



Parent

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What is a DISC Assessment?

DISCflex™ assessments are used to evaluate your overall behavioral tendencies. By completing a DISCflex™ Assessment you reveal the elevations of four DISCflex™ Factors - Dominance, Influence, Steadiness, and Compliance, on a scale from 0-100. Based on those DISC Factor scores, we came up with DISC Patterns to quickly identify which factor(s) you display most often. Please note: there are no right or wrong answers and there is no perfect score or pattern!

Let's quickly define what DISC stands for before we delve into the details.

Dominance is your need for **control** and your source of **ambition**.

Whenever you are feeling self-motivated, you are using your 'D' factor.

Influence is your need for **communication** and your source of **persuasion**.

Whenever you are feeling talkative, you are using your 'I' factor.

Steadiness is your need for **planning** and your source of **thoughtfulness**.

When you go out of your way to help someone, you are using your 'S' factor.

Compliance is your need for **structure** and your source of **organization**.

When you become extremely focused on completing your tasks, you are using your 'C' factor.

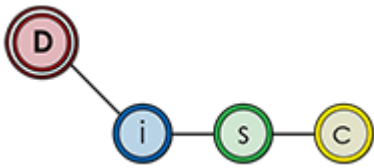
Goals

This report will assist you in uncovering your strengths and will provide ways to mitigate your weaknesses. The report will provide valuable Coaching Advice on how best to "become a chameleon on a rainbow," being able to adapt to any professional situation. The goal is to provide you with a complete guide to understanding your behavior. The DISC eLearning was designed to help you practically apply what you have learned. It is a good idea, therefore, after you become more knowledgeable by going through the course materials, that you should retake the assessment.

Flexing Your Behavior

Once you have read your report and become familiar with your behavior style and how it can affect the people around you, the next step is to start flexing. Flexing refers to internally monitoring your behavior and choosing how you interact or react to situations. For example, an extrovert may need to "dial down" their Influence factor and talkative impulses during a meeting to make sure the team stays focused on the task at hand. While an introvert may need to "dial up" their Influence factor during a meeting to make certain that their views and opinions are heard and taken into account. Flexing refers to the conscious adjustment in behavior, whereas the term *morphing* refers to the change in your natural behaviors over time due to flexing.

Disclaimer: The intent of this report is that it is not to be used for hiring decisions, nor is it appropriate for decisions regarding promotions or any other performance-based inquiries. This report can be used for professional development recommendations in tandem with our patent-pending eLearning, coaching and training solutions, as well as for Blended Learning.

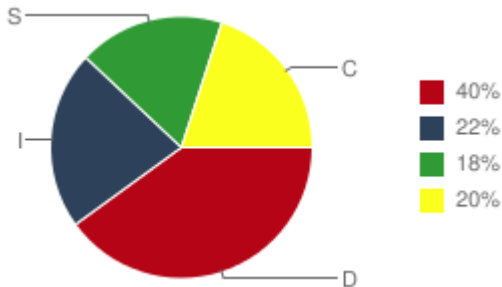
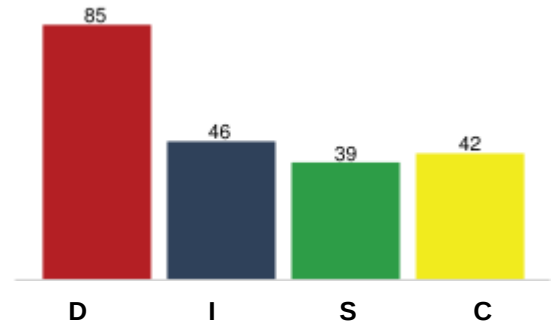


My DISCflex™ Pattern

You have an elevated Dominance pattern. You are strong-willed, self-motivated, and determined by your actions. You like to be in a leadership role and will typically take charge and make decisions very quickly.

What does that mean?

You love to be constantly challenged and rely on your decision making to solve problems. You are able to initiate action and lead others by taking charge. Routines bore you and you strive to accomplish your own vision. You can challenge others thoughts or ideas and are not afraid to argue your point of view.



Compare your behaviors

Looking at the big picture, you are able to see your behavioral style is governed most by your Dominance Factor. The pie chart indicates a clearer overall picture - a snapshot - of all four factors in your behavioral pattern. When you compare and contrast the bar

versus pie chart to your coworkers, you can gauge your behavioral style's strengths and weaknesses, enabling you to see what things separate your actions from others. You can use this to recognize how to incorporate behaviors in the different situations you come across in life.

Strengths

- Determined
- Self-governing
- Straightforward
- Pioneering

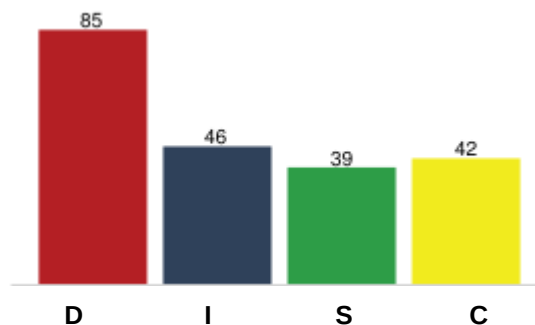
Potential Challenges

- Focus
- Giving up control
- Prioritization
- Deciding too quickly

Motivators & Stressors

Motivators

Ready to get motivated? We've highlighted some key things that get your blood pumping. You will find that some of these motivators happen on an unconscious level. Use these to explore other motivators you have within yourself and that guide you to certain decisions and actions.



- Results
- Challenges
- Being the leader
- Making decisions
- Being able to work at a quick pace
- Multi-tasking

Stressors

When you get angry or frustrated, it's due to one of your stressors. This list provides some of the deeper stress factors that happen in your brain and cause you to act in a negative manner. When you let your stressors get to you, always know that you are at risk of causing conflict within yourself and your relationships with others. Understanding your stressors can help you prevent this.



- Rules
- Details
- Not being in control
- Relying on others
- Roadblocks
- Maintaining Organization

Introduction to Sub-factors

DISCflex Sub-factors™ describe the relationship between two DISC Factors. Simply put, a Sub-Factor is your natural tendency to use one DISC Factor over another. There are 12 Sub-Factors on 6 different specturms (see below). Each Sub-Factor Spectrum is made up of two strengths, one for each DISC Factor being measured. The larger the gap between your scores for the two Factors, the harder it might be for you to flex from your Driving (natural) Factor to your Opposing Factor.

Flexing your behavior to focus more on one side of the Spectrum may require you to consciously focus less on the other side. For instance, to become more *efficient*, you may have to focus on giving up some *friendliness*, and vice-versa. Your focus can (and should) change situationally, whether intentionally or unintentionally. The goal is to be aware of your natural tendencies and be able to intentionally adjust your behavior to whichever Factor would provide a more beneficial outcome.

Before looking at your results on the following pages, take a look at the 6 spectrums and figure out which end of each spectrum you lean towards most often. Circle the 3 skills that are easiest for you, and put a star next to the 3 skills you need to work on most. If you feel you can use both skills interchangeably, put a circle in the middle of the spectrum. Then see how your results compare to your assessment results on the following pages.

The 6 Sub-Factor Spectrums

D Efficiency ↔ Friendliness **I**

D Self-motivation ↔ Patience **S**

D Independence ↔ Cooperativeness **C**

I Enthusiasm ↔ Thoughtfulness **S**

I Self-confidence ↔ Accuracy **C**

S Persistence ↔ Sensitivity **C**

First Sub-factor

Driving Sub-factor

Self-motivation

With your Dominance factor greater than your Steadiness factor, this gives you the Sub-factor Self-motivation. You always like to be on the move and think of ways to get things done. By creating new plans and ideas, you do not need other people to tell you what to do because you are the one that looks to take action.



- Active
- Energetic
- Forceful
- Creative
- Full of life
- Lively

Opposing Sub-factor

Patience

Patience is the opposing sub-factor to Self-Motivation. Sometimes it is a good idea to step back, assess the situation, and gather feedback from others before moving forward. Be sure to "Dial Up" your S Factor in order to listen and think objectively before taking action.

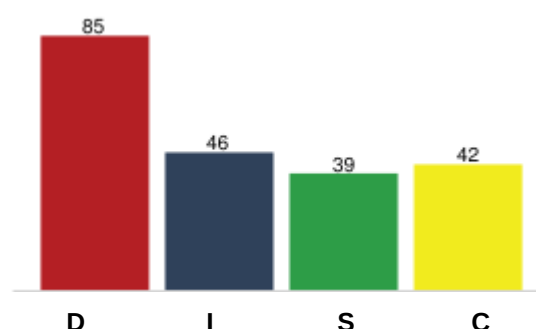


- Anticipate when you might become impatient. Visualize yourself as a patient person.
- Calm down and rationalize the situation, look at the big picture.
- Empathize with people around you.
- Prepare a plan for when patience is needed.
- Remember that good things take time to happen.
- Find your patience patterns and recognize your triggers.

Your Scores

Take another look at your scores. The greater the gap between two factors, the harder it will be for you to flex from your Driving Sub-factor to your Opposing Sub-factor. The more you practice dialing up your opposing factor the easier it will become to situationally flex.

The goal is to utilize the appropriate behavior depending on any given situation.



Driving Sub-factor

Independence

With your Dominance factor greater than your Compliance factor, this gives you the Sub-factor Independence. You take pride in being able to accomplish things on your own. You act as a visionary by being able to create your own rules and ways of doing things.



- Self-determined
- Objective
- Free
- On your own
- Private
- Self-reliant

Opposing Sub-factor

Cooperativeness

Cooperativeness is the opposing sub-factor to Independence. Working independently is good, but be sure that you are keeping the big picture goals of your team or organization in mind. "Dial Up" your C Factor to ensure you are cooperating within established standards and with the appropriate parties.

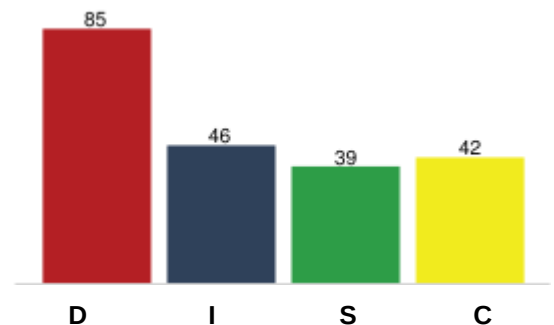


- Be positive about what you can achieve with other people.
- Be enthusiastic about working together.
- Make sure everybody understands why you're cooperating.
- Set ego aside and focus on team goals.
- Open the lines of communication and have mutual respect.
- Be accepting of others and changes that happen. Build trust by being open.

Your Scores

Take another look at your scores. The greater the gap between two factors, the harder it will be for you to flex from your Driving Sub-factor to your Opposing Sub-factor. The more you practice dialing up your opposing factor the easier it will become to situationally flex.

The goal is to utilize the appropriate behavior depending on any given situation.



Driving Sub-factor

Efficiency

With your Dominance factor greater than your Influence, this gives you the Sub-factor Efficiency. You are driven to accomplish your task the most effective way possible. You are able to focus on the project at hand and will not be distracted by personal aspects of a situation.



- Productivity
- Performance
- Effective
- Know-how
- Organized
- Competency

Opposing Sub-factor

Friendliness

Friendliness is the opposing sub-factor to Efficiency. You may need to focus on building better relationships. When you are stressed and in "work mode" don't forget to be polite to those around you. "Dial Up" your I Factor to the proper level of friendliness that the situation calls for.

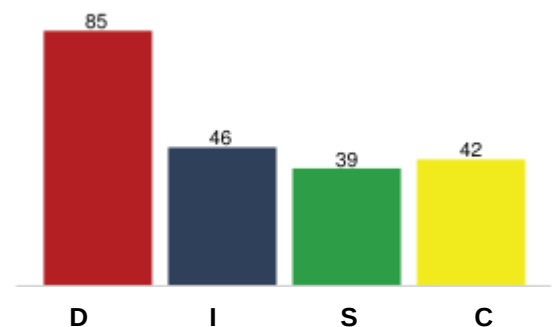


- Engage in conversation and listen more than you talk.
- Be positive when you talk to people.
- Invite people to spend time with you.
- Remember the Golden Rule.
- Practice humility.
- Be genuinely interested in learning from and about other people.

Your Scores

Take another look at your scores. The greater the gap between two factors, the harder it will be for you to flex from your Driving Sub-factor to your Opposing Sub-factor. The more you practice dialing up your opposing factor the easier it will become to situationally flex.

The goal is to utilize the appropriate behavior depending on any given situation.



Why is 3rd-Party Feedback Important?

3rd-Party Feedback is an important tool that helps you better understand your relationship with others. Seeing how other people view your behavior can help you identify "Blind-Spots" in your behavior. Your self-perception can be skewed to reflect how you *would like to believe* you act, but gathering feedback from others can confirm or contradict your self-perception. Using this information, you can take a step back and try to understand *why* others might see your behaviors the way they do.

How does 3rd-Party Feedback work?

Your 3rd-Party Assessors are asked to take a 22 Question Assessment about your behavior. The information on the following 3rd-Party Pages is based on the feedback provided by your assessors. If only one person completed the assessment (within each group) you will see only one person's opinion, but if two or more people have taken the 3rd-Party Assessment you will see the aggregate of their responses. The 3rd-Party Results paint a picture of how people perceive you that will get clearer with more people's feedback.

How do I invite more 3rd-Party Assessors?

You can invite additional 3rd-Party Assessors anytime by logging into your User Account and clicking the **"Invite 3rd-Party Guests"** button. Download your report again to get the latest 3rd-Party Results.

Why are there 3 different groups?

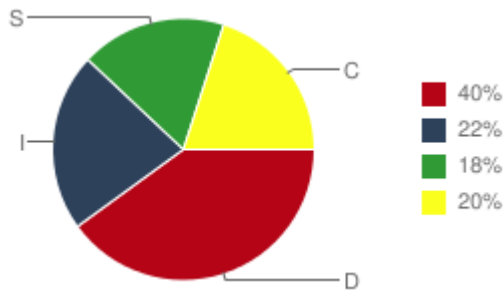
We break the feedback into 3 different groups to see how you behave in different environments. For example, some people behave very differently at work than they do at home, and that's okay. The important thing is to use this feedback to "look in the mirror" and see if other people perceive you the way you want to be perceived, and taking steps to adjust your behavior when there are discrepancies.

You will have the option to mark each assessor as a Co-worker, Family, or Friend. Be sure to classify your 3rd-Party Assessor into the correct group to get the most accurate information in your report. If a person fits into more than one group, simply select the best fit for the individual and their results will populate into that group's results.

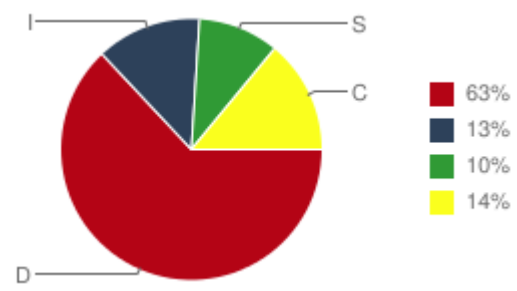
Do the 3rd-Party Assessments affect my whole DISCflex Report?

No. The feedback we gather from 3rd-Party Assessors will only affect the 3rd-Party Pages of this report. The rest of this report is based solely from your self assessment results.

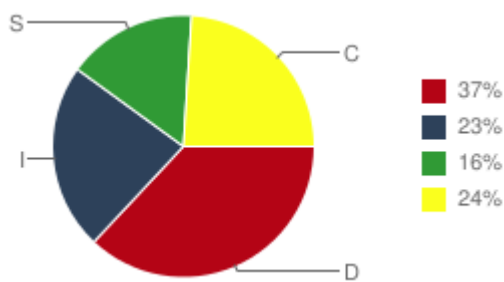
How You See Yourself



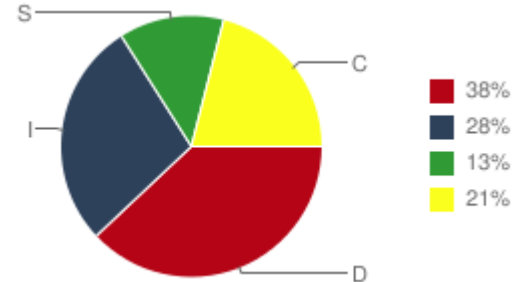
How Co-workers See You



How Family Sees You

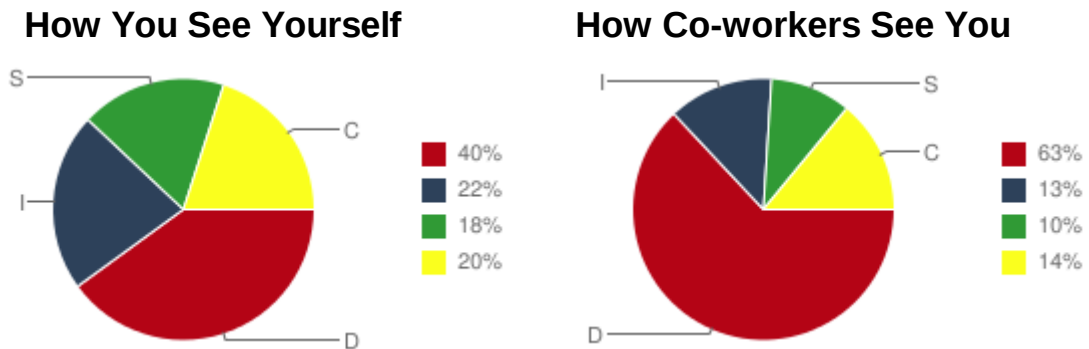


How Friends See You



DISC Factor	Self-Perception	3rd-Party Perception	Variations	% Difference
Dominance	85	Co-workers 100	15	15%
		Family 85	0	0%
		Friends 87	2	2%
Influence	46	Co-workers 20	-26	130%
		Family 54	8	15%
		Friends 64	18	28%
Steadiness	39	Co-workers 16	-23	144%
		Family 37	-2	5%
		Friends 29	-10	34%
Compliance	42	Co-workers 24	-18	75%
		Family 54	12	22%
		Friends 49	7	14%

3rd-Party Details - Co-workers



DISC Factor	Self-Perception	Co-workers Perception	Variiances
Dominance	85	100	15
Influence	46	20	-26
Steadiness	39	16	-23
Compliance	42	24	-18

How Co-workers May Describe You

Your co-workers have indicated that you have an elevated Dominance pattern. You are strong willed, self-motivated, and determined in your actions. You like to be in a leadership role and will typically take charge and make decisions very quickly.

How Co-workers might describe your Strengths and Challenges...

Strengths

- Determined
- Self-sufficient
- Free Spirited
- Innovative

Potential Challenges

- Focus
- Giving up control
- Prioritization
- Deciding too quickly

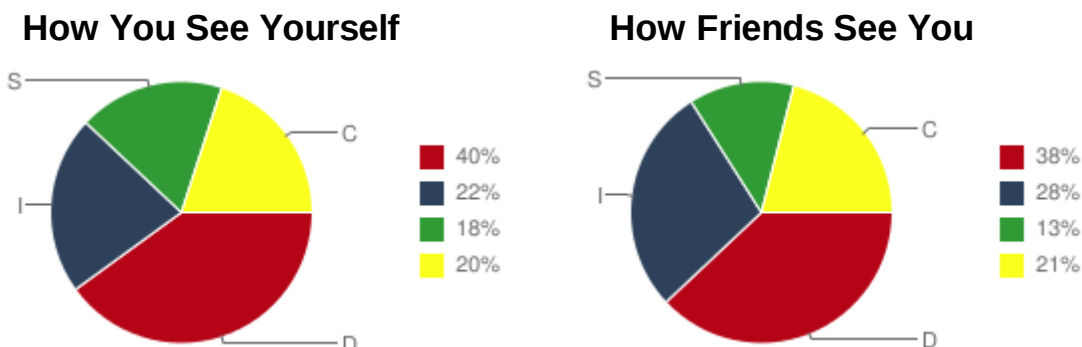
****It is important to note that your 3rd Party Assessors did not select any of these specific adjectives during the assessment process, so take this feedback 'with a grain of salt'.****



**PLEASE INVITE
OTHERS IN ORDER TO
SEE THE VARIANCE**

DISC Factor	Self-Perception	Third Party Perception	Variances	% Difference	
Dominance	41	41	0	0%	
Influence	60	Co-workers	33	-27	45%
		Family	69	9	15%
		Friends	70	10	16%
Steadiness	55	Co-workers	30	-24.56	45%
		Family	43	-12.5	23%
		Friends	65	10	18%
Compliance	53	Co-workers	31	-21.67	41%
		Family	57	3.5	6%
		Friends	82	29	55%

3rd-Party Details - Friends



DISC Factor	Self-Perception	Friends Perception	Variances
Dominance	85	87	2
Influence	46	64	18
Steadiness	39	29	-10
Compliance	42	49	7

How Friends May Describe You

Your friends have indicated that you have an elevated Dominance pattern. You are strong willed, self-motivated, and determined in your actions. You like to be in a leadership role and will typically take charge and make decisions very quickly.

How Friends might describe your Strengths and Challenges...

Strengths

- Determined
- Sociable
- Spontaneous
- Creative

Potential Challenges

- Focus
- Giving up control
- Prioritization
- Deciding too quickly

It is important to note that your 3rd Party Assessors did not select any of these specific adjectives during the assessment process, so take this feedback 'with a grain of salt'.

Report Sub-Topics

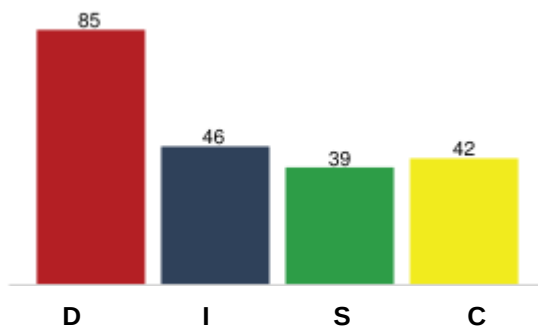
Susan, we all use each of the four factors in different ways. Based on your DISCflex scores we can make educated guesses on how you might respond in different situations and environments. Next, we will take a look at each of the Sub-Topics listed below and discuss your behavior. The information on each page is written specifically to you based on your DISCflex Scores.

These Sub-Topics are:

- **What You Say to Yourself**
- **What You Say to Others**
- **How You Make Decisions**
- **How You Set Goals**

Take your time reading through each, and pay special attention to the **Advice**, **Tips**, and **Warnings**.

Your Scores:



We need to first explore what you say to yourself in your head (Self-Talk).

We all talk to ourselves, give ourselves motivation, criticize our actions, and even sometimes yell at ourselves. How you speak to yourself will determine how much success you achieve in your life.



Richard Branson, official cool guy of the business world, has a great quote that shows how powerful his self-talk is:

"My biggest motivation? Just to keep challenging myself. I see life almost like one long university education that I never had - every day I'm learning something new."

Mr. Branson doesn't let adversity or failure keep him down. He doesn't let other people tell him that he isn't good enough or that his ideas will not work. Negative self-talk, to Mr. Branson, is not an option! But enough about Mr. Branson, let's talk about the most important person in your life: you.

Your 'D' mode will have an effect on this because of your natural state of positive thinking. This is fantastic because it means you can see the constructive side of the criticism and how it could help you.

Warning: When you are stressed, it's harder for you to see the positive side of criticism. Be careful, your natural response could harm your friendships and relationships with others.



The opinions of other people don't affect you as much as most.

Sure it may bug you if someone you like says something, but it won't last or affect how you think of yourself. Take a second and imagine that someone told you that you weren't very good at something you really loved to do? How hard would you be on yourself?

So far in your life, you've had people talking to you about who you should be, what you should do, and how you should do it, but you generally rely more on your own ideas and interests rather than the expectations of your family and teachers. Very soon, your parents won't be there to tell you what to do. That may sound great, but it puts the responsibility on you to think about your next move.



Organizing your mind is the first step towards positive self-talk.

That is not something you take the time to do. Get organized by writing any negative self-talk you may have throughout your day in the margins of your notebook. Things like *"I can't"* or *"I'm bad at math"* can really affect you in a negative way if you let them build up inside you.

In your life, there are very few things more important than how you interact with others.

Building relationships is an important part of life and learning how to use the DISC factors will help you in many ways, from finding a girlfriend/boyfriend that is right for you, receiving a job offer, and enjoying a happy and loving family. You alone are responsible for what you get out of life. The secret is learning how to improve what you say to others.



Relationships mean a lot to you, which is why you select who to have them with.

You carefully select the friends and often become wary of letting people in on your preferences without knowing them well. It takes more time to build a relationship with you because you are often more guarded with people when you initially meet them.

You are a little more of a risk-taker than some of your friends when it comes to meeting and getting to know people. You are more willing than others to hang out with someone new or a new group of people without feeling overly nervous or worried about what others will say.



Advice: Make sure you are hanging around people that are improving your life.

This often requires going into your fearless 'D' mode or logical 'C' mode to figure out if a friend or classmate is really making your life better. If they are, then learn more from them. If they aren't, it may be time to part ways.

You tend to have selective hearing when listening.

Unless you are interested in what someone else is saying, you often only hear what you want to hear. This can hurt your relationships because of how you respond to people as a result.

Responding to others is your strongest area and you are quick on your feet when it comes to an answer or just plain conversation. This often puts you in a leadership role because you like your opinions to be heard loud and clear.

Tip: Let others speak more and you will find your relationships will improve.



You should move your hands to let your mind calm down and focus.

If you're in class when you lose focus, you might try putting a rubber band around your wrist that you can fiddle with under the desk. If you are just having a conversation, you might want to try to think of a follow-up question based on what the speaker says, or try to predict what she will say next.

When you recognize **how** you make decisions, you can determine your strengths and weaknesses and work on making better decisions. You make choices every day that have an effect on your future.



You like to know why decisions are being made before you agree to them,

But not if it means spending a lot of time figuring out which decision should be made. Because of this, your friends and family might describe you as impatient, which isn't always a bad thing. Being able to make a decision quickly is a great ability to have... sometimes. However, think back to a time when you made a quick decision that backfired on you. Would you have made a better decision if you had waited a little longer?

Next time you are faced with several options, take a minute to think about which one would work best.

As you try to pick the best option, you would rather keep it to yourself and only ask others for advice when you feel like you really need it. This isn't a bad thing; just make sure that you actually seek help from a friend or a trusted adult when you need it.

When decisions need to be made, you prefer to make them quickly.

You are confident in your decision and don't like to spend a lot of time thinking over the details, which is a great strength to have.

When it comes to gathering all the information needed to make a decision, you usually find a way to balance trusting your gut and searching for facts. You know that details are important, but it's not the only way to make a decision.

You also don't spend a lot of time thinking about how your choices will affect other people—unless you have a solid relationship with them. Your natural instinct helps you make your decisions quickly, but you need to learn to be aware of how your choices affect other people.



You like experiencing new things and the changes that come with life.

Be careful that you don't let your love for change lead you down the wrong road. Remember to take a step back and really think about a decision before you follow through with it. Selling your furniture in your room to get the money to go on a summer trip may seem like a great plan but your parents might think otherwise.

Something else that will have an effect on your risk-taking is how much you trust your gut instinct. You do a solid job of balancing instinct with fact. Not everyone can do this and it helps to keep you calm when making decisions—both now and as you get older.

How You Set Goals

You strive for results and you try to be as efficient as possible.

It's important for you understand that goal setting will play a pivotal role throughout your life. Setting goals may seem easy, but if you don't set goals properly, you will find it hard to achieve them. Your dreams are your goals, whether it is to be a famous singer, a doctor, a professional athlete, or just to earn good grades this year.



You are good at moving from one thing to another, but you get sidetracked easily. You can minimize those distractions by focusing on your priorities. Put together a list of your goals and rank them from most important to least important. Once you've done that, stay focused on your number one goal.



You rarely ask for help when setting goals.

Something that will help you reach your goals is asking for help and advice from someone you know and trust. Finding a mentor who understands what you're trying to do can be the difference between being successful and being frustrated. Stepping out of your comfort zone by asking for advice might help you see things that you had overlooked and ultimately make your life easier!

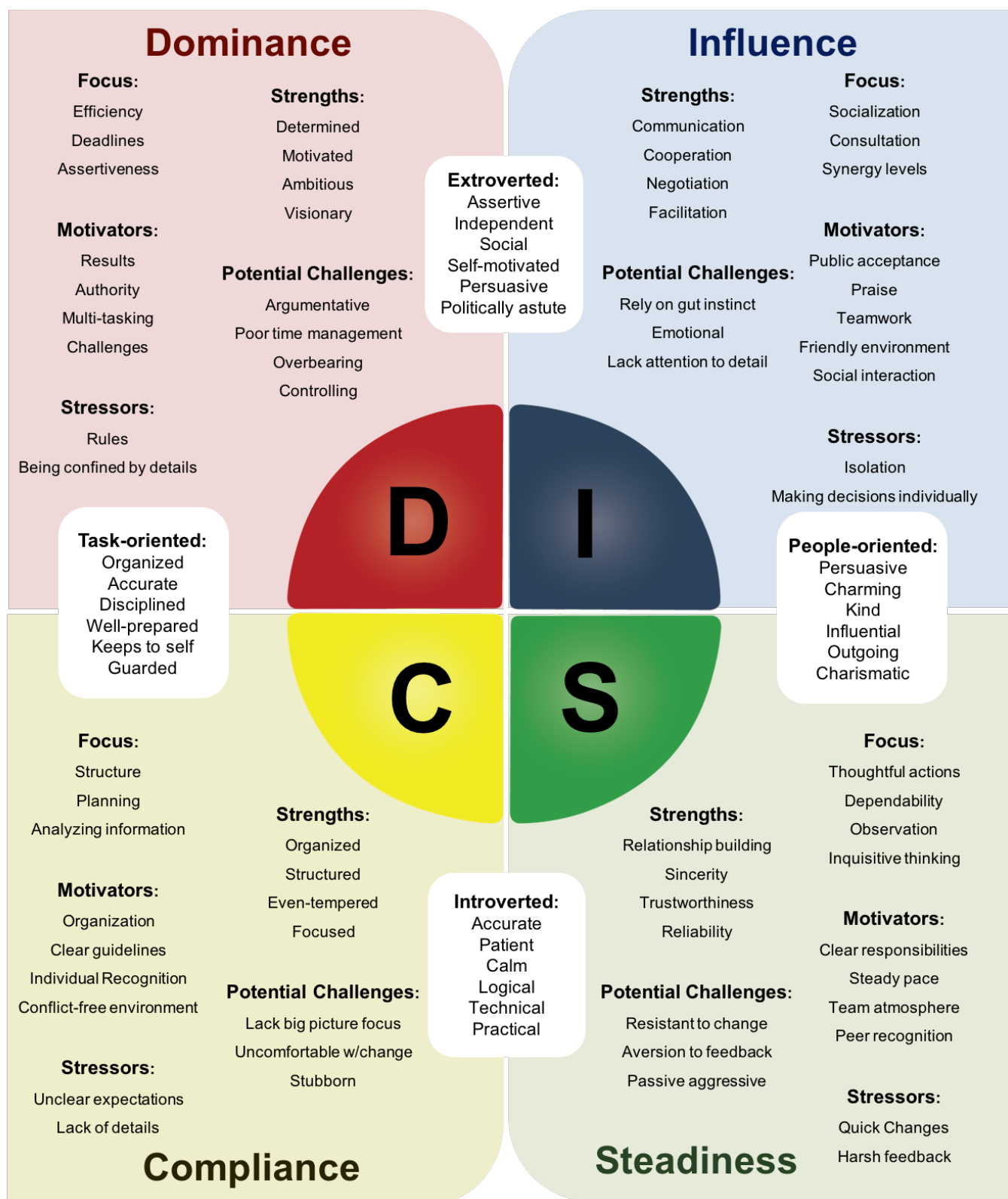
You chase goals while they are still available.

You understand that when you set goals, windows of opportunity are only open for so long, so you better get started! We all tend to overestimate what we can do in one day, but underestimate how much we can do in a week. Plan accordingly, since you also know that any goal can run into problems if you take too long to complete it. This attitude will help you catch those goals before they slip away.



The downside to the way you approach your goals:

You have most likely experienced the frustration of having a goal in mind and getting sidetracked by little tasks that don't seem like much, but in the end, you look back and never actually accomplished what you set out to do (e.g., you have the perfect font, nice paper, and great clip art, but no written project).



Dialing DISC Quick Reference



<p style="writing-mode: vertical-rl; transform: rotate(180deg);">How to Dial Up & Dial Down</p>	<p>DIAL UP</p>	<p>DOMINANCE</p> <ul style="list-style-type: none"> Don't say it. Do it! Set goals Use the subconscious mind Try something new Watch the leader Act quickly Take risks Change your pace Be the leader 	<p>INFLUENCE</p> <ul style="list-style-type: none"> Control and monitor your self talk Be enthusiastic Learn to mirror and match Extend invitations to others Work on teams Talk to people Get others' opinions Become more convincing Practice public speaking 	<p>STEADINESS</p> <ul style="list-style-type: none"> Stick to what you're doing (commitment & consistency) Have a purpose when you speak Plan Define what you're doing (responsibilities, accountability and authority) Eliminate distractions 	<p>COMPLIANCE</p> <ul style="list-style-type: none"> Prioritize your tasks Structure your day Know the guidelines Create appropriate quality standards Plan a major project Outline the boundaries Ask an expert (or perceived expert) Refer to the instructions
	<p>DIAL DOWN</p>	<p>DOMINANCE</p> <ul style="list-style-type: none"> Take a time out Listen to others Let others speak for themselves Wait to provide feedback Follow the rules Think through situations Get one task completed at a time Put some energy into building trust with others Let an argument go Review your biases Let someone else lead Ask what you can do for others 	<p>INFLUENCE</p> <ul style="list-style-type: none"> Close yourself off from interactions during certain times of the day Say what you need to say once (avoid repeating yourself) Let others talk Do what you can for your team without asking Find the root cause Let things happen Concentrate on following through Translate ideas into an implementable action plan Watch out for biases 	<p>STEADINESS</p> <ul style="list-style-type: none"> Be efficient Forgive and forget Try something new Take a calculated risk Be open to change Be flexible Think about the most important aspects of your life Take a break Find a mentor Become more task-oriented 	<p>COMPLIANCE</p> <ul style="list-style-type: none"> Be open minded Question why people create rules (including benefits and consequences) Speak up Be creative Take calculated risks (and make decisions) Change your routine Learn rapport building techniques Confront your biases Take initiative Focus on behaviors Look at the big picture

	DOMINANCE	INFLUENCE	STEADINESS	COMPLIANCE
Strengths	<ul style="list-style-type: none"> Determined Motivated Ambitious Visionary 	<ul style="list-style-type: none"> Social Skills Influence & communication Cooperation Negotiation & facilitation 	<ul style="list-style-type: none"> Build strong relationships Sincerity & trustworthiness Reliable Logical 	<ul style="list-style-type: none"> Organized & structured Even-tempered Focused Responsible
Potential Weaknesses	<ul style="list-style-type: none"> Argumentative My way or the highway Overbearing Controlling 	<ul style="list-style-type: none"> Reliance on gut instinct Insecure Lack attention to detail May let deadlines slip 	<ul style="list-style-type: none"> Resistant to change Dislike giving or receiving feedback Passive-aggressive Possibility to be self-absorbed 	<ul style="list-style-type: none"> Lack big picture focus Uncomfortable with change Confined by procedures Stubborn
Motivators	<ul style="list-style-type: none"> Results Authority Multi-tasking Challenges 	<ul style="list-style-type: none"> Acceptance & praise Peaceful & friendly environment Working with others Social situations 	<ul style="list-style-type: none"> Clear responsibilities Steady pace Group environment Recognition 	<ul style="list-style-type: none"> Organizational effectiveness Defined tasks/responsibilities Recognition & reassurance Conflict-free environment
Stressors	<ul style="list-style-type: none"> Inaction Rules No decisions being made Being confined by details 	<ul style="list-style-type: none"> Isolation Lack of communication Making decisions individually 	<ul style="list-style-type: none"> Quick changes Harsh feedback Taking sudden action Unclear communication 	<ul style="list-style-type: none"> Insufficient planning Multi-tasking Not knowing expectations Lack of detail or information
Communication Style	<ul style="list-style-type: none"> Important information only No idle chatter Big picture focus 	<ul style="list-style-type: none"> Discussing information Talking through options Brainstorming 	<ul style="list-style-type: none"> Prefer meaningful communication Status updates Thoughtful dialogue 	<ul style="list-style-type: none"> Details and logical answers Cover all possibilities Clear expectations
Decision Making	<ul style="list-style-type: none"> Quick to decide & act Comfortable with risks Decisions are based on the big picture Prefer authoritative decisions 	<ul style="list-style-type: none"> Receive feedback from others before acting Rely on gut instinct Prefer to know how others would act Prefer consensus decisions 	<ul style="list-style-type: none"> Prefer practical options Hesitant to act Need contingency plan Prefer ad hoc decisions 	<ul style="list-style-type: none"> Focused on facts rather than feelings Prefers to get all the facts Prefer fact-finding over making the final decision Prefer rational decisions