



Teambuilding

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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.

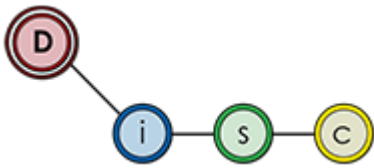
Goals

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.

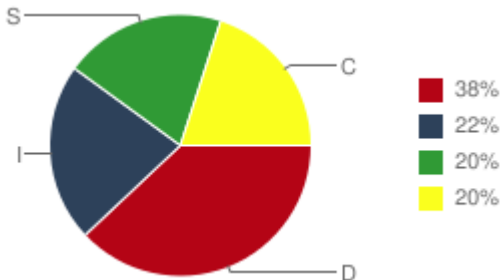
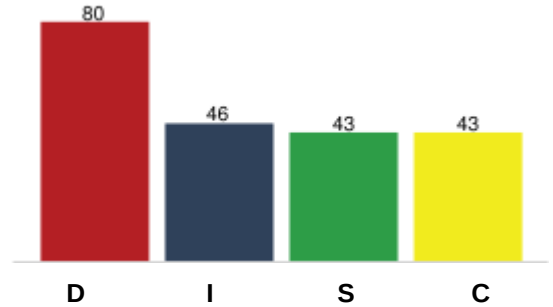


My DISCflex™ Pattern

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

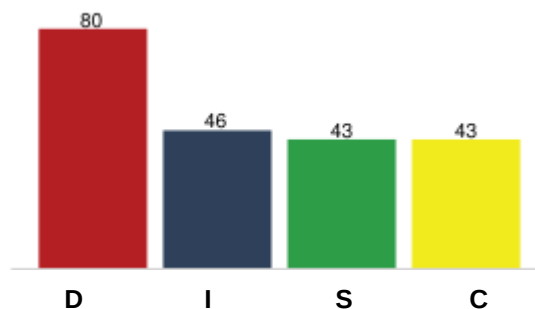
Potential Challenges

- 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

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.

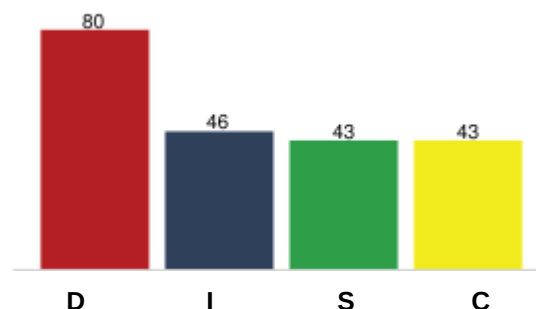


- Be positive about what you can achieve with other people.
- Be enthusiastic about working together.
- Make sure everybody understands why you're cooperating.
- Set ego aside and focus on team goals.
- Open the lines of communication and have mutual respect.
- Be accepting of others and changes that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

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.

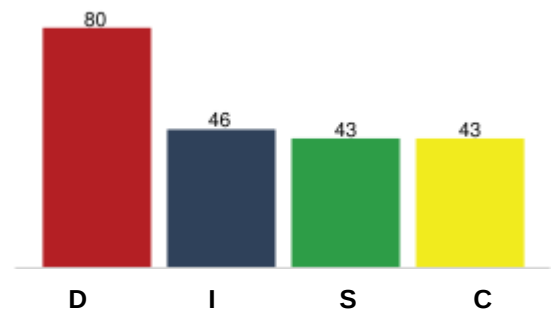


- Anticipate when you might become impatient. Visualize yourself as a patient person.
- Calm down and rationalize the situation, look at the big picture.
- Empathize with people around you.
- Prepare a plan for when patience is needed.
- Remember that good things take time to happen.
- Find your patience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

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.

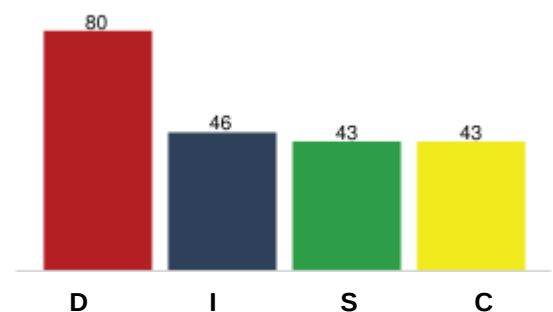


- Engage in conversation and listen more than you talk.
- Be positive when you talk to people.
- Invite people to spend time with you.
- Remember the Golden Rule.
- Practice humility.
- Be genuinely interested in learning from and about other people.

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?

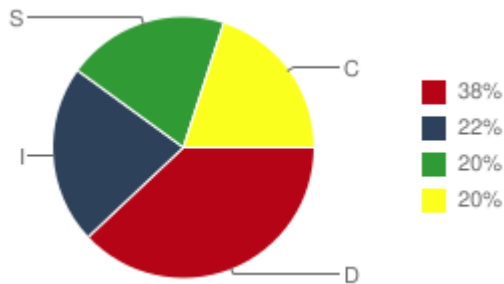
We break the feedback into 3 different groups to see how you behave in different environments. For example, some people behave very differently at work than they do at home, and that's okay. The important thing is to use this feedback to "look in the mirror" and see if other people perceive you the way 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.

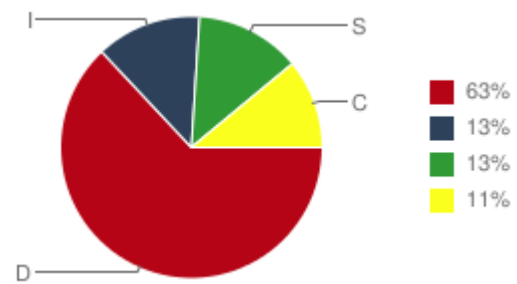
Do the 3rd-Party Assessments affect my whole DISCflex Report?

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.

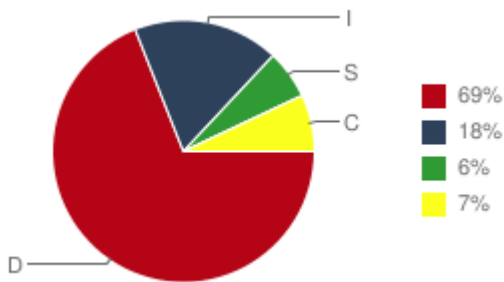
How You See Yourself



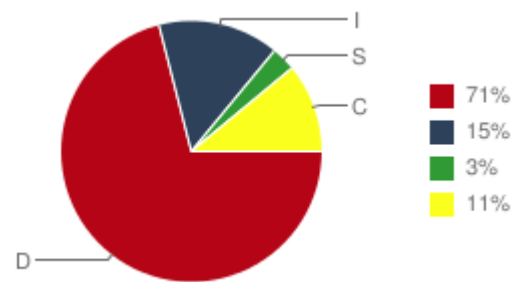
How Co-workers See You



How Family Sees You

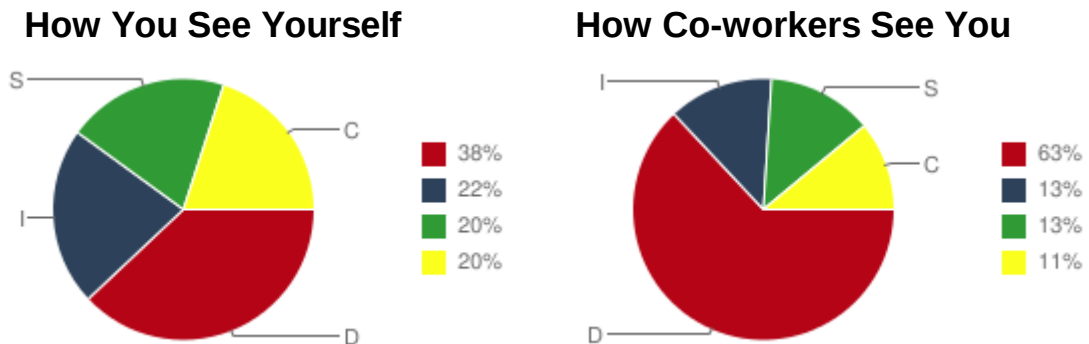


How Friends See You



DISC Factor	Self-Perception	3rd-Party Perception	Variiances	% Difference
Dominance	80	Co-workers 100	20	20%
		Family 152	72	47%
		Friends 164	84	51%
Influence	46	Co-workers 20	-26	130%
		Family 40	-6	15%
		Friends 34	-12	35%
Steadiness	43	Co-workers 20	-23	115%
		Family 14	-29	207%
		Friends 6	-37	617%
Compliance	43	Co-workers 20	-23	115%
		Family 14	-29	207%
		Friends 26	-17	65%

3rd-Party Details - Co-workers



DISC Factor	Self-Perception	Co-workers Perception	Variances
Dominance	80	100	20
Influence	46	20	-26
Steadiness	43	20	-23
Compliance	43	20	-23

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

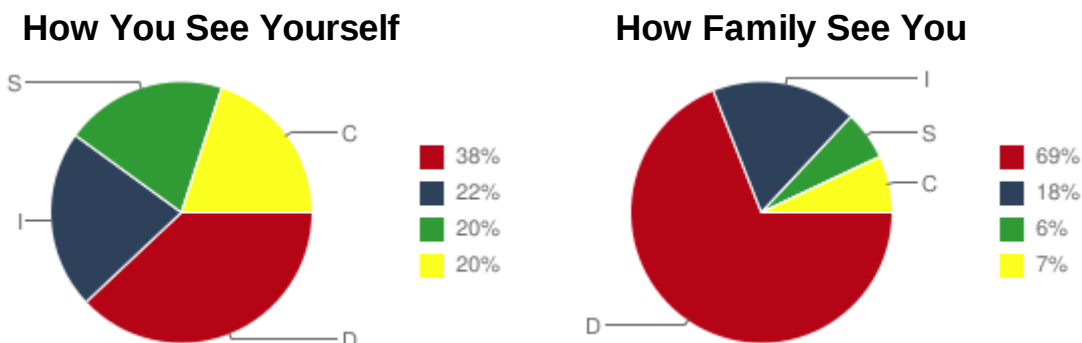
- Determined
- Self-sufficient
- Free Spirited
- Innovative

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'.****

3rd-Party Details - Family



DISC Factor	Self-Perception	Family Perception	Variances
Dominance	80	152	72
Influence	46	40	-6
Steadiness	43	14	-29
Compliance	43	14	-29

How Family May Describe You

Your family members 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 Family might describe your Strengths and Challenges...

Strengths

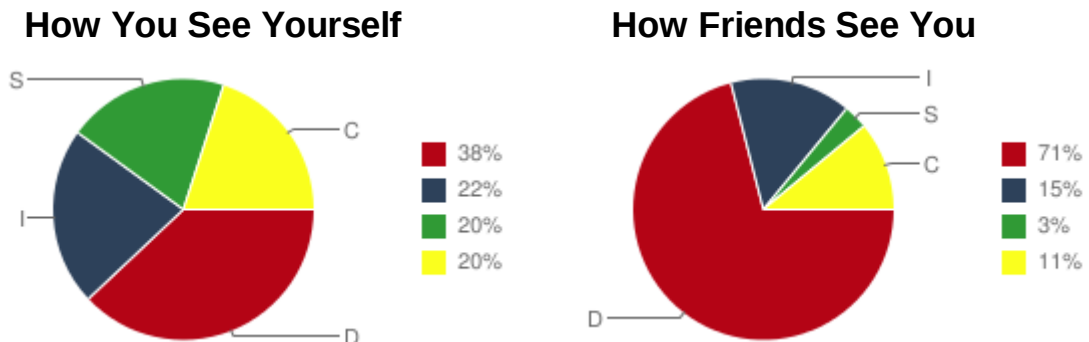
- Determined
- Good Listener
- Free Spirited
- Innovative

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'.

3rd-Party Details - Friends



DISC Factor	Self-Perception	Friends Perception	Variiances
Dominance	80	164	84
Influence	46	34	-12
Steadiness	43	6	-37
Compliance	43	26	-17

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
- Good Listener
- Free Spirited
- 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'.

Susan, in this segment, we look at your predilection in the area of teambuilding, team interactions, and teamwork. By exploring your behavioral inclinations, you can effectively develop an understanding of the proper procedure for conducting team projects and meetings. You can think about your efforts as a team leader and team player with a goal of making the best use of your natural talents. As you can easily appreciate, team morale and cohesiveness depend on people's behavior.

Susan, you are open to new ideas and can fit them into your plans if they are a good addition. You are able to analyze the input from your team without closing off the current status quo to changes. This is beneficial as a leader so long as you do not wait to hear everyone's input before making a final decision. You have to know where to draw the line depending on the RA² parameters for the given task or project.

You enjoy leading teams when you work with people you like, but Susan, you also want to have time to yourself as well to get tasks completed. Sometimes leading others seems to drain you. You find that a good way of recharging is to take a break from interactions and do something that doesn't require communication for a while. This will help you regain your energy for the next meeting with your team. It's important to understand your level of extroversion in this field because it will determine the amount of stress you can handle. Slowly work your way up to handling people (especially those you don't particularly care for) better and with more friendliness and respect.

Susan, one of your strongest qualities as a leader is that while you are able to listen to your employees, you are also able to lead them into action. The problem you typically have is knowing exactly when to implement these skills.

Coaching Advice: Reflect on past projects and teams when you had to make these decisions. This reflection will give you insight.

Others typically follow your lead and look to you for ideas. They will come to you when they need a problem solved because they know that you are able to move forward, even during tough times. However you must remember: Elevated 'D' behavior has a need to direct goal-setting from beginning to end. While this is important for a leader to do, please make sure you don't go overboard in your direction. As an example, you might be insistent on talking about precisely how you are going to accomplish your objectives. Then, if you think people might not 'get it', you might add more by explaining precisely what the results are going to look like. If you are interrupted during this process, you can't just let it go. You either pick up right where you left off, or start right back at the beginning just to make certain your listeners are on the same page. You don't stop until you think others fully comprehend what you are communicating.

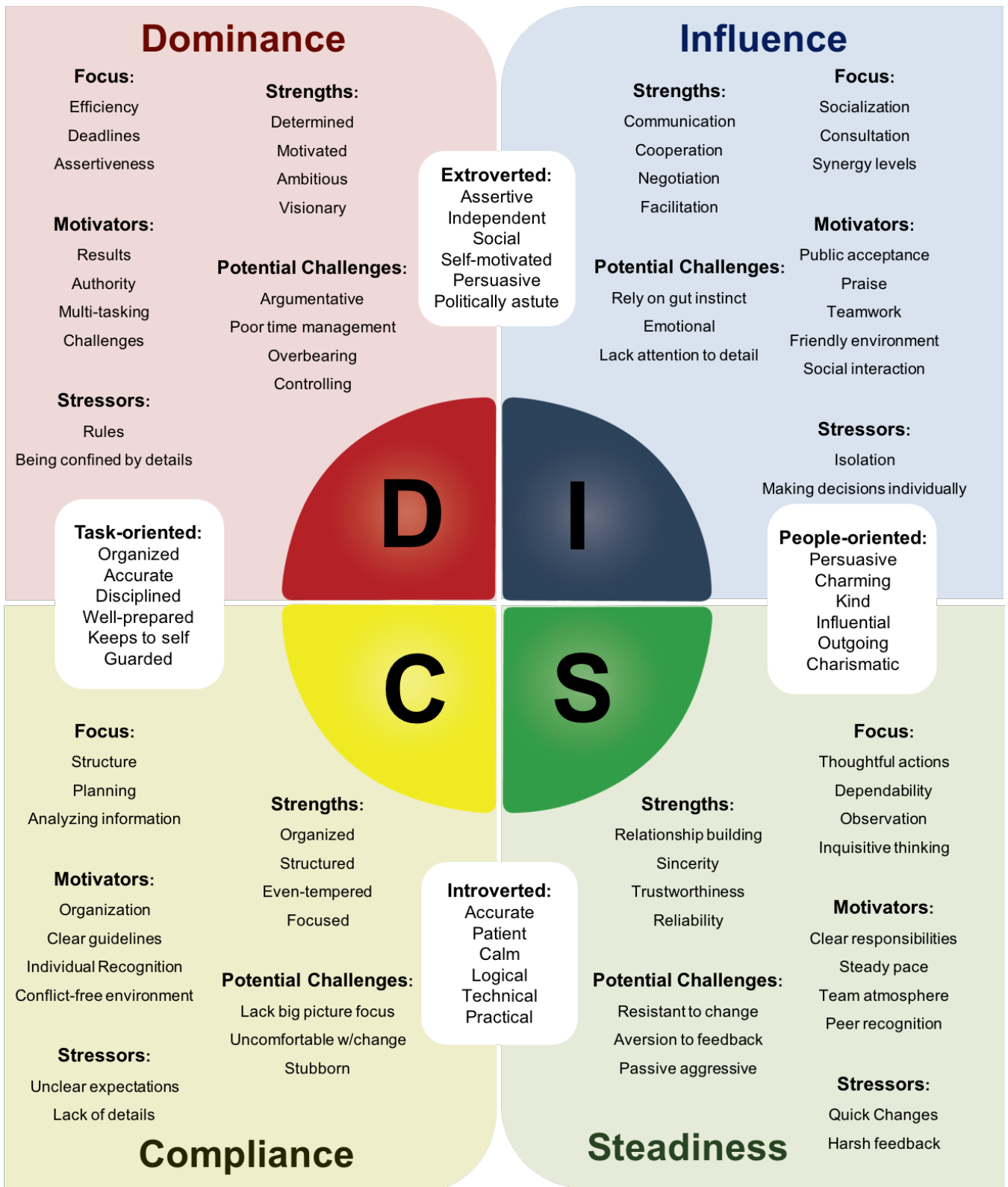
Coaching Advice: Make certain that you listen to yourself when you talk about your goals and plans. You might find that you are telling too much, explaining too much, or not being flexible enough in how you want your goals carried out. Even worse, you might end up repeating yourself and annoying people. Not great leadership qualities at all!

Your approach toward teamwork does not focus on creating a structure that everyone must stick to. You tend to be more flexible and allow other people to change the flow of discourse or priorities. With that said, you still need to have an internal structure and knowledge of what your responsibilities are if you are to work effectively. If a leader does not provide you with this information, you tend to focus on your own priority list.

You worry more about carrying out your responsibilities than interacting with others. In fact, you find that other people sometimes delay your results because they want to talk about irrelevant matters. While this is a good trait for efficiency, remember not to break team morale by being perceived as too unfriendly.

When projects need to get completed, you tend to focus on the goals of the project over the goals of individual members. You want to ensure that the responsibility is completed rather than pandering to each person's individual preferences and feelings.

Let's circle back to your potentially compulsive behavior regarding your goals and discuss it in the context of you being a team member, rather than being in the leadership role. Talking too much about the details of goals is highly undesirable in a team member role - unless these affect your direct areas of responsibility. This is the responsibility of the team leader and people typically resent members who usurp this authority. Your teammates might think that you are power grabbing or stepping on their turf if you are overly directive or verbal in telling people what to do or how to do it.



Dialing DISC Quick Reference

	DOMINANCE	INFLUENCE	STEADINESS	COMPLIANCE
How to Dial Up & Dial Down ↑ DIAL UP ↓ DIAL DOWN	<p>Don't say it. Do it! Set goals Use the subconscious mind Try something new Watch the leader</p> <p>Act quickly Take risks Change your pace Be the leader</p>	<p>Control and monitor your self talk Be enthusiastic Learn to mirror and match Extend invitations to others Work on teams</p> <p>Talk to people Get others' opinions Become more convincing Practice public speaking</p>	<p>Stick to what you're doing (commitment & consistency) Have a purpose when you speak Plan</p> <p>Define what you're doing (responsibilities, accountability and authority) Eliminate distractions</p>	<p>Prioritize your tasks Structure your day Know the guidelines Create appropriate quality standards</p> <p>Plan a major project Outline the boundaries Ask an expert (or perceived expert) Refer to the instructions</p>
	<p>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</p> <p>Let an argument go Review your biases Let someone else lead Ask what you can do for others</p>	<p>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</p> <p>Let things happen Concentrate on following through Translate ideas into an implementable action plan Watch out for biases</p>	<p>Be efficient Forgive and forget Try something new Take a calculated risk Be open to change Be flexible</p> <p>Think about the most important aspects of your life Take a break Find a mentor Become more task-oriented</p>	<p>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</p> <p>Confront your biases Take initiative Focus on behaviors Look at the big picture</p>

	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