

# WORKPLACE PROFILE

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**L. Craig Davis**

Wednesday, March 06, 2019

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

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

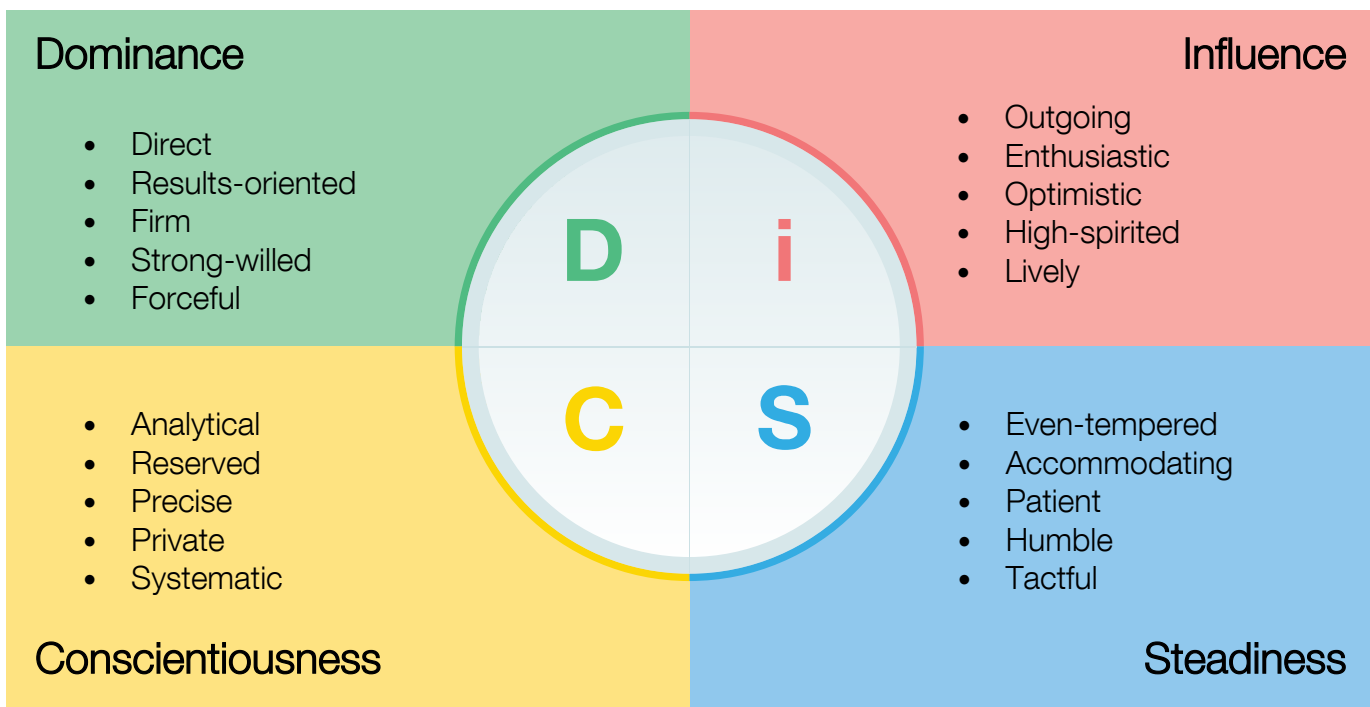
Or, maybe you're more comfortable working with those who take a skeptical, analytical approach than those who respond enthusiastically to new ideas.

Or, perhaps you relate best to people who are more reserved than expressive.

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

## Cornerstone Principles of Everything DiSC Workplace®

- ▶ All DiSC styles and priorities are **equally valuable** and everyone is a blend of all four styles.
- ▶ Your work style is also influenced by **other factors** such as life experiences, education, and maturity.
- ▶ **Understanding yourself** better is the first step to becoming more effective when working with others.
- ▶ Learning about **other people's DiSC styles** can help you understand their priorities and how they may differ from your own.
- ▶ You can improve the quality of your workplace by using DiSC to build more **effective relationships**.



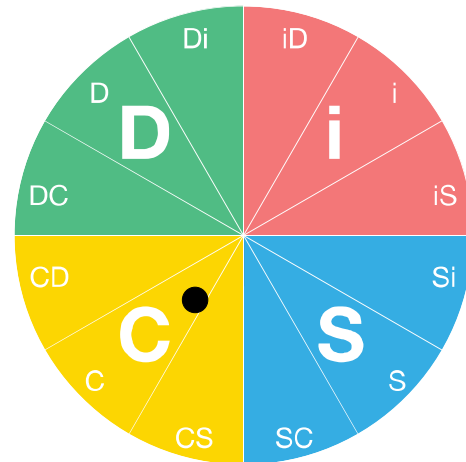
## How is this report personalized to you, L. Craig?

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

### Your Dot

As you saw on the previous page, the Everything DiSC® model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.

Your DiSC® Style: C



Your dot location shows your DiSC style. Because your dot is located in the middle of the C region, you have a C style.

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

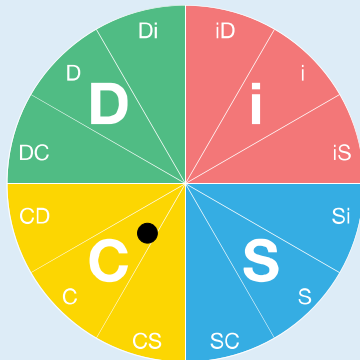
### Close to the Edge or Close to the Center?

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

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

## Your Dot Tells a Story

Your DiSC Style is: C



Because you have a C style, L. Craig, you probably take a logical, objective approach to your work to ensure accuracy. You tend to be systematic, and you may enjoy creating standards that help bring about high-quality outcomes. Because you prefer to maintain a sense of control and stability, you may become a bit annoyed when people don't adhere to accepted rules and guidelines.

People with the C style tend to be cautious. Because you want to avoid mistakes, you probably take time to think things through before making choices. Consequently, it may be somewhat stressful for you to make a decision when the outcome is unpredictable. You may even overanalyze a situation in hopes of gaining an unrealistic level of certainty.

Compared to other people, you may be somewhat hard on yourself for being wrong. And although this may push you to be your best, it may keep you from taking chances that could prove beneficial. Likewise, because you tend to place so much value on your knowledge, you sometimes may dwell on mistakes.

You may have a fairly strong questioning side as well. Because you value reasoning and analysis, you're unlikely to accept new ideas or plans at face value. As a result, you may question ideas even after other people feel ready to move ahead, and you may be perceived as blocking forward progress.

Although you may like having other people around, you probably prefer to do a lot of your work alone. This allows you to get absorbed in projects and do in-depth problem solving. You may enjoy independence, often preferring to figure things out for yourself rather than ask for help. This doesn't mean that you don't enjoy contributing to a team. In fact, you may appreciate the chance to give advice and share your expertise.

You're probably fairly private with personal information, unless you know someone really well. You also tend to be a bit uncomfortable around people who show a lot of emotion, since intense feelings often carry a level of unpredictability that can be unsettling for you. You probably show self-control and hope others will as well. On the rare occasions that coworkers see your emotions, you may feel a sense of vulnerability.

Despite your mostly mild appearance, you may get frustrated when you think logic and facts are being ignored. Given the choice between starting a fight or giving in, you may appear, at least on the surface, to give in. However, you may find more subtle ways to show your anger or get your way. For instance, you may withhold information or intentionally slow down progress.

Although you pride yourself on the quality of your work, you may shy away from public recognition. And because you may think that others share this preference, it may not occur to you that your coworkers may want more open praise or compliments from you.

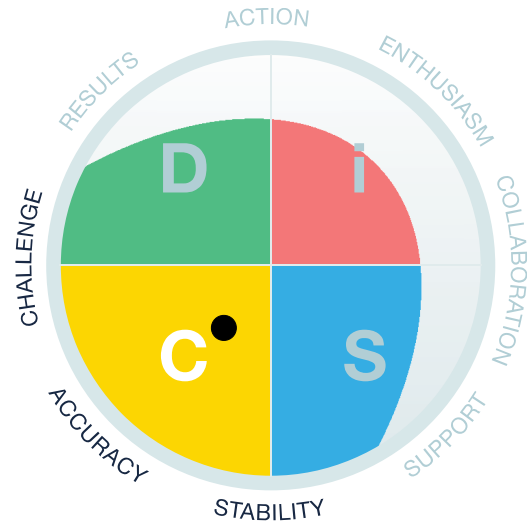
L. Craig, like others with the C style, your most valuable contributions to the workplace may include your insistence on precision, your quiet diligence, and your ability to find practical solutions to complex problems. In fact, these are probably some of the qualities that others admire most about you.

## Your Shading Expands the Story

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

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

Typically, people with the C style have shading that touches Accuracy, Stability, and Challenge. Your shading is characteristic of the C style.



## What Priorities Shape Your Workplace Experience?

### ► Ensuring Accuracy

L. Craig, you're willing to do what it takes to get things right, and you refuse to settle for sloppy, subpar work. Therefore, you analyze things carefully and make logical decisions based on objective facts. You tend to be quite precise, and you probably devote ample attention to developing superior systems and methods. Overall, you focus on accuracy to ensure high-quality outcomes.

### ► Maintaining Stability

People with the C style tend to be self-controlled and cautious. You prefer a predictable setting where chaos and uncertainty don't threaten the quality of your work. As a result, you dislike being pressured, and you're usually skeptical of risky ideas and quick decisions. You prefer a systematic environment, and you focus on maintaining stability to produce consistent results.

### ► Offering Challenge

Like others with the C style, you tend to be logical and methodical. You often do in-depth analysis, and you're willing to point out problems and flaws. Furthermore, you're often skeptical of new ideas, and you'll question people's opinions if you're unconvinced. You're willing to challenge people to look at things more carefully in the interest of getting things right.

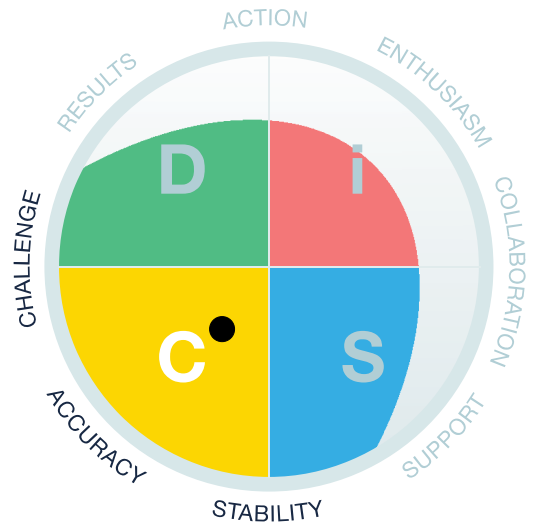
## What Motivates You?

Different people find different aspects of their work motivating. Like other people with the C style, you probably prefer to work in a stable setting where your logic is recognized and high standards are rewarded. Most likely, you appreciate having the independence to get absorbed in analytical problem solving.

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

### MOTIVATORS

- Creating efficient systems or procedures
- Catching errors or flaws in design
- Setting high standards
- Solving problems through logic
- Ensuring quality
- Providing in-depth analysis
- Emphasizing accuracy and precision
- Working independently
- Being an expert



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

## What Is Stressful for You?

Then there are those aspects of your work that are stressful for you. Because you tend to focus on tasks and logic, you may find it draining when your job requires a lot of forced social interaction. In addition, you tend to set high standards for yourself, so it may be stressful for you when you feel you don't have the expertise to do a good job or when others seem to be questioning the quality of your work.

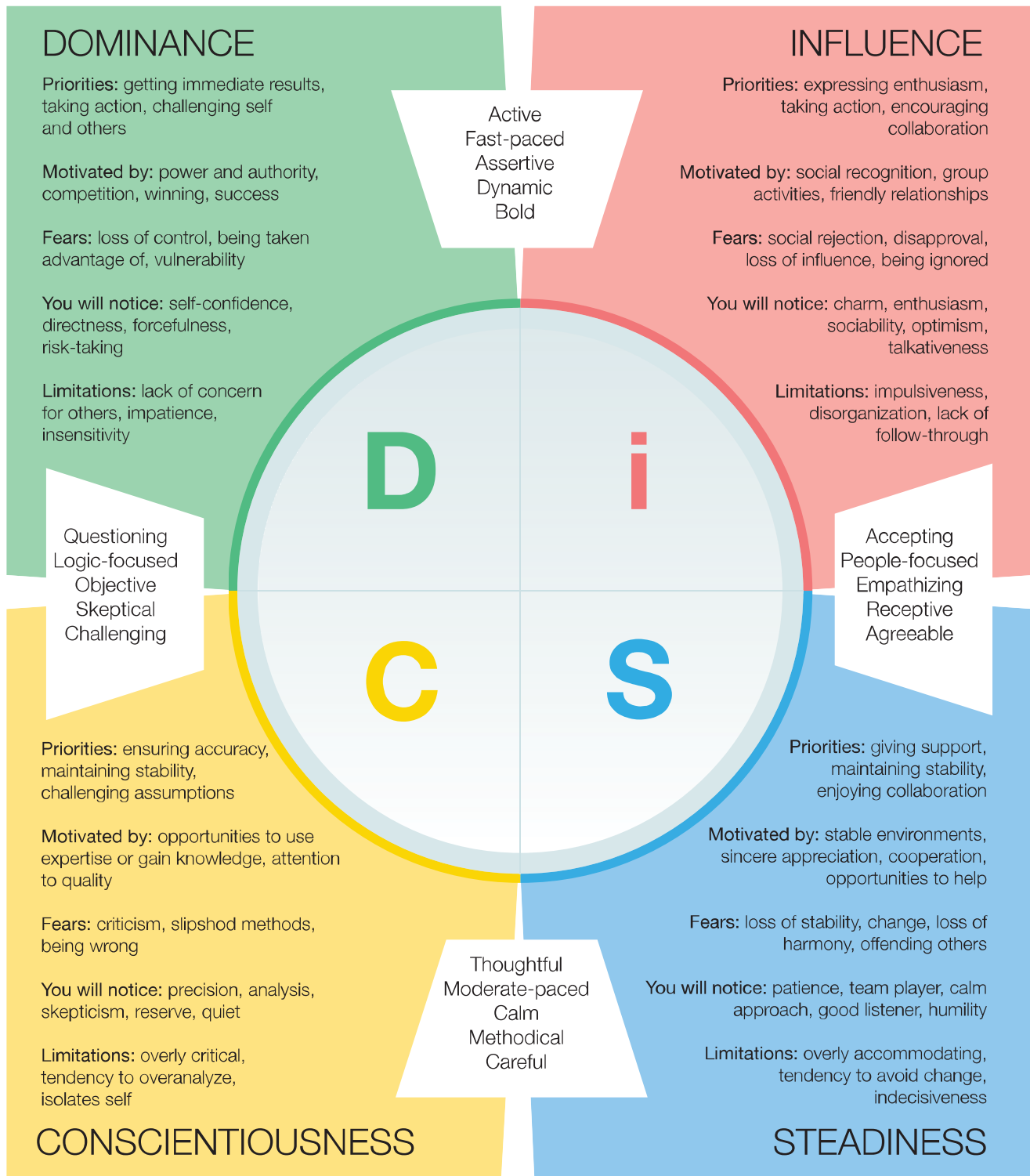
Many of the following aspects of your work may be stressful for you:

### STRESSORS

- Having little private time
- Making decisions without time for analysis
- Being wrong or unprepared
- Dealing with a chaotic environment
- Being forced to mingle with strangers
- Being forceful or insistent
- Working under time pressure
- Dealing with conflict
- Being around emotional or erratic people

# OVERVIEW OF THE DiSC® STYLES

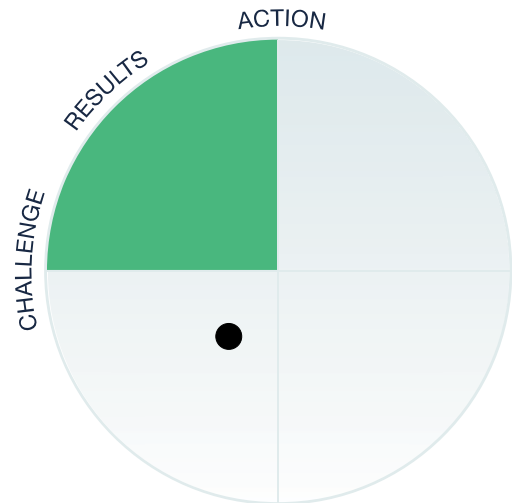
The graphic below provides a snapshot of the four basic DiSC® styles.



Imagine that you regularly interact with someone with a D style. She's well-respected by the organization as a go-getter who delivers on her promises, but you may find her forceful approach to be overly aggressive. Also, because you prefer a calm, orderly environment, you may not appreciate when she pushes insistently for results.

To you, this colleague seems to thrive on rapid progress, often driving toward bold and radical change. Because you prefer a more careful and consistent work environment, this focus on action probably makes you somewhat nervous. In addition, you value accuracy and want things to be done systematically, so you may wonder why she always seems to rush to get things done, often with little regard for the details.

Furthermore, since you tend to share her questioning nature and her desire to challenge ideas, you probably appreciate the healthy sense of skepticism she brings to a situation. However, because you're more interested in accuracy and she's more focused on the bottom line, the two of you probably tend to pursue your goals independently, and you may butt heads when you're engaged in collaborative efforts.



To you, people with the D style may seem:

- ✓ Forceful
- ✓ Intense
- ✓ Demanding
- ✓ Impulsive

## What Is the Motivation for Their Behavior?

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

### Results

People with the D style tend to be strong-willed individuals who prioritize **Results**. Because they are so driven, they constantly look for new challenges and opportunities. They strive for success and won't give up just because they run into a few obstacles. Though you're probably not as competitive as they are, you can probably relate to their desire to excel.

### Action

In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. Since you probably prefer to slow down and analyze situations, you may not relate to their bold style.

### Challenge

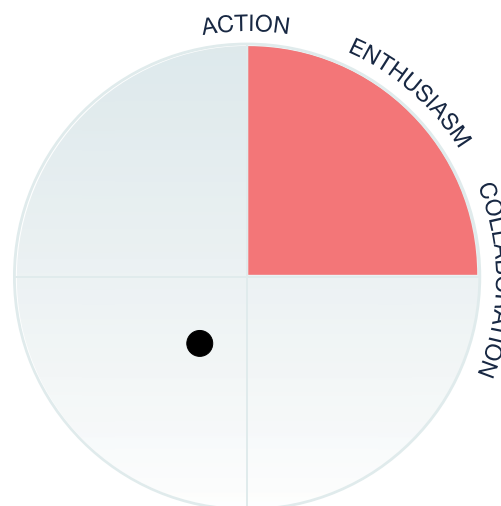
Furthermore, those with the D style also prioritize **Challenge**. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. While you also tend to ask a lot of questions, you may find their forceful approach to be a bit overpowering at times.



Now, imagine that you also work with someone with an i style. He seems to know everyone on a first-name basis and always has the latest scoop. You probably don't relate to his outward enthusiasm, and he may often seem overly optimistic to someone with your reserved nature.

You may notice that he seems to be drawn to fast action and enjoys initiating rapid change. Because you're more concerned with accuracy, his constantly on-the-go approach may seem haphazard to you. And since you prefer to work in a more structured, systematic environment, you may find his spontaneity and flexibility to be exhausting.

To you, he may seem overly concerned with being in the spotlight, and you may wonder how he gets any work done with all that socializing and joke telling. Since you like to work independently to ensure accuracy, you may not appreciate his push to collaborate.



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

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

## What Is the Motivation for Their Behavior?

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

### Enthusiasm

People with the i style put a high priority on **Enthusiasm** and tend to maintain an upbeat attitude. Because they get excited about new possibilities, they may be very expressive when communicating their ideas. Because you tend to respond to logic more than emotions, you may have trouble relating to their high-spirited style.

### Action

In addition, they prioritize **Action**, so they focus on making quick progress toward exciting solutions. Because they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you value careful analysis, their spontaneity and tendency to choose adventurous ideas may strike you as reckless.

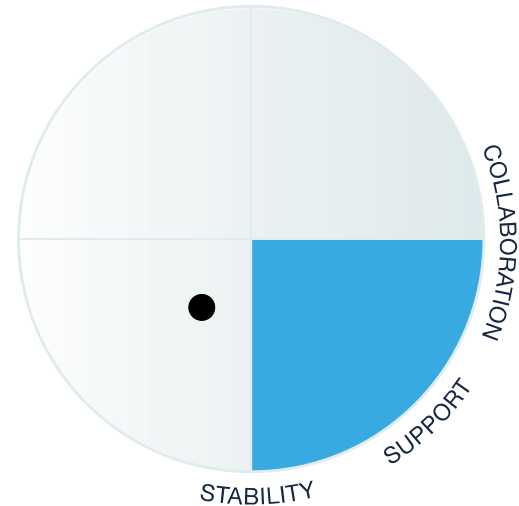
### Collaboration

Furthermore, those with the i style also prioritize **Collaboration**. They enjoy meeting new people, and they probably have a talent for getting everyone involved and building team spirit. They appreciate teamwork and often gather the group to work on projects collaboratively. Since you tend to prefer working alone, you may find that their emphasis on teamwork sometimes puts you in uncomfortable situations.

Now, let's imagine that you regularly interact with someone with an S style. To you, he seems even-tempered and accommodating, and you're never afraid to ask him to pitch in because he's always patient and happy to help. However, because you tend to be skeptical of new ideas, you might have trouble understanding his tendency to support others without question.

Around the office he's often referred to as a "rock," and because you both tend to prefer caution and stability, you probably appreciate that he doesn't spring any wild ideas on you at the last minute. He is well-liked by everyone, and like you, he can always be counted on to perform his job consistently.

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



To you, people with the S style may seem:

- ✓ Uncritical
- ✓ Compliant
- ✓ Flexible
- ✓ Diplomatic

## What Is the Motivation for Their Behavior?

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

### Support

People with the S style place a high priority on providing **Support**. They tend to be good listeners, and as a result, they're often seen as patient and accommodating. They don't hesitate to help out when they can, and they value a warm and easygoing environment. Because you tend to focus on logic more than people's feelings, you may not understand their emphasis on meeting others' needs.

### Stability

In addition, they prioritize **Stability**, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they're probably methodical and avoid rapid change whenever possible. Because you tend to analyze the risks before making decisions, you probably appreciate their caution and follow-through.

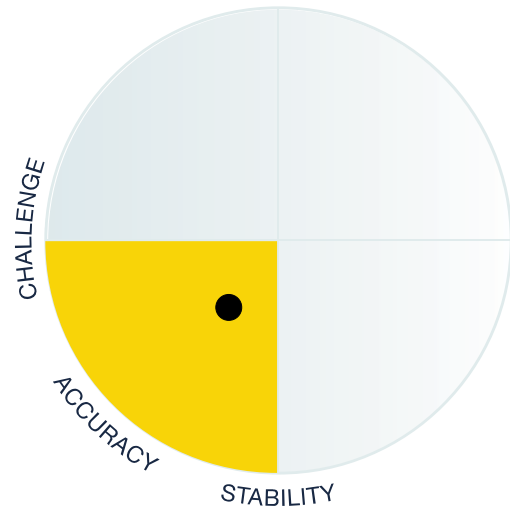
### Collaboration

Furthermore, people with the S style also prioritize **Collaboration**. They enjoy working with others in a trusting, warm environment, and they may go out of their way to make sure people feel included and accepted. Because you're probably more comfortable working alone, you may find it hard to relate to their preference to emphasize group efforts.

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

Like you, this colleague wants a stable environment where she can do her best work. She seems methodical and dependable, and since she shares your sense of caution, you probably appreciate that she takes the time to evaluate big decisions. Also, because she likes to analyze risks, she's unlikely to push for the bold ideas or drastic changes that you prefer to avoid.

Furthermore, you share her tendency to challenge ideas. Neither of you will hesitate to point out an error or question what you think is a flaw. However, if the two of you have conflicting viewpoints, you may think she comes across as stubborn and unyielding. Still, you're likely to appreciate her tendency to follow through on commitments.



*Like you, people with the C style may seem:*

- ✓ Logical
- ✓ Systematic
- ✓ Reliable
- ✓ Analytical

## What Is the Motivation for Their Behavior?

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

### Accuracy

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

### Stability

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

### Challenge

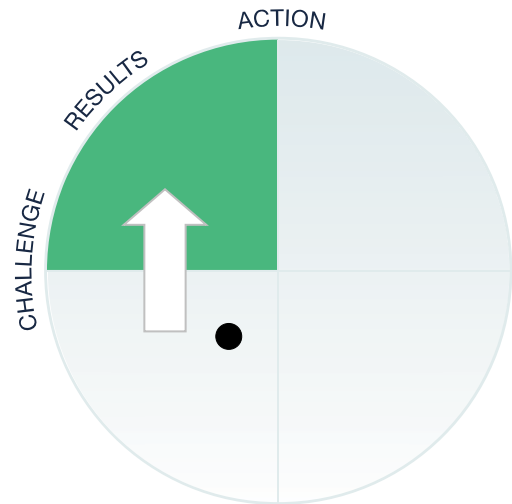
Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you share their tendency to question ideas, you may find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

## When Trying to Connect

L. Craig, people with the D style like to get right to the point, and this might affect the way you relate to one another. They want things to happen quickly, so they don't want to spend time dwelling on specifics. You're more likely to be careful and systematic, taking the time to point out logical objections. As a result, you may find their blunt, forceful approach to be pushy or reckless, while they may see your persistent questions as a barrier to forward progress.

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

- Talk to them about the big picture and the bottom line, rather than getting caught up in the details.
- Show them that you can move more quickly when necessary.
- Voice your concerns, but avoid pointing out why every idea won't work.



## When Problems Need to be Solved

Compared to people with the D style, you're much more likely to take a cautious, analytical approach to problem solving. Because they tend to make quick, firm decisions and are willing to gamble on bold ideas that may seem too risky to you, they may grow impatient with your systematic consideration of all the potential problems. In turn, you may see their focus on immediate answers as rash or shortsighted.

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

- Make them aware of potential issues, but avoid getting bogged down in analysis.
- Consider their ideas that might initially seem too bold or daring.
- Offer your own ideas rather than simply telling them what's wrong with their solutions.

## When Things Get Tense

Because you share your "D" coworkers' tendency to challenge ideas, you may be as willing as they are to confront problems. However, they may become frank and even argumentative in conflict, and because you dislike intense emotions, you may try to avoid them when things get heated. Since you prefer time to consider problems logically, it may make you uncomfortable when they push for quick resolution. As a result, you may withdraw, and while they may believe that the situation is resolved, your resentment may build.

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

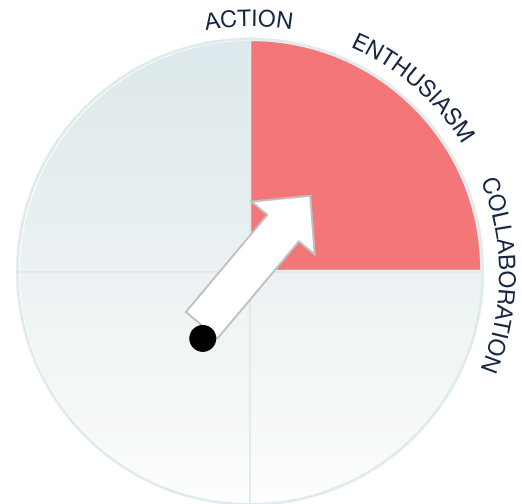
- Be aware that hiding your true feelings might cause the conflict to drag on or escalate.
- Communicate your points directly and objectively.
- Address concerns in a straightforward manner and avoid shutting down.

## When Trying to Connect

Because people with the i style often thrive in high-energy settings where they can work collaboratively, L. Craig, they're probably quite a bit more expressive and outgoing than you tend to be. While you may emphasize logic and careful decision making, they prioritize enthusiasm and thrive on spontaneity. As a result, they may see the reserved, skeptical approach that is typical of the C style to be cold or closed off.

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

- Recognize the value of their energy and spontaneity.
- Focus on the positive and avoid appearing aloof.
- Join their collaborative efforts to show that you don't discount the benefits of teamwork.



## When Problems Need to be Solved

People with the i style rely heavily on intuition, and they like to dive in and act quickly when confronting a problem. For this reason, your tendency to analyze each option logically may strike them as tedious and a hindrance to progress. In turn, you may believe that their spontaneous approach leads to shoddy solutions or unforeseen consequences.

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

- Be open to their more creative solutions, but help them see the potential consequences.
- Tap into their energy when the situation requires a quick resolution.
- Refrain from overanalyzing ideas, or they may see you as perfectionistic or inflexible.

## When Things Get Tense

Because people with the i style want to maintain friendly relationships, they may share your tendency to avoid conflict, at least initially. However, they're so focused on being heard that when situations become heated, they may insist on expressing their emotions, even if it means lashing out. In contrast, you dislike emotionally-charged situations and tend to withdraw or try to overpower people with logic when confronted. As a result, they may see you as uninterested in their side of the story.

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

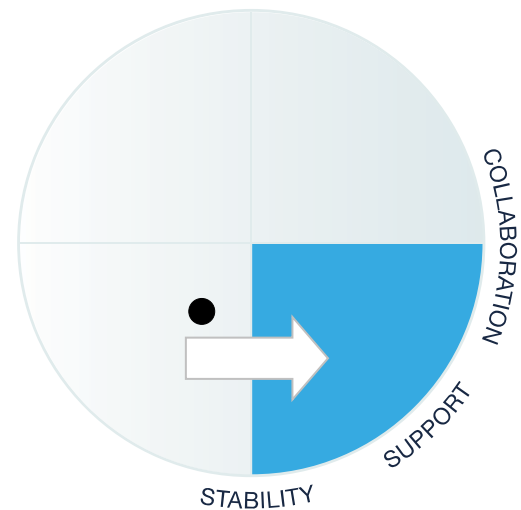
- Address conflict directly rather than withdrawing from emotionally-charged situations.
- Suggest logical ways to resolve the conflict, but avoid coming across as overly detached.
- Reassure them that a disagreement now doesn't mean a poor relationship down the road.

## When Trying to Connect

People with the S style value cooperation and friendly interaction, L. Craig, and this might affect the way you relate to one another. You're probably much less interested in collaborating than they are, and they may have a difficult time understanding your more objective, reserved manner. Furthermore, they enjoy warm relationships and want everyone to feel included, so they may mistake your somewhat silent, detached approach for disapproval or dislike.

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

- Gain their trust by showing interest in their ideas and opinions.
- Remember that you may have to ask a few times before they'll tell you what's really bothering them.
- Avoid appearing too aloof, since they may take it personally.



## When Problems Need to be Solved

Since you like to think decisions through carefully and systematically, you probably share the tendency of people with the S style to hesitate before taking a stand. This is probably especially true when you're facing rapid, unpredictable change, and your inclination to overanalyze options may further contribute to situations going unresolved. In addition, both of you may refuse to consider untested ideas in your decision-making process, and this could prevent growth and innovation.

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

- Establish a deadline for coming to a solution, and find ways to make minor decisions more quickly together.
- Consider risks and feasibility, but remember that more adventurous ideas sometimes lead to better results.
- Contribute your objective viewpoint, but try not to dwell on everything that could go wrong.

## When Things Get Tense

Because people with the S style want to support others, they avoid rocking the boat and upsetting the people around them. You dislike emotional outbursts, so the two of you may sweep conflict and tension under the rug. While this probably minimizes the chances of open hostility, it can also allow bad feelings to build. At the same time, your more detached response to conflict may strike them as cold or impersonal.

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

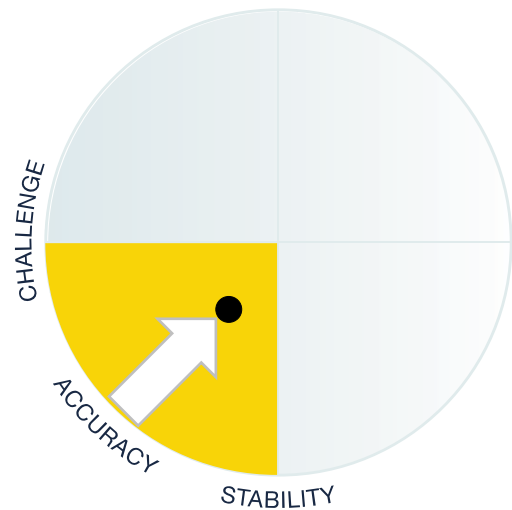
- Address problems directly and objectively, but avoid an overly logical or withdrawn approach.
- Show openness to their opinions and feelings.
- Avoid dismissing the conflict unless you're sure that it's resolved.

## When Trying to Connect

L. Craig, people who share your C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. They probably appreciate that you also tend to stay on task and leave personal matters out of the discussion. Furthermore, because you both focus on logic more than relationships and neither of you is likely to push for more openness, communication between you will probably be more restricted and polite.

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

- Focus on your shared need for objectivity, but try not to relate everything to tasks and logic.
- Allow time to get to know each other better to avoid misunderstandings.
- Respect your shared preference to work independently, but remain open to collaborative projects.



## When Problems Need to be Solved

When it comes to solving problems, you and those who share your C style tend to thoroughly consider all the consequences before making a decision. And, because you're both prone to overanalyzing things, you may spend a lot of time second-guessing plans. Furthermore, the two of you tend to be fairly determined that your way is the right way, so you may struggle to remain open to different approaches and ideas in the problem-solving process.

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

- Set a timeline for finding a solution to avoid getting bogged down in analysis.
- Focus on finding a mutually acceptable solution rather than getting into logic battles when you disagree on the correct approach.
- Avoid working so independently that you fail to communicate.

## When Things Get Tense

Because people who share your C style often view conflict as a disagreement over who is correct, they usually avoid direct aggression and focus on challenging the reasoning behind an argument. Like you, they tend to withdraw from emotionally-charged situations. And, because you share their objective approach, the two of you may engage in logic wars. As a result, disagreements between you may fail to be resolved in a timely way.

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

- Focus on resolving the conflict respectfully and thoroughly rather than on proving you're right.
- Refrain from getting caught up in arguments over whose position is more logical.
- Avoid pulling back from the argument before it's clearly resolved since they're also likely to withdraw.

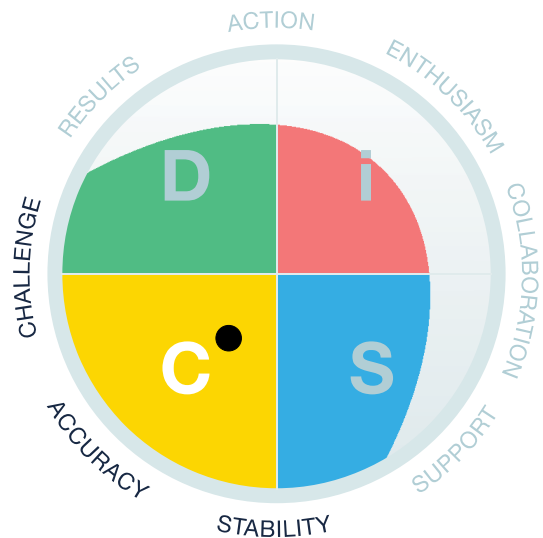
# SUMMARY: INCREASING YOUR WORKPLACE EFFECTIVENESS

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

## 1 Recognize the Value of Networking

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

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



## 2 Be Firm and Stand Your Ground

You may find it hard to take a firm stance when you feel you're being pressured to take a different direction. As you've probably discovered, a lot of people are willing to push their plans on someone who they think will give in. If you continually back off from your own ideas too easily, people might assume you're generally indifferent, and they may have less regard for your preferences in the future.

- Remind yourself that just because others are confident doesn't mean their ideas are better than yours.
- Consider the long-term consequences of letting your ideas be stifled.

## 3 Increase Your Sense of Urgency

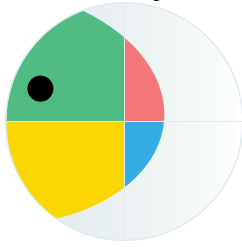
Most likely, you prefer a calm, steady pace that allows you to ensure dependable follow-through. However, you probably work with other people who want to move quickly and boldly. Be careful that your preference for measured progress doesn't dampen the urgency and passion that can help drive the group to great accomplishments.

- Consider practical shortcuts rather than relying strictly on routines and tested methods.
- Ask yourself whether you could take more initiative to get things moving rather than waiting for problems to arise before you act.



# PERSONALIZED STYLE INDEX: THE D STYLES

## DC Style



Challenge  
Results  
Accuracy

**Goals:** Independence, personal accomplishment

**Judges others by:** Competence, common sense

**Influences others by:** High standards, determination

**Overuses:** Bluntness; sarcastic or condescending attitude

**Under pressure:** Becomes overly critical

**Fears:** Failure to achieve their standards

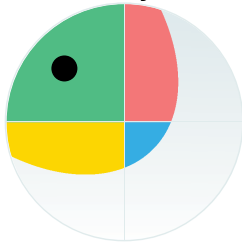
**Would increase effectiveness through:** Warmth, tactful communication

L. Craig, people with the DC style prioritize Challenge, so they want to explore all options and make sure that the best possible methods are used. As a result, they may be very questioning and skeptical of other people's ideas. This may be easy for you to relate to since you aren't afraid to challenge opinions and ask questions.

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

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

## D Style



Results  
Action  
Challenge

**Goals:** Bottom-line results, victory

**Judges others by:** Ability to achieve results

**Influences others by:** Assertiveness, insistence, competition

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

**Under pressure:** Becomes impatient and demanding

**Fears:** Being taken advantage of, appearing weak

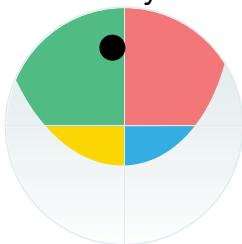
**Would increase effectiveness through:** Patience, empathy

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. Though you're probably not as competitive as they are, you can probably relate to their desire to excel.

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. Since you probably prefer to slow down and analyze situations, you may not relate to their bold style.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. While you also tend to ask a lot of questions, you may find their forceful approach to be a bit overpowering at times.

## Di Style



Action  
Results  
Enthusiasm

**Goals:** Quick action, new opportunities

**Judges others by:** Confidence, influence

**Influences others by:** Charm, bold action

**Overuses:** Impatience, egotism, manipulation

**Under pressure:** Becomes aggressive, overpowers others

**Fears:** Loss of power

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

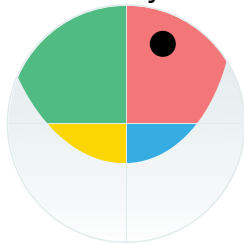
People with the Di style prioritize Action, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. You prefer to keep a steadier pace, so you may not relate well to their energetic approach.

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

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

# PERSONALIZED STYLE INDEX: THE i STYLES

## iD Style



Action  
Enthusiasm  
Results

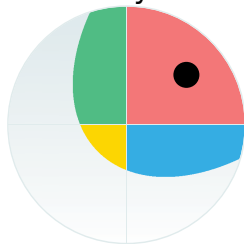
**Goals:** Exciting breakthroughs  
**Judges others by:** Ability to think creatively, charisma  
**Influences others by:** Boldness, passion  
**Overuses:** Impulsiveness, outspokenness  
**Under pressure:** Becomes impulsive, lashes out at others  
**Fears:** Fixed environments, loss of approval or attention  
**Would increase effectiveness through:** Focusing on the details, patience, listening to others

L. Craig, people with the iD style prioritize Action, so they tend to focus on moving toward their goals quickly. They like to maintain a fast pace, and they're probably comfortable making decisions on the fly. You may have a difficult time keeping up with their rapid pace.

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

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

## i Style



Enthusiasm  
Action  
Collaboration

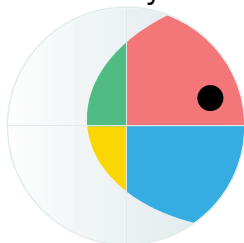
**Goals:** Popularity, approval, excitement  
**Judges others by:** Openness, social skills, enthusiasm  
**Influences others by:** Charm, optimism, energy  
**Overuses:** Optimism, praise  
**Under pressure:** Becomes disorganized, gets overly expressive  
**Fears:** Rejection, not being heard  
**Would increase effectiveness through:** Being more objective, following through on tasks

People with the i style put a high priority on Enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Because you tend to respond to logic more than emotions, you may have trouble relating to their high-spirited style.

In addition, they prioritize Action, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Since you value careful analysis, their spontaneity and tendency to choose adventurous ideas may strike you as reckless.

Furthermore, those with the i style also value Collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Since you tend to prefer working alone, you may find that their emphasis on teamwork sometimes puts you in uncomfortable situations.

## iS Style



Collaboration  
Enthusiasm  
Support

**Goals:** Friendship  
**Judges others by:** Ability to see good in others, warmth  
**Influences others by:** Agreeableness, empathy  
**Overuses:** Patience with others, indirect approaches  
**Under pressure:** Takes criticism personally, avoids conflict  
**Fears:** Pressuring others, being disliked  
**Would increase effectiveness through:** Acknowledging others' flaws, confronting problems

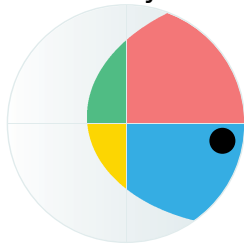
People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you appreciate opportunities to work independently, you may not relate to their emphasis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

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

Furthermore, those with the iS style also value Support, so they tend to be flexible people who want what's best for the group. When others struggle, they tend to show concern and offer uncritical support. You may think their accepting approach is too softhearted.

# PERSONALIZED STYLE INDEX: THE S STYLES

## Si Style



Collaboration  
Support  
Enthusiasm

**Goals:** Acceptance, close relationships

**Judges others by:** Receptivity to others, approachability

**Influences others by:** Showing empathy, being patient

**Overuses:** Kindness, personal connections

**Under pressure:** Avoids conflict, tries to make everyone happy

**Fears:** Being forced to pressure others, facing aggression

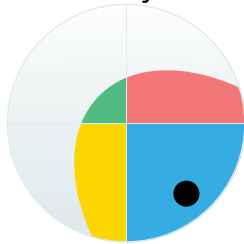
**Would increase effectiveness through:** Saying “no” if necessary, addressing issues

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

In addition, they also prioritize Support, so they tend to place a high importance on the needs of others. Because they have an accommodating nature, they’re often willing to set aside their own opinions and needs to help others. You may have trouble relating to their accepting approach, which may sometimes seem counterproductive to you.

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

## S Style



Support  
Stability  
Collaboration

**Goals:** Harmony, stability

**Judges others by:** Dependability, sincerity

**Influences others by:** Accommodating others, consistent performance

**Overuses:** Modesty, passive resistance, compromise

**Under pressure:** Gives in, avoids revealing true opinions

**Fears:** Letting people down, rapid change

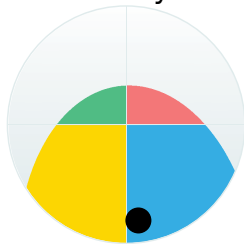
**Would increase effectiveness through:** Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing Support. They tend to be good listeners, and as a result they’re often seen as patient and accommodating. Because you tend to focus on logic more than people’s feelings, you may not understand their emphasis on meeting others’ needs.

In addition, they also prioritize Stability, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you tend to analyze the risks before making decisions, you probably appreciate their caution and follow-through.

Furthermore, people with the S style also prioritize Collaboration. Because they value a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. Because you’re probably more comfortable working alone, you may find it hard to relate to their preference to emphasize group efforts.

## SC Style



Stability  
Support  
Accuracy

**Goals:** Calm environment, fixed objectives, steady progress

**Judges others by:** Reliability, realistic outlook, even temperament

**Influences others by:** Diplomacy, self-control, consistency

**Overuses:** Willingness to let others lead, humility

**Under pressure:** Becomes inflexible, hinders spontaneity, complies

**Fears:** Time pressure, uncertainty, chaos

**Would increase effectiveness through:** Initiating change, speaking up

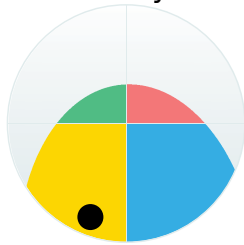
People with the SC style place a high priority on Stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won’t bring a lot of surprises. Since you share their desire for stability, you can probably appreciate their careful,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

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

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

# PERSONALIZED STYLE INDEX: THE C STYLES

## CS Style



Stability  
Accuracy  
Support

**Goals:** Stability, reliable outcomes

**Judges others by:** Precise standards, orderly methods

**Influences others by:** Practicality, attention to detail

**Overuses:** Traditional methods, sense of caution

**Under pressure:** Withdraws, becomes hesitant

**Fears:** Emotionally charged situations, ambiguity

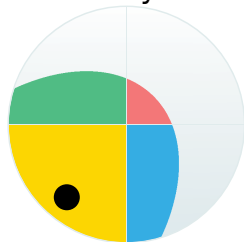
**Would increase effectiveness through:** Showing flexibility, being decisive, showing urgency

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

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

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

## C Style



Accuracy  
Stability  
Challenge

**Goals:** Accuracy, objective processes

**Judges others by:** Expertise, systematic processes

**Influences others by:** Logic, exacting standards

**Overuses:** Analysis, restraint

**Under pressure:** Overwhelms others with logic, becomes rigid

**Fears:** Being wrong, strong displays of emotion

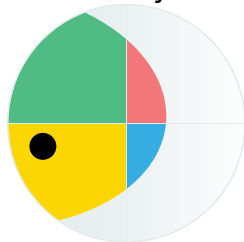
**Would increase effectiveness through:** Acknowledging others' feelings, looking beyond data

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. Since you tend to share their detached, logical approach, you may relate to their emphasis on creating sound solutions.

In addition, they also prioritize Stability. Since they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Because you share their desire to ensure dependable outcomes, you probably find it easy to relate to their cautious approach.

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

## CD Style



Challenge  
Accuracy  
Results

**Goals:** Efficient results, rational decisions

**Judges others by:** Competence, use of logic

**Influences others by:** Strict standards, resolute approach

**Overuses:** Bluntness, critical attitude

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

**Fears:** Failure, lack of control

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

People with the CD style prioritize Challenge and may come across as skeptical and determined. Most likely, they won't accept ideas without asking a lot of questions, and they like to uncover problems that could affect results. You share their tendency to question new ideas, so you may find it easy to relate to their challenging approach.

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

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