



**DISCflex™**

**Decision Making Report**

**Jane Sample**

June 13, 2016

## Overview of DISCflex™

DISCflex Decision Making Reports are one of the best (and most widely used) profiling vehicles to assess a person's overall behavioral tendencies. By completing a DISCflex Assessment you reveal the elevations of four DISCflex Factors - Dominance, Influence, Steadiness, and Compliance. When the distinctive elevations are charted in the context of a business atmosphere, patterns emerge displaying a comprehensive picture of a person's behavioral tendencies as a business professional. The DISCflex™ Decision Making Report explains how the individual DISCflex™ Factors govern the choices you make and to a large extent control your decision making processes.

## Self and 3<sup>rd</sup> Party Insight

The DISCflex™ Decision Making Report is based on self-perception. The questions you answered about yourself in the DISCflex™ assessment are only part of the picture you should have access to regarding your behavior. By including the option of providing third party insight (i.e. the current perceptions of co-workers, managers, coaches, and/or customers), we can provide a highly customized 360-like vehicle for your review. But remember, it is a "snapshot in time."

## Goals

This compendium will assist you in uncovering your strengths in your business life, will provide ways to mitigate your weaknesses, and 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 and your coworkers' perception of how you interact with them. The targeted eLearning will pinpoint areas where improvement can make a big difference, and the sessions will also provide tips on how to avoid the fallout of any potential weaknesses. It is a good idea therefore, after you become more knowledgeable by going through the course materials, that you should retake the assessment or, at the very least, send it out to others for subsequent third party inputs to gauge whether you have changed what you wanted to - especially through other people's perception.

## Make Notes and Take the Opportunity to Be Introspective

As you go through the report, you will see coaching advice and tips, bewares and warnings, to enhance your self-awareness and skills. To increase your appreciation of your impact on others, we encourage you to take ample notes about what you need to work on to become more effective at influencing others. Most important, your four DISCflex™ Factors affect how people perceive you and react to you, oftentimes making the critical difference in whether your coworkers and peers will trust you or will make the decision about whether to follow your lead. As you read, please incorporate the coaching advice into your behaviors by thinking back on prior situations and thinking about what you might do differently if a similar situation arises. This "prethinking" will help you in "rehearsing" how to change your attitude, emotional involvement, words, or actions in the future and will most certainly assist you in understanding your behavioral tendencies and strengths more clearly.

**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.

## What is a DISC Assessment?

We are often asked "What is a DISC Assessment?", "How do I pass a DISC Assessment?", or "Can I fail a DISC Assessment?" A DISC Assessment is not a test, so it is impossible to fail. So what does a DISC assessment measure? DISC assessments measure your different levels of each of the four DISC Factors:

**Dominance:** Your need for **control** and your source of **ambition**. Whenever you are feeling self-motivated, you are using your 'D' factor.

**Influence:** Your need for **communication** and your source of **persuasion**. Whenever you are feeling talkative, you are using your 'I' factor.

**Steadiness:** Your need for **planning** and your source of **thoughtfulness**. When you are being strategic or go out of your way to help someone, you are using your 'S' factor.

**Compliance:** Your need for **structure** and your source of **organization**. When you become extremely focused on completing your tasks, you are using your 'C' factor.

## DISC Profile:

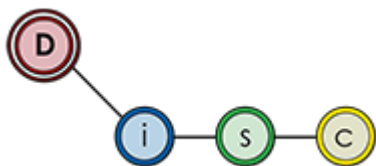
Our algorithm takes your answers to all the questions and instantly creates your DISCflex Profile. Your DISCflex Profile is based off of your highest factor(s) and will allow anyone trained in DISCflex to quickly identify with your general behavioral style. Each profile can be broken down easily once you remember which attributes belong to which factor. Not everyone has the time to memorize these factors and what each of them means, so we also generate your DISCflex Report.

## DISCflex Report:

Once your DISCflex Profile is established our system will automatically generate a DISCflex Report that can be downloaded directly to your computer or printed. Your DISCflex Report will give you detailed information about your DISCflex Profile and how it will impact your behavior in different settings or situations. Your DISCflex Report will vary slightly from other people with your same general DISCflex Profile because our system takes all 4 of your factor scores into account when generating your report. For instance, you and your colleague might both be a "High I" as your profile, but the other 3 factors may vary. In this scenario, even though you both have an elevated I, your DISCflex Reports will read differently. Your report will also provide tips and beware about how to avoid your potential weaknesses in situations that may get you into trouble.

## 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 in 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. 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.

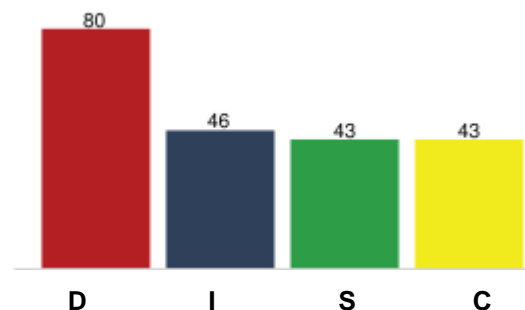


## My DISCflex™ Pattern

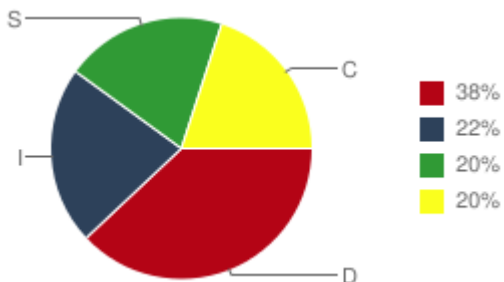
You have an elevated Dominance pattern, which can affect how you make decisions. You are strong willed, self-motivated, and determined in your actions. You like to be in a leadership role and will typically take charge and make decisions very quickly.

### 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

- Efficient
- Independent
- Competent
- Team player

#### Potential Challenges

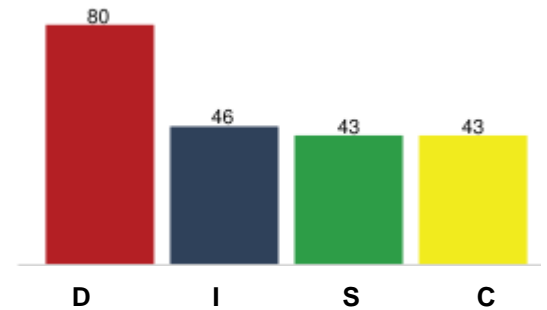
- Focus
- Giving up control
- Prioritization
- Quick decision making

## 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 oriented
- Enjoys a good challenge
- Being the leader
- Making individual decisions
- Being able to work at a quick pace
- Understanding



## 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
- Results of your decisions
- Priorities

## Introduction to Third Party Insight:

Third Party insight is a great way to see how other people in your life perceive you. Use the following pages to self-reflect and ask why these people might see you this way. Do others perceive you in the same way you perceive yourself? Do you behave differently at work than you do with family or friends? Is this the way you want to be seen by others? Keep in mind that you can situationally flex your behaviors within these groups to alter perceptions to match your preferred style of behavior. Keep in mind that inviting Third Party guests to take the assessment about you will ONLY alter the Third Party Insight section of your DISCflex™ Report. The remainder of your report will be based only on your self-assessment.

## Third Party Perception:

On the next page you will find the breakdown of different groups within your life and how that grouping of assessors perceive your behavior. If only one person has taken the Third Party Assessment you will see their individual feedback, if more than one person has taken the Third Party Assessment within a single grouping the results are displayed as aggregate totals.

## Third Party Variances:

The Third Party Variances page will provide additional information about the differences between your self-perception and how each grouping perceives your behavior.

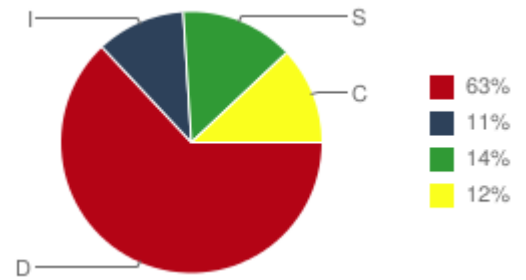
**Perception Chart:** This chart will map the scores for your self-assessment and the other three groupings for each of the 4 factors. It provides a visual in the perceptual gaps of each grouping. See the color key below the chart to match colors to different groupings.

**Do you Dial Up or Down?** This section will show you how your behavior differs by group. You can easily see each of the 4 primary factors and the variance between your self-perception and the group's perception of that factor. Positive numbers mean you are "dialing up", negative numbers mean you are "dialing down" that factor within that group.

**Variances Chart:** This chart shows the actual scores for each factor and each grouping. It provides Self-Perception, Third Party Perception by Group, the Variances by Score, and the Difference in Perception by Percentage.

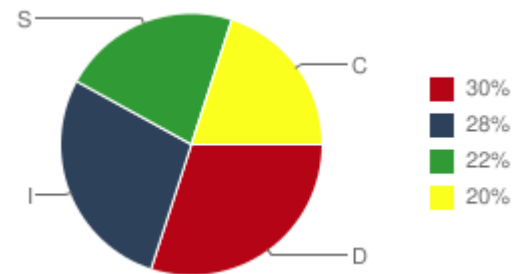
## Co-workers may see you as...

- Leader
- Ambitious
- Dictator
- Driven
- Self-Motivated
- Argumentative
- Reserved
- Systematic
- Self-centered
- Shallow
- Disorganized
- Courageous



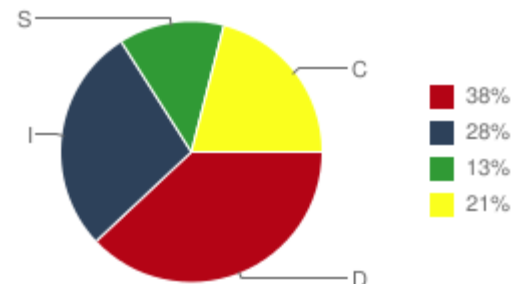
## Family may see you as...

- Independent
- Social
- Assertive
- Persuasive
- Visionary
- Controlling
- Talkative
- Curious
- Decisive
- Attentive
- Adaptable
- Poised



## Others may see you as...

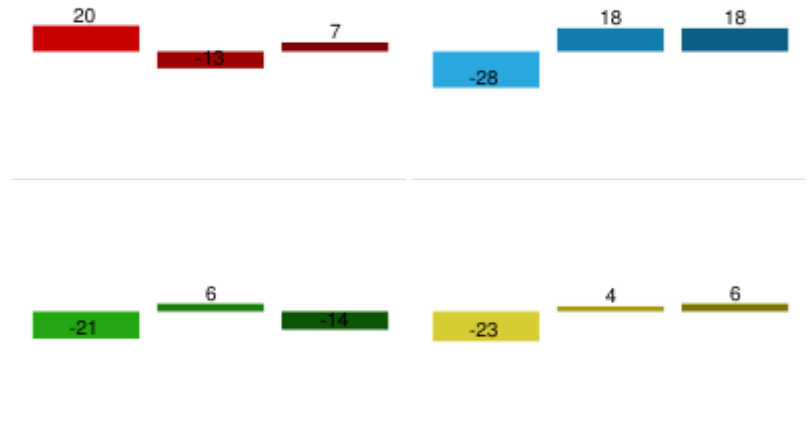
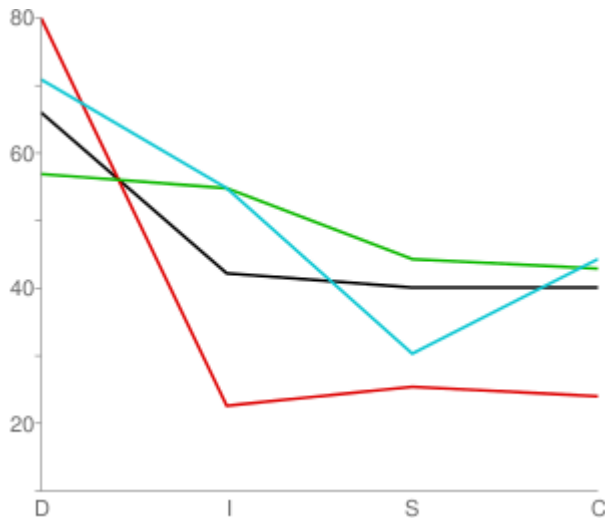
- Leader
- Ambitious
- Dictator
- Driven
- Self-Motivated
- Argumentative
- Talkative
- Curious
- Decisive
- Attentive
- Adaptable



# Third Party Variances

Perception

Do you Dial Up or Down?



Self-Perception / Co-workers

Dominance / Influence / Steadiness / Compliance

Family / Others

1st Bar - Co-workers | 2nd Bar - Family | 3rd Bar - Others

DISC Factor	Self-Perception	Third Party Perception	Variances	% Difference
Dominance	80	Co-workers 100	20	20%
		Family 67	-13	19%
		Others 87	7	8%
Influence	46	Co-workers 18	-28	156%
		Family 64	18	28%
		Others 64	18	28%
Steadiness	43	Co-workers 22	-21	95%
		Family 49	6	12%
		Others 29	-14	48%
Compliance	43	Co-workers 20	-23	115%
		Family 47	4	9%
		Others 49	6	12%

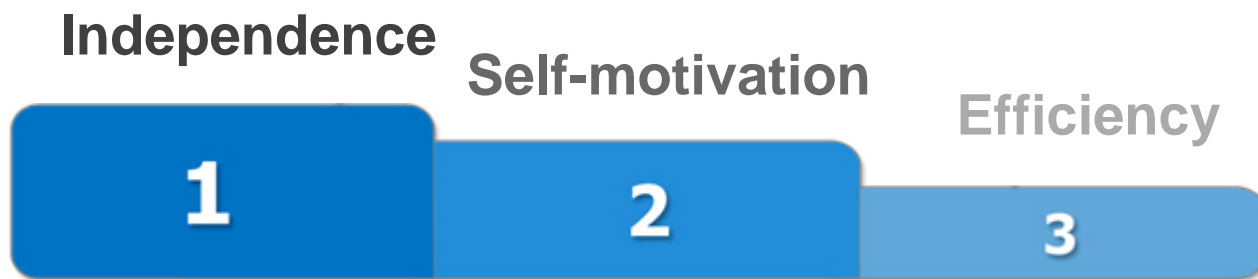


## Sub-factors Overview

DISC Sub-factors™ describe the relationship between two DISC Factors. Anytime you make the choice to behave, you make the choice to use a factor. If you want results, you use your D. Speaking to people in friendly terms means your I is in play. Loyal? You picked your S to govern the situation. Deciding to stick to the rules means your C is dominating. Which factor of the two is the most "overriding" determines the subfactor. Your top three sub-factors indicate which behavioral tendencies you are naturally inclined towards. These rule your behavior, while the opposing subfactors are the behaviors you typically use the least. We think that being able to use all the subfactors consciously for the correct situation builds behavioral strength. At the very least, you should know where your natural tendencies lie. Your behavioral tendency will fall somewhere on this spectrum, and you need to utilize your sub-factors to "Drive" toward success. Be careful to choose your subfactors wisely, making certain you don't always override your Opposing Sub-Factors. Consciously choosing to always "dial up" or "dial down" your behavior will bring you balance on this behavioral spectrum.

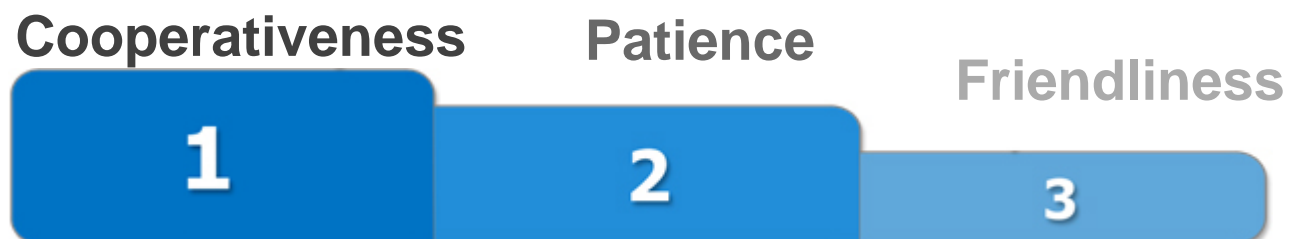
## Driving Sub-factors

Driving Sub-factors™ are your natural behavioral tendencies. When used properly these natural tendencies can provide great results, but be careful not to dominate your opposing sub-factor. Be aware of the situation and "dial" your behavior to match it.



## Opposing Sub-factors

Opposing Sub-factors™ are the behavioral tendencies you naturally use the least. These are tendencies you need to consciously focus on "dialing up". Be aware of the situation and "dial" your behavior to match it.



## 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.
- Understand why cooperativeness will make a big difference.
- Be enthusiastic about working together.
- Make sure everybody understands why you're cooperating.
- Set ego aside and focus on team goals.
- Have mutual respect.
- Open the lines of communication.
- Share information.
- Be accepting of others and changes that happen.
- Build trust by being open.

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

## 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

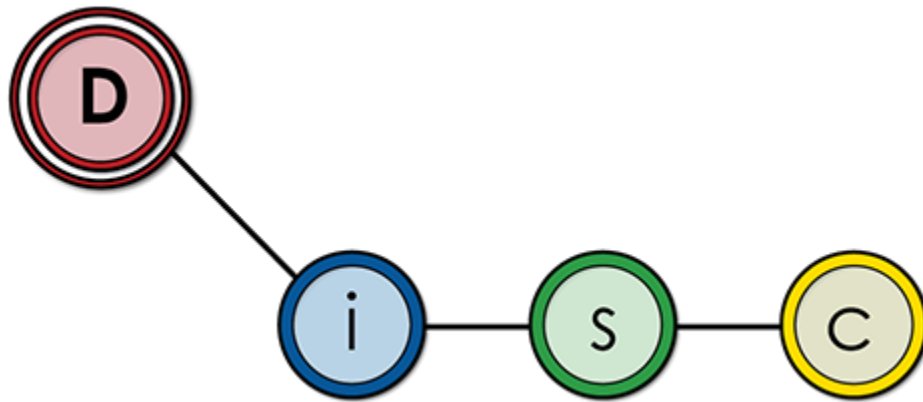
## Opposing Sub-factor

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



Jane, based on the results from your DISCflex Decision Making Assessment, you have a high Dominance (D) behavioral style. In order to make the best use of this report's information, we suggest that you print it out and highlight any areas you find interesting. The value of this report depends entirely on your personal application of the information to your professional life.

## 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 consistency 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.

We all use each of the four factors in different ways. Continue reading this report to find out how they relate to the decision making process.

To find out how they relate to other topics, remember we have custom DISCflex™ programs for all of the following topics:

- **Work Environment (Business Behaviors)**
- **Change**
- **Goal Setting**
- **Decision Making**
- **Facilitation**
- **Communication**
- **Feedback & Coaching**
- **Performance Management**
- **Teambuilding**

To find out more, go to [www.indaba1.com](http://www.indaba1.com) and click on the "Programs" tab.

# Decision Making Matrix



The next few pages make references to the Decision Making Matrix (below). Use this matrix when you need help deciding which decision making method to use.

What is the time frame for the decision to be made and executed?	How significant is the decision to the bottom line?	How much expertise do you (the leader) have regarding the issue?	How much knowledge and experience do individuals in the group have?	How important is that you develop your people with this decision?	If you (the leader) made the decision alone, would the group members follow?	Decision Making Method	
Urgent Short Term Immediate	High	High	High	High	Yes	Consult Individuals	
				Low	No	Consult Group	
			Low	High	Consult Individuals		
		Low	High	High	High	Authoritative (and provide coaching)	
				Low	High	Consult Group	
			Low	High	Low	Consult Individuals	
	Low	High	High	High	High	Refer to Ad Hoc Team *	
				Low	Yes	Consult Individuals	
			Low	High	No	Consult Group	
		Low	High	High	Low	Consult Individuals	
				Low	High	Consult Group	
			Low	High	Low	Authoritative	
Mid Term	High	High	High	High	High	Consult Group	
				Low	High	Consult Group	
			Low	Low	Consult Individuals		
		Low	High	High	High	Facilitate Group Consensus	
				Low	High	Refer to Ad Hoc Team *	
			Low	High	Low	Facilitate Group Consensus	
	Low	High	High	High	High	Consult Individuals	
				Low	No	Refer to Ad Hoc Team *	
			Low	Low	Yes	Authoritative	
		Low	High	High	Low	Refer to Ad Hoc Team *	
				Low	No	Facilitate Group Consensus	
			Low	High	Low	Refer to Ad Hoc Team *	
Long Range	High	High	High	High	High	Facilitate Group Consensus	
				Low	Low	Facilitate Group Consensus	
			Low	High	Yes	Consult Group	
		Low	High	High	Low	No	Consult Individuals
				Low	High	Facilitate Group Consensus	
			Low	High	Low	Facilitate Group Consensus	
	Low	High	High	High	High	Consult Group/Refer to Ad Hoc Team	
				Low	No	Facilitate Group Consensus	
			Low	High	Yes	Consult Individuals	
		Low	High	High	Low	No	Refer to Ad Hoc Team *
				Low	High	Facilitate Group Consensus	
			Low	High	Low	Refer to Ad Hoc Team *	

\*Once the decision team has been supplied with adequate information from the Ad Hoc Team, their level of knowledge changes, and so do your answers to the questions proposed from the beginning.

The goal of this segment is to help you develop an understanding of your Decision Making tendencies.

By recognizing how you prefer to gather information, weigh options, and come to the right decision, you can determine your strengths and weaknesses in this important area. Equally important, we are going to provide insight into some of the psychological biases that might consistently affect your decision making processes. Finally, we will explore your risk taking behavior.

You display a good balance between the facts and your gut feeling when making decisions. You start by doing research and going through self-counsel. Then you will go to others if you feel you need further insight. Bringing people into the front-end of the process can provide you with balance. Your Influence score indicates that you don't typically interact with people as the first course of action. Be warned that this can be severely detrimental in decision making. Great decisions need diversity of thought, and lacking adequate information leaves your decisions open to error.

**Coaching Advice:** Study how you can use your DISC Factors to make decisions. You have to strike a balance that helps you make rational decisions based on logic and your gut instinct, while at the same time allows you to solicit the input of others.

Upon reflection, you usually feel confident that you made the right decision.

You have learned that the balance between 'doing' and 'thinking' is important. Too much time in either doesn't work for you. On the whole, Jane, you have confidence in your decision making abilities. Be warned though, that just feeling confident is not enough. Perhaps in your past you remember when you made this mistake and learned from it? **Coaching Advice:** You should always be able to back up your optimism. Coming out of the gate overly confident or thinking that you can overcome any obstacles during the implementation is great, but you must back up your thinking with evidence-based data. You have to make certain that your decision making can withstand the rigors of a comprehensive after action review process.

You like to know the reasons behind decisions before agreeing to them. But, even when you know that thoughtfulness and taking the time to make decisions is vital, you will tend to rush through, preferring to let another (stronger or more comfortable) factor guide you. For instance, you might use your Dominance and leap into action, let your Influence govern by talking things through, or use Compliance to follow guidelines.

**Coaching Advice:** Make sure you make decisions based on the known variables. If you are not able to sufficiently dial up your Steadiness Factor, look to others for help with the details or contingency plans. To keep your team out of trouble, be certain that enough thought has gone into the process before implementation.

Jane, you make decisions quickly and confidently.

**Strength:** This skill set is a great strength and others typically look to you for guidance when tough decisions have to be made. You tend to look at the big picture when making decisions or that you are not overly optimistic in gauging your chances of success. Be careful that you don't overlook details that can be vital to the success of your decisions.

Now let's explore how biases affect decision making.

You typically do a good job balancing your bias during the decision making process. It is easy for you to use the Actor-Observer bias, in which you make decisions based on your current feelings, because of your mid range Influence level. Though you may feel the need to make an emotional decision, you will typically check yourself and make sure your decision is logical as well. Coaching Advice: Using the Perceptual Prism and Decision Making Matrix will keep you grounded and help you make the best decision possible for any situation you find yourself in.

Your ability to balance fact-finding and decision making helps you when it comes to a bias used in decision making called Anchoring. Anchoring happens when a person puts too much emphasis on one piece of information or a small subset of data. Your equilibrium between understanding the details and seeing the big picture helps keep you from using this bias. A word of warning though: Your balance in decision making can be a blessing or a curse. You may be susceptible to going too far either way when making a decision, so be prepared to regulate yourself and make sure you are not focusing too much on either the little details, or the big picture. Keep a healthy balance between the two and this will continue to help your decision making process.

During the decision making process, make sure you are aware of biases. In particular, you need to be mindful of the Confirmation Bias. This is when a person (or a team) wants a specific outcome and looks for ways to substantiate their decision.

**Coaching Advice:** Train yourself to slow down during brainstorming. Just when you think you are finished, take a few extra moments to come up with a couple more options. In this way, you will alleviate the chances that you aren't taking a shortcut on Steadiness traits.

When it comes to decision making biases be careful that you don't try to portray your position or view in the best possible light. You should temper your innate overly optimistic bent toward realism. It's okay to be confident and look through rose-colored glasses, as long as this trait is balanced with being able to take off those glasses. This is called the Framing Bias and is used to influence people towards your position. Confident, optimistic people like you tend to stick to a positive achievement oriented frame no matter the opinion of other people. Not finishing, not being successful is not an option in your world! This confidence can serve you well, but make sure that you are not conveniently overlooking points that do not align with your influencing goals.

**Coaching Advice:** Use the 3rd Person Perceptual Position to help you make decisions from a neutral and objective position.



# How You Make Decisions



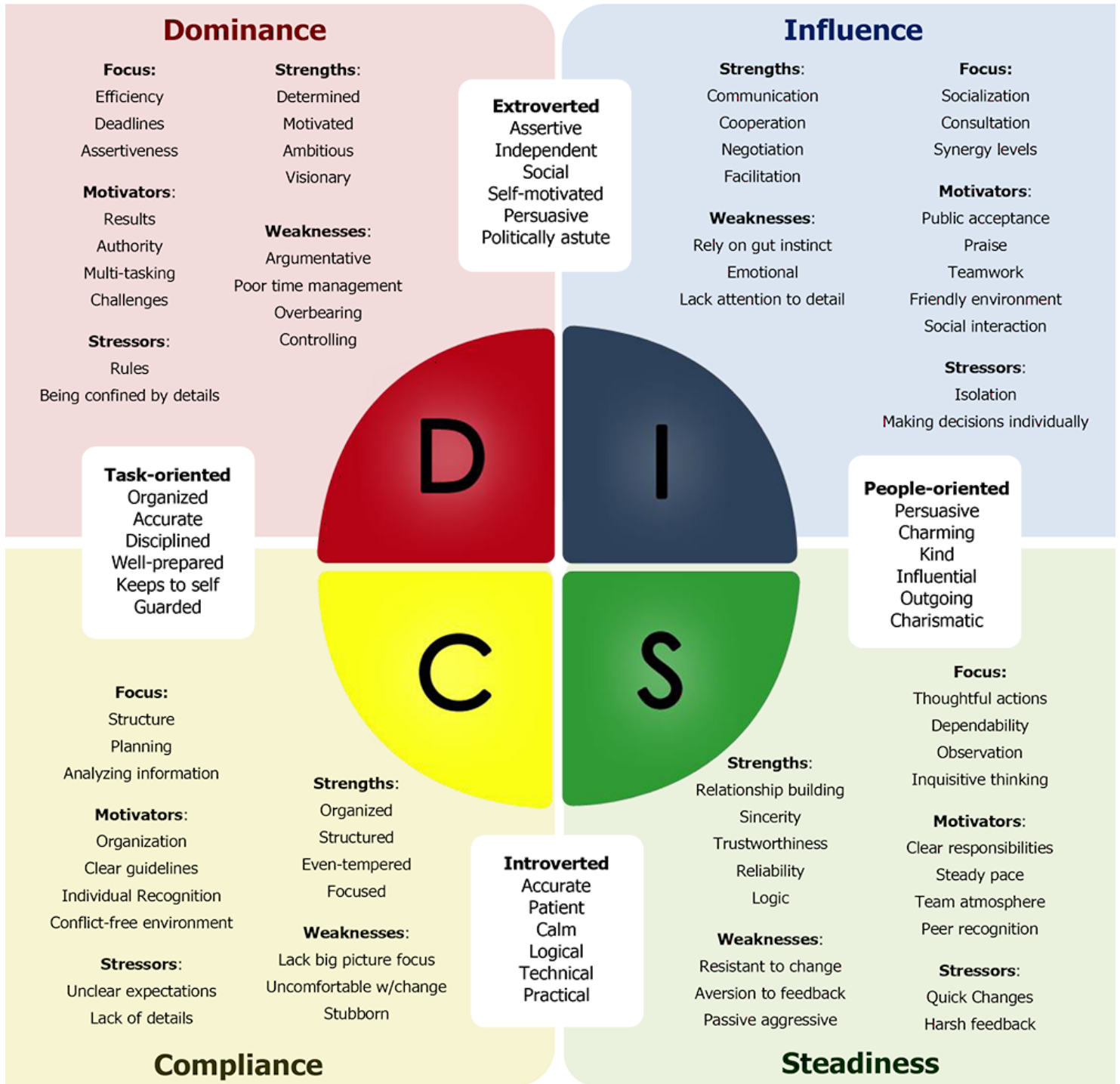
Risk is an important element of decision making. You don't mind taking risks and will occasionally look for confirmation from the majority. With that said, you also are capable of taking calculated risks on your own. You have a solid understanding of the concept of risk vs. reward and how the higher the personal consequences, the less risk people are typically willing to take.

You like to take the occasional risk since you have a good deal of optimism. This serves you well but as a word of warning be careful how much you solely rely on your gut when making decisions. It is important to make calculated risks that were determined by understanding all of the different scenarios and details involved. Only then can you take the right calculated risk during the decision making process.

**You are not averse to risk taking, because you do not fear failure.**

This trait holds many back - but not you! Although you do like some understanding of the different aspects of the situation, you won't hold yourself back from taking a chance. You can step back and detach yourself from worst case scenarios.

Jane, you ideally like to make decisions based on weighing risks and rewards. However, even when faced with the unknown you are able to come to a satisfactory conclusion about which direction to go in. Uncertainty does not phase you or stop forward momentum. You consider the outcome of your decisions, but only think about it briefly before launching into action. You have an innate ability to recover from miscalculations or missteps by driving a project home despite having to deal with things that others may find daunting.



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