



DISC Self

An Evaluation of Behavioural Styles

Report For: **Emerald Carrying Company**

Date: **12/4/2023**



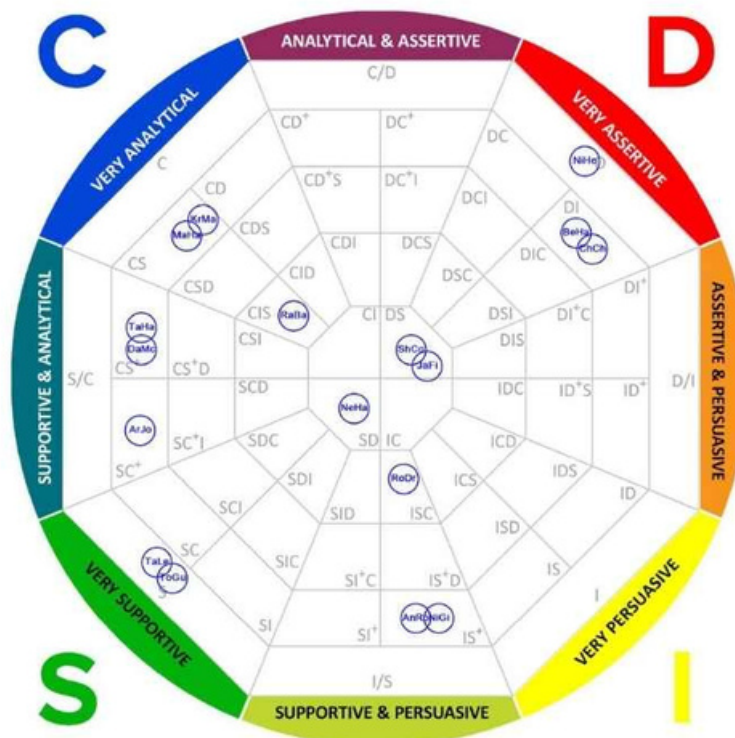
THE GUINEA GROUP

DISC Team Summary

REPORT FOR Emerald Carrying Company

Behavioral Pattern View - Natural Style

Initial	Name	Natural Style	Adapted Style
RaBa	Raymond Barrie	CIS	CS
ChCh	Chris Chalmers	DI	CD
ShCo	Shavarn Cooper	DS	DS
RoDr	Rodney Drake	ISC	Ic
JaFi	Jade Filewood	DS	Dc
NIgi	Nick Gimblett	Is	ISd
ToGu	Tom Gunn	S	Isc
NeHa	Neil Hall	SD	Slc
BeHa	Ben Haylock	DI	DI
MaHa	Matt Haylock	Cs	CS
TaHa	Taylor Haylock	CS	SCi
NiHe	Nic Henshaw	D	I
ArJo	Arron Johnson	SC	CS
TaLe	Tamara Lette	S	Sd
KrMa	Kristopher Maning	Cs	SCi
DaMc	David Mckenzie	CS	SC
AnRo	Andrew Robertson	Is	Is



Behavioral Pattern View - Adapted Style

THE SCORING LEGEND

D = Dominance:

How you deal with Problems

I = Influence/Extroversion:

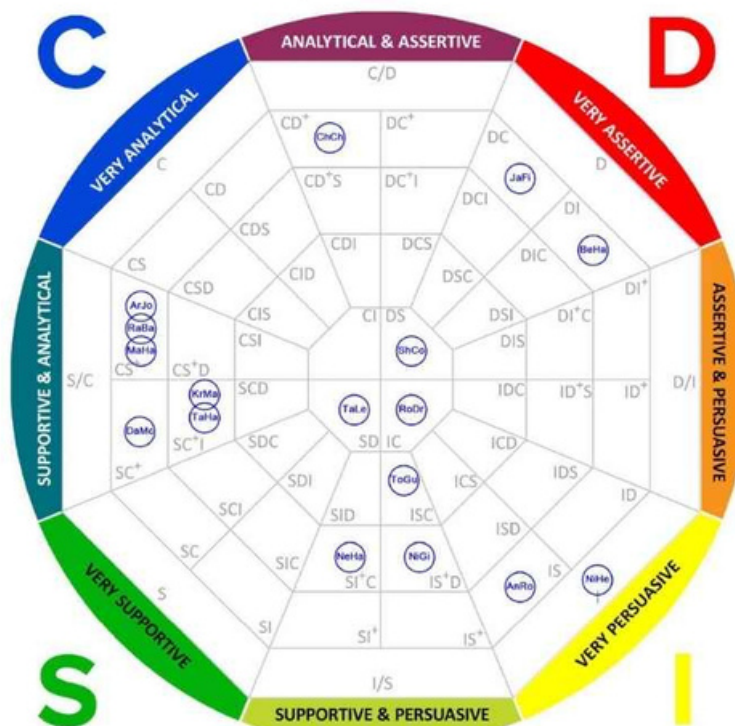
How you deal with Other People

S = Steadiness/Patience

How you deal with your Activity Level

C = Conscientious/Compliance/Structure:

How you deal with the "Organisation's Rules" as well as the focus on details, accuracy and precision



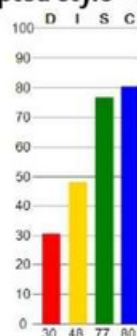
Introduction to DISC Summary Report

Team Members:

Raymond Barrie	Chris Chalmers	Shavarn Cooper	Rodney Drake	Jade Filewood	Nick Gimblett	
Tom Gunn	Neil Hall	Matt Haylock	Taylor Haylock	Ben Haylock	Nic Henshaw	Arron Johnson
Tamara Lette	Kristopher Maning	David Mckenzie	Andrew Robertson			

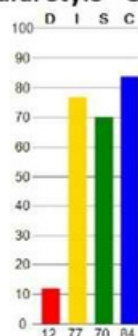
Raymond Barrie - CS/CIS - Technician Style

Adapted Style - Graph I

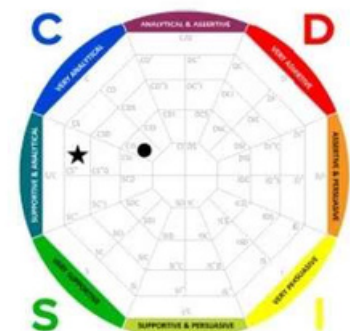


Pattern: CS (2356)

Natural Style - Graph II



Pattern: CIS (1556)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You show a strong ability to clarify complex issues, to define the essence of a problem or solution, and to predict the broad impact of important decisions.
- Your remarkable consistency allows you to maintain a stable and predictable pace to complete complex projects. You demonstrate a tireless work ethic in getting the job done.
- You are technically skilled and proficient in your area of specialty. You develop systems, utilities, and procedures with high-quality standards.
- You are willing to work hard for a mission, cause, project, or purpose.
- You are deadline conscious, with excellent time-management skills.
- You are always well-prepared for meetings. You do your homework and expect the same of others.
- Due to your combination of people skills, patience, and objective reasoning, you have the ability to logically negotiate cooperation from others, rather than demanding it.

Your Work Style Tendencies – What You Bring to the Job:

- You persuade others in the organization by demonstrating personal competence, and encourage others with a sense of optimism.
- You tend to be optimistic -- you demonstrate high personal standards while setting high goals for yourself.
- You have a large base of knowledge, and a continuing appetite to learn more and seek expertise in specialized subjects.
- You tend to be rather friendly and easy-going in your interactions with others.
- You have the ability to handle people with patience.
- You tend to be vocal with others when areas of responsibility need to be delegated.
- You place high expectations on yourself and others and are able to help coach others to higher standards of quality.

You Will Be Most Effective in Environments That Provide:

- Time to reflect and think about pros and cons to solutions.
- Support for critical thinking skills and logical, rather than emotional, decision making.
- A democratic environment with participatory management.
- A place relatively free of interpersonal conflict and hostility.
- Complete information, details, and examples with no gaps or surprises.
- Close relationships with small groups of associates, rather than superficial relationships with a large group of people.
- A variety of highly specialized assignments and technical areas of responsibility.

You Are Motivated by:

- Knowledge that the products and services offered are of the highest quality, and that high standards are supported by all members of the organization.
- Projects and challenges of a highly specialized nature that support your natural curiosity and detail orientation, while also allowing you to demonstrate your skills and competence.
- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- Social recognition and/or awards to confirm ability, skill, or achievements.
- A strong, visible group or organization to identify with and be proud of.
- Sufficient time to adjust to change, so as not to disrupt systems and processes.
- A home life that is supportive of the work demands.

Raymond Barrie - CS/CIS - Technician Style

You Need:

- To learn to say "no" more often to requests from others, in order to prevent spreading yourself too thin.
- A reliable and competent support staff, especially when the work culture is under pressure.
- Reassurance that the long hours spent on a project are worthwhile in building a successful outcome.
- Clear and specific job descriptions and role responsibilities.
- Complete explanations of processes, and the internal systems used.
- Peers with equal ability, competence, and work ethic.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.

Under Stress, May Be Perceived by Others:

- Overly sensitive to feedback
- Unrealistic expectations of others
- Overly critical of others' performance
- Concerned with own image and position

Your Needs When Stressed:

- A slow pace for "processing" information
- Guarantees that you are right
- Accuracy

Your Typical Behaviors in Conflict:

- Your tendency to be something of a loner may make it more difficult for other people to trust you, although your demonstrated reliability tends to offset this.
- You often resort to various indirect techniques to manipulate the environment to make it more favorable to your position. You may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.
- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.

Reduce Conflict and Increase Harmony with Others:

- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.

When Communicating with Raymond, DO:

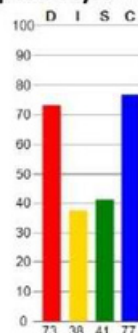
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Provide clear, specific solutions, and support your position with pros and cons.
- Do your homework, because Raymond's homework will already be done.
- Present your ideas and opinions in a non-threatening way.
- Be certain that individual responsibilities are clear, in writing, and that there are no ambiguities.
- Ask for Raymond's input regarding people and specific assignments.

When Communicating with Raymond, DO NOT:

- Be vague about what's expected of the group.
- Push too hard.
- Make decisions for Raymond.
- Use someone else's opinion as evidence.
- Get in the habit of manipulating ideas quickly.
- Be disorganized or sloppy.
- Leave the idea or plan without backup support.

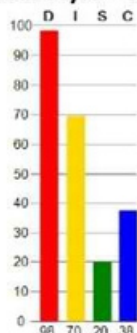
Chris Chalmers - CD/DI - Results-Driven Style

Adapted Style - Graph I



Pattern: CD (5335)

Natural Style - Graph II



Pattern: DI (6513)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You are ready to take the credit or assume the blame for the results.
- You are highly driven toward solutions and success, and enjoy bringing others with you on the journey.
- You are able to jump into the middle of a project in process, get people on board, and make decisions quickly.
- You approach challenges in a forceful, direct, and bottom-line savvy manner.
- You are able to efficiently multi-task, maintaining control over many projects simultaneously.
- You are socially poised and confident, able to speak in a persuasive way to both small and large groups of people.
- You have a strong ability to motivate and manage others through your optimistic attitude and firm delegation of tasks.

Your Work Style Tendencies – What You Bring to the Job:

- You possess the ability to motivate others on the team, and to help get projects done on time and within budget.
- You seem to thrive in positions of power, authority, and responsibility.
- You want to be seen by others as flexible, versatile, and positive, in all environments.
- You demonstrate foresight and strong organizational skills when planning the "big picture."
- You are self-confident and actively seek challenging projects.
- You are able to take charge of a project, even in mid-stream, and work hard to make it a success.
- You expect others to keep up and maintain a rapid pace.

You Will Be Most Effective in Environments That Provide:

- Non-routine assignments.
- Social recognition for accomplishments.
- A climate that supports innovative ideas.
- A broad bandwidth of operation and influence.
- Management that is flexible as to your need for activity and change.
- Challenges in building new territory or networks of people.
- Opportunities to see immediate results.

You Are Motivated by:

- A climate allowing for communication with new people.
- An environment that provides rapid advancement to positions of higher responsibility.
- Having authority equal to the responsibility you are given.
- The existence of a variety of challenges and goals which offer you opportunities to demonstrate your skills and abilities.
- Having the power to control your own career destiny, and make the necessary choices and decisions in fulfilling that destiny.
- New problems to solve and new challenges to address.
- Recognition for the skills, insight, and problem-solving you dedicate and contribute on a daily basis.

Chris Chalmers - CD/DI - Results-Driven Style

You Need:

- An organization that practices participatory leadership.
- To understand the limits of your authority, and not to overstep those boundaries.
- To become more aware of your impact and approach toward others in the organization.
- To soften the ego a bit, especially with those who don't share the same egotism and optimism.
- To soften or mask emotions at times, especially when dealing with more introverted people.
- To become more sensitive to the climate of the situation, and adjust your intensity accordingly.
- The ability to get rapid answers to questions about the status of projects or activities.

Under Stress, May Be Perceived by Others:

- Everything seems to be a competition
- Impatient with others who are slower
- Fault-finding and sarcastic
- Lacks detail focus

Your Needs When Stressed:

- A fast pace for moving toward goals
- Tangible evidence of progress
- Accomplishments

Your Typical Behaviors in Conflict:

- You are quite comfortable with conflict, aggression and anger. Many times you may not realize the impact your behavior has on others. In other instances, however, you may consciously choose anger and aggression as a tactical weapon. In any case, you are likely to increase the level of aggression.
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.
- Your anger is directed at the situation and the lack of desired results, not at anyone, personally. However, your outbursts and behaviors may appear to be a personal attack. You tend to react quickly and often may fail to choose your words appropriately.

Reduce Conflict and Increase Harmony with Others:

- Recognize that others may not be comfortable dealing with conflict, anger, and aggression. Therefore, reacting with your normal behavior may be counterproductive, resulting in interference with your desired results.
- You need to include all the people involved with a project in your decision-making process. Ask for their input on a regular basis and take it into consideration. You can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.
- Avoid creating controversy or "stirring up the pot" just to keep things interesting. This may increase your own energy for the task; however, it is likely to have a serious negative effect on many others.

When Communicating with Chris, DO:

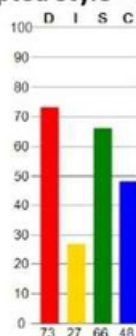
- Put the details in writing, but don't plan on discussing them too much.
- Get to the point quickly, and don't ramble.
- Plan some extra time in your schedule for talking, relating, and socializing, but let Chris take the lead, and don't be surprised if the socializing ends abruptly.
- Be specific about what's needed, and who is going to do it.
- Be prepared to handle some objections.
- Give Chris the opportunity to express opinions and make some of the decisions.
- Motivate and persuade Chris by pointing out objectives and expected results.

When Communicating with Chris, DO NOT:

- Get bogged down in facts, figures, or abstractions.
- Be overly task-oriented.
- Be sloppy or disorganized.
- Ask rhetorical or useless questions.
- Let the discussion with Chris get caught in dreams too much, otherwise you'll lose time.
- Leave loopholes or vague issues hanging in the air.
- Forget or lose things necessary for the meeting or project.

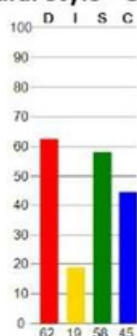
Shavarn Cooper - DS/DS - Finisher Style

Adapted Style - Graph I



Pattern: DS (5253)

Natural Style - Graph II



Pattern: DS (4143)



(circle) = Natural Behavioral Style

(star) = Adapted Behavioral Style

Your Strengths:

- You can always be depended upon to follow through with commitments.
- You value integrity in yourself and others.
- You provide a results-oriented approach without getting frantic.
- You gain respect of others by solving tasks yourself, as well as delegating them. You are always willing to pitch in and help.
- You can be successful working independently or with others, a trait shared with others showing high "D" and "S" preferences.
- You strive continually toward achievement and take pride in being ready for anything.
- You have the ability to find inefficiencies and overlapping efforts for a system or project.

Your Work Style Tendencies – What You Bring to the Job:

- You like to coordinate your efforts with others on the team.
- You may have difficulty saying "no" to additional requests.
- You may do some routine work yourself to be certain it's done properly, or to avoid having your requests refused.
- Your greatest satisfaction comes when projects have reached a conclusion.
- You may withdraw from group activities periodically for self-reflection.
- You are comfortable working alone on projects.
- You use facts and details more than emotions in decision making.

You Will Be Most Effective in Environments That Provide:

- Freedom from close, continuous supervision.
- A systematic approach to projects, with clear tasks for all.
- A continuous, seamless effort, with few snags and surprises.
- Work of a more technical nature, rather than work involving an intense degree of interpersonal contacts.
- Objective, non-emotional thinking and analysis.
- Logical analysis of situations, and persistence in follow-through.
- Assignments that can be followed through to completion, with a definite beginning, middle, and end.

You Are Motivated by:

- Ability to focus on the bottom line.
- Efficient and effective people and equipment.
- Clearly-defined objectives, and specificity in goal setting.
- Deeply felt beliefs and personal goals.
- Environments in which changes are made for a reason, not just for the sake of change.
- Opportunities to help solve problems that baffle others on the team.
- Control over your own activities and the activities of others who affect the same project or outcome.

Shavarn Cooper - DS/DS - Finisher Style

You Need:

- A partner who understands your reasons for extra time devoted to your career.
- Associates on the team who are equally capable, responsible, and demonstrative of a similar work ethic.
- Quality products and services to believe in.
- To develop an understanding of others' values, and an appreciation of their wants and needs.
- To negotiate commitment on a one-on-one basis.
- Introductions to new internal stakeholders, as well as outside groups.
- An occasional surprise to maintain your attention level.

Under Stress, May Be Perceived by Others:

- Stubborn
- Opinionated
- Little concern for others' opinions
- Unable to compromise

Your Needs When Stressed:

- Tangible evidence of progress
- Control of the situation and yourself
- Accomplishments

Your Typical Behaviors in Conflict:

- Your anger is directed at the situation and the lack of desired results, not at anyone, personally. However, your outbursts and behaviors may appear to be a personal attack. You tend to react quickly and often may fail to choose your words appropriately.
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.
- Since you tend to focus on your own results, you may tend to become autocratic in order to get your way.

Reduce Conflict and Increase Harmony with Others:

- Recognize that others may not be comfortable dealing with conflict, anger, and aggression. Therefore, reacting with your normal behavior may be counterproductive, resulting in interference with your desired results.
- You need to take time to express your ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying your message up front will result in more efficient operations later.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary. When using someone's suggestion, acknowledge that person

When Communicating with Shavarn, DO:

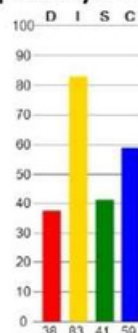
- Do your homework. Come prepared with objectives, requirements, and support materials in a well-organized package.
- Provide specifics about probability of success or effectiveness of options.
- Provide details of the problem or issue in writing.
- Limit your conversation to business topics. Let Shavarn decide whether to include "social" chat.
- Persuade by referring to objectives and results.
- Take issue with the facts if you disagree, rather than arguing about it with Shavarn.
- Support the results if you agree, rather than supporting the person responsible for the results.

When Communicating with Shavarn, DO NOT:

- Leave things open for interpretation.
- Let disagreement reflect on Shavarn personally.
- Patronize or demean by using subtlety or incentives.
- Engage in rambling discussion, and waste Shavarn's time.
- Manipulate or bully Shavarn into agreement.
- Ask rhetorical or useless questions.
- Threaten with position or power.

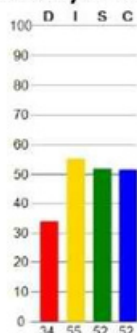
Rodney Drake - Ic/ISC - Technician Style

Adapted Style - Graph I

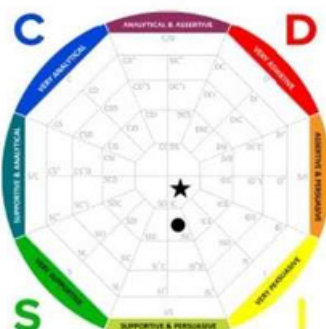


Pattern: Ic (3634)

Natural Style - Graph II



Pattern: ISC (2444)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You combine people skills, patience in working with others, quality control, and attention to details in a versatile blend of talent and expertise.
- You are deadline conscious, with excellent time-management skills.
- You are always well-prepared for meetings. You do your homework and expect the same of others.
- You are conscientious and serious about doing things the correct way.
- Your remarkable consistency allows you to maintain a stable and predictable pace to complete complex projects. You demonstrate a tireless work ethic in getting the job done.
- You show a strong ability to clarify complex issues, to define the essence of a problem or solution, and to predict the broad impact of important decisions.
- You are able to remain objective in emotional situations.

Your Work Style Tendencies – What You Bring to the Job:

- You tend to make decisions based on factual data.
- You may tend to become vocally disappointed when standards aren't met, or when a project gets delayed.
- You persuade others in the organization by demonstrating personal competence, and encourage others with a sense of optimism.
- You have the ability to handle people with patience.
- You tend to be vocal with others when areas of responsibility need to be delegated.
- You are articulate about many different topics and issues.
- You have a large base of knowledge, and a continuing appetite to learn more and seek expertise in specialized subjects.

You Will Be Most Effective in Environments That Provide:

- Established practices, procedures, and protocols.
- Opportunities for building a network of people and contacts.
- Complete information, details, and examples with no gaps or surprises.
- Support for critical thinking skills and logical, rather than emotional, decision making.
- Public recognition for accomplishments.
- Clear areas of responsibility with minimal ambiguities.
- Time to reflect and think about pros and cons to solutions.

You Are Motivated by:

- Sincerity from peers and colleagues.
- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- Knowledge that the products and services offered are of the highest quality, and that high standards are supported by all members of the organization.
- Sufficient time to adjust to change, so as not to disrupt systems and processes.
- A home life that is supportive of the work demands.
- Assignments that allow for communication with a variety of contacts.
- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.

Rodney Drake - Ic/ISC - Technician Style

You Need:

- Increased authority to delegate routine tasks and procedures.
- Options for increasing efficiency of certain methods or procedures.
- Peers with equal ability, competence, and work ethic.
- To learn to say "no" more often to requests from others, in order to prevent spreading yourself too thin.
- Participation in team efforts and activities.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Complete explanations of processes, and the internal systems used.

Under Stress, May Be Perceived by Others:

- Overly sensitive to feedback
- Concerned with own image and position
- Whiner and nit-picker under pressure
- Seeks praise and approval too often

Your Needs When Stressed:

- Action and interaction
- Prestige
- A quick pace for stimulation and excitement

Your Typical Behaviors in Conflict:

- When you experience a moment of misery, you may appear overeager, impulsive, sarcastic and demanding. You may disregard the facts, and may not listen well to what is being said (only hearing what you want to hear).
- If a conflict persists or your anger increases, you are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike your normal behavior.
- You may experience a desire to get even if someone thwarts a major component of your personal agenda; however, you are not very likely to follow through. You may choose to overlook the matter in order to preserve the relationship or you may simply lash out in anger.

Reduce Conflict and Increase Harmony with Others:

- Recognize that you can never resolve conflict by avoiding it. While you may be concerned that you will damage a relationship while expressing your needs or clarifying your expectations, respectfully dealing with issues will allow you to leave them behind you. Be sure, of course, to listen attentively to their concerns and respond appropriately.
- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.
- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.

When Communicating with Rodney, DO:

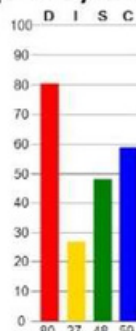
- Provide logical and practical evidence.
- Be candid, open, and patient.
- Present your ideas and opinions in a non-threatening way.
- Join in with some name-dropping, and talk positively about people and their goals.
- Rodney will follow through, so be certain to follow through on your part.
- Break the ice with a brief personal comment.
- Be accurate and realistic, don't over-inflate ideas or outcomes.

When Communicating with Rodney, DO NOT:

- Use someone else's opinion as evidence.
- Rush the issue or the decision-making process.
- Leave the idea or plan without backup support.
- Make decisions for Rodney.
- Be vague about what's expected of the group.
- Push too hard.
- Be disorganized or sloppy.

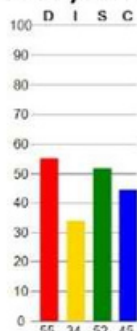
Jade Filewood - Dc/DS - Finisher Style

Adapted Style - Graph I



Pattern: Dc (6234)

Natural Style - Graph II



Pattern: DS (4243)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You tend to be self-directed with a strong sense of accountability. Your "The buck stops here" attitude is driven by the high "D" scoring.
- You provide a results-oriented approach without getting frantic.
- You are accepting and supportive of those on your team who demonstrate a quality effort.
- You gain respect of others by solving tasks yourself, as well as delegating them. You are always willing to pitch in and help.
- You are always looking for better ways to solve complex problems.
- You strive continually toward achievement and take pride in being ready for anything.
- You can be successful working independently or with others, a trait shared with others showing high "D" and "S" preferences.

Your Work Style Tendencies – What You Bring to the Job:

- You may have difficulty saying "no" to additional requests.
- You are comfortable working alone on projects.
- You may evaluate your own goals, in addition to group or team goals, prior to complete buy-in.
- You have a strong work ethic and will usually be found keeping very busy on projects.
- Your greatest satisfaction comes when projects have reached a conclusion.
- You work easily with those who notice and appreciate your attention to detail.
- You may check on the progress of others to be certain that they are meeting their responsibilities.

You Will Be Most Effective in Environments That Provide:

- Work of a more technical nature, rather than work involving an intense degree of interpersonal contacts.
- Objective, non-emotional thinking and analysis.
- The ability to set your own pace, and maintain that pace.
- Logic, decisiveness, and the ability to provide bottom-line answers.
- Assignments that can be followed through to completion, with a definite beginning, middle, and end.
- A systematic approach to projects, with clear tasks for all.
- A continuous, seamless effort, with few snags and surprises.

You Are Motivated by:

- Environments in which changes are made for a reason, not just for the sake of change.
- Opportunities to verbalize your ideas and positions on issues.
- Efficient and effective people and equipment.
- Responsibility and authority to achieve results.
- Recognition for responsible performance and follow-through on professional tasks and obligations.
- Rewards and sincere reinforcements, as they amplify self-esteem.
- Opportunities to help solve problems that baffle others on the team.

Jade Filewood - Dc/DS - Finisher Style

You Need:

- Quality products and services to believe in.
- To develop an understanding of others' values, and an appreciation of their wants and needs.
- Associates on the team who are equally capable, responsible, and demonstrative of a similar work ethic.
- To negotiate commitment on a one-on-one basis.
- To understand teamwork, and the role of everyone on the team.
- A partner who understands your reasons for extra time devoted to your career.
- An awareness of the parameters of a project, your involvement, and the expected results.

Under Stress, May Be Perceived by Others:

- Abrasive at times
- Inflexible
- Little concern for others' opinions
- Stubborn

Your Needs When Stressed:

- Accomplishments
- A fast pace for moving toward goals
- Control of the situation and yourself

Your Typical Behaviors in Conflict:

- Your anger is directed at the situation and the lack of desired results, not at anyone, personally. However, your outbursts and behaviors may appear to be a personal attack. You tend to react quickly and often may fail to choose your words appropriately.
- Since you tend to focus on your own results, you may tend to become autocratic in order to get your way.
- You generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.

Reduce Conflict and Increase Harmony with Others:

- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary. When using someone's suggestion, acknowledge that person
- Recognize that others may not be comfortable dealing with conflict, anger, and aggression. Therefore, reacting with your normal behavior may be counterproductive, resulting in interference with your desired results.
- You need to take time to express your ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying your message up front will result in more efficient operations later.

When Communicating with Jade, DO:

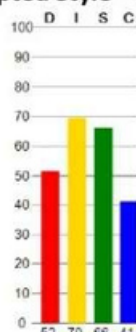
- Take issue with the facts if you disagree, rather than arguing about it with Jade.
- Address specific questions, preferably focusing on "what" and "how" issues in order to draw out Jade's opinions.
- Highlight the ways in which Jade will benefit or be assisted in this transaction.
- Provide specifics about probability of success or effectiveness of options.
- Be candid, open, and sincere.
- Be clear, specific, brief, and to the point.
- Support the results if you agree, rather than supporting the person responsible for the results.

When Communicating with Jade, DO NOT:

- Let disagreement reflect on Jade personally.
- Offer assurances and guarantees that you can't fulfill.
- Direct or give orders.
- Come with a ready-made decision, or make a decision for Jade.
- Engage in rambling discussion, and waste Jade's time.
- Leave things open for interpretation.
- Ask rhetorical or useless questions.

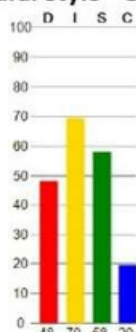
Nick Gimblett - ISd/Is - Coach Style

Adapted Style - Graph I

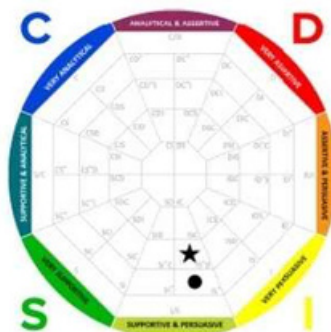


Pattern: ISd (4553)

Natural Style - Graph II



Pattern: Is (3541)



(circle) = Natural Behavioral Style

(star) = Adapted Behavioral Style

Your Strengths:

- Your strong optimism helps motivate the team toward their goals.
- You bring a high "sincerity factor" to the team climate.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- You are a good listener.
- You are able to build positive relationships with internal and external stakeholders.
- You demonstrate a high degree of patience in working with others.
- You are able to reach goals by working with and supporting the efforts of others on the team.

Your Work Style Tendencies – What You Bring to the Job:

- You are optimistic and motivated to be an excellent team player, able to defer your ego when working with others who may prefer having more control of the situation.
- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- You show a high degree of persistence in working on projects, especially over the long haul.
- On the job, you have a strong need to be patient, polite, and create an environment of good-will for internal and external stakeholders.
- You are perceived by others on the team as a good listener.

You Will Be Most Effective in Environments That Provide:

- A favorable working climate containing positive attitudes and optimistic spirit.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A job culture where there is little hostility, confrontation, anger, or pressure.
- Specialized assignments that also involve working and communicating with a variety of people.
- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- A participatory manager or board with whom a democratic relationship has been established.
- Support and appreciation of your individual efforts.

You Are Motivated by:

- Evidence that a new process has been successful in similar applications.
- A supervisor, manager, or board who practices a democratic leadership process.
- Acceptance as a positive and supportive member of the organization and team.
- Flexibility to circulate and talk with a variety of people.
- Identification with the organization, team, and others with whom a spirit of work responsibility has been established.
- Projects and assignments that provide interpersonal contact, and an opportunity to help both internal and external stakeholders.
- A work culture that is supportive of family activities and commitments.

Nick Gimblett - ISd/Is - Coach Style

You Need:

- To be kept in the information loop regarding projects and initiatives within the organization.
- Detailed delegation of responsibilities, to reduce ambiguity and confusion.
- To be more realistic and ambitious in setting deadlines for team projects.
- Encouragement to keep the positive spirit and optimism when the pressure is on.
- Increased urgency in decision making.
- More direction toward work tasks, and less focus on chatting and socializing.
- A sense of belonging to the team or organization as a whole.

Under Stress, May Be Perceived by Others:

- Doesn't take a stand
- Indirect and vague
- Overly tolerant with non-producers
- Doesn't meet deadlines

Your Needs When Stressed:

- Action and interaction
- A quick pace for stimulation and excitement
- To get credit

Your Typical Behaviors in Conflict:

- Your anger is generally a response to a personal attack or, possibly, the failure of someone to support you when you were really counting on that person's support. Of course you may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns your contribution to the problem.
- When you experience a moment of misery, you may appear overeager, impulsive, sarcastic and demanding. You may disregard the facts, and may not listen well to what is being said (only hearing what you want to hear).
- If a conflict persists or your anger increases, you are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike your normal behavior.

Reduce Conflict and Increase Harmony with Others:

- You have a tendency to "think out loud." Others may take these "brainstorming" ideas as actual commitments and become upset when those "commitments" are not completed. So, let others know in advance when you are only exploring ideas and options and not committing to actions.
- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.
- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.

When Communicating with Nick, DO:

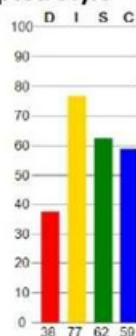
- Plan some extra time in your schedule for talking, relating, and socializing.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Plan to talk about things that support Nick's dreams and goals.
- Put the details in writing, but don't plan on discussing them too much.
- Show sincere interest in Nick as a person.
- Provide assurances about Nick's input and decisions.
- Break the ice with a brief personal comment.

When Communicating with Nick, DO NOT:

- Manipulate or bully Nick into agreeing.
- Leave the idea or plan without backup support.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Offer assurances and guarantees you can't fulfill.
- Be overly task-oriented.
- Let the discussion with Nick get caught in dreams too much, otherwise you'll lose time.
- Be vague or ambiguous.

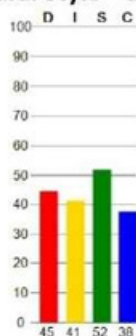
Tom Gunn - Isc/S - Planner Style

Adapted Style - Graph I



Pattern: Isc (3544)

Natural Style - Graph II



Pattern: S (3343)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You are ready, willing, and able to assist others on the team with a specialized project. All they have to do is ask.
- You're a reflective, critical thinker. You are able to comprehend complex or abstract systems, and assist with solutions.
- You have an excellent listening style.
- You maintain a stable and predictable pace to complete complex projects, and demonstrate a tireless work ethic.
- You have the ability to get along well with a wide variety of behavioral styles.
- You are patient in working with others on the team.
- You are people-oriented in a stable and sincere way.

Your Work Style Tendencies – What You Bring to the Job:

- You want to be perceived as friendly and easy-going, without being an extremist.
- You show an extremely high level of patience when working with others.
- You're a good team player and able to coordinate your own participation in complex schedules with sincerity and ease.
- You work very effectively in specialized areas and may serve as the "glue" that holds a complex project together.
- Because of your high degree of patience, some may see you as a teacher, mentor, or coach when it comes to dealing with complex projects or problems.
- You prefer maintaining the status quo and dislike making changes just for the sake of change.
- You tend to have deep family connections and may hesitate to travel for extended periods of time away from your family.

You Will Be Most Effective in Environments That Provide:

- An environment relatively free from interpersonal conflict and hostility.
- Clear areas of responsibility with minimal ambiguities.
- The opportunity to work with people with whom you have developed trust, rapport, and credibility.
- Few sudden shocks or unexpected problems.
- Sufficient time to adjust to procedural changes in the workplace.
- Appreciation for your long hours and work ethic on tough projects and assignments.
- Specific lines of authority and structure for reporting problems.

You Are Motivated by:

- A home life that is supportive of the work demands.
- Appreciation and recognition for the competence and work ethic demonstrated over the long haul.
- Having sufficient time to adjust to change, so as not to disrupt systems and processes.
- Feeling secure.
- Identification with a company and colleagues that one can be proud of.
- Established procedures on which a base of successful processes can be built.
- Projects and challenges of a specialized nature that demonstrate skill and competence.

Tom Gunn - Isc/S - Planner Style

You Need:

- A reminder that your contributions are significant to the success of the team.
- Sufficient time to consider alternatives prior to making changes.
- A comfortable method for introductions to new groups of people.
- Reassurance and support for taking appropriate and calculated risks.
- Peers of equal ability, competence, and work ethic.
- Products and processes that you can believe in.
- Reassurance that the long hours you spend on projects are worthwhile.

Under Stress, May Be Perceived by Others:

- Phlegmatic and unemotional
- Resistant to change and new ideas
- Unresponsive
- Possessive

Your Needs When Stressed:

- Reassurances that you are liked
- A slower pace for comfort and security
- Personal assurance

Your Typical Behaviors in Conflict:

- You seldom express your own feelings of anger or dissatisfaction, fearing that doing so would damage relationships and destabilize the situation. You tend to go along with what others want in order to avoid any controversy.
- You tend to do things to help and benefit others with the expectation that they will reciprocate in some appropriate way. However you rarely share these expectations. As a result, the other person fails to meet your expectations; leading to more repressed anger or hurt feelings on your part.
- You are quite uncomfortable with conflict, aggression and anger. You will do whatever you can to avoid such situations. If you are not able to physically avoid a situation involving conflict or anger, you will probably attempt to ignore it, functioning as best you can without interacting -- or interacting very superficially -- with others.

Reduce Conflict and Increase Harmony with Others:

- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Share your needs, feelings and expectations with your friends and coworkers.
- Be sure to clarify any instructions or communications that you do not fully understand, no matter how busy the other person may appear to be. Pay particular attention to the desired results and timeframes.

When Communicating with Tom, DO:

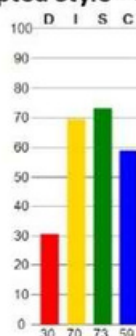
- Provide clear, specific solutions.
- Find some areas of common interest and involvement.
- Be casual and informal with gestures and body language.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- Ask 'how' oriented questions to draw out Tom's opinions.
- Present ideas and opinions in a non-threatening way.
- Outline individual tasks and responsibilities in writing.

When Communicating with Tom, DO NOT:

- Offer promises that you can't keep.
- Stick coldly to the business agenda.
- Leave an idea or plan without backup support.
- Let it reflect on Tom personally when you disagree, and don't let disagreements affect the relationship.
- Be rude, abrupt, or too fast-paced in your delivery.
- Offer assurances and guarantees that you can't fulfill.
- Force Tom to agree quickly with your objectives and position. Instead, provide some time for Tom to warm up to the ideas and for mutual ownership.

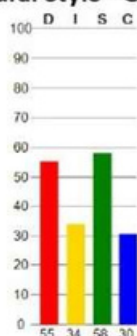
Neil Hall - SIc/SD - Finisher Style

Adapted Style - Graph I



Pattern: SIc (2554)

Natural Style - Graph II



Pattern: SD (4242)



(circle) = Natural Behavioral Style

(star) = Adapted Behavioral Style

Your Strengths:

- You set goals for yourself, even if no goals are made explicit.
- You can always be depended upon to follow through with commitments.
- You gain respect of others by solving tasks yourself, as well as delegating them. You are always willing to pitch in and help.
- You provide a results-oriented approach without getting frantic.
- You readily voice opinions, after analyzing issues objectively.
- You tend to be self-directed with a strong sense of accountability. Your "The buck stops here" attitude is driven by the high "D" scoring.
- You strive continually toward achievement and take pride in being ready for anything.

Your Work Style Tendencies – What You Bring to the Job:

- You are ready to accept the credit or the blame for your results.
- You like to coordinate your efforts with others on the team.
- You are comfortable working alone on projects.
- Your greatest satisfaction comes when projects have reached a conclusion.
- You may check on the progress of others to be certain that they are meeting their responsibilities.
- You may do some routine work yourself to be certain it's done properly, or to avoid having your requests refused.
- You appreciate working with reliable people who have a similar high work ethic.

You Will Be Most Effective in Environments That Provide:

- Assignments that can be followed through to completion, with a definite beginning, middle, and end.
- A continuous, seamless effort, with few snags and surprises.
- A systematic approach to projects, with clear tasks for all.
- Freedom from close, continuous supervision.
- Logic, decisiveness, and the ability to provide bottom-line answers.
- Logical analysis of situations, and persistence in follow-through.
- The ability to set your own pace, and maintain that pace.

You Are Motivated by:

- Recognition for responsible performance and follow-through on professional tasks and obligations.
- Opportunities to help solve problems that baffle others on the team.
- Clearly-defined objectives, and specificity in goal setting.
- Control over your own activities and the activities of others who affect the same project or outcome.
- Opportunities to verbalize your ideas and positions on issues.
- Rewards and sincere reinforcements, as they amplify self-esteem.
- Deeply felt beliefs and personal goals.

Neil Hall - SIc/SD - Finisher Style

You Need:

- Quality products and services to believe in.
- Associates on the team who are equally capable, responsible, and demonstrative of a similar work ethic.
- Specific reasons for making changes.
- A partner who understands your reasons for extra time devoted to your career.
- Practical and tangible rewards.
- To negotiate commitment on a one-on-one basis.
- Challenging assignments with problems to solve.

Under Stress, May Be Perceived by Others:

- Abrasive at times
- Stubborn
- Opinionated
- Little concern for others' opinions

Your Needs When Stressed:

- A slower pace for comfort and security
- Relationships
- Personal assurance

Your Typical Behaviors in Conflict:

- You seldom express your own feelings of anger or dissatisfaction, fearing that doing so would damage relationships and destabilize the situation. You tend to go along with what others want in order to avoid any controversy.
- The anger and dissatisfaction that you have been repressing builds up inside of you and eventually some (often, trivial) event will trigger an explosion, releasing a torrent of angry words and a litany of past offenses -- often in considerable detail. Once you have vented this built up emotion, you return to your normal behavior.
- You are quite uncomfortable with conflict, aggression and anger. You will do whatever you can to avoid such situations. If you are not able to physically avoid a situation involving conflict or anger, you will probably attempt to ignore it, functioning as best you can without interacting -- or interacting very superficially -- with others.

Reduce Conflict and Increase Harmony with Others:

- Be sure to clarify any instructions or communications that you do not fully understand, no matter how busy the other person may appear to be. Pay particular attention to the desired results and timeframes.
- Ask for what you need from your supervisor, friends and coworkers. Do not expect them to know what you want or what you are thinking. This will avoid many misunderstandings and increase your effectiveness and efficiency.
- Share your needs, feelings and expectations with your friends and coworkers.

When Communicating with Neil, DO:

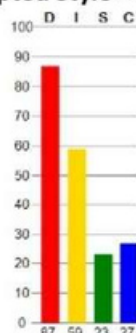
- Address specific questions, preferably focusing on "what" and "how" issues in order to draw out Neil's opinions.
- Highlight the ways in which Neil will benefit or be assisted in this transaction.
- Draw out personal goals, and find areas of common interest and involvement.
- Begin your conversation with a personal comment, even if brief; it will be an icebreaker.
- Be candid, open, and sincere.
- Provide specifics about probability of success or effectiveness of options.
- Take issue with the facts if you disagree, rather than arguing about it with Neil.

When Communicating with Neil, DO NOT:

- Direct or give orders.
- Ask rhetorical or useless questions.
- Be demanding or domineering.
- Pretend to be an expert although you are not.
- Be disorganized.
- Force Neil to respond quickly to your objectives.
- Patronize or demean by using subtlety or incentives.

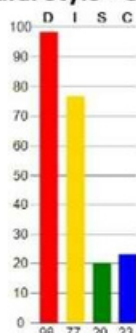
Ben Haylock - Di/DI - Results-Driven Style

Adapted Style - Graph I



Pattern: Di (6422)

Natural Style - Graph II



Pattern: DI (6512)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You are able to efficiently multi-task, maintaining control over many projects simultaneously.
- You approach challenges in a forceful, direct, and bottom-line savvy manner.
- You are highly driven toward solutions and success, and enjoy bringing others with you on the journey.
- You are ready to take the credit or assume the blame for the results.
- You are able to jump into the middle of a project in process, get people on board, and make decisions quickly.
- You have the ability to be both firm and friendly, as the situation demands.
- You tend to take on challenging assignments or difficult tasks, and succeed with them.

Your Work Style Tendencies – What You Bring to the Job:

- You want to be seen by others as flexible, versatile, and positive, in all environments.
- You want to achieve tangible, measurable, real-time results.
- You expect others to keep up and maintain a rapid pace.
- Your highly assertive and persuasive nature sets the tone for projects and activities in which you are involved.
- You seem to thrive in positions of power, authority, and responsibility.
- You possess the ability to motivate others on the team, and to help get projects done on time and within budget.
- You demonstrate foresight and strong organizational skills when planning the "big picture."

You Will Be Most Effective in Environments That Provide:

- Management that is flexible as to your need for activity and change.
- Challenges in building new territory or networks of people.
- Non-routine assignments.
- A high degree of contact with people, and an abundance of problems to solve.
- Opportunities to see immediate results.
- Freedom from mundane, repetitive details.
- A broad bandwidth of operation and influence.

You Are Motivated by:

- New problems to solve and new challenges to address.
- A climate allowing for communication with new people.
- The existence of a variety of challenges and goals which offer you opportunities to demonstrate your skills and abilities.
- Having the power to control your own career destiny, and make the necessary choices and decisions in fulfilling that destiny.
- Having authority equal to the responsibility you are given.
- An environment that provides rapid advancement to positions of higher responsibility.
- Recognition for the skills, insight, and problem-solving you dedicate and contribute on a daily basis.

Ben Haylock - Di/DI - Results-Driven Style

You Need:

- To keep from overreacting to things.
- A strong support staff to handle work details.
- To realize that you may not always be the leader of every team or task force.
- To soften the ego a bit, especially with those who don't share the same egotism and optimism.
- A clear job description, in writing.
- To negotiate with others in a real-time, face-to-face manner, as opposed to using electronic means.
- The ability to get rapid answers to questions about the status of projects or activities.

Under Stress, May Be Perceived by Others:

- Overly critical of others
- Lacks detail focus
- Oversteps authority
- Everything seems to be a competition

Your Needs When Stressed:

- Tangible evidence of progress
- Accomplishments
- Control of the situation and yourself

Your Typical Behaviors in Conflict:

- You are quite comfortable with conflict, aggression and anger. Many times you may not realize the impact your behavior has on others. In other instances, however, you may consciously choose anger and aggression as a tactical weapon. In any case, you are likely to increase the level of aggression.
- Your anger is directed at the situation and the lack of desired results, not at anyone, personally. However, your outbursts and behaviors may appear to be a personal attack. You tend to react quickly and often may fail to choose your words appropriately.
- You generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.

Reduce Conflict and Increase Harmony with Others:

- Recognize that others may not be comfortable dealing with conflict, anger, and aggression. Therefore, reacting with your normal behavior may be counterproductive, resulting in interference with your desired results.
- Avoid creating controversy or "stirring up the pot" just to keep things interesting. This may increase your own energy for the task; however, it is likely to have a serious negative effect on many others.
- You need to take time to express your ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying your message up front will result in more efficient operations later.

When Communicating with Ben, DO:

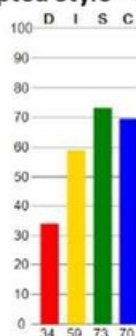
- Give Ben the opportunity to express opinions and make some of the decisions.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Plan to talk about things that support Ben's dreams and goals.
- Motivate and persuade Ben by pointing out objectives and expected results.
- Put the details in writing, but don't plan on discussing them too much.
- Join in with some name-dropping, and talk positively about people and their goals.
- Be prepared to handle some objections.

When Communicating with Ben, DO NOT:

- Ask rhetorical or useless questions.
- Be overly task-oriented.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Get bogged down in facts, figures, or abstractions.
- Speculate wildly without factual support.
- Leave loopholes or vague issues hanging in the air.
- Forget or lose things necessary for the meeting or project.

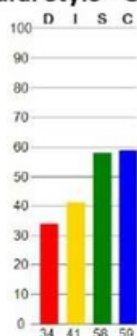
Taylor Haylock - Sci/CS - Formalist Style

Adapted Style - Graph I



Pattern: SCi (2455)

Natural Style - Graph II



Pattern: CS (2344)



(circle) = Natural Behavioral Style

(star) = Adapted Behavioral Style

Your Strengths:

- You provide valuable input on projects by considering possible pitfalls that others on the team may have overlooked.
- You have an excellent, considerate, analytical listening style.
- You are patient in working with others on the team and demonstrating detailed methods for completing a project.
- You are not an extremist and tend to be supportive of team efforts.
- You are a strong guardian of quality-control standards and procedures.
- You may be sought after by other members of the team because of your complete knowledge of processes and procedures.
- You demonstrate a high degree of technical specialty and skill in your area of expertise.

Your Work Style Tendencies – What You Bring to the Job:

- You demonstrate a strong need for perfection and detail orientation.
- You appreciate an occasional word of reassurance from your supervisor or board, as long as it is sincere input.
- You give careful consideration to all variables and input on a project. This process may take a bit more time, but it will yield a quality outcome.
- You are highly conscientious and can be relied on to follow through on detailed projects and complex assignments.
- You need to feel well-informed regarding specific details related to your area of authority and responsibility.
- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.
- You will take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes.

You Will Be Most Effective in Environments That Provide:

- Highly specialized assignments and technical areas of responsibility.
- Support for your critical thinking skills, and encouragement to make decisions based on logic over emotion.
- A work culture that demonstrates sincere care for the people involved.
- A secure work situation.
- Clear lines of authority and areas of responsibility, with minimal ambiguities.
- Activities that can be monitored from beginning to end.
- Identification with the team or greater organization.

You Are Motivated by:

- Work projects of a highly specialized nature that support your natural curiosity and detail orientation, as well as allow you to demonstrate your skill and competence.
- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- A home life that is supportive of work demands.
- The assurance that changes are made thoughtfully, carefully, and only when proven to be necessary.
- Having sufficient time to adjust to change, so as not to disrupt systems or processes.
- Inclusion as a part of the group in social functions.
- A link to some of the traditions that have built success in the past.

Taylor Haylock - Sci/CS - Formalist Style

You Need:

- Sufficient time for effective planning, especially prior to change.
- Increased authority to delegate routine tasks and procedures to a reliable and trustworthy support staff, especially when the work culture is under pressure.
- Job descriptions which are presented clearly (preferably in writing), with no ambiguities.
- Complete explanations of processes and the internal systems used for completion.
- A method to be introduced to new groups of people or business associations.
- An increased urgency to take advantage of opportunities.
- Increased urgency in making decisions. To be able to shut the data gate and make a decision based on the information currently available.

Under Stress, May Be Perceived by Others:

- Overly sensitive to criticism
- Indecisive under pressure
- Not open to new ideas
- Too much 'by-the-book' thinking

Your Needs When Stressed:

- Guarantees that you are right
- Accuracy
- A slow pace for "processing" information

Your Typical Behaviors in Conflict:

- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.
- Your tendency to be something of a loner may make it more difficult for other people to trust you, although your demonstrated reliability tends to offset this.
- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.

Reduce Conflict and Increase Harmony with Others:

- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.

When Communicating with Taylor, DO:

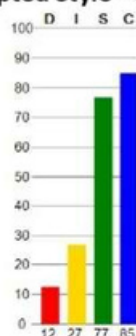
- Outline individual tasks and responsibilities in writing.
- Taylor will follow through, so you should be certain to follow through on your part.
- Be certain that the information you have is credible.
- Be sensitive to possible areas of disagreement as Taylor may not be verbal about them.
- Assure Taylor that there won't be any unexpected surprises.
- Present your ideas and opinions in a non-threatening way.
- Provide assurances about Taylor's input and decisions.

When Communicating with Taylor, DO NOT:

- Leave things up in the air, or decide by chance.
- Rush the issues or the decision-making process.
- Be vague about what's expected of the group.
- Offer assurances and guarantees that you can't fulfill.
- Be rude, abrupt, or too fast-paced in your delivery.
- Offer promises that you can't keep.
- Make decisions for Taylor.

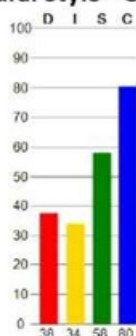
Matt Haylock - CS/Cs - Fact-Finder Style

Adapted Style - Graph I

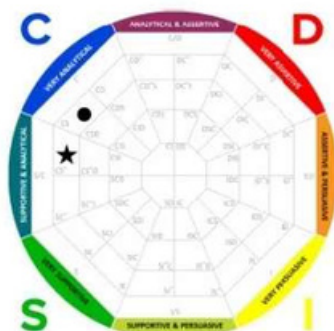


Pattern: CS (1256)

Natural Style - Graph II



Pattern: Cs (3246)



(circle) = Natural Behavioral Style

(star) = Adapted Behavioral Style

Your Strengths:

- If given the responsibility to maintain high standards, you will meet those standards.
- You are deadline conscious, with excellent time-management skills.
- You have a knack for logically negotiating cooperation from others, rather than demanding it.
- You are technically skilled and highly proficient in your area of specialty.
- Conscientious, you are serious about doing things the correct way.
- Others on the team may seek you out to answer detailed or process-oriented questions.
- You bring a unique combination of accuracy and intuition to projects.

Your Work Style Tendencies – What You Bring to the Job:

- You may hesitate to trust newer people in the organization, until they have established their credibility.
- You do your homework and tend to be very well prepared for meetings and appointments.
- You demonstrate a high degree of quality control awareness.
- You have an instant awareness of mistakes and instances of lapsed quality control.
- You are likely to be one of the few members of the project team who has read all of the "fine print" featured in policies or procedures.
- You are somewhat conventional and a bit cautious when it comes to making decisions that impact quality or policy.
- You may tend to be a "worrier" (in a positive way), giving thought to work projects even when away from the job. You may come in after a weekend of thinking and offer an ideal solution.

You Will Be Most Effective in Environments That Provide:

- A work group which provides close relationships with a small group of associates, rather than superficial relationships with a larger group of people.
- Complete information, details, and examples, with no gaps or surprises.
- A work environment with a predictable pattern of activity, so as to monitor quality processes.
- Freedom from intensely pressured decisions.
- Complete explanations of areas of responsibility and control.
- Time to reflect and think about pros and cons to solutions.
- Standard, accepted operating procedures that sometimes support complex processes.

You Are Motivated by:

- Environments in which changes are controlled and made only when proven to be necessary.
- Detailed examples and specific information about suggested changes in processes that may have an impact on quality.
- Complete explanations of systems and processes that impact your work environment.
- A work environment containing minimal hostility and pressure.
- Quality control standards that are respected by all members of the organization, not just by a few people.
- Work tasks of a highly specialized nature to support your natural curiosity and detail orientation.
- Standard operating procedures that can support a quality initiative without being changed dramatically.

Matt Haylock - CS/Cs - Fact-Finder Style

You Need:

- A wider scope of perspective and operations.
- Increased confidence in your own decision-making ability.
- Job descriptions which are presented clearly, with no ambiguities.
- Greater participation in team efforts and activities.
- Increased authority to delegate routine tasks and procedures.
- Complete explanations of processes and the internal systems used.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.

Under Stress, May Be Perceived by Others:

- Inflexible
- Analysis-paralysis
- Anxious
- Worrier

Your Needs When Stressed:

- Guarantees that you are right
- Accuracy
- Understanding of principles and details

Your Typical Behaviors in Conflict:

- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.
- Your tendency to be something of a loner may make it more difficult for other people to trust you, although your demonstrated reliability tends to offset this.
- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.

Reduce Conflict and Increase Harmony with Others:

- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.

When Communicating with Matt, DO:

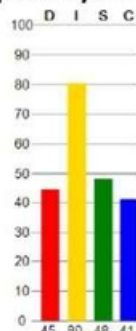
- Approach issues in a straightforward, direct and factual way.
- Take your time; be precise and thorough.
- Give Matt time to verify the issues and assess potential outcomes.
- Use a thoughtful and logical approach to discussing ideas and options.
- Provide logical and practical evidence.
- Make an organized appeal for your support and contributions.
- Prepare your case in advance. Don't try to "wing it," using charm alone.

When Communicating with Matt, DO NOT:

- Be vague about what's expected of the group.
- Get in the habit of manipulating ideas quickly.
- Use unreliable evidence or testimonials.
- Be casual, informal, or loud.
- Push too hard.
- Be disorganized or sloppy.
- Be unrealistic with deadlines.

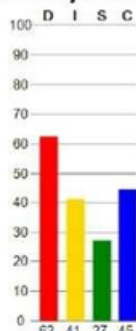
Nic Henshaw - I/D - Producer Style

Adapted Style - Graph I



Pattern: I (3633)

Natural Style - Graph II



Pattern: D (4323)



(circle) = Natural Behavioral Style

(star) = Adapted Behavioral Style

Your Strengths:

- You value perseverance and rarely give up.
- You are a self-starter who doesn't wait for external things to happen.
- You have a strong sense of urgency when it comes to getting things done.
- You are able to analyze situations quickly and reach a decision.
- You are a competitive player, on and off the job.
- You deal directly, with an eye on the bottom-line.
- You are self-reliant, with the ability and innovation to blaze new trails.

Your Work Style Tendencies – What You Bring to the Job:

- You tend to rely more heavily on your own evaluations and decisions, than on the input of others.
- You may be critical of established procedures and methods.
- You want to be perceived as one who loves challenges, competition, and difficult assignments.
- You like to generate new ideas, allowing others work on the details of a project.
- You desire authority equal to your responsibility.
- You set high goals for yourself and others.
- You are motivated by change and new challenges, and may become bored when the pace slows or the challenge has been conquered.

You Will Be Most Effective in Environments That Provide:

- Removal from routine or repetitive work.
- Minimum direct supervision.
- Opportunities for multi-tasking, and multi-threaded projects.
- Freedom from details and minutiae.
- A cutting-edge, innovative, entrepreneurial atmosphere with lots of latitude to express your ideas.
- An audience to hear your ideas and solutions.
- A wide sphere of influence and responsibility.

You Are Motivated by:

- Support for your ideas and initiatives.
- Independence to be able to act on ideas, and to express creativity in solving problems.
- Opportunities to express your ideas and opinions.
- Recognition for achievements and competence.
- Having authority equal to your responsibility.
- Having control over your own destiny and career path.
- A change-oriented work culture.

Nic Henshaw - I/D - Producer Style

You Need:

- To be reminded to pace yourself, and to occasionally slow down to relax and rebalance.
- To negotiate commitments on a face-to-face basis. This helps maintain clarity and mutual responsibility.
- Environments with challenging assignments.
- Straight-forward, direct communication.
- To be involved and active in making things happen, so as not to become bored with massive amounts of routine work.
- An understanding of your boundaries to keep from overstepping your authority.
- To win people over by displaying a greater empathy for others.

Under Stress, May Be Perceived by Others:

- Belligerent
- Domineering
- Manipulative
- Arrogant

Your Needs When Stressed:

- Control of the situation and yourself
- Tangible evidence of progress
- A fast pace for moving toward goals

Your Typical Behaviors in Conflict:

- Since you tend to focus on your own results, you may tend to become autocratic in order to get your way.
- You generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.

Reduce Conflict and Increase Harmony with Others:

- You need to take time to express your ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying your message up front will result in more efficient operations later.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary. When using someone's suggestion, acknowledge that person.
- Recognize that others may not be comfortable dealing with conflict, anger, and aggression. Therefore, reacting with your normal behavior may be counterproductive, resulting in interference with your desired results.

When Communicating with Nic, DO:

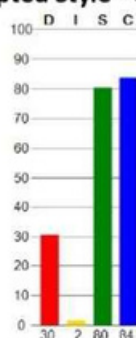
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Present your items in a logical way.
- When you agree, support the ideas and potential results, rather than supporting the person responsible for the results.
- Get to the point quickly, and don't ramble.
- Be prepared to handle some objections.
- Stick to business matters only.
- Offer specific evidence about the probability of success or effectiveness of options.

When Communicating with Nic, DO NOT:

- Leave loopholes or vague issues hanging in the air.
- Be sloppy or disorganized.
- Make decisions for Nic.
- Let it reflect on Nic personally when in disagreement.
- Forget or lose things necessary for the meeting or project.
- Try to develop "too close" a relationship, especially too quickly.
- Make guarantees and assurances when there is a risk in meeting them.

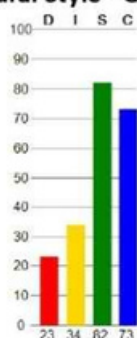
Arron Johnson - CS/SC - Formalist Style

Adapted Style - Graph I



Pattern: CS (2166)

Natural Style - Graph II



Pattern: SC (2265)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You demonstrate a high degree of technical specialty and skill in your area of expertise.
- You are not an extremist and tend to be supportive of team efforts.
- You are especially careful that there are no loose ends on a project that may have been overlooked by others.
- You provide an objective, reality-focused view of systems, procedures, and organizational operations.
- You are tactful in explaining ideas that may impact others on the team.
- You take your responsibilities seriously and exercise your authority in a sincere and conscientious manner.
- You maintain a high degree of accuracy while keeping an eye toward project deadlines.

Your Work Style Tendencies – What You Bring to the Job:

- You demonstrate a strong need for perfection and detail orientation.
- You may get bogged down in details due to your tendency to keep the "data gate" open too long. You always worry that there may be more information forthcoming that can impact the direction of the decision.
- You give careful consideration to all variables and input on a project. This process may take a bit more time, but it will yield a quality outcome.
- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.
- You need to feel well-informed regarding specific details related to your area of authority and responsibility.
- You like your workspace to be neat, well organized, and tidy, with everything in its place.
- You are highly conscientious and can be relied on to follow through on detailed projects and complex assignments.

You Will Be Most Effective in Environments That Provide:

- Clear lines of authority and areas of responsibility, with minimal ambiguities.
- A close-knit group of people with whom you have developed mutual trust, rapport, and credibility.
- Freedom from intensely pressured decisions.
- A secure work situation.
- Identification with the team or greater organization.
- Sufficient time to adjust to changes in workplace procedures.
- Established practices, procedures, and protocols.

You Are Motivated by:

- Having sufficient time to adjust to change, so as not to disrupt systems or processes.
- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- High quality control standards that are respected by all members of the organization, not just by a few people.
- Sincerity from peers and colleagues.
- Inclusion as a part of the group in social functions.
- A home life that is supportive of work demands.
- Appreciation for the competence and work ethic demonstrated over the long haul.

Arron Johnson - CS/SC - Formalist Style

You Need:

- Sufficient time for effective planning, especially prior to change.
- Reassurance that the long hours you dedicate to projects are worthwhile for building a successful outcome.
- Complete explanations of processes and the internal systems used for completion.
- A method to be introduced to new groups of people or business associations.
- Increased authority to delegate routine tasks and procedures to a reliable and trustworthy support staff, especially when the work culture is under pressure.
- Greater participation in team efforts and activities which would provide you with a broader perspective and greater ability to see the "big picture."
- Reassurance that your contributions are significant to the success of the team.

Under Stress, May Be Perceived by Others:

- Inflexible
- Too suspicious of others
- Overly sensitive to criticism
- Indecisive under pressure

Your Needs When Stressed:

- Reassurances that you are liked
- A slower pace for comfort and security
- Relationships

Your Typical Behaviors in Conflict:

- You may also feel that your feelings, needs and desires are not as important as those of others, which can encourage others to take advantage of you which, in turn, results in more repressed anger.
- You seldom express your own feelings of anger or dissatisfaction, fearing that doing so would damage relationships and destabilize the situation. You tend to go along with what others want in order to avoid any controversy.
- You are quite uncomfortable with conflict, aggression and anger. You will do whatever you can to avoid such situations. If you are not able to physically avoid a situation involving conflict or anger, you will probably attempt to ignore it, functioning as best you can without interacting -- or interacting very superficially -- with others.

Reduce Conflict and Increase Harmony with Others:

- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Be open to considering new ways of doing things and undertaking new tasks. Ask your supervisor, friends and coworkers to support you in approaching any significant change
- Share your needs, feelings and expectations with your friends and coworkers.

When Communicating with Arron, DO:

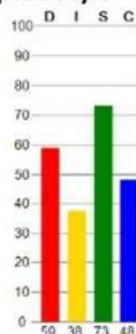
- List pros and cons to suggestions you make.
- Assure Arron that there won't be any unexpected surprises.
- Be candid, open, and patient.
- Be certain that the information you have is credible.
- Do your homework, because Arron's homework will already be done.
- Outline individual tasks and responsibilities in writing.
- Be sensitive to possible areas of disagreement as Arron may not be verbal about them.

When Communicating with Arron, DO NOT:

- Leave an idea or plan without backup support.
- Offer promises that you can't keep.
- Leave things up in the air, or decide by chance.
- Rush the issues or the decision-making process.
- Offer assurances and guarantees that you can't fulfill.
- Be vague about what's expected of the group.
- Make decisions for Arron.

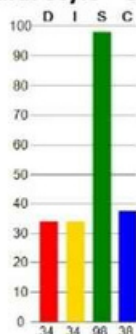
Tamara Lette - Sd/S - Planner Style

Adapted Style - Graph I



Pattern: Sd (4353)

Natural Style - Graph II



Pattern: S (2263)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You are patient in working with others on the team.
- You are considerate of others on the team; reflective and cool-headed under pressure.
- You have a rare ability to calm people who are angry or upset.
- You have the ability to get along well with a wide variety of behavioral styles.
- You are an excellent teacher or coach to others on the team, especially in situations requiring patience and specialized skills.
- You are ready, willing, and able to assist others on the team with a specialized project. All they have to do is ask.
- You have an excellent listening style.

Your Work Style Tendencies – What You Bring to the Job:

- You tend to be more modest than egocentric, and as a result you are able to work well with a variety of other styles.
- You tend to have deep family connections and may hesitate to travel for extended periods of time away from your family.
- You're a good team player and able to coordinate your own participation in complex schedules with sincerity and ease.
- You possess a high degree of internal loyalty to people, projects, and ideals. As a result, you are able to model the professional stability necessary to grow within an organization.
- As a leader or member of a project team, you take a deliberate, dispassionate, and serious approach to solving problems.
- You prefer maintaining the status quo and dislike making changes just for the sake of change.
- You work very effectively in specialized areas and may serve as the "glue" that holds a complex project together.

You Will Be Most Effective in Environments That Provide:

- An environment relatively free from interpersonal conflict and hostility.
- Clear areas of responsibility with minimal ambiguities.
- Sufficient time to adjust to procedural changes in the workplace.
- Specific lines of authority and structure for reporting problems.
- The opportunity to work with people with whom you have developed trust, rapport, and credibility.
- Established practices, procedures, and protocols.
- Interaction with people in a comfortable, non-hectic manner.

You Are Motivated by:

- Projects and challenges of a specialized nature that demonstrate skill and competence.
- Having sufficient time to adjust to change, so as not to disrupt systems and processes.
- Established procedures on which a base of successful processes can be built.
- Sincerity from peers and colleagues.
- Links to some of the proven traditions that have built success in the past.
- Feeling secure.
- A home life that is supportive of the work demands.

Tamara Lette - Sd/S - Planner Style

You Need:

- Peers of equal ability, competence, and work ethic.
- An environment that involves minimal sudden changes and crisis situations.
- Efficient systems and utilities to handle routine work more effectively.
- A reminder that your contributions are significant to the success of the team.
- Products and processes that you can believe in.
- Sufficient time to consider alternatives prior to making changes.
- Options for increasing the efficiency of certain methods or procedures.

Under Stress, May Be Perceived by Others:

- Lethargic and unenthusiastic
- Possessive
- Slower in getting things done
- Phlegmatic and unemotional

Your Needs When Stressed:

- Personal assurance
- Reassurances that you are liked
- Relationships

Your Typical Behaviors in Conflict:

- The anger and dissatisfaction that you have been repressing builds up inside of you and eventually some (often, trivial) event will trigger an explosion, releasing a torrent of angry words and a litany of past offenses -- often in considerable detail. Once you have vented this built up emotion, you return to your normal behavior.
- You tend to do things to help and benefit others with the expectation that they will reciprocate in some appropriate way. However you rarely share these expectations. As a result, the other person fails to meet your expectations; leading to more repressed anger or hurt feelings on your part.
- You may also feel that your feelings, needs and desires are not as important as those of others, which can encourage others to take advantage of you which, in turn, results in more repressed anger.

Reduce Conflict and Increase Harmony with Others:

- Share your needs, feelings and expectations with your friends and coworkers.
- Be sure to clarify any instructions or communications that you do not fully understand, no matter how busy the other person may appear to be. Pay particular attention to the desired results and timeframes.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.

When Communicating with Tamara, DO:

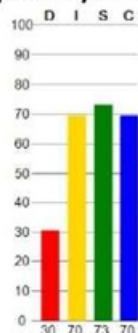
- Ask 'how' oriented questions to draw out Tamara's opinions.
- Show sincere interest in Tamara as a person.
- Be candid, open, and patient.
- Observe carefully for possible areas of disagreement, as Tamara may not be verbal about them.
- Present ideas and opinions in a non-threatening way.
- Break the ice with a brief personal comment.
- Find some areas of common interest and involvement.

When Communicating with Tamara, DO NOT:

- Stick coldly to the business agenda.
- Force Tamara to agree quickly with your objectives and position. Instead, provide some time for Tamara to warm up to the ideas and for mutual ownership.
- Leave an idea or plan without backup support.
- Offer promises that you can't keep.
- Let it reflect on Tamara personally when you disagree, and don't let disagreements affect the relationship.
- Offer assurances and guarantees that you can't fulfill.
- Say, "Listen to me, here's how I think we should do it."

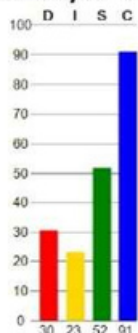
Kristopher Maning - SCI/Cs - Fact-Finder Style

Adapted Style - Graph I

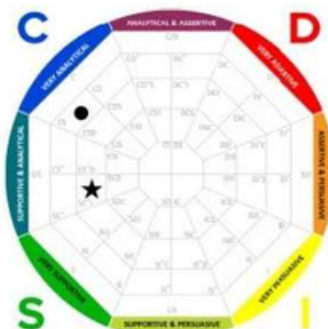


Pattern: SCI (2555)

Natural Style - Graph II



Pattern: Cs (2246)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You remain objective, even in emotional situations.
- You bring a unique combination of accuracy and intuition to projects.
- You have a keen awareness of the broad impact of important decisions.
- You provide significant input to projects and processes, and are alert to potential problems and controls necessary.
- You have a strong ability to clarify complex issues, and to define the essence of a problem or solution.
- Others on the team may seek you out to answer detailed or process-oriented questions.
- You are technically skilled and highly proficient in your area of specialty.

Your Work Style Tendencies – What You Bring to the Job:

- You have an instant awareness of mistakes and instances of lapsed quality control.
- You are somewhat conventional and a bit cautious when it comes to making decisions that impact quality or policy.
- You demonstrate a high degree of quality control awareness.
- You may tend to be a "worrier" (in a positive way), giving thought to work projects even when away from the job. You may come in after a weekend of thinking and offer an ideal solution.
- On the job, you may tend to align with others with equally high-quality control standards.
- You prefer precise time management and enjoy meetings that begin and end on time.
- You possess a broad-based awareness of the political and economic implications of any decision that is made on behalf of the organization.

You Will Be Most Effective in Environments That Provide:

- A work environment with a predictable pattern of activity, so as to monitor quality processes.
- Highly specialized assignments and technical areas of responsibility.
- Freedom from intensely pressured decisions.
- Complete explanations of areas of responsibility and control.
- A work group which provides close relationships with a small group of associates, rather than superficial relationships with a larger group of people.
- Support of your critical thinking skills.
- Encouragement to make decisions by logic, rather than emotion.

You Are Motivated by:

- Detailed examples and specific information about suggested changes in processes that may have an impact on quality.
- Environments in which changes are controlled and made only when proven to be necessary.
- Complete explanations of systems and processes that impact your work environment.
- Work tasks of a highly specialized nature to support your natural curiosity and detail orientation.
- Sufficient time to consider all options before making a final decision.
- The knowledge that the products and services offered are of the highest quality.
- A work environment containing minimal hostility and pressure.

Kristopher Maning - SCI/Cs - Fact-Finder Style

You Need:

- To spend less time on details, and more attention to the big picture.
- Greater participation in team efforts and activities.
- Sufficient time for effective planning.
- A wider scope of perspective and operations.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Job descriptions which are presented clearly, with no ambiguities.
- Increased authority to delegate routine tasks and procedures.

Under Stress, May Be Perceived by Others:

- Worrier
- Perfectionistic
- Anxious
- Indecisive

Your Needs When Stressed:

- A slow pace for "processing" information
- Accuracy
- Guarantees that you are right

Your Typical Behaviors in Conflict:

- Your tendency to be something of a loner may make it more difficult for other people to trust you, although your demonstrated reliability tends to offset this.
- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.
- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.

Reduce Conflict and Increase Harmony with Others:

- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.

When Communicating with Kristopher, DO:

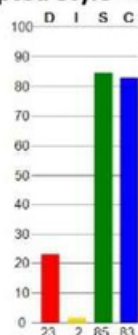
- Assure Kristopher that there won't be surprises.
- Provide a specific, step-by-step timetable, complete with names and responsibilities.
- Be accurate and realistic; don't overinflate ideas or results.
- Provide logical and practical evidence.
- Prepare your case in advance. Don't try to "wing it," using charm alone.
- Give Kristopher time to verify the issues and assess potential outcomes.
- Keep on task with the business agenda.

When Communicating with Kristopher, DO NOT:

- Get in the habit of manipulating ideas quickly.
- Be unrealistic with deadlines.
- Use someone else's opinion as evidence.
- Push too hard.
- Be vague about what's expected of the group.
- Rush the issues or the decision-making process.
- Be disorganized or sloppy.

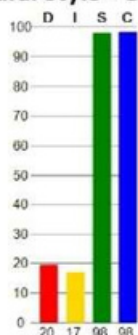
David Mckenzie - SC/CS - Formalist Style

Adapted Style - Graph I



Pattern: SC (2166)

Natural Style - Graph II



Pattern: CS (1166)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You are patient in working with others on the team and demonstrating detailed methods for completing a project.
- You provide an objective, reality-focused view of systems, procedures, and organizational operations.
- You are not an extremist and tend to be supportive of team efforts.
- You have an excellent, considerate, analytical listening style.
- You may be sought after by other members of the team because of your complete knowledge of processes and procedures.
- You maintain a high degree of accuracy while keeping an eye toward project deadlines.
- You are a strong guardian of quality-control standards and procedures.

Your Work Style Tendencies – What You Bring to the Job:

- You tend to judge others on the job by objective standards and prefer to be evaluated yourself in the same way.
- You appreciate an occasional word of reassurance from your supervisor or board, as long as it is sincere input.
- You may get bogged down in details due to your tendency to keep the "data gate" open too long. You always worry that there may be more information forthcoming that can impact the direction of the decision.
- You set high performance standards for yourself and others, and expect everybody to meet those standards.
- You demonstrate a strong need for perfection and detail orientation.
- You persuade others on the team by careful attention to detail, and through facts, data, and logic.
- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.

You Will Be Most Effective in Environments That Provide:

- Clear lines of authority and areas of responsibility, with minimal ambiguities.
- Identification with the team or greater organization.
- Sufficient time to adjust to changes in workplace procedures.
- Established practices, procedures, and protocols.
- A secure work situation.
- Few sudden shocks, unexpected problems, or crises.
- Activities that can be monitored from beginning to end.

You Are Motivated by:

- Inclusion as a part of the group in social functions.
- A link to some of the traditions that have built success in the past.
- High quality control standards that are respected by all members of the organization, not just by a few people.
- The knowledge that the products and services offered are of the highest quality.
- Having sufficient time to adjust to change, so as not to disrupt systems or processes.
- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- Complete explanations of systems and processes that impact the work environment.

David McKenzie - SC/CS - Formalist Style

You Need:

- Options for increasing the efficiency of certain methods or procedures.
- Increased authority to delegate routine tasks and procedures to a reliable and trustworthy support staff, especially when the work culture is under pressure.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Job descriptions which are presented clearly (preferably in writing), with no ambiguities.
- Reassurance that your contributions are significant to the success of the team.
- Greater participation in team efforts and activities which would provide you with a broader perspective and greater ability to see the "big picture."
- Complete explanations of processes and the internal systems used for completion.

Under Stress, May Be Perceived by Others:

- Indecisive under pressure
- Overly sensitive to criticism
- Takes on too much, doesn't share the work
- Too suspicious of others

Your Needs When Stressed:

- Understanding of principles and details
- A slow pace for "processing" information
- Accuracy

Your Typical Behaviors in Conflict:

- You often resort to various indirect techniques to manipulate the environment to make it more favorable to your position. You may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.
- You are quite uncomfortable with overt conflict, aggression and anger. You will do whatever you can to avoid these situations and to avoid individuals with whom you have a disagreement.
- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.

Reduce Conflict and Increase Harmony with Others:

- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.

When Communicating with David, DO:

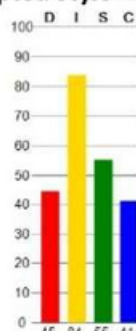
- Be sensitive to possible areas of disagreement as David may not be verbal about them.
- List pros and cons to suggestions you make.
- Do your homework, because David's homework will already be done.
- Present your ideas and opinions in a non-threatening way.
- Be certain that the information you have is credible.
- Approach issues in a logical, straightforward, and factual way.
- Assure David that there won't be any unexpected surprises.

When Communicating with David, DO NOT:

- Offer assurances and guarantees that you can't fulfill.
- Be rude, abrupt, or too fast-paced in your delivery.
- Leave an idea or plan without backup support.
- Offer promises that you can't keep.
- Make decisions for David.
- Be vague about what's expected of the group.
- Rush the issues or the decision-making process.

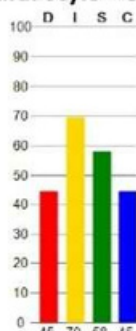
Andrew Robertson - Is/Is - Coach Style

Adapted Style - Graph I

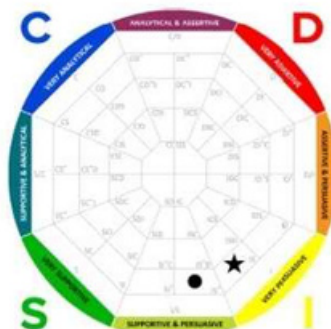


Pattern: Is (3643)

Natural Style - Graph II



Pattern: Is (3543)



(circle) = Natural Behavioral Style

(star) = Adapted Behavioral Style

Your Strengths:

- You are able to reach goals by working with and supporting the efforts of others on the team.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- Your strong optimism helps motivate the team toward their goals.
- You possess a positive sense of humor and never make jokes at the expense of others.
- You are able to negotiate conflicts into win-win situations.
- You are able to build positive relationships with internal and external stakeholders.
- Your excellent listening style stands as a model for others to observe and follow.

Your Work Style Tendencies – What You Bring to the Job:

- You show a high degree of persistence in working on projects, especially over the long haul.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- On the job, you have a strong need to be patient, polite, and create an environment of good-will for internal and external stakeholders.
- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- Your empathetic nature and sensitivity toward people may lead others to seek you out as a coach or counselor, or ask to assist them with a personal or team problem.
- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- You are perceived by others on the team as a good listener.

You Will Be Most Effective in Environments That Provide:

- A job culture where there is little hostility, confrontation, anger, or pressure.
- Specialized assignments that also involve working and communicating with a variety of people.
- A participatory manager or board with whom a democratic relationship has been established.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- A favorable working climate containing positive attitudes and optimistic spirit.
- A work culture that allows for your natural interest in helping others learn and grow professionally.

You Are Motivated by:

- Flexibility to circulate and talk with a variety of people.
- A work culture that is supportive of family activities and commitments.
- Identification with the organization, team, and others with whom a spirit of work responsibility has been established.
- Acceptance as a positive and supportive member of the organization and team.
- Evidence that a new process has been successful in similar applications.
- A supervisor, manager, or board who practices a democratic leadership process.
- Projects and assignments that provide interpersonal contact, and an opportunity to help both internal and external stakeholders.

Andrew Robertson - Is/Is - Coach Style

You Need:

- A sense of belonging to the team or organization as a whole.
- Encouragement to keep the positive spirit and optimism when the pressure is on.
- To get better control of files and record keeping.
- To be more realistic and ambitious in setting deadlines for team projects.
- Detailed delegation of responsibilities, to reduce ambiguity and confusion.
- More direction toward work tasks, and less focus on chatting and socializing.
- To be kept in the information loop regarding projects and initiatives within the organization.

Under Stress, May Be Perceived by Others:

- Overly tolerant with non-producers
- Uncertain
- Low sense of urgency
- Indirect and vague

Your Needs When Stressed:

- To get credit
- A quick pace for stimulation and excitement
- Action and interaction

Your Typical Behaviors in Conflict:

- If a conflict persists or your anger increases, you are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike your normal behavior.
- Your anger is generally a response to a personal attack or, possibly, the failure of someone to support you when you were really counting on that person's support. Of course you may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns your contribution to the problem.
- You may experience a desire to get even if someone thwarts a major component of your personal agenda; however, you are not very likely to follow through. You may choose to overlook the matter in order to preserve the relationship or you may simply lash out in anger.

Reduce Conflict and Increase Harmony with Others:

- You have a tendency to "think out loud." Others may take these "brainstorming" ideas as actual commitments and become upset when those "commitments" are not completed. So, let others know in advance when you are only exploring ideas and options and not committing to actions.
- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.
- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.

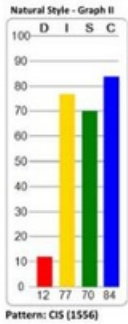
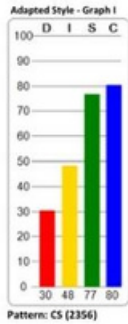
When Communicating with Andrew, DO:

- Break the ice with a brief personal comment.
- Be candid, open, and patient.
- Show sincere interest in Andrew as a person.
- Present your ideas and opinions in a non-threatening way.
- Join in with some name-dropping and talk positively about people and their goals.
- Ask for Andrew's input regarding people and specific assignments.
- Plan to talk about things that support Andrew's dreams and goals.

When Communicating with Andrew, DO NOT:

- Leave the idea or plan without backup support.
- Be impersonal or judgmental.
- Talk down to Andrew.
- Offer assurances and guarantees you can't fulfill.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Be vague or ambiguous.
- Be overly task-oriented.

Raymond Barrie - CS/CIS - Technician Style



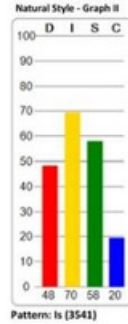
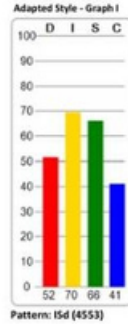
When Communicating with Raymond, DO:

- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Provide clear, specific solutions, and support your position with pros and cons.
- Do your homework, because Raymond's homework will already be done.
- Present your ideas and opinions in a non-threatening way.
- Be certain that individual responsibilities are clear, in writing, and that there are no ambiguities.
- Ask for Raymond's input regarding people and specific assignments.

When Communicating with Raymond, DO NOT:

- Be vague about what's expected of the group.
- Push too hard.
- Make decisions for Raymond.
- Use someone else's opinion as evidence.
- Get in the habit of manipulating ideas quickly.
- Be disorganized or sloppy.
- Leave the idea or plan without backup support.

Nick Gimblett - ISd/Is - Coach Style



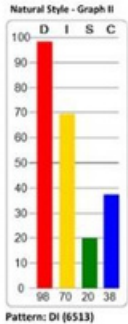
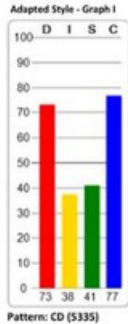
When Communicating with Nick, DO:

- Plan some extra time in your schedule for talking, relating, and socializing.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Plan to talk about things that support Nick's dreams and goals.
- Put the details in writing, but don't plan on discussing them too much.
- Show sincere interest in Nick as a person.
- Provide assurances about Nick's input and decisions.
- Break the ice with a brief personal comment.

When Communicating with Nick, DO NOT:

- Manipulate or bully Nick into agreeing.
- Leave the idea or plan without backup support.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Offer assurances and guarantees you can't fulfill.
- Be overly task-oriented.
- Let the discussion with Nick get caught in dreams too much, otherwise you'll lose time.
- Be vague or ambiguous.

Chris Chalmers - CD/DI - Results-Driven Style



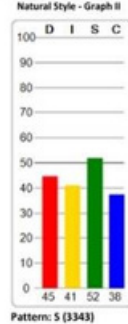
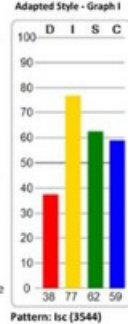
When Communicating with Chris, DO:

- Put the details in writing, but don't plan on discussing them too much.
- Get to the point quickly, and don't ramble.
- Plan some extra time in your schedule for talking, relating, and socializing, but let Chris take the lead, and don't be surprised if the socializing ends abruptly.
- Be specific about what's needed, and who is going to do it.
- Be prepared to handle some objections.
- Give Chris the opportunity to express opinions and make some of the decisions.
- Motivate and persuade Chris by pointing out objectives and expected results.

When Communicating with Chris, DO NOT:

- Get bogged down in facts, figures, or abstractions.
- Be overly task-oriented.
- Be sloppy or disorganized.
- Ask rhetorical or useless questions.
- Let the discussion with Chris get caught in dreams too much, otherwise you'll lose time.
- Leave loopholes or vague issues hanging in the air.
- Forget or lose things necessary for the meeting or project.

Tom Gunn - Isc/S - Planner Style



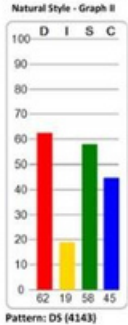
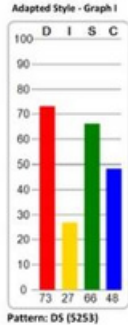
When Communicating with Tom, DO:

- Provide clear, specific solutions.
- Find some areas of common interest and involvement.
- Be casual and informal with gestures and body language.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- Ask 'how' oriented questions to draw out Tom's opinions.
- Present ideas and opinions in a non-threatening way.
- Outline individual tasks and responsibilities in writing.

When Communicating with Tom, DO NOT:

- Offer promises that you can't keep.
- Stick coldly to the business agenda.
- Leave an idea or plan without backup support.
- Let it reflect on Tom personally when you disagree, and don't let disagreements affect the relationship.
- Be rude, abrupt, or too fast-paced in your delivery.
- Offer assurances and guarantees that you can't fulfill.
- Force Tom to agree quickly with your objectives and position. Instead, provide some time for Tom to warm up to the ideas and for mutual ownership.

Shavarn Cooper - DS/DS - Finisher Style



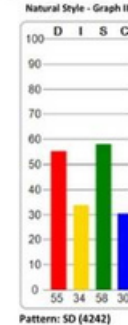
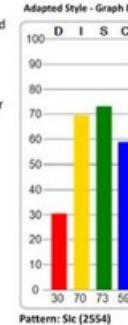
When Communicating with Shavarn, DO:

- Do your homework. Come prepared with objectives, requirements, and support materials in a well-organized package.
- Provide specifics about probability of success or effectiveness of options.
- Provide details of the problem or issue in writing.
- Limit your conversation to business topics. Let Shavarn decide whether to include 'social' chat.
- Persuade by referring to objectives and results.
- Take issue with the facts if you disagree, rather than arguing about it with Shavarn.
- Support the results if you agree, rather than supporting the person responsible for the results.

When Communicating with Shavarn, DO NOT:

- Leave things open for interpretation.
- Let disagreement reflect on Shavarn personally.
- Patronize or demean by using subtlety or incentives.
- Engage in rambling discussion, and waste Shavarn's time.
- Manipulate or bully Shavarn into agreement.
- Ask rhetorical or useless questions.
- Threaten with position or power.

Neil Hall - Sic/SD - Finisher Style



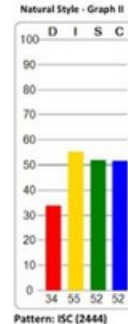
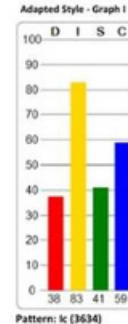
When Communicating with Neil, DO:

- Address specific questions, preferably focusing on 'what' and 'how' issues in order to draw out Neil's opinions.
- Highlight the ways in which Neil will benefit or be assisted in this transaction.
- Draw out personal goals, and find areas of common interest and involvement.
- Begin your conversation with a personal comment, even if brief; it will be an icebreaker. Be candid, open, and sincere.
- Provide specifics about probability of success or effectiveness of options.
- Take issue with the facts if you disagree, rather than arguing about it with Neil.

When Communicating with Neil, DO NOT:

- Direct or give orders.
- Ask rhetorical or useless questions.
- Be demanding or domineering.
- Pretend to be an expert although you are not.
- Be disorganized.
- Force Neil to respond quickly to your objectives.
- Patronize or demean by using subtlety or incentives.

Rodney Drake - Ic/ISC - Technician Style



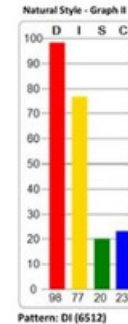
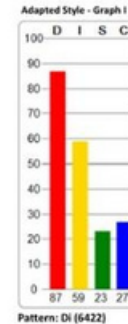
When Communicating with Rodney, DO:

- Provide logical and practical evidence.
- Be candid, open, and patient.
- Present your ideas and opinions in a non-threatening way.
- Join in with some name-dropping, and talk positively about people and their goals.
- Rodney will follow through, so be certain to follow through on your part.
- Break the ice with a brief personal comment.
- Be accurate and realistic, don't over-inflate ideas or outcomes.

When Communicating with Rodney, DO NOT:

- Use someone else's opinion as evidence.
- Rush the issue or the decision-making process.
- Leave the idea or plan without backup support.
- Make decisions for Rodney.
- Be vague about what's expected of the group.
- Push too hard.
- Be disorganized or sloppy.

Ben Haylock - Di/DI - Results-Driven Style



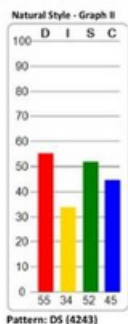
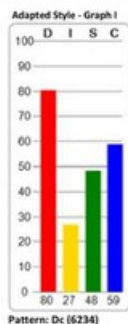
When Communicating with Ben, DO:

- Give Ben the opportunity to express opinions and make some of the decisions.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Plan to talk about things that support Ben's dreams and goals.
- Motivate and persuade Ben by pointing out objectives and expected results.
- Put the details in writing, but don't plan on discussing them too much.
- Join in with some name-dropping, and talk positively about people and their goals. Be prepared to handle some objections.

When Communicating with Ben, DO NOT:

- Ask rhetorical or useless questions.
- Be overly task-oriented.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Get bogged down in facts, figures, or abstractions.
- Speculate wildly without factual support.
- Leave loopholes or vague issues hanging in the air.
- Forget or lose things necessary for the meeting or project.

Jade Filewood - Dc/DS - Finisher Style



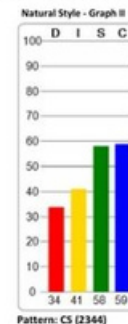
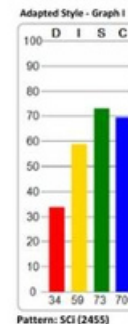
When Communicating with Jade, DO:

- Take issue with the facts if you disagree, rather than arguing about it with Jade.
- Address specific questions, preferably focusing on 'what' and 'how' issues in order to draw out Jade's opinions.
- Highlight the ways in which Jade will benefit or be assisted in this transaction.
- Provide specifics about probability of success or effectiveness of options.
- Be candid, open, and sincere.
- Be clear, specific, brief, and to the point.
- Support the results if you agree, rather than supporting the person responsible for the results.

When Communicating with Jade, DO NOT:

- Let disagreement reflect on Jade personally.
- Offer assurances and guarantees that you can't fulfill.
- Direct or give orders.
- Come with a ready-made decision, or make a decision for Jade.
- Engage in rambling discussion, and waste Jade's time.
- Leave things open for interpretation.
- Ask rhetorical or useless questions.

Taylor Haylock - Sci/CS - Formalist Style



When Communicating with Taylor, DO:

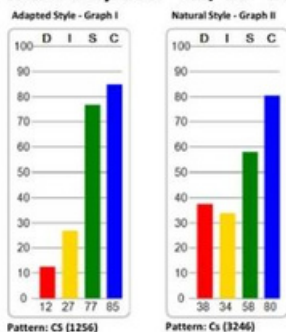
- Outline individual tasks and responsibilities in writing.
- Taylor will follow through, so you should be certain to follow through on your part.
- Be certain that the information you have is credible.
- Be sensitive to possible areas of disagreement as Taylor may not be verbal about them.
- Assure Taylor that there won't be any unexpected surprises.
- Present your ideas and opinions in a non-threatening way.
- Provide assurances about Taylor's input and decisions.

When Communicating with Taylor, DO NOT:

- Leave things up in the air, or decide by chance.
- Rush the issues or the decision-making process.
- Be vague about what's expected of the group.
- Offer assurances and guarantees that you can't fulfill.
- Be rude, abrupt, or too fast-paced in your delivery.
- Offer promises that you can't keep.
- Make decisions for Taylor.

CARRYING COMPANY TEAM

Matt Haylock - CS/Cs - Fact-Finder Style



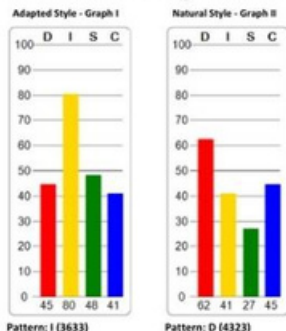
When Communicating with Matt, DO:

- Approach issues in a straightforward, direct and factual way.
- Take your time; be precise and thorough.
- Give Matt time to verify the issues and assess potential outcomes.
- Use a thoughtful and logical approach to discussing ideas and options.
- Provide logical and practical evidence.
- Make an organized appeal for your support and contributions.
- Prepare your case in advance. Don't try to "wing it," using charm alone.

When Communicating with Matt, DO NOT:

- Be vague about what's expected of the group.
- Get in the habit of manipulating ideas quickly.
- Use unreliable evidence or testimonials.
- Be casual, informal, or loud.
- Push too hard.
- Be disorganized or sloppy.
- Be unrealistic with deadlines.

Nic Henshaw - I/D - Producer Style



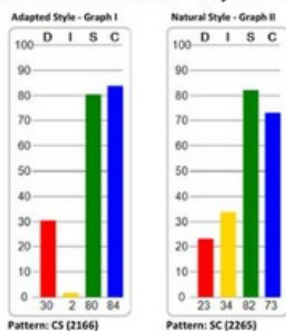
When Communicating with Nic, DO:

- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Present your items in a logical way.
- When you agree, support the ideas and potential results, rather than supporting the person responsible for the results.
- Get to the point quickly, and don't ramble.
- Be prepared to handle some objections.
- Stick to business matters only.
- Offer specific evidence about the probability of success or effectiveness of options.

When Communicating with Nic, DO NOT:

- Leave loopholes or vague issues hanging in the air.
- Be sloppy or disorganized.
- Make decisions for Nic.
- Let it reflect on Nic personally when in disagreement.
- Forget or lose things necessary for the meeting or project.
- Try to develop "too close" a relationship, especially too quickly.
- Make guarantees and assurances when there is a risk in meeting them.

Arron Johnson - CS/SC - Formalist Style



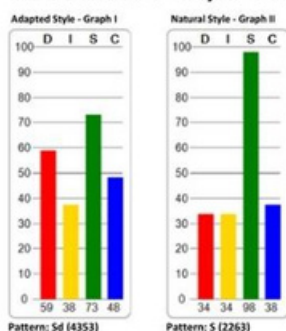
When Communicating with Arron, DO:

- List pros and cons to suggestions you make.
- Assure Arron that there won't be any unexpected surprises.
- Be candid, open, and patient.
- Be certain that the information you have is credible.
- Do your homework, because Arron's homework will already be done.
- Outline individual tasks and responsibilities in writing.
- Be sensitive to possible areas of disagreement as Arron may not be verbal about them.

When Communicating with Arron, DO NOT:

- Leave an idea or plan without backup support.
- Offer promises that you can't keep.
- Leave things up in the air, or decide by chance.
- Rush the issues or the decision-making process.
- Offer assurances and guarantees that you can't fulfill.
- Be vague about what's expected of the group.
- Make decisions for Arron.

Tamara Lette - Sd/S - Planner Style



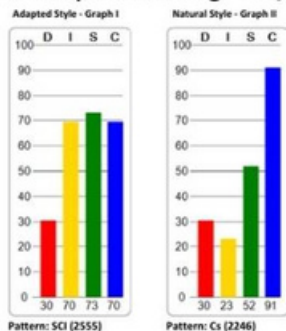
When Communicating with Tamara, DO:

- Ask "how" oriented questions to draw out Tamara's opinions.
- Show sincere interest in Tamara as a person.
- Be candid, open, and patient.
- Observe carefully for possible areas of disagreement, as Tamara may not be verbal about them.
- Present ideas and opinions in a non-threatening way.
- Break the ice with a brief personal comment.
- Find some areas of common interest and involvement.

When Communicating with Tamara, DO NOT:

- Stick coldly to the business agenda.
- Force Tamara to agree quickly with your objectives and position.
- Instead, provide some time for Tamara to warm up to the ideas and for mutual ownership.
- Leave an idea or plan without backup support.
- Offer promises that you can't keep.
- Let it reflect on Tamara personally when you disagree, and don't let disagreements affect the relationship.
- Offer assurances and guarantees that you can't fulfill.
- Say, "Listen to me, here's how I think we should do it."

Kristopher Maning - SCI/Cs - Fact-Finder Style



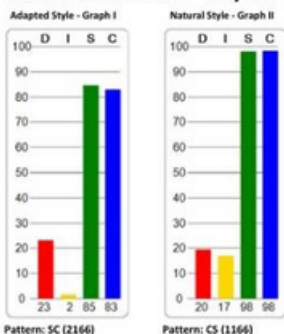
When Communicating with Kristopher, DO:

- Assure Kristopher that there won't be surprises.
- Provide a specific, step-by-step timetable, complete with names and responsibilities.
- Be accurate and realistic; don't overinflate ideas or results.
- Provide logical and practical evidence.
- Prepare your case in advance. Don't try to "wing it," using charm alone.
- Give Kristopher time to verify the issues and assess potential outcomes.
- Keep on task with the business agenda.

When Communicating with Kristopher, DO NOT:

- Get in the habit of manipulating ideas quickly.
- Be unrealistic with deadlines.
- Use someone else's opinion as evidence.
- Push too hard.
- Be vague about what's expected of the group.
- Rush the issues or the decision-making process.
- Be disorganized or sloppy.

David McKenzie - SC/CS - Formalist Style



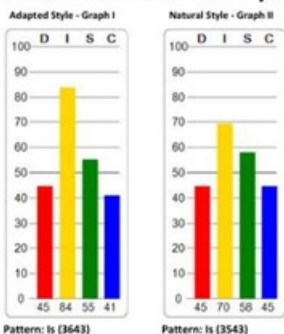
When Communicating with David, DO:

- Be sensitive to possible areas of disagreement as David may not be verbal about them.
- List pros and cons to suggestions you make.
- Do your homework, because David's homework will already be done.
- Present your ideas and opinions in a non-threatening way.
- Be certain that the information you have is credible.
- Approach issues in a logical, straightforward, and factual way.
- Assure David that there won't be any unexpected surprises.

When Communicating with David, DO NOT:

- Offer assurances and guarantees that you can't fulfill.
- Be rude, abrupt, or too fast-paced in your delivery.
- Leave an idea or plan without backup support.
- Offer promises that you can't keep.
- Make decisions for David.
- Be vague about what's expected of the group.
- Rush the issues or the decision-making process.

Andrew Robertson - Is/Is - Coach Style



When Communicating with Andrew, DO:

- Break the ice with a brief personal comment.
- Be candid, open, and patient.
- Show sincere interest in Andrew as a person.
- Present your ideas and opinions in a non-threatening way.
- Join in with some name-dropping and talk positively about people and their goals.
- Ask for Andrew's input regarding people and specific assignments.
- Plan to talk about things that support Andrew's dreams and goals.

When Communicating with Andrew, DO NOT:

- Leave the idea or plan without backup support.
- Be impersonal or judgmental.
- Talk down to Andrew.
- Offer assurances and guarantees you can't fulfill.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Be vague or ambiguous.
- Be overly task-oriented.

DISC OVERVIEW

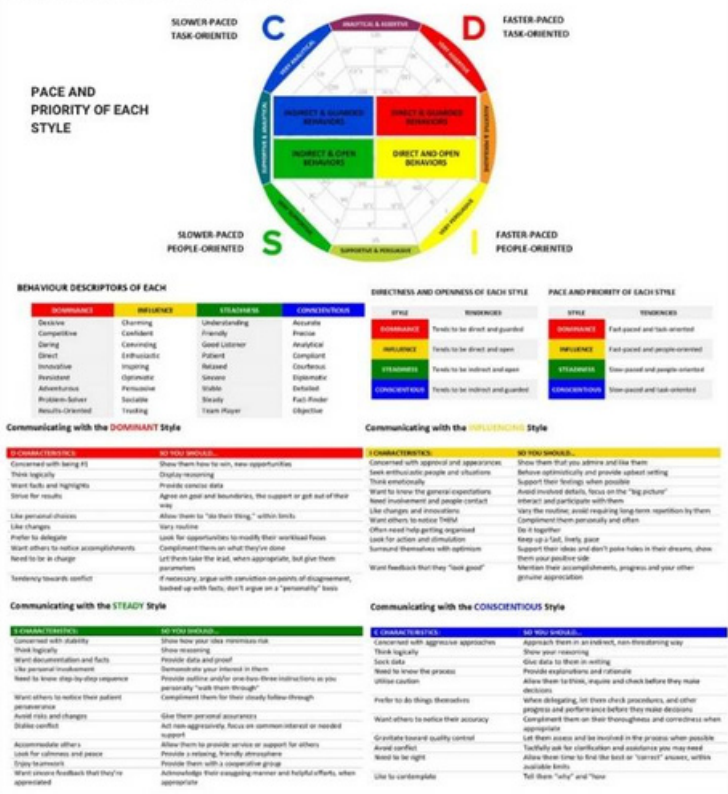
HOW TO USE THIS REPORT

The DISC report is divided into 3 parts introducing the DISC model, helping you understand your own style, and identifying ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of others.

- Part I focuses on understanding each of the DISC styles and identifying characteristics, including the tendencies of each behavioural style
- Part II is about understanding yourself and will unveil information about the tendencies that make you unique
- Part III examines and explores adaptability and offers actionable recommendations for you and others who interact with you

With the personalised and comprehensive report, DISC gives you tools to help you become a better you - to develop and use more of your natural strengths while recognising, improving upon, and modifying your limitations. Then, because we can easily see and hear those behaviours, we can quickly and accurately "read" other people and use our knowledge to enhance communication and grow our relationships.

Please note: Any behavioural descriptions mentioned in this report are only **tendencies** for your style group and may or may not specifically apply to you personally.



Any Questions?

We're here to help

We exist to help leaders to Upgrade their mindset, Upskill their leadership, and Uplift their teams to create high performing and psychologically safe teams.

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