based tension. The faster-paced Dominant Profile likes to make quick decisions. The slower-paced Compliant Profile gets uptight when having to make decisions without an opportunity to analyze fully all the alternatives.

When dissimilar pairings occur, as they often do in many business and social encounters, one or the other of the individuals must make adjustments in his profile to avoid increasing tension in the other person. This does not mean you must sacrifice your personality or become something you are not. Ideally, both people would demonstrate some adaptability and move part of the way. Depending on the circumstances however, only one of the individuals may recognize the potential problem, or be sufficiently motivated to do something about it.

When interactions join profiles that differ in **both** their pace and priority preferences (a diagonal relationship on the model graphic), things really get interesting! Here the probability of relationship tension is even greater. This occurs in the Dominant Profile and Steady Profile relationship, as well as in the Interactive Profile and Compliant Profile relationship.

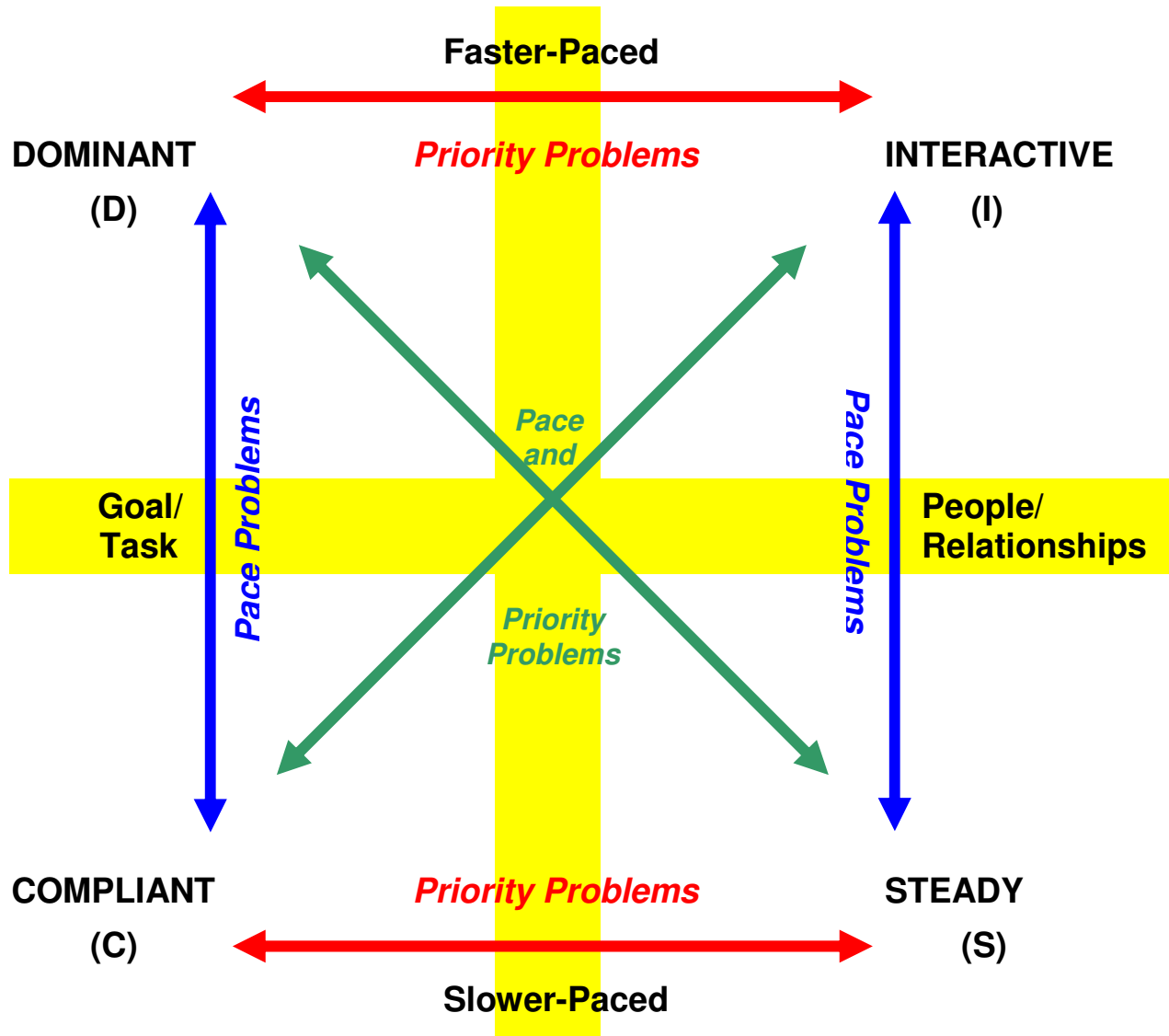
Take the case of the Dominant Profile and Steady Profile interaction: the Dominant Profile (D) should try to show some concern for people rather than appearing to treat them only as a resource toward goal accomplishment. The Steady Profile (S) should try to show more concern for task completion, even if it means putting the personal relationships aside temporarily. Both individuals should also attempt adjustments in pace and perhaps, meet in the middle with a moderate pace.

The same applies to the Interactive Profile and the Compliant Profile (I-C) relationship. Adjustments should be made in both pace and priority.

The key to managing tension is to know when to expect pace and priority problems, and have a strategy to prevent or deal with these differences.



Tension Among the Profiles Model



- Pace Problems
- Priority Problems
- Pace and Priority Problems



Tension Among the Profiles Worksheet

Everybody has a few tension-filled relationships. You can have the highest regard and/or loving feelings toward the person; but still, it seems no matter what you do, your interactions are usually stressful. If this is behavior related, applying The Platinum Rule™ - Treat others the way they want to be treated – may be helpful. Complete this worksheet to gain insights on how to improve the relationship. If you feel comfortable, you may discuss with the other person things you can do to ease the tension.

First, refer to the section on **How to Identify Another Person’s Profile** and determine their primary behavioral profile. Then refer to the **Tension Model** to identify their pace and priority preferences. Next, see which preferences are different than yours and note the strategy you will take to modify your behavior. If both preferences are the same as yours, then determine where you will allow their needs be placed above yours. For example, if you are a High I with fast-pace and people-oriented preferences and the other person is as well, you might let them have the center stage in times when it is not as important for you. A little give and take will go a long way.

YOUR INFORMATION

MY PROFILE: C

Pace: Slower Paced

Priority: Goal/Task Oriented

SAMPLE RELATIONSHIP

Name: John Doe

Profile: High

Pace: Faster-Paced

Priority: People Oriented

Difference: Pace and Priority

Strategy: Be more personable, social, upbeat and faster paced with John

RELATIONSHIP 1

Name: _____ **Profile:** _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

RELATIONSHIP 2

Name: _____ **Profile:** _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____



Action Plans With All Four Profiles...

| DOMINANT PROFILE | |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| Characteristics: | So You... |
| Concerned with being #1 | – Show them how to win, new opportunities |
| Think logically | – Display reasoning |
| Want facts and highlights | – Provide concise data |
| Strive for results | – Agree on goal and boundaries, then support or get out of their way |
| Like personal choices | – Allow them to “do their thing,” within limits |
| Like Changes | – Vary routine |
| Prefer to delegate | – Look for opportunities to modify their work-load focus |
| Want others to notice accomplishments | – Compliment them on what they’ve done |
| Need to be in charge | – Let them take the lead, when appropriate, but give them parameters |
| Tendency towards conflict | – If necessary, argue with conviction on points of disagreement, backed up with facts; don’t argue on a “personality” basis |

| INTERACTIVE PROFILE | |
|-----------------------------------------|------------------------------------------------------------------------------------------|
| Characteristics: | So You... |
| Concerned with approval and appearances | – Show them that you admire and like them |
| Seek enthusiastic people and situations | – Behave optimistically and provide upbeat setting |
| Think emotionally | – Support their feelings when possible |
| Want to know the general expectations | – Avoid involved details, focus on the “big picture” |
| Need involvement and people contact | – Interact and participate with them |
| Like changes and innovations | – Vary the routine; avoid requiring long-term repetition by them |
| Want others to notice THEM | – Compliment them personally and often |
| Often need help getting organized | – Do it together |
| Look for action and stimulation | – Keep up a fast, lively, pace |
| Surround themselves with optimism” | – Support their ideas and don’t poke holes in their dreams; show them your positive side |
| Want feedback that they “look good” | – Mention their accomplishments, progress and your other genuine appreciation |

| COMPLIANT PROFILE | |
|--------------------------------------|---------------------------------------------------------------------------------|
| Characteristics: | So You... |
| Concerned with aggressive approaches | – Approach them in an indirect, non-threatening way |
| Think logically | – Show reasoning |
| Seek data | – Give it to them in writing |
| Need to know the process | – Provide explanations and rationale |
| Utilize caution | – Allow them to think, inquire and check before they make decisions |
| Prefer to do things themselves | – When delegating, let them check before they make decisions |
| Prefer to do things themselves | – When delegating, let them check on others’ progress and performance |
| Want others to notice their accuracy | – Compliment them on their thoroughness and correctness when appropriate |
| Gravitate toward quality control | – Let them assess and be involved in the process when possible |
| Avoid conflict | – Tactfully ask for clarification and assistance you may need |
| Need to be right | – Allow them time to find the best or “correct” answer, within available limits |
| Like to contemplate | – Tell them “why” and “how” |

| STEADY PROFILE | |
|--------------------------------------------------|-------------------------------------------------------------------------------------------|
| Characteristics: | So You... |
| Concerned with stability | – Show how your idea minimizes risk |
| Think logically | – Show reasoning |
| Want documentation and facts | – Provide data and proof |
| Like personal involvement | – Demonstrate your interest in them |
| Need to know step-by-step sequence | – Provide outline and/or one-two-three instructions as you personally “walk them through” |
| Want others to notice their patient perseverance | – Compliment for their steady follow-through |
| Avoid risks and changes | – Give them personal assurances |
| Dislike conflict | – Act non-aggressively, focus on common interest or needed support |
| Accommodate others | – Allow them to provide service or support for others |
| Look for calmness and peace | – Provide relaxing, friendly atmosphere |
| Enjoy teamwork | – Provide them with a cooperative group |
| Want sincere feedback that they’re appreciated | – Acknowledge their easygoing manner and helpful efforts, when appropriate |



How to Adapt to the Different Behavioral Profiles

THE DOMINANT PROFILE

They're time-sensitive; so don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure – all on a single page.

The Dominant Profiles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the D Profile call the shots. If you disagree, argue with facts, not feelings. In groups, allow them to have their say because they are not the type who will take a back seat to others.

With the Dominant Profile, in general, be efficient and competent.

At Work – Help Them To

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

Sales and Service Strategies with Dominant Profiles

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives- what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible
- Let them know that you don't intend to waste their time

In Social Settings

- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them you time and undivided attention
- Appreciate and acknowledge them when possible



THE INTERACTIVE PROFILE

The Interactive Profiles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them.

The I Profiles are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.

With the Interactive Profiles, in general, be interested in *them*.

At Work – Help Them To

- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice
- Write things down

Sales and Service Strategies with Interactive Profiles

- Show that you're interested in them, let them talk, and allow your animation and enthusiasm to emerge
- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these towards mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

In Social Settings

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence
- Publicly and privately acknowledge them
- Focus on how glad you are when they succeed



THE STEADY PROFILE

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. The S Profiles don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a Steady Profile into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With the Steady Profile, in general, be non-threatening and sincere.

At Work – Help Them To

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- To feel sincerely appreciated
- Speak up and voice their thoughts and feelings
- Modify the tendency to do what others tell them
- Get and accept credit and praise, when appropriate

Sales and Service Strategies with Steady Profiles

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs as well as their task or business expectations
- Get them involved by focusing on the *human element*... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

In Social Settings

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and a minimum of change



THE COMPLIANT PROFILE

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented; so don't expect to become their friend before working with them. Friendship may develop later, but, unlike the Interactive Profiles, it is not a prerequisite.

Support the Compliant Profiles in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared, and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the C Profiles to be leaders or outspoken contributors, but *do* rely on them to conduct research, crunch numbers, and perform detailed footwork for the group. If appropriate, set guidelines and exact deadlines. The Compliant Profiles like to be complimented on their brainpower, so recognize their contributions accordingly.

With the Compliant Profiles, in general, be thorough, well prepared, detail-oriented, business-like, and patient.

At Work – Help Them To

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, with less checking
- Maintain high expectations for high priority items, not everything

Sales and Service Strategies with Compliant Profiles

- Prepare, so that you can answer as many of their questions as soon as possible
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Hone your skills in practicality and logic
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into a hasty decision
- Tell them both the pros and cons and the complete story
- Follow through and deliver what you promise

In Social Settings

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond rather formally and politely
- Negative discussions are OK, so long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say



So ... Now What?

This report is filled with information about your profile and each of the four primary behavioral profiles. So now you have an understanding and an awareness of the four different behavioral profiles.

There are many suggestions in the application section of this report for you to apply this behavioral profile information. Take the next step and DO the exercises if you skipped over them.

Don't put this report on a shelf or in a file. Your profile, or the profiles of others, is just not as important as having the opportunity to use this information to open up a meaningful dialogue with others to improve all your relationships. 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," and you will have much more success in all your relationships!

For bite-size pieces of behavioral profile information, sign up for the 52-weekly email DISC Profile series on your member home page.



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