

# WORKPLACE PROFILE

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For Mr.  
Example

Thursday, January 25, 2024

This report is provided by:

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Business Increase BV "The Skills Factory"



**WILEY**

A decorative graphic at the bottom of the page consisting of a series of blue, curved lines that transition from a dark blue to a light blue gradient.

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

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

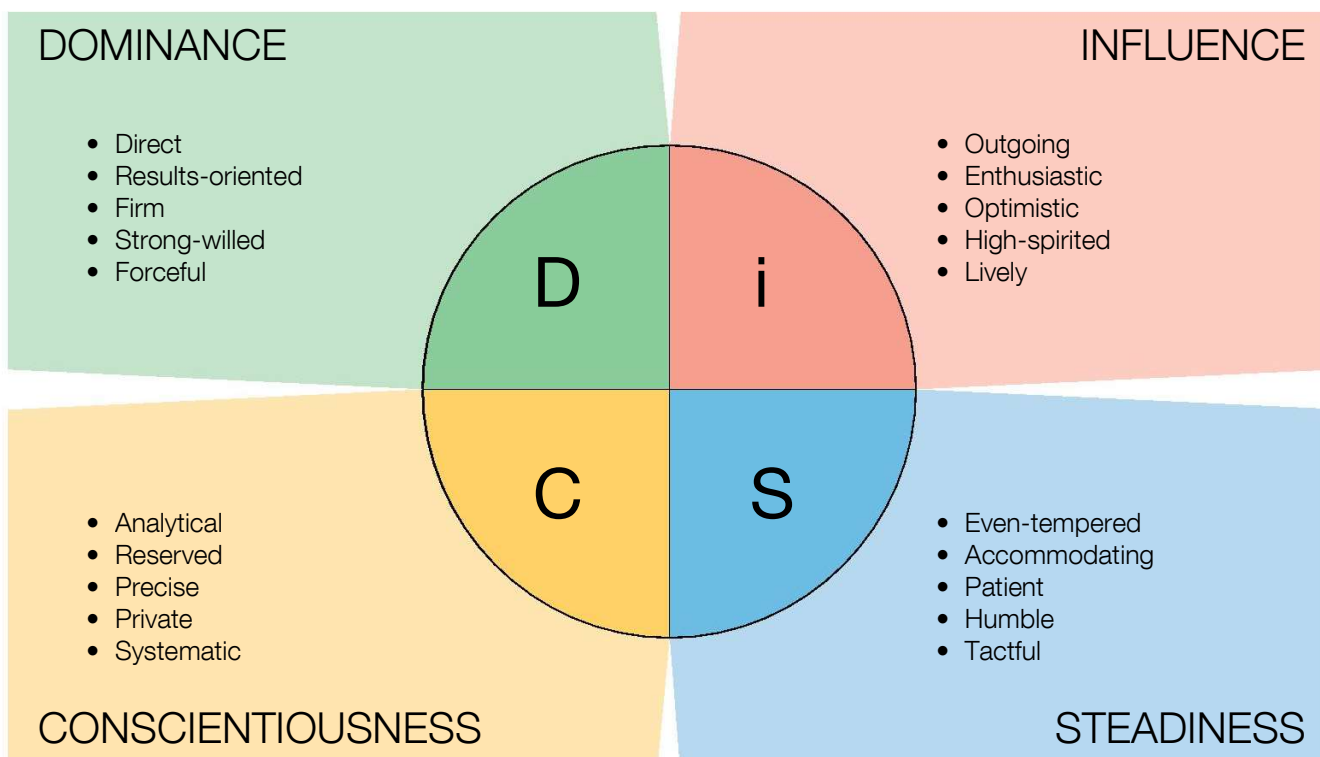
Or, maybe you're more comfortable working with those who take an energetic, bold approach than those who work at a steadier pace.

Or, perhaps you relate best to people who are accepting rather than skeptical.

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

## Cornerstone Principles of Everything DiSC Workplace®

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



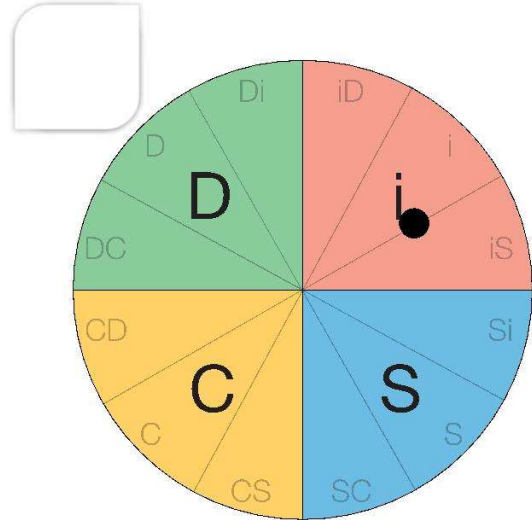
## How is this report personalized to you, Ard?

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

### Your Dot

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

Your DiSC® Style: i



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

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

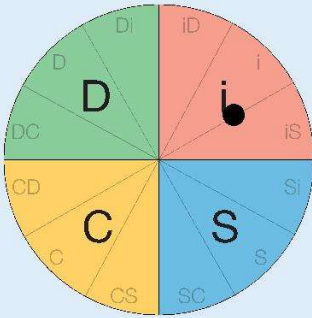
### Close to the Edge or Close to the Center?

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

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

## Your Dot Tells a Story

Your DiSC Style is: **i**



Because you have an i style, Ard, you probably enjoy relating to other people. You tend to have a fairly extensive network of friends and colleagues, and you may view a roomful of strangers as a fun opportunity to connect. Similarly, you're likely to get personal satisfaction out of introducing people who would not otherwise meet.

Because you're optimistic and enthusiastic, you may find it easy to get people excited about your goals and ideas. When you speak, you're likely to promote your opinions with passion. Many people probably find your enthusiasm contagious. However, those who are more skeptical may feel that you are overly optimistic at times.

When communicating, you tend to be expressive, and you may dial up your volume and gestures to get people's attention. Compared to most people, you have a stronger urge to process your feelings by verbalizing them. At times, your somewhat talkative nature may cause you to monopolize conversations, particularly with those who are more soft-spoken.

You genuinely enjoy being around other people, so you're probably drawn to projects where you can work collaboratively. In group settings, you may be able to bring people together. Most likely, you see team brainstorming sessions as leading to endless possibilities, and you tend to actively solicit ideas from other people. However, because you naturally want to connect and collaborate with others, at times you may not realize that some people require more personal space.

Like others with the i style, you may connect your self-worth closely to your social circle. You strive to make favorable impressions whenever possible, and you're most likely comfortable being the center of attention. In fact, you probably enjoy telling stories and entertaining others in a lively, engaging way.

You tend to be accepting of new people and ideas. As a result, when other people offer their opinions, you sometimes may be reluctant to give negative feedback for fear of being seen as the "bad guy." At times, your optimism may also cause you to overestimate your own abilities or misjudge the difficulty of a task. However, your positive outlook can inspire others.

In conflict, you may be inclined to ignore any unpleasantness for as long as possible. However, if your anger, frustration, or hurt reaches a breaking point, you may say things you later regret. For you, pouring out your emotions may feel like a therapeutic process, but it may make other people highly uncomfortable.

To avoid getting bored with routine, you like to work on a variety of tasks simultaneously. In fact, you probably enjoy initiating action and making intuitive decisions. Although you're often excited to start a new project, you may sometimes take action without adequate planning or resources. Because you're probably confident in your ability to improvise, you may prefer to let things progress more naturally.

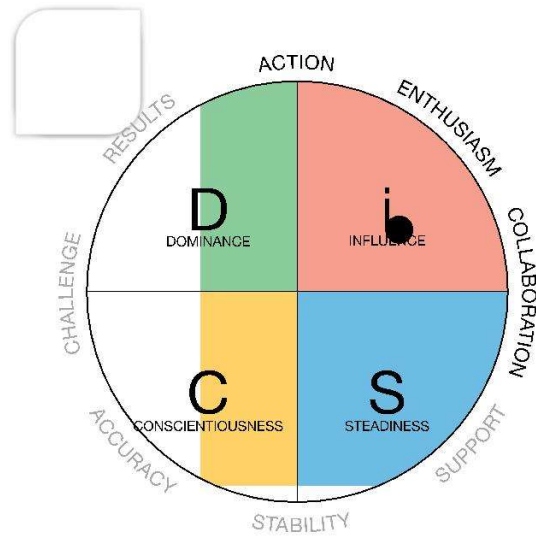
Ard, like others with the i style, your most valuable contributions to the workplace may include your ability to generate excitement, your high energy, and your desire to bring people together. In fact, these are probably some of the qualities that others admire most about you.

## Your Shading Expands the Story

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

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

Typically, people with the i style have shading that touches Enthusiasm, Action, and Collaboration. Your shading is characteristic of the i style.



## What Priorities Shape Your Workplace Experience?

### ► Generating Enthusiasm

Ard, you like to maintain an optimistic, upbeat attitude. Most likely, you assume the best in people and find the positive aspects of difficult situations. Furthermore, your energy adds to your exuberance, and you're usually open and expressive with your opinions and emotions. Because you like to encourage team spirit, you focus on generating enthusiasm.

### ► Taking Action

People with your i style like excitement and fast movement. Most likely, you're energized by innovative, groundbreaking solutions, and you're eager to get new projects started quickly. In fact, your rapid pace might be too much for others, and rather than slowing down to meet their needs, you may encourage them to keep up with you. Your willingness to take quick action can help the group move forward.

### ► Valuing Collaboration

Like others with the i style, you're probably friendly and outgoing, and you prefer working with others. Most likely, you enjoy meeting new people and finding opportunities to interact. In fact, you probably have a difficult time understanding people who would rather work independently. You value collaboration because you think it not only leads to better outcomes, but it makes the job more fun.

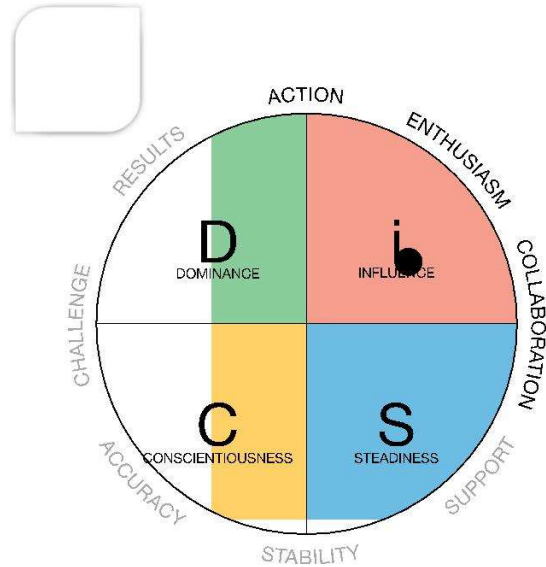
## What Motivates You?

Different people find different aspects of their work motivating. Like other people with the *i* style, you may appreciate opportunities to work with passionate people toward a common goal, and you probably like working in high-energy environments where everyone can express themselves. Because you like to be on the go, you may seek opportunities to meet new people and work on a variety of tasks.

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

### MOTIVATORS

- Meeting new people
- Being the center of attention
- Inspiring others to do their best
- Initiating interesting projects
- Being around people who are lively and charismatic
- Getting people involved
- Creating enthusiasm
- Expressing yourself
- Developing friendly relationships



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

## What Is Stressful for You?

Then there are those aspects of your work that are stressful for you. Because you tend to be active and lively, you may find very routine work drains your energy. Consequently, you may be more interested in starting new projects than following through on old ones. You may also dislike environments that you feel are dull or don't allow you to express yourself.

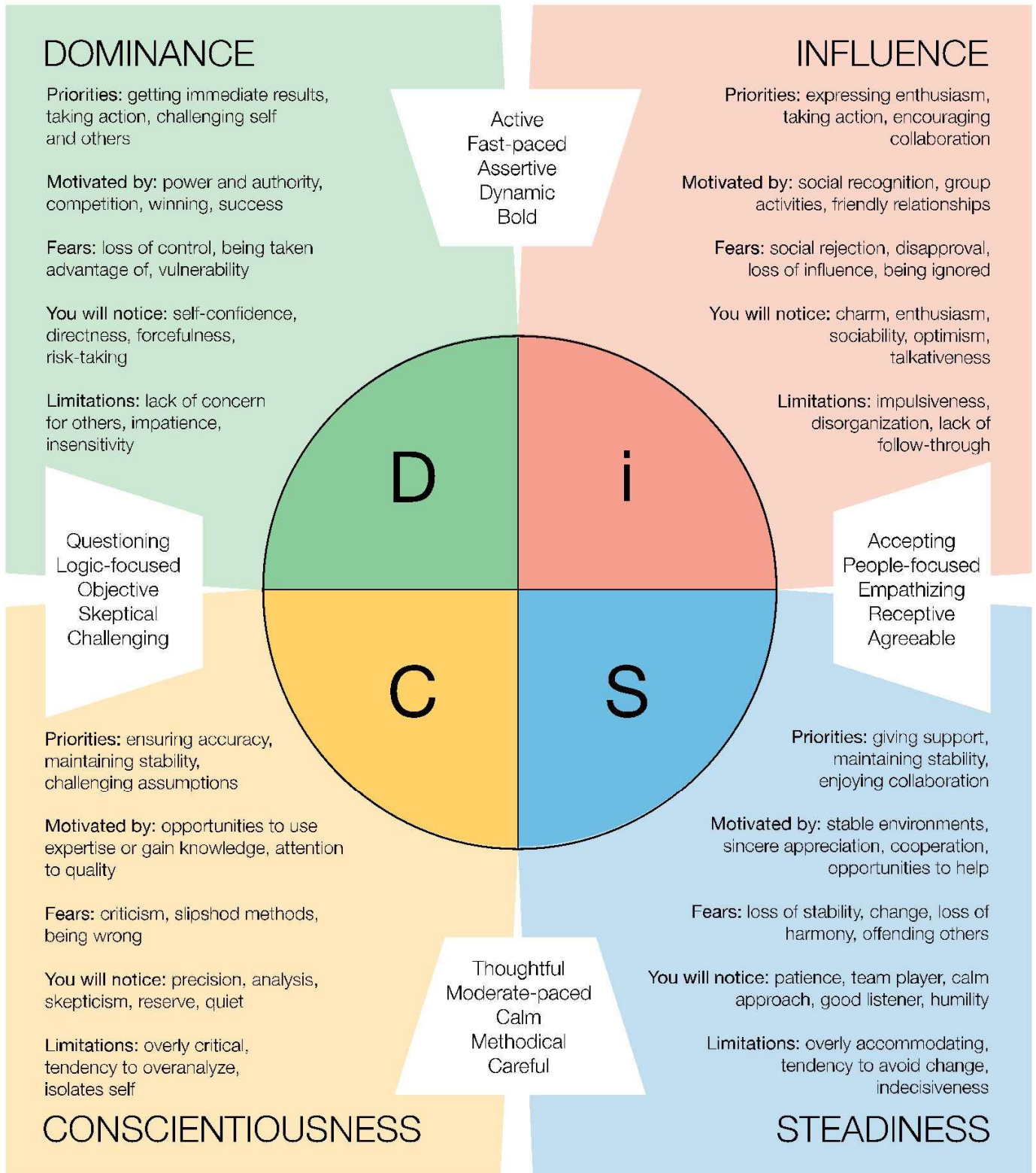
Many of the following aspects of your work may be stressful for you:

### STRESSORS

- Giving people unpleasant feedback
- Being forceful or insistent with others
- Being isolated for long periods
- Working steadily toward long-term goals
- Being in a dull or unsocial environment
- Being unable to use your intuition
- Being forced to slow your pace
- Performing routine or systematic tasks
- Undertaking detailed analyses



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

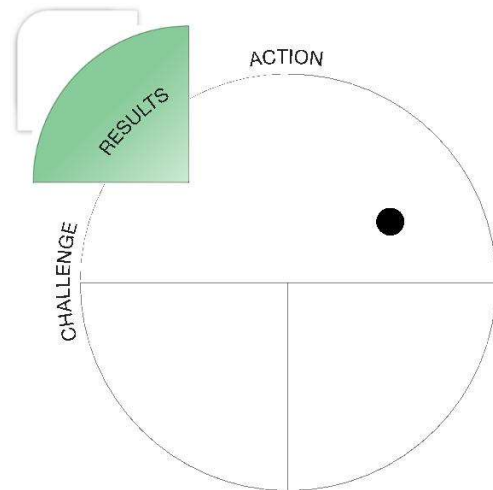


# UNDERSTANDING HOW YOU REACT TO THE D STYLE

Imagine that you regularly interact with someone with a D style. She's well-respected by the organization as an ambitious person who delivers on her promises. While you may appreciate her determination, you probably have trouble relating to what you see as a narrow focus on results.

Like you, this colleague values action and drive, and you may appreciate that she sets lofty goals and goes after them. She seems confident and strong-willed, and she shares your readiness to tackle anything head-on. Because you also prefer a dynamic work environment, you're probably comfortable with her intensity and fast pace.

Furthermore, you don't relate to her skeptical and questioning nature very well, and you may find it hard to understand why she seems to enjoy challenging people and ideas. At times, she may come across as overly pessimistic or critical, and you may not be entirely comfortable working with her on projects.



To you, people with the D style may seem:	✓ Driven
	✓ Blunt
	✓ Outspoken
	✓ Forceful

## What Is the Motivation for Their Behavior?

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

### Results

People with the D style tend to be strong-willed individuals who prioritize Results. Because they are so driven, they constantly look for new challenges and opportunities. They strive for success and won't give up just because they run into a few obstacles. You may have trouble relating to their competitiveness, but they relish any chance to test themselves and excel.

### Action

In addition, they prioritize Action, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. Since you also prefer to move quickly toward your goals, you can probably relate to their desire for a rapid pace.

### Challenge

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. Since you are probably more accepting, you may have trouble understanding why they seem so stubborn and demanding.

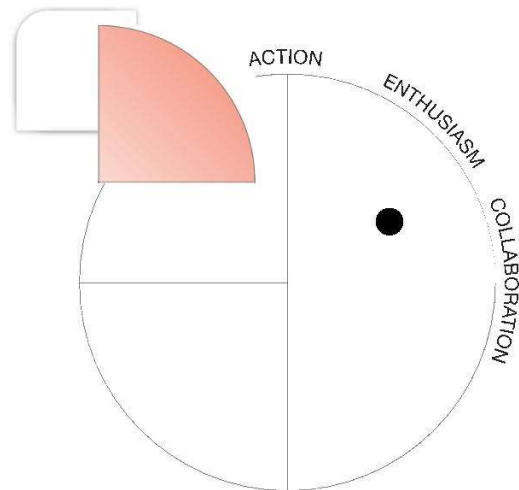


# UNDERSTANDING HOW YOU REACT TO THE i STYLE

Now, imagine that you also work with someone with an i style. Like you, he is enthusiastic and upbeat, and you probably appreciate his openness to new ideas. He seems to know everyone on a first-name basis, and he can always tell you the latest news about what's going on in the organization.

Because you both tend to prioritize action and a fast pace, you probably admire his spontaneity and flexibility. Most likely, you share his energetic approach and inclination toward change, but the two of you might get so caught up in new ideas that you fail to stick to more routine tasks.

Furthermore, you share his interest in collaboration and teamwork, so you may be eager to work together on projects. To you, he seems comfortable being the center of attention, and because you both enjoy the social aspects of work, you probably appreciate his fun, outgoing nature.



Like you, people with the i style may seem:

- ✓ Passionate
- ✓ Fun-loving
- ✓ Adventurous
- ✓ Energizing

## What Is the Motivation for Their Behavior?

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

### Enthusiasm

People with the i style put a high priority on Enthusiasm and tend to maintain an upbeat attitude. Because they get excited about new possibilities, they may be very expressive when communicating their ideas. Since you tend to share their optimistic viewpoint, the two of you may respond to each other's energy and help create a lively atmosphere.

### Action

In addition, they prioritize Action, so they focus on making quick progress toward exciting solutions. Because they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Because you also tend to get going quickly, you may appreciate their spontaneous approach.

### Collaboration

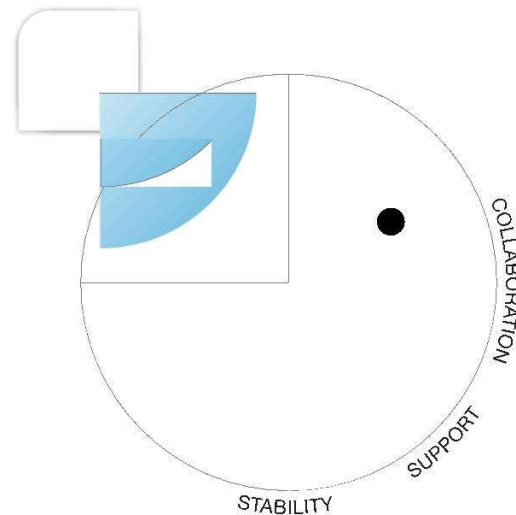
Furthermore, those with the i style also prioritize Collaboration. They enjoy meeting new people, and they probably have a talent for getting everyone involved and building team spirit. They appreciate teamwork and often gather the group to work on projects collaboratively. Since you share their emphasis on working with others, you may join them in looking for opportunities to collaborate.

# UNDERSTANDING HOW YOU REACT TO THE S STYLE

Now, let's imagine that you regularly interact with someone with an S style. To you, he seems supportive and accommodating, and whenever you ask him a question, he's always patient and happy to help. However, you may become frustrated when his focus on making people happy causes him to overlook other important factors.

He is well-liked by everyone and can always be counted on to perform his job consistently. Around the office, he's known for his reliability, and you may appreciate his tendency to follow through on tasks. However, because you don't share his desire for stability, you may think he is too cautious and indecisive at times.

Because you share his interest in building strong workplace relationships, it's probably easy for you to identify with his team-oriented attitude and concern for others. Furthermore, you may appreciate that he isn't worried about who gets the credit, and it never feels like a competition when the two of you collaborate.



To you, people with the S style may seem:

- ✓ Soft-spoken
- ✓ Careful
- ✓ Patient
- ✓ Modest

## What Is the Motivation for Their Behavior?

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

### Support

People with the S style place a high priority on providing Support. They tend to be good listeners, and as a result, they're often seen as patient and accommodating. They don't hesitate to help out when they can, and they value a warm and easygoing environment. Although you may appreciate their friendly approach, you may think they try too hard to meet everyone's needs.

### Stability

In addition, they prioritize Stability, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they're probably methodical and avoid rapid change whenever possible. Because you're more willing to move quickly on bold ideas, you may find it hard to relate to their caution and need for stability.

### Collaboration

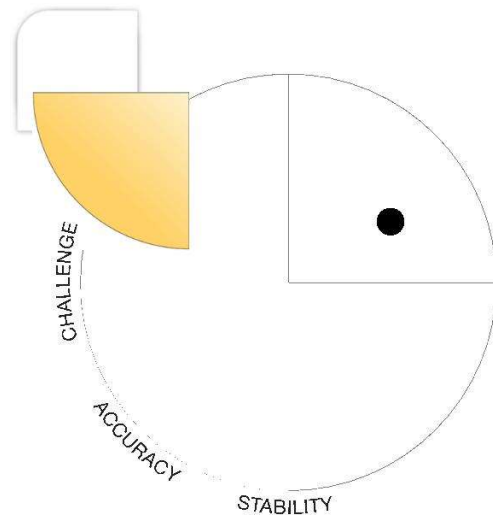
Furthermore, people with the S style also prioritize Collaboration. They enjoy working with others in a trusting, warm environment, and they may go out of their way to make sure people feel included and accepted. Since you share this focus on friendly teamwork, the two of you may work together to maintain an open, receptive atmosphere.

# UNDERSTANDING HOW YOU REACT TO THE C STYLE

Imagine that you regularly interact with someone with a C style. She's not highly sociable, and she insists on working tirelessly on tasks until they're done according to her high standards. Because she wants quality and accuracy, she tends to seclude herself in her office for long periods of time, checking her work two or three times before being satisfied. While you may respect her dedication to getting things done right, she probably seems too perfectionistic to you.

To you, this colleague often seems overly careful and methodical. She prefers a predictable setting where she can do her best work, and you may think she spends too much time overanalyzing decisions. However, you probably appreciate that when she commits to something, she will follow through.

Furthermore, she tends to ask a lot of probing questions and won't hesitate to point out flaws when she notices them. Because you're less likely to challenge ideas, you probably have trouble relating to her sense of skepticism, and you may think she comes across as stubborn and unyielding.



To you, people with the C style may seem:	✓ Skeptical
	✓ Precise
	✓ Unemotional
	✓ Distant

## What Is the Motivation for Their Behavior?

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

### Accuracy

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. They value being precise, and as result, they will often ask in-depth or skeptical questions. You probably have trouble relating to their systematic approach, and you may grow weary of their focus on precision.

### Stability

In addition, they prioritize Stability. Because they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. They tend to analyze all the options, and they often make decisions that promise predictable outcomes. Because you're probably more interested in bold ideas and quick progress, you may grow frustrated with their cautious approach.

### Challenge

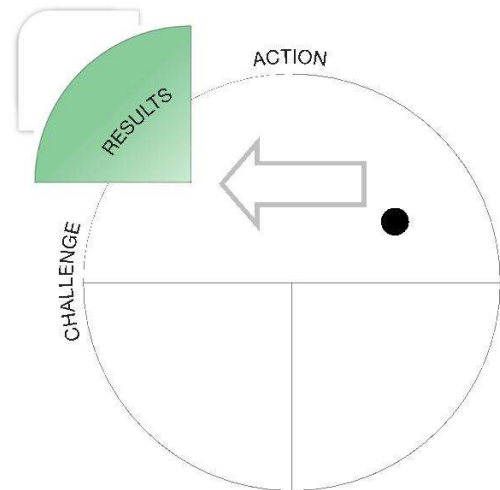
Furthermore, people with the C style also prioritize Challenge. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you tend to have an accepting approach, you probably find it hard to understand why they seem so skeptical and fault-finding.

## When Trying to Connect

And, people with the D style like to get right to the point, and this might affect the way the two of you relate to one another. They're probably willing to be straightforward or even blunt in the interest of getting things done. In contrast, you're more likely than they are to focus on building relationships and getting everyone involved. As a result, they may become frustrated if you spend too much time trying to use charm to persuade them, and you may find their approach to be too frank or dismissive.

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

- Minimize the casual conversation and get right to business.
- Don't take their bluntness personally.
- Talk to them about how your ideas will lead to measurable results.



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## When Problems Need to be Solved

People with the D style make quick, firm decisions in order to make progress and keep moving. While you may appreciate their desire to solve problems rapidly, you're much less likely to choose aggressive or unpopular approaches. As a result, they may become frustrated if your tendency to seek buy-in from everyone keeps the process from reaching a swift conclusion, and you may see their focus on immediate answers over other factors as shortsighted.

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

- Avoid emphasizing other people's feelings at the expense of finding workable answers.
- Be willing to take a stand if you think their solution overlooks important emotional considerations.
- Don't allow them to force you into plans that make you uncomfortable.

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## When Things Get Tense

Because you prioritize friendly relationships, you're more likely than your "D" coworkers to avoid confrontation for as long as possible. On the other hand, they tend to challenge ideas and may even become argumentative in conflict situations. Because you don't respond well to aggression, you may pull back or lash out when confronted, which may make it difficult for the two of you to move past your differences and find resolution.

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

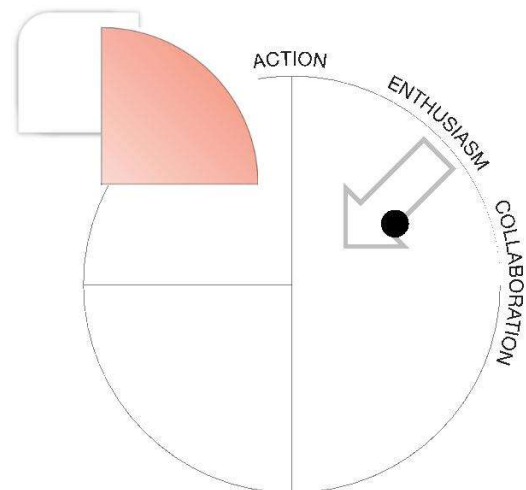
- Avoid interpreting their directness as a personal attack.
- Don't avoid problems just to keep the peace.
- State your points objectively without becoming emotional.

## When Trying to Connect

Because people with the i style are extremely outgoing, and they're highly sociable and share your priority on working collaboratively. They tend to be high-spirited, and conversations between the two of you are probably friendly and optimistic. However, even though you enjoy working with one another, their fun-loving nature means that your discussions may sometimes stray off topic and neglect relevant tasks.

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

- Show them that you value your working relationship by maximizing opportunities to collaborate together.
- Enjoy the social aspects of your work while also staying focused on tasks.
- Solicit their ideas and speak up with your concerns.



## When Problems Need to be Solved

People with the i style like to get started immediately and move quickly when confronting a problem, and you probably appreciate their desire to overcome obstacles at a fast pace. Like them, you prefer to maintain a positive attitude as you move toward solutions. However, in your mutual enthusiasm to find an answer, the two of you may overlook important details or make unrealistic assumptions that rely on best-case scenarios.

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

- Share your enthusiasm for creative solutions.
- Temper your mutual optimism by considering all potential issues.
- Encourage each other to share your doubts.

## When Things Get Tense

Because people with the i style want to maintain friendly relationships, they may initially ignore problems and avoid tense situations. However, self-expression is very important to them, so they may insist on being heard in confrontations, even if it means becoming emotional and lashing out. Since you also tend to be expressive during conflict, the two of you may sometimes say harsh things to one another that are difficult to take back, and this can escalate the situation.

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

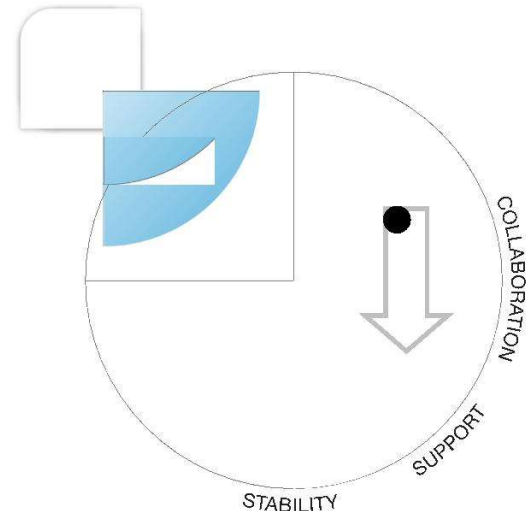
- Give them time to have their say, and avoid purposefully escalating the argument.
- Express a desire to work through the conflict quickly but thoroughly.
- Show them that you share their interest in maintaining a good relationship.

## When Trying to Connect

People with the S style value cooperation and friendly interaction, and this might affect the way you relate to one another. Like them, you also prioritize collaboration and getting everyone involved. However, you tend to be more expressive than they are, and you may sometimes end up inadvertently monopolizing conversations with them. In addition, because they tend to share your optimism, you may find that you both tend to underestimate the challenges that may be holding you back.

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

- Use your upbeat approach to encourage them to share their ideas.
- Remember to challenge each other to face tough issues head-on.
- Work collaboratively with them, but don't let your shared openness and trust allow you to overlook potential problems.



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## When Problems Need to be Solved

Compared to people with the S style, you're probably more likely to make swift decisions when it comes to solving problems. While they're likely to avoid rapid, dramatic change, you tend to be open to untested or bold solutions. As a result, their more cautious approach may seem indecisive to you, while your willingness to change course rapidly may seem too risky to them.

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

- Respect their cautious pace, but work together to make decisions more efficiently.
- Consider establishing a mutually agreed-upon deadline to avoid any tension that could arise from your decision-making differences.
- Strike a balance between your more daring approach and their more careful one.

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## When Things Get Tense

Because people with the S style want to support others, they avoid causing trouble and upsetting the people around them. You both tend to dislike confronting conflict directly, so the two of you may sometimes minimize or ignore disagreements. At the same time, they're more likely to hide their true feelings to restore harmony quickly, while you may lash out when pushed. When this happens, they may withdraw even further.

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

- Express your concern for their feelings, and show a desire to work through the conflict quickly and calmly.
- Address the situation directly right from the start rather than hiding your differences.
- Avoid dismissing the conflict unless you're sure it's resolved.

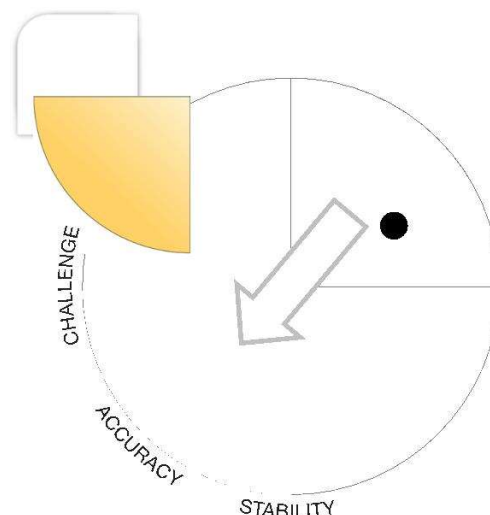


## When Trying to Connect

And, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. They may not reciprocate your friendly manner and interest in building relationships. In fact, they may be skeptical of your trusting and receptive approach. Since they prefer to be more analytical, they may see your open acceptance as naïve or counterproductive, while you may find their focus on objectivity to be a bit cold and impersonal.

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

- Respond to their need for objectivity by focusing on the fact-based aspects of ideas and projects.
- Don't be put off by their reserved, sometimes skeptical approach.
- Respect their preference to work independently.



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## When Problems Need to be Solved

When it comes to solving problems, people with the C style want to thoroughly consider all the consequences before choosing a plan. On the other hand, you're more willing to take risks and change directions. As a result, you may become frustrated if they cast doubt on your ideas during the problem-solving process. In turn, they may see your push for quick decisions as hasty or reckless.

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

- Respect their need to consider all the options, and remember that this may lead to higher-impact solutions.
- Show appreciation for their logical viewpoint by backing up your arguments with evidence.
- Find ways to balance your fast-paced style with their caution.

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## When Things Get Tense

Because people with the C style often view conflict as a disagreement over who is correct, they usually want to avoid direct aggression and focus on challenging the reasoning behind an argument. You probably don't seek out confrontations, but because you're fairly expressive, you might become passionate or emotional in conflict situations. Since they prefer a more detached, objective approach, they may become quite uncomfortable with your unguarded reaction. In fact, they may simply withdraw and refuse to discuss the issue anymore.

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

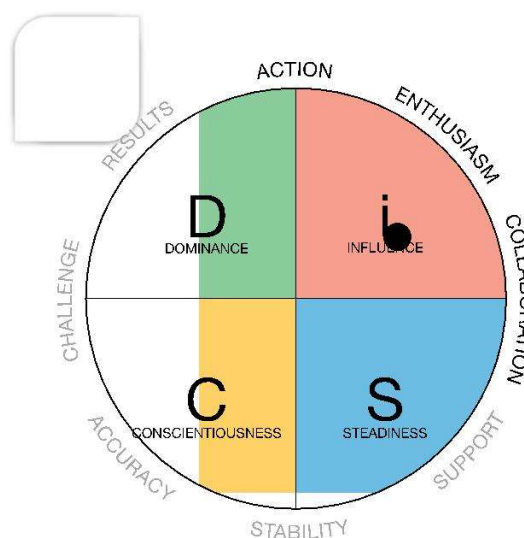
- Don't insist on an immediate resolution, since they may need time to process the situation.
- State your position factually and objectively and give them time to present their side.
- Avoid emotional displays, since this makes them uncomfortable and more likely to retreat from addressing the conflict.

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

## 1 Avoid Monopolizing Conversations

Because you enjoy sharing your opinions and ideas, you may have a tendency to overshadow those who are less outgoing. At times, you may even cut people off in your excitement to build on their ideas. So, while you like to connect with people, you can also alienate them if you don't listen attentively and give them space to share their perspectives.

- When others are speaking, focus on listening with patience and interest rather than on formulating your own response.
- Encourage those who are less outgoing to speak up by asking them questions to draw them out.



## 2 Slow Down and Listen to Others

You tend to be very energetic, so you probably enjoy being spontaneous and processing information quickly. However, your fast pace may be overwhelming for others on your team. Because some people aren't able to put their ideas together as quickly as you do when making decisions, you may need to slow down to give them enough time to process so that things feel less chaotic for them.

- Allow for periods of silence so others have time to put their thoughts together.
- Remember to step back and show patience, since many people will not share their concerns when someone else is quick to take charge.

## 3 Acknowledge Problems Rather Than Glossing Them Over

You probably prefer to keep an upbeat attitude and look at the positive side of things. But because you tend to skim over problems rather than dealing with them directly, you may allow small issues to become more serious than they need to be. Remember that responding quickly with a direct approach can help prevent unpleasant consequences.

- Confront potential issues with others right away so they don't turn into even bigger problems.
- Work to strike a balance between being optimistic and being realistic.

# PERSONALIZED STYLE INDEX: THE D STYLES



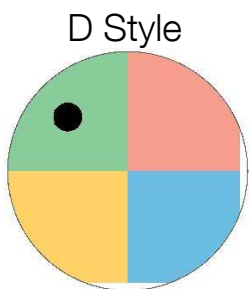
Challenge  
Results  
Accuracy

Goals: Independence, personal accomplishment  
Judges others by: Competence, common sense  
Influences others by: High standards, determination  
Overuses: Bluntness; sarcastic or condescending attitude  
Under pressure: Becomes overly critical  
Fears: Failure to achieve their standards  
Would increase effectiveness through: Warmth, tactful communication

Ard, people with the DC style prioritize Challenge, so they want to explore all options and make sure that the best possible methods are used. As a result, they may be very questioning and skeptical of other people's ideas. You aren't as questioning as they are, so you may have trouble relating to their challenging approach.

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

Finally, those with the DC style also prioritize Accuracy. Because they want to control the quality of their work, they prefer to work independently, and they may focus on separating emotions from facts. You may have trouble relating to their analytical approach.



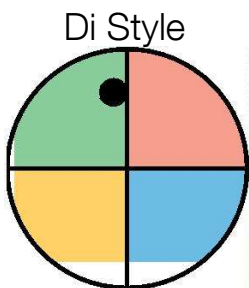
Results  
Action  
Challenge

Goals: Bottom-line results, victory  
Judges others by: Ability to achieve results  
Influences others by: Assertiveness, insistence, competition  
Overuses: The need to win, resulting in win/lose situations  
Under pressure: Becomes impatient and demanding  
Fears: Being taken advantage of, appearing weak  
Would increase effectiveness through: Patience, empathy

People with the D style are strong-willed individuals who prioritize Results. Because they want to make their mark, they constantly look for new challenges and opportunities. You may have trouble relating to their competitiveness, but they relish any chance to test themselves and excel.

In addition, they also prioritize Action, so they often focus on achieving their goals quickly and forcefully. Since they tend to be very fast-paced, they like it when people cut to the chase. Since you also prefer to move quickly toward your goals, you can probably relate to their desire for a rapid pace.

Furthermore, those with the D style also prioritize Challenge. Because they want to control outcomes, they're often questioning and independent-minded. Since you are probably more accepting, you may have trouble understanding why they seem so stubborn and demanding.



Action  
Results  
Enthusiasm

Goals: Quick action, new opportunities  
Judges others by: Confidence, influence  
Influences others by: Charm, bold action  
Overuses: Impatience, egotism, manipulation  
Under pressure: Becomes aggressive, overpowers others  
Fears: Loss of power  
Would increase effectiveness through: Patience, humility, consideration of others' ideas

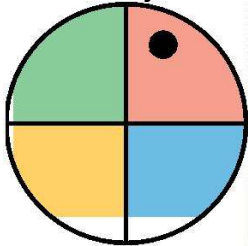
People with the Di style prioritize Action, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. Since you also like to maintain a fast pace, you can probably relate well to their high-energy approach to work.

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

Finally, those with the Di style also prioritize Enthusiasm, so they may come across as charming and fun because of their high energy. They probably use their excitement to inspire others and to create a lively environment. Because you also tend to be positive and expressive, you probably appreciate their dynamic approach.

# PERSONALIZED STYLE INDEX: THE i STYLES

## iD Style



Action  
Enthusiasm  
Results

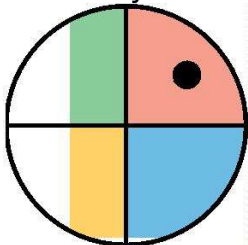
Goals: Exciting breakthroughs  
Judges others by: Ability to think creatively, charisma  
Influences others by: Boldness, passion  
Overuses: Impulsiveness, outspokenness  
Under pressure: Becomes impulsive, lashes out at others  
Fears: Fixed environments, loss of approval or attention  
Would increase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

Ard, people with the iD style prioritize Action, so they tend to focus on moving toward their goals quickly. They like to maintain a fast pace, and they're probably comfortable making decisions on the fly. Because you share their active pace, you may join them in working to create momentum.

In addition, they also prioritize Enthusiasm, and they may come across as high-energy people who like to rally others around a common goal. Most likely, they maintain an upbeat attitude and bring a genuine optimism to their work. You also tend to express yourself and stay positive, so you may appreciate their tendency to get people excited about ideas.

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

## i Style



Enthusiasm  
Action  
Collaboration

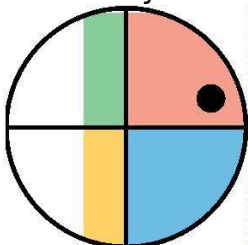
Goals: Popularity, approval, excitement  
Judges others by: Openness, social skills, enthusiasm  
Influences others by: Charm, optimism, energy  
Overuses: Optimism, praise  
Under pressure: Becomes disorganized, gets overly expressive  
Fears: Rejection, not being heard  
Would increase effectiveness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

People with the i style put a high priority on Enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Since you tend to share their optimistic viewpoint, the two of you may respond to each other's energy and help create a lively atmosphere.

In addition, they prioritize Action, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. Because you also tend to get going quickly, you may appreciate their spontaneous approach.

Furthermore, those with the i style also value Collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Since you share their emphasis on working with others, you may join them in looking for opportunities to collaborate.

## iS Style



Collaboration  
Enthusiasm  
Support

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

People with the iS style prioritize Collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you share their desire to work with others, you may be just as eager as they are to turn tasks into group projects.

In addition, they also prioritize Enthusiasm, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others. Because you share their positive outlook, you probably find it easy to relate to their happy-go-lucky approach.

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

# PERSONALIZED STYLE INDEX: THE S STYLES



Collaboration  
Support  
Enthusiasm

**Goals:** Acceptance, close relationships

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

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

**Overuses:** Kindness, personal connections

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

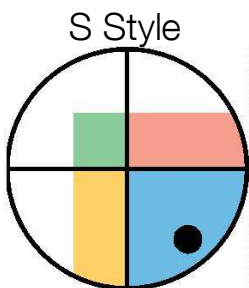
**Fears:** Being forced to pressure others, facing aggression

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

Ard, people with the Si style prioritize Collaboration, and they like to involve others in making decisions. Most likely, they try to build team spirit and are less concerned with individual accomplishment. Because you share their tendency to work collaboratively, you probably appreciate their desire for team unity.

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

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



Support  
Stability  
Collaboration

**Goals:** Harmony, stability

**Judges others by:** Dependability, sincerity

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

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

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

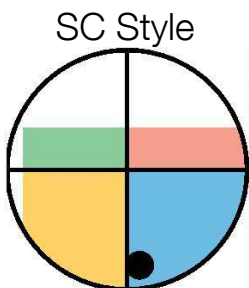
**Fears:** Letting people down, rapid change

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

People with the S style place a high value on providing Support. They tend to be good listeners, and as a result they’re often seen as patient and accommodating. Although you may appreciate their friendly approach, you may think they try too hard to meet everyone’s needs.

In addition, they also prioritize Stability, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you’re more willing to move quickly on bold ideas, you may find it hard to relate to their caution and need for stability.

Furthermore, people with the S style also prioritize Collaboration. Because they value a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. Since you share this focus on friendly teamwork, the two of you may work together to maintain an open, receptive atmosphere.



Stability  
Support  
Accuracy

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

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

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

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

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

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

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

People with the SC style place a high priority on Stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won’t bring a lot of surprises. Since you’re probably willing to take risks, you may find it hard to relate to their focus on safe, dependable outcomes.

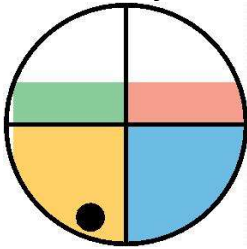
In addition, they also prioritize Support, so they tend to be accommodating and willing to forfeit their own needs and preferences when necessary. Most likely, they’re usually patient and diplomatic, and they aren’t likely to become overly emotional when pushed. You may have trouble relating to their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

Furthermore, those with the SC style also value Accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. You may have trouble relating to their methodical approach and tendency to double-check their work.



# PERSONALIZED STYLE INDEX: THE C STYLES

## CS Style



Stability  
Accuracy  
Support

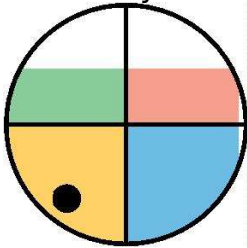
Goals: Stability, reliable outcomes  
Judges others by: Precise standards, orderly methods  
Influences others by: Practicality, attention to detail  
Overuses: Traditional methods, sense of caution  
Under pressure: Withdraws, becomes hesitant  
Fears: Emotionally charged situations, ambiguity  
Would increase effectiveness through: Showing flexibility, being decisive, showing urgency

Ard, people with the CS style prioritize Stability, so they probably come across as orderly and precise. Since they prefer to be well-prepared, they tend to avoid taking risks or making rapid changes. Because you're probably more adventurous than they are, you may find it hard to relate to their cautious approach.

In addition, they also place a high priority on Accuracy, so they tend to spend time refining their ideas before moving forward. Most likely, they rely on data before making decisions and tend to take an objective approach. You may find it hard to relate to their insistence on careful analysis.

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

## C Style



Accuracy  
Stability  
Challenge

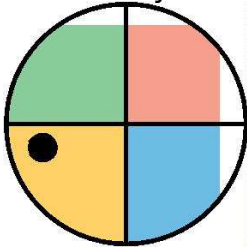
Goals: Accuracy, objective processes  
Judges others by: Expertise, systematic processes  
Influences others by: Logic, exacting standards  
Overuses: Analysis, restraint  
Under pressure: Overwhelms others with logic, becomes rigid  
Fears: Being wrong, strong displays of emotion  
Would increase effectiveness through: Acknowledging others' feelings, looking beyond data

People with the C style place a high priority on Accuracy. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. You probably have trouble relating to their systematic approach, and you may grow weary of their focus on precision.

In addition, they also prioritize Stability. Since they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Because you're probably more interested in bold ideas and quick progress, you may grow frustrated with their cautious approach.

Furthermore, people with the C style also prioritize Challenge. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you tend to have an accepting approach, you probably find it hard to understand why they seem so skeptical and fault-finding.

## CD Style



Challenge  
Accuracy  
Results

Goals: Efficient results, rational decisions  
Judges others by: Competence, use of logic  
Influences others by: Strict standards, resolute approach  
Overuses: Bluntness, critical attitude  
Under pressure: Ignores people's feelings, moves ahead independently  
Fears: Failure, lack of control  
Would increase effectiveness through: Cooperation, paying attention to others' needs

People with the CD style prioritize Challenge and may come across as skeptical and determined. Most likely, they won't accept ideas without asking a lot of questions, and they like to uncover problems that could affect results. You tend to be more accepting, so you may find it hard to relate to their critical, questioning approach.

In addition, they also prioritize Accuracy, and they focus on thinking logically to create the best solutions. They tend to avoid letting their emotions get in the way of making rational decisions. To you, their approach may seem overly analytical and perfectionistic.

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