



DISC Self

An Evaluation of Behavioural Styles

Report For: **Stanwell Power Station Leadership Team 2023**

Date: **11/07/2023**



THE GUINEA GROUP



SPS – High Trust Leaders 2022

Aspiration

- A committed and flexible management team that is respected by our people and the boarder business. Building trust is at the core of what we do.

Values

- We Care
- We Adapt
- We Deliver

Rules of the Game

- We will turn up for each other.
- We will keep a broad perspective.
- We will respond, not react and have a solution focus.

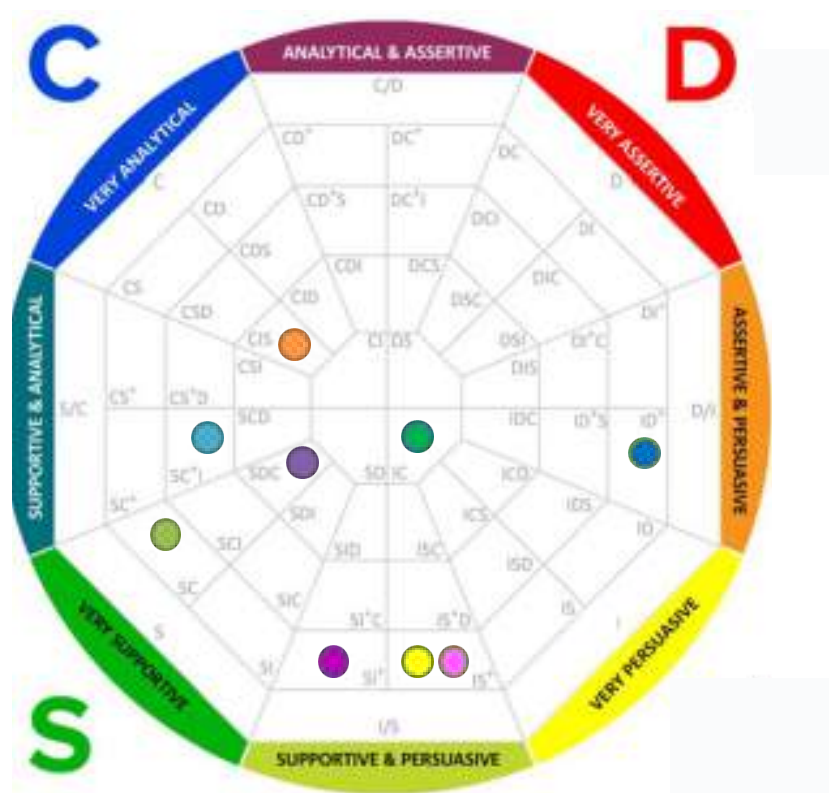
Singing the same Song – consistently & often

- Future is unknown. Change is coming... we don't know when.
- Be ready for what comes, when it comes – adapting to our situation.
- We challenge to ensure we get a balanced & broad perspective. *Check intent.*

DISC Team Summary

REPORT FOR Stanwell Power Station Leadership Team 2023

Behavioral Pattern View - Natural



Behavioral Pattern View - Adapted

Name	Natural	Adapted
Angie	IS	SD
Aaron	CIS	S
Scott	IS	IC
Marcus	SCI	CS
Brandon	IC	DC
Jessica	SI	ICS
Emily	ID	ID
Ann	SDC	SD
Toni	SC	SC

THE SCORING LEGEND

D = Dominance:

How you deal with Problems

I = Influence/Extroversion:

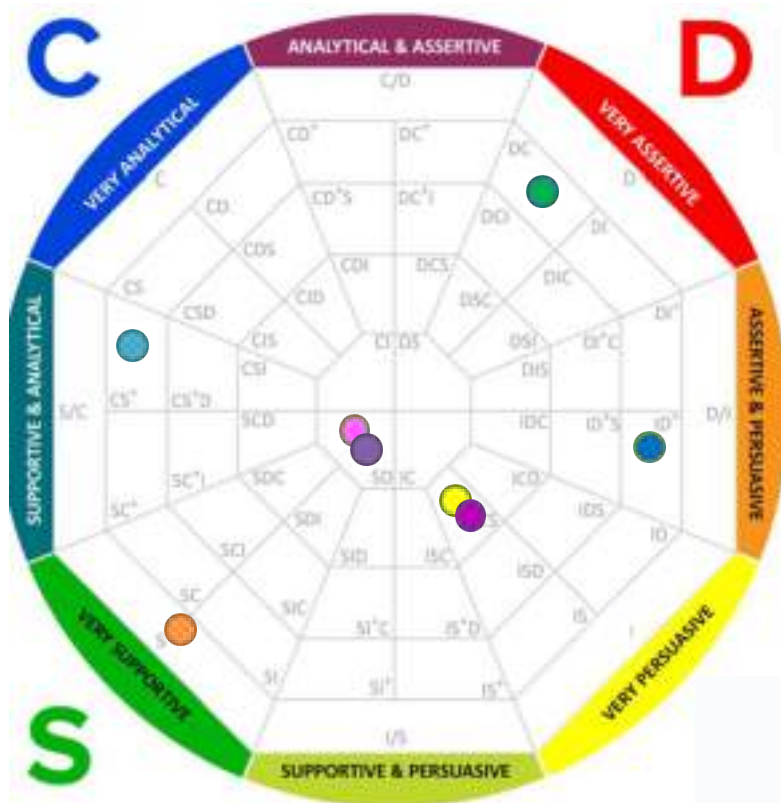
How you deal with Other People

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:

Ann Buchholz

Scott Coxon

Aaron Dziewicki

Toni Hooper

Jessica Powell

Emily Raguse

Brandon Ross

Marcus Taylor

Angie Zahra

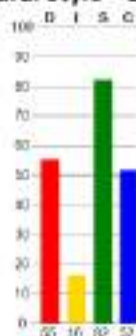
Ann Buchholz - Sd/Sdc Style

Adapted Style - Graph I



Pattern: Sd (4261)

Natural Style - Graph II



Pattern: Sdc (4164)



Your Strengths:

- You demonstrate a high degree of expertise in the operations which you choose to perform.
- You provide excellent support and expertise to challenging problems and assignments.
- You always follow through, with a strong emphasis on completeness.
- You excel at solving technical or abstract problems and are at your best when dealing with multi-faceted processes.
- You are able to assimilate complex information and develop conclusions based on data, rather than emotions.
- You utilize a very deliberate and systematic approach in analyzing answers and creating solutions.
- You bring a high degree of objectivity to the organization's systems and projects.

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

- You tend to be more quiet, letting others be the more vocal participants in meetings or groups.
- You may tend to be most productive when working alone and undisturbed.
- You provide a very realistic approach to projects and ideas.
- You demonstrate patience in working with people, but also maintain a bit of an emotional distance from others on the team.
- You are able to research into a variety of complexities and emerge with new facts that can be of value in future decision making.
- You persuade others on the team through perseverance and determination to get the project completed.
- You show a high degree of tenacity and follow-through in complex and detailed activities.

You Will Be Most Effective in Environments That Provide:

- A minimum of conflict, hostility, pressure, or sudden change.
- A close association with a small group or team, rather than a shallow association with a large number of people.
- An organizational culture that keeps an eye out for future trends and issues.
- A direct, detailed approach to what needs to be done on a project.
- A work culture that provides opportunity for challenges and complex problem solving.
- Freedom from constraints, direct supervision, and process bottlenecks.
- A culture that encourages open expression and dialogue of ideas and creativity.

You Are Motivated by:

- Recognition of your analytical ability and leadership capability. This doesn't have to come in the form of awards, but perhaps as an occasional verbal reminder that your contributions are valued.
- Independence from direct supervision or control in the creative or analytic processes.
- Colleagues with whom you can identify and share information of a complex and important nature.
- Opportunities to work independently, or as a member of a small team.
- A minimum presence of unnecessary change, and sufficient time to modify procedures when change does occur.
- Identification with a team and organization which you respect.
- Up-to-date facts and figures for use in analysis and critical thinking.

Ann Buchholz - Sd/Sdc Style

You Need:

- A supportive team that is tolerant of the occasional blunt or critical remark.
- Streamlining of some systems and procedures to allow additional time for complex analysis.
- Minimal hostility or conflict within the team or organization.
- Consistent time schedules and well-informed deadlines.
- A supervisor who delegates by using specifics, not ambiguities.
- Appreciation for your skills, and freedom to do the job with few interruptions.
- A support system to eliminate some of the repetitive or routine parts of the job or project.

Under Stress, May Be Perceived by Others:

- Resists ideas of others
- Overly blunt toward others
- Backs down to pressure situations
- Possessive with own domain

Your Needs When Stressed:

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

Your Typical Behaviors in Conflict:

- 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.
- 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.

Reduce Conflict and Increase Harmony with Others:

- 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.
- 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
- 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 Ann, DO:

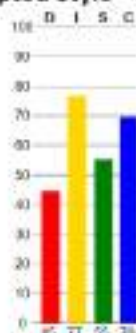
- Do your homework, because Ann's homework will already be done.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- Ask 'how' oriented questions to draw out Ann's opinions.
- Approach issues in a straightforward, direct and factual way.
- Take your time; be precise and thorough.
- Be candid, open, logical, and patient.
- Ann will follow through, so be certain to follow through on your part.

When Communicating with Ann, DO NOT:

- Be sloppy or disorganized.
- Try to develop "too close" a relationship, especially too quickly.
- Engage in rambling discussion, and waste Ann's time.
- Be domineering or demanding.
- Threaten with position or power.
- Manipulate or bully Ann into agreement.
- Be rude, abrupt, or too fast-paced in your delivery.

Scott Coxon - ICs/IS Style

Adapted Style - Graph I



Pattern: ICs (3545)

Natural Style - Graph II



Pattern: IS (3443)



Your Strengths:

- You bring a high "sincerity factor" to the team climate.
- You possess a positive sense of humor and never make jokes at the expense of others.
- Your excellent listening style stands as a model for others to observe and follow.
- You are able to reach goals by working with and supporting the efforts of others on the team.
- You are able to negotiate conflicts into win-win situations.
- You are a good listener.
- You work hard to achieve the team's goals and objectives.

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

- 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 meet new people easily and prefer networking with others rather than working in solitary conditions.
- 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.
- 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 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.
- 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.

You Will Be Most Effective in Environments That Provide:

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

You Are Motivated by:

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

Scott Coxon - ICs/IS Style

You Need:

- A sense of belonging to the team or organization as a whole.
- More direction toward work tasks, and less focus on chatting and socializing.
- To be more realistic and ambitious in setting deadlines for team projects.
- To be kept in the information loop regarding projects and initiatives within the organization.
- Detailed delegation of responsibilities, to reduce ambiguity and confusion.
- Increased urgency in decision making.
- To learn to say "no" more often in order to avoid spreading yourself too thin.

Under Stress, May Be Perceived by Others:

- Low sense of urgency
- Doesn't accept responsibility
- Doesn't take a stand
- Uncertain

Your Needs When Stressed:

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

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 are quite uncomfortable with conflict, aggression and anger. You do whatever you can do to avoid them. If possible, you may physically avoid an environment filled with conflict or anger. If that is not possible, you will probably seek to use your natural humor and story-telling ability to reduce the level of tension. If neither approach works, you may attempt to ignore the conflict. Given your strong focus on relationships, however, this tactic is rarely successful.

Reduce Conflict and Increase Harmony with Others:

- 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.
- 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.

When Communicating with Scott, DO:

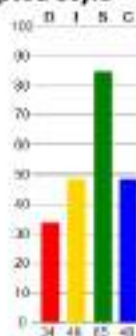
- Provide assurances about Scott's input and decisions.
- Be candid, open, and patient.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Show sincere interest in Scott as a person.
- Ask for Scott's input regarding people and specific assignments.
- Join in with some name-dropping and talk positively about people and their goals.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.

When Communicating with Scott, DO NOT:

- Be impersonal or judgmental.
- Offer assurances and guarantees you can't fulfill.
- Be overly task-oriented.
- 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.
- Talk down to Scott.
- Be vague or ambiguous.

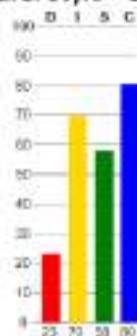
Aaron Dziewicki - S/CIs Style

Adapted Style - Graph I



Pattern: S (2363)

Natural Style - Graph II



Pattern: CIs (2546)



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

Your Strengths:

- In meetings, you will communicate your opinions in a positive and solution-oriented way.
- You tend to be diplomatic in working with others.
- You bring a strong sense of quality control to the team's efforts.
- An optimistic team player, you are able to motivate others toward their goals.
- You bring a positive sense of humor and know how to break the ice or combat hostility tactfully.
- You are deadline-savvy and able to juggle many issues simultaneously.
- You bring a sense of genuine enthusiasm to the team and organization.

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

- You may be overly afraid of losing on a project or proposal.
- You may tend to overuse your power in order to get your way.
- On difficult projects, you may become somewhat impatient or aggressive under pressure.
- You have the ability to carry out detailed action plans, and verbalize the steps in an articulate manner.
- You make job-related decisions by gathering facts and considering the needs of the people involved.
- You show a special ability to help others on the team visualize the activities necessary to obtain success in a complex project.
- You tend to be considerate of others on the team and are persuasive without being demanding.

You Will Be Most Effective in Environments That Provide:

- Public recognition for accomplishments.
- Complete explanations of areas of responsibility and control.
- Projects requiring you to motivate and persuade people.
- Highly specialized assignments and technical areas of responsibility.
- Time to reflect and think about pros and cons to solutions.
- Activities including many opportunities for interaction with people.
- Variety in work tasks and projects.

You Are Motivated by:

- Procedures that support a quality initiative and have the flexibility to be changed when necessary.
- A system of support to assist with the details and follow-through.
- Social recognition for success on a project, or in achieving a goal.
- Security in knowing that the products and services are of the highest quality.
- Environments in which changes are made in a controlled way, and only when necessary.
- Having sufficient time to consider all options before making a final decision.
- Work tasks of a specialized nature to support your natural curiosity and detail orientation.

Aaron Dziewicki - S/CIs Style

You Need:

- Clear and specific job descriptions and role responsibilities.
- An environment where there is frequent communication and contact with people.
- Increased authority to delegate routine tasks and procedures.
- Sufficient time for effective planning.
- A wider scope of perspective and operations.
- To maintain communication on work tasks or projects, and to reduce the amount of off-the-subject comments and socializing.
- A democratic environment with participatory management.

Under Stress, May Be Perceived by Others:

- Whiner during down times
- Low follow-through
- A smiling nit-picker
- Overly critical

Your Needs When Stressed:

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

Your Typical Behaviors in Conflict:

- You tend to hold conflicts or conflicting views in your mind, looking for proof that you are right or a new valid way of looking at things that accommodates both points of view.
- You appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, you are often just withdrawing to prepare for a future, probably covert, attempt to reestablish your position.
- 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.

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.
- 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 Aaron, DO:

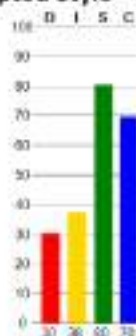
- List pros and cons to the suggestions you make.
- If you disagree with the direction, show your position in an organized presentation.
- Ask for Aaron's input regarding people and specific assignments.
- Give Aaron time to verify the issues and potential outcomes.
- Be engaging, stimulating, and fast-paced.
- Plan to talk about things that support Aaron's dreams and goals.
- Be certain that your ideas and information are credible and realistic.

When Communicating with Aaron, DO NOT:

- Be dogmatic.
- Use unreliable evidence or testimonials.
- Be impersonal or judgmental.
- Whine about all of the work you have to do.
- Get in the habit of manipulating ideas quickly.
- Be unrealistic with deadlines.
- Rush the issues or the decision-making process until you have buy-in.

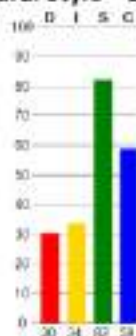
Toni Hooper - SC/Sc Style

Adapted Style - Graph I



Pattern: SC (2365)

Natural Style - Graph II



Pattern: Sc (2264)



Your Strengths:

- You are excellent at solving disagreements within the team.
- You're a reflective, critical thinker. You are able to comprehend complex or abstract systems, and assist with solutions.
- You can be depended upon to do what you say you will do.
- You manage to build good team relationships without being an extremist.
- You are people-oriented in a stable and sincere way.
- You are considerate of others on the team; reflective and cool-headed under pressure.
- You are an excellent teacher or coach to others on the team, especially in situations requiring patience and specialized skills.

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

- 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 show an extremely high level of patience when working with others.
- Cooperative by nature, you are more likely to say "yes" when asked to help out with a colleague's project or problem.
- You're a good team player and able to coordinate your own participation in complex schedules with sincerity and ease.
- You want to be perceived as friendly and easy-going, without being an extremist.
- You work very effectively in specialized areas and may serve as the "glue" that holds a complex project together.
- 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 Will Be Most Effective in Environments That Provide:

- A secure work situation.
- Identification with the team or greater organization.
- The opportunity to work with people with whom you have developed trust, rapport, and credibility.
- A work environment that sincerely cares for the people involved.
- Sufficient time to adjust to procedural changes in the workplace.
- An environment relatively free from interpersonal conflict and hostility.
- Few sudden shocks or unexpected problems.

You Are Motivated by:

- Appreciation and recognition for the competence and work ethic demonstrated over the long haul.
- Sincerity from peers and colleagues.
- Links to some of the proven traditions that have built success in the past.
- Identification with a company and colleagues that one can be proud of.
- 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.
- A home life that is supportive of the work demands.

Toni Hooper - SC/Sc Style

You Need:

- Products and processes that you can believe in.
- Efficient systems and utilities to handle routine work more effectively.
- A comfortable method for introductions to new groups of people.
- Options for increasing the efficiency of certain methods or procedures.
- Reassurance and support for taking appropriate and calculated risks.
- Reassurance that the long hours you spend on projects are worthwhile.
- Sufficient time to consider alternatives prior to making changes.

Under Stress, May Be Perceived by Others:

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

Your Needs When Stressed:

- Personal assurance
- 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:

- 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.
- 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.

When Communicating with Toni, DO:

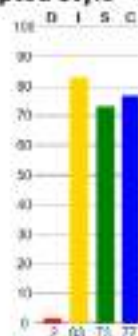
- Provide assurances about Toni's input and decisions.
- Outline individual tasks and responsibilities in writing.
- Show sincere interest in Toni as a person.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- Break the ice with a brief personal comment.
- Find some areas of common interest and involvement.
- Present ideas and opinions in a non-threatening way.

When Communicating with Toni, DO NOT:

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

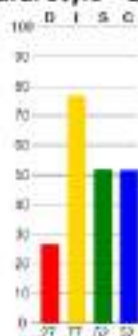
Jessica Powell - ICS/Isc Style

Adapted Style - Graph I



Pattern: ICS (1655)

Natural Style - Graph II



Pattern: Isc (2544)



Your Strengths:

- You bring a high "sincerity factor" to the team climate.
- You are able to build positive relationships with internal and external stakeholders.
- You are able to negotiate conflicts into win-win situations.
- Your excellent listening style stands as a model for others to observe and follow.
- You are a good listener.
- You are able to reach goals by working with and supporting the efforts of others on the team.
- You possess a positive sense of humor and never make jokes at the expense of others.

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

- 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 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.
- You meet new people easily and prefer networking with others rather than working in solitary conditions.
- 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 to be an excellent "teacher" to peers on the team, at all levels of the organization.

You Will Be Most Effective in Environments That Provide:

- A work culture that allows for your natural interest in helping others learn and grow professionally.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A favorable working climate containing positive attitudes and optimistic spirit.
- A participatory manager or board with whom a democratic relationship has been established.
- 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.

You Are Motivated by:

- Identification with the organization, team, and others with whom a spirit of work responsibility has been established.
- A work culture that is supportive of family activities and commitments.
- 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.
- Acceptance as a positive and supportive member of the organization and team.
- Evidence that a new process has been successful in similar applications.
- Flexibility to circulate and talk with a variety of people.

Jessica Powell - ICS/IsC Style

You Need:

- To learn to say "no" more often in order to avoid spreading yourself too thin.
- Increased urgency in decision making.
- To be more realistic and ambitious in setting deadlines for team projects.
- Detailed delegation of responsibilities, to reduce ambiguity and confusion.
- A sense of belonging to the team or organization as a whole.
- To get better control of files and record keeping.
- More direction toward work tasks, and less focus on chatting and socializing.

Under Stress, May Be Perceived by Others:

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

Your Needs When Stressed:

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

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).
- You are quite uncomfortable with conflict, aggression and anger. You do whatever you can do to avoid them. If possible, you may physically avoid an environment filled with conflict or anger. If that is not possible, you will probably seek to use your natural humor and story-telling ability to reduce the level of tension. If neither approach works, you may attempt to ignore the conflict. Given your strong focus on relationships, however, this tactic is rarely successful.

Reduce Conflict and Increase Harmony with Others:

- 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.
- 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.
- 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.

When Communicating with Jessica, DO:

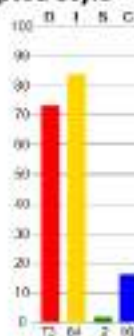
- Be candid, open, and patient.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Break the ice with a brief personal comment.
- Ask for Jessica's input regarding people and specific assignments.
- Join in with some name-dropping and talk positively about people and their goals.
- Plan to talk about things that support Jessica's dreams and goals.
- Present your ideas and opinions in a non-threatening way.

When Communicating with Jessica, DO NOT:

- Talk down to Jessica.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Let the discussion with Jessica get caught in dreams too much, otherwise you'll lose time.
- Be impersonal or judgmental.
- Offer assurances and guarantees you can't fulfill.
- Leave the idea or plan without backup support.
- Be vague or ambiguous.

Emily Raguse - ID/Id Style

Adapted Style - Graph I

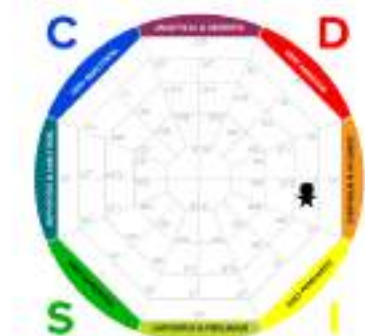


Pattern: ID (5611)

Natural Style - Graph II



Pattern: Id (4522)



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

Your Strengths:

- You have the potential to be an engaging presenter.
- You have a strong sense of urgency to get things done expediently.
- You are an excellent team player, very effective at training or developing others.
- You understand people very well and rely on that understanding to lead, persuade, and motivate.
- You're a self-starter, and an active agent in everything you do.
- You are able to react and adapt quickly to change in projects or activities.
- You are able to delegate responsibility to others in an enthusiastic and personable way.

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

- You seek freedom from routine, control, and minutiae.
- When pressured on the job, you may become more persuadable and less firm in your opinions.
- On the job, you seek assignments requiring your specific knowledge or authority.
- You can work with a variety of people and get things done through mutual cooperation.
- You want to be perceived as trustworthy, and easy to work with.
- You are able to maintain a positive public image through a variety of assignments.
- You tend to evaluate others on the job by their ability to express themselves verbally.

You Will Be Most Effective in Environments That Provide:

- Authority equal to your responsibility.
- New and varied activities; a change-oriented workplace culture.
- Opportunities to try new ideas.
- Encouragement to talk about projects and issues openly with peers and managers.
- Public recognition of your accomplishments.
- Challenging assignments.
- Freedom from controls, details, and minutiae.

You Are Motivated by:

- A trusted support team to assist with detail work and follow-through.
- Freedom to express your ideas to interested listeners.
- Awards that recognize ability, skill, or achievements.
- Opportunities to learn, grow, and advance at a rapid pace.
- Power, control, and authority to make decisions toward achieving successful results.
- A variety of activities involving people, both on and off the job.
- Recognition for your contributions to the success of a project.

Emily Raguse - ID/Id Style

You Need:

- Better control of body language and personal space. Some people don't like grand gestures and don't like to be touched.
- Some independence and flexibility in work projects, activities, and schedules.
- More objectivity, and less emotional connection to decision making.
- Opportunities for involvement with a wide scope of people.
- Greater control over emotions.
- A greater control over time management.
- Support work with some of the details, especially when the organization is under pressure.

Under Stress, May Be Perceived by Others:

- Sometimes too pushy on own ideas
- Too self-promoting
- Superficial
- Overly optimistic

Your Needs When Stressed:

- Prestige
- 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.
- 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.
- You are quite uncomfortable with conflict, aggression and anger. You do whatever you can do to avoid them. If possible, you may physically avoid an environment filled with conflict or anger. If that is not possible, you will probably seek to use your natural humor and story-telling ability to reduce the level of tension. If neither approach works, you may attempt to ignore the conflict. Given your strong focus on relationships, however, this tactic is rarely successful.

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.
- 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.
- 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 Emily, DO:

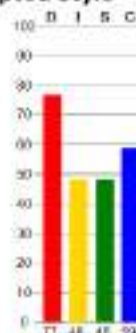
- Provide immediate incentives for Emily's willingness to help on the project.
- Be certain to specify steps for continuing action.
- Try to be engaging, stimulating, and fast-paced.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Offer specific evidence about the probability of success or effectiveness of some of the options.
- Use Emily's own words to direct things back to the topic or issue at hand.
- Offer input on how to make ideas become reality.

When Communicating with Emily, DO NOT:

- Get bogged down in facts, figures, or abstractions.
- Let the discussion with Emily get caught in dreams too much, otherwise you'll lose time.
- Make decisions for Emily.
- Speculate wildly without factual support.
- Be overly task-oriented.
- Make guarantees and assurances when there is a risk in meeting them.
- Confuse or distract Emily from the business issues at hand.

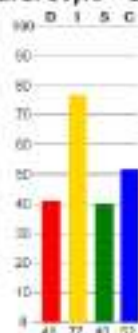
Brandon Ross - Dc/Ic Style

Adapted Style - Graph I



Pattern: Dc (5334)

Natural Style - Graph II



Pattern: Ic (3534)



Your Strengths:

- You tend to be diplomatic in working with others.
- You bring a positive sense of humor and know how to break the ice or combat hostility tactfully.
- You bring a strong sense of quality control to the team's efforts.
- You are deadline-savvy and able to juggle many issues simultaneously.
- You have the ability to handle both people and details, with equal skill and confidence.
- You are able to negotiate conflicts between people and teams in a win-win manner.
- You bring a sense of genuine enthusiasm to the team and organization.

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

- You may be overly afraid of losing on a project or proposal.
- You tend to be considerate of others on the team and are persuasive without being demanding.
- When urgency reaches a high point, you can work with the team to restore comfort, while also obtaining good results.
- You have the ability to contribute to a pleasant and efficient work environment, due to your attention to people and knack for quality control.
- On difficult projects, you may become somewhat impatient or aggressive under pressure.
- You may tend to overuse your power in order to get your way.
- You show a special ability to help others on the team visualize the activities necessary to obtain success in a complex project.

You Will Be Most Effective in Environments That Provide:

- Contact with groups, and opportunities to build a network of people.
- Freedom to express your ideas.
- Activities including many opportunities for interaction with people.
- Variety in work tasks and projects.
- An environment that supports your critical thinking skills.
- Complete explanations of areas of responsibility and control.
- Projects requiring you to motivate and persuade people.

You Are Motivated by:

- Environments in which changes are made in a controlled way, and only when necessary.
- A supportive and encouraging working environment.
- A strong, visible group or organization to identify with.
- Awards that recognize ability, competence, or achievements.
- Receiving complete explanations of systems and processes that impact the work environment.
- A variety of activities involving interpersonal contact, both on and off the job.
- Work tasks of a specialized nature to support your natural curiosity and detail orientation.

Brandon Ross - Dc/Ic Style

You Need:

- Complete explanations of the nature of a process, and systems used.
- Work assignments requiring precision and accuracy to capitalize on attention to detail, as well as sufficient interpersonal contact.
- To have confidence in the project, product, goals, and leadership.
- To feel valued as a team member, and have detailed responsibilities in order to work at top effectiveness.
- Clear and specific job descriptions and role responsibilities.
- To maintain communication on work tasks or projects, and to reduce the amount of off-the-subject comments and socializing.
- A democratic environment with participatory management.

Under Stress, May Be Perceived by Others:

- Whiner during down times
- Overly critical
- Impatient with time-lines
- Wants the spotlight

Your Needs When Stressed:

- Action and interaction
- To get credit
- 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).
- 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.
- 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.

Reduce Conflict and Increase Harmony with Others:

- 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.
- 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.
- 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 Brandon, DO:

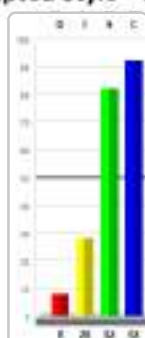
- Ask for Brandon's input regarding people and specific assignments.
- Plan to talk about things that support Brandon's dreams and goals.
- Join in and talk positively about people and their goals.
- Provide testimonials from people Brandon sees as important and prominent.
- Be certain to conclude the communication with modes of action and specific instructions for the next step.
- Plan some extra time in your schedule for talking, relating, and socializing.
- List pros and cons to the suggestions you make.

When Communicating with Brandon, DO NOT:

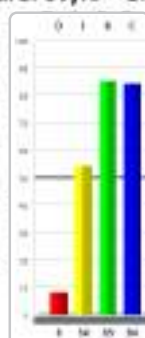
- Rush the issues or the decision-making process until you have buy-in.
- Be dogmatic.
- Use someone else's opinions as evidence.
- Get in the habit of manipulating ideas quickly.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Be unrealistic with deadlines.
- Be impersonal or judgmental.

Marcus Taylor – SCI/CS Style

Adapted Style - Graph I



Natural Style - Graph II



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

Your Strengths:

- Concerned about quality.
- People-oriented.
- Patient and empathetic.
- Turns confrontation into positives.
- Will gather data for decision making.
- Dependable team player.
- Good at reconciling factions—is calming and adds stability.

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

- You can be discreet and sociable as called for by the situation.
- You have patience, control and deliberateness characterise their usual behaviour.
- You balanced judgment.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- You likes a friendly, open style of communication.
- You prefers to take time to analyse situations that can be felt, touched, seen, heard, personally observed or experienced.
- At work, they like to know they are a valued team member.
- You are open with those they trust; however, reaching the required trust level may take time.

You Will Be Most Effective in Environments That Provide:

- Practical work procedures.
- Workplace where people seldom get mad.
- Specialized assignments that also involve working and communicating with a variety of people.
- Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- Jobs for which standards and methods are established.
- An environment that allows time to change.
- Little conflict between people.

You Are Motivated by:

- To be recognised for their continuance of quality work.
- High quality work standards.
- Peace and harmony.
- Safety procedures.
- Complete directions for work to be completed.
- Reassurance they are doing the job right.
- To be part of a quality-oriented work group.
- Time to adjust to change.
- Time to perform up to their high standards.
- Advancement when they are ready.
- Better planning and fewer changes in the organisation.
- Instructions so they can do the job right the first time.

Marcus Taylor – SCI/CS Style

You Need:

- Reassurances that they are doing the job right.
- A quality product in which to believe.
- The facts in a logical sequence.
- A participative climate (teams or committees).
- A warm and friendly work environment.
- A manager who delegates in detail.
- Conditioning prior to change.
- Support in the clutch or when pressured for quick results.
- A feeling of belonging—to know how important they are to the team.
- Appreciation from the boss for the "price" paid to perform.
- To be introduced to the new employees.

Under Stress, May Be Perceived by Others:

- Nondemonstrative
- Unconcerned
- Stubborn
- Insensitive

Your Needs When Stressed: (not available on DISC report)

Your Typical Behaviors in Conflict: (not available on DISC report)

Reduce Conflict and Increase Harmony with Others: (not available on DISC report)

When Communicating with Marcus, DO:

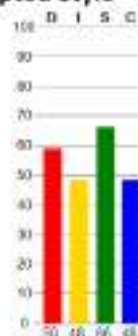
- Show sincere interest in them as a person. Find areas of common involvement and be candid and open.
- Provide guarantees that their decision will minimise risks; give assurance that provides them with benefits.
- Use a scheduled timetable when implementing new action.
- Clearly define (preferably in writing) individual contributions.
- Take your time and be persistent.
- Support your communications with correct facts and data.
- Be sincere and use a tone of voice that shows sincerity.
- Keep conversation at discussion level.
- Give them time to verify reliability of your comments—be accurate and realistic.
- Take time to be sure that they are in agreement and understand what you said.
- Look for hurt feelings or personal reasons if you disagree.
- Give them time to ask questions.

When Communicating with Marcus, DO NOT:

- Keep deciding for them, or they'll lose initiative. Do not leave them without backup support.
- Talk to them when you are extremely angry.
- Be haphazard.
- Be domineering or demanding; do not threaten with a position of power.
- Be abrupt and rapid.
- Debate about facts and figures.
- Rush them in the decision-making process.
- Patronise or demean them by using subtlety or incentive.
- Talk in a loud voice or use confrontation.
- Make promises you cannot deliver.
- Give your presentation in random order.
- Push too hard or be unrealistic with deadlines.

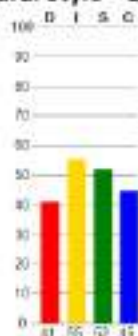
Angie Zahra - Sd/IS Style

Adapted Style - Graph I



Pattern: Sd (4353)

Natural Style - Graph II



Pattern: IS (3443)



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

Your Strengths:

- You possess a positive sense of humor and never make jokes at the expense of others.
- 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 able to reach goals by working with and supporting the efforts of others on the team.
- You are able to negotiate conflicts into win-win situations.
- You bring a high "sincerity factor" to the team climate.
- You demonstrate a high degree of patience in working with others.
- You work hard to achieve the team's goals and objectives.

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

- 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 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.
- 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.
- You are perceived by others on the team as a good listener.
- 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.
- You meet new people easily and prefer networking with others rather than working in solitary conditions.

You Will Be Most Effective in Environments That Provide:

- 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.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- 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.
- Support and appreciation of your individual efforts.
- A favorable working climate containing positive attitudes and optimistic spirit.

You Are Motivated by:

- 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.
- Acceptance as a positive and supportive member of the organization and team.
- Flexibility to circulate and talk with a variety of people.
- A supervisor, manager, or board who practices a democratic leadership process.
- A work culture that is supportive of family activities and commitments.
- Evidence that a new process has been successful in similar applications.

Angie Zahra - Sd/IS Style

You Need:

- Increased urgency in decision making.
- Detailed delegation of responsibilities, to reduce ambiguity and confusion.
- To learn to say "no" more often in order to avoid spreading yourself too thin.
- To be kept in the information loop regarding projects and initiatives within the organization.
- 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.
- A sense of belonging to the team or organization as a whole.

Under Stress, May Be Perceived by Others:

- Overly tolerant with non-producers
- Low sense of urgency
- Doesn't take a stand
- Uncertain

Your Needs When Stressed:

- To get credit
- A quick pace for stimulation and excitement
- Prestige

Your Typical Behaviors in Conflict:

- You are quite uncomfortable with conflict, aggression and anger. You do whatever you can do to avoid them. If possible, you may physically avoid an environment filled with conflict or anger. If that is not possible, you will probably seek to use your natural humor and story-telling ability to reduce the level of tension. If neither approach works, you may attempt to ignore the conflict. Given your strong focus on relationships, however, this tactic is rarely successful.
- 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.
- 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).

Reduce Conflict and Increase Harmony with Others:

- 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.
- 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.
- 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.

When Communicating with Angie, DO:

- Present your ideas and opinions in a non-threatening way.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Break the ice with a brief personal comment.
- Provide assurances about Angie's input and decisions.
- Ask for Angie's input regarding people and specific assignments.
- Be candid, open, and patient.
- Plan to talk about things that support Angie's dreams and goals.

When Communicating with Angie, DO NOT:

- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Let the discussion with Angie get caught in dreams too much, otherwise you'll lose time.
- Be vague or ambiguous.
- Be impersonal or judgmental.
- Talk down to Angie.
- Be overly task-oriented.
- Offer assurances and guarantees you can't fulfill.

Ann Buchholz - Sd/Sdc Style



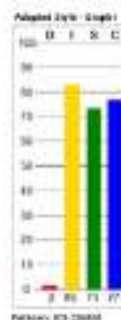
When Communicating with Ann, DO:

- Be your homework, because Ann's homework will already be done.
- Be certain that individual requests will be already in place, and that there are no ambiguities.
- Ask for/offer oriented questions to draw out Ann's opinions.
- Approach issues in a straightforward, direct and factual way.
- Take your time, be precise and thorough.
- Be candid, open, factual, and patient.
- Ann will follow through, so be certain to follow through on your part.

When Communicating with Ann, DO NOT:

- Be sloppy or disorganized.
- Try to develop "too close" a relationship, especially too quickly.
- Engage in rambling discussions, and waste Ann's time.
- Be domineering or demanding.
- Try to use position or power.
- Misjudges or bully Ann into ignorance.
- Be rude, abrupt, or too fast-paced in your delivery.

Jessica Powell - ICS/Isc Style



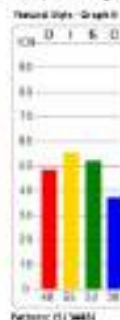
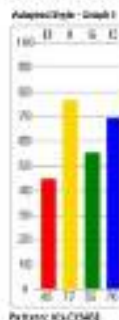
When Communicating with Jessica, DO:

- Be candid, open, and patient.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Break the ice with brief personal comments.
- Ask for Jessica's input regarding people and specific assignments.
- Join in with some event shopping and talk positively about people and their goals.
- Plan to talk about this project support Jessica's dreams and goals.
- Present your ideas and opinions in a non-threatening way.

When Communicating with Jessica, DO NOT:

- Talk down to Jessica.
- Leave decisions hanging in the air. Be certain all decisions people have reached closure and result in plans for action.
- Get in the discussion with Jessica get caught in dreams too much, otherwise you'll lose time.
- Be impersonal or judgmental.
- Offer advice too soon, and sometimes you can't help.
- Leave the idea of plan with a backup support.
- Be vague or ambiguous.

Scott Coxon - ICs/IS Style



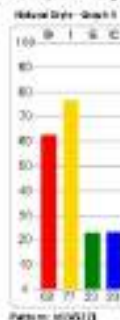
When Communicating with Scott, DO:

- Provide resources without Scott's input and decisions.
- Be candid, open, and patient.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Share some interest in Scott as a person.
- Ask for Scott's input regarding people and specific assignments.
- Join in with some event shopping and talk positively about people and their goals.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.

When Communicating with Scott, DO NOT:

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

Emily Raguse - ID/Id Style



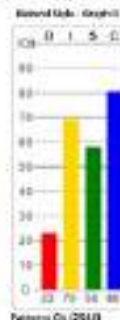
When Communicating with Emily, DO:

- Provide immediate incentives for Emily's willingness to help in the project.
- Be certain to specify steps for continuing action.
- Try to be engaging, stimulating, and fun to work with.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Offer specific and concrete about the probability of success in effectiveness of some of the options.
- Use Emily's own words to direct things back to the topic or issue at hand.
- Offer input on how to explore ideas because reality.

When Communicating with Emily, DO NOT:

- Get bogged down in facts, figures, or abstractions.
- Get in the discussion with Emily get caught in dreams too much, otherwise you'll lose time.
- Make decisions for Emily.
- Speculate wildly without factual support.
- Be overly task-oriented.
- Make guarantees and assurances when there is a risk in meeting them.
- Confuse or distract Emily from the issues at hand.

Aaron Dziewicki - S/CIs Style



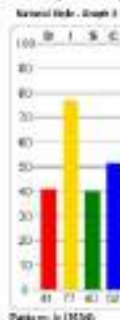
When Communicating with Aaron, DO:

- Let your ideas and suggestions be heard.
- If you disagree with the direction, share your position in an organized presentation.
- Ask for Aaron's input regarding people and specific assignments.
- Give Aaron time to verify the issues and potential outcomes.
- Be engaging, stimulating, and fun to work with.
- Plan to talk about things that support Aaron's dreams and goals.
- Be certain that your ideas and information are well thought out and realistic.

When Communicating with Aaron, DO NOT:

- Be abrupt.
- Use unreliable evidence or testimonials.
- Be impersonal or judgmental.
- Waste about all of the work and time to do.
- Get in the habit of making things quickly.
- Be unrealistic with deadlines.
- Rush the issues in the decision-making process until you have buy-in.

Brandon Ross - Dc/Ic Style



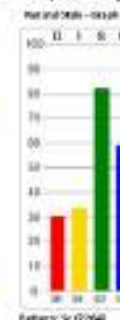
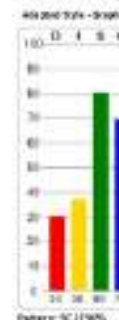
When Communicating with Brandon, DO:

- Ask for Brandon's input regarding people and specific assignments.
- Plan to talk about things that support Brandon's dreams and goals.
- Join in and talk positively about people and their goals.
- Provide resources from people Brandon sees as important and proven.
- Be certain to conclude the communication with modes of action and specific instructions for the next step.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Get your ideas and suggestions heard.

When Communicating with Brandon, DO NOT:

- Push the issues in the decision-making process until you have buy-in.
- Be abrupt.
- Use someone else's opinions as evidence.
- Get in the habit of negotiating ideas quickly.
- Leave decisions hanging in the air. Be certain all decisions people have reached closure and result in plans for action.
- Be unrealistic with deadlines.
- Be impersonal or judgmental.

Toni Hooper - SC/Sc Style



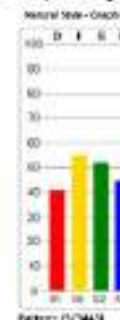
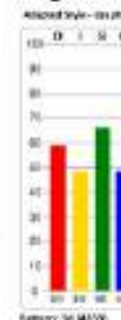
When Communicating with Toni, DO:

- Provide assurances about Toni's input and decisions.
- Outline individual tasks and responsibilities in writing.
- Show sincere interest in Toni as a person.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- Break the ice with a brief personal comment.
- Find some areas of common interest and involvement.
- Present ideas and opinions in a non-threatening way.

When Communicating with Toni, DO NOT:

- Offer promises that you can't keep.
- Let it reflect on Toni's involvement when you disagree, and don't let disagreement affect the relationship.
- Force Toni to agree quickly with your opinions and position. Instead, give her some time for Toni to come up with the ideas and for mutual understanding.
- Offer assurances and guarantees that you can't fulfill.
- Say, "Listen to me, here's how I think we should do it."
- Leave an idea or plan without backup support.
- Be rude, abrupt, or too fast-paced in your delivery.

Angie Zahra - Sd/IS Style



When Communicating with Angie, DO:

- Present your ideas and opinions in a non-threatening way.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Break the ice with a brief personal comment.
- Provide assurances about Angie's input and decisions.
- Ask for Angie's input regarding people and specific assignments.
- Be candid, open, and patient.
- Plan to talk about things that support Angie's dreams and goals.

When Communicating with Angie, DO NOT:

- Leave decisions hanging in the air. Be certain all decisions people have reached closure and result in plans for action.
- Get in the discussion with Angie get caught in dreams too much, otherwise you'll lose time.
- Be vague or ambiguous.
- Be impersonal or judgmental.
- Talk down to Angie.
- Be overly task-oriented.
- Offer resources and guarantees you can't fulfill.

Communicating with the DOMINANT Style

D CHARACTERISTICS:	SO YOU SHOULD:
Concerned with being #1	Show them how to win, new opportunities
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goal and boundaries, the support or get out of their way
Use personal choices	Allow them to "do their thing" within limits
Like changes	Vary routine
Prefer to delegate	Look for opportunities to modify their workload/focus
Want others to notice accomplishments	Compliment them on what they've done
Need to be in charge	Let them take the lead, when appropriate, but give them parameters
Tendency towards conflict	If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a "personality" basis

Communicating with the INFLUENCER Style

I CHARACTERISTICS:	SO YOU SHOULD:
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the "big picture"
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they "look good"	Mention their accomplishments, progress and your genuine appreciation

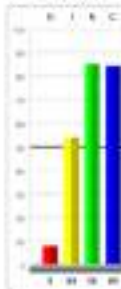
POWER STATEION TEAM

Marcus Taylor - CS/SCI Style

ADAPTIVE TEAM - GROUP 1



ADAPTIVE TEAM - GROUP 2



When Communicating with Marcus, DO:

- Show sincere interest in them as a person.
- Provide guarantees that their decisions will not incur risks; give assurance that you'll back them with facts.
- Provide solid, tangible, practical evidence.
- Use a scheduled timetable when implementing new action.
- Clearly define responsibilities in writing; individual contributions.
- Take your time, and be persistent.
- Support your communications with correct facts and data.
- Be sincere and use a tone of voice that shows sincerity.
- Keep conversation at discussion level.
- Give them time to verify reliability of your comments—be accurate and realistic.
- Take time to be sure that they understand what you are up to.
- Look for hurt feelings or personal reasons if you disagree.
- Give them time to ask questions.

When Communicating with Marcus, DO NOT:

- Keep doing things for them, or they'll lose interest.
- Talk to them when you are extremely angry.
- Do not hazard, do not insist or demand; do not threaten with a position of power.
- Debate about facts and figures and make them in the decision-making process. Be upfront and rapid.
- Use information from unreliable sources.
- Pressure or demand them by using subtlety or incentive.
- Talk in a loud voice or use confrontations.
- Make promises you cannot deliver.
- Give your presentations in random order.
- Push too hard or be unrealistic with deadlines.

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 these 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.

BEHAVIOUR DESCRIPTORS OF EACH

DOMINANCE	INFLUENCE	STEADINESS	CONSCIENTIOUS
Decisive Competitive Direct Object Innovative Persistent Adventurous Problem Solver Results Oriented	Charming Confident Convincing Enthusiastic Inspiring Optimistic Persuasive Social Trusting	Understanding Friendly Good Listener Patient Reliable Sincere Stable Steady Team Player	Accurate Precise Analytical Compliant Courteous Diplomatic Detailed Fast Finder Objective

DIRECTNESS AND OPENNESS OF EACH STYLE PACE AND PRIORITY OF EACH STYLE

STYLE	TENDENCIES	STYLE	TENDENCIES
DOMINANCE	Tends to be direct and guarded	DOMINANCE	Fast-paced and task-oriented
INFLUENCE	Tends to be direct and open	INFLUENCE	Fast-paced and people-oriented
STEADINESS	Tends to be indirect and open	STEADINESS	Slow-paced and people-oriented
CONSCIENTIOUS	Tends to be indirect and guarded	CONSCIENTIOUS	Slow-paced and task-oriented

PACE AND PRIORITY OF EACH STYLE



Communicating with the STEADY Style

S CHARACTERISTICS	SO YOU SHOULD...
Concerned with stability	Show how your idea minimises risk
Think logically	Show reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and/or one-two-three instructions as you personally “walk them through”
Want others to notice their patient performance	Compliment them for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest or needed support
Accommodate others	Allow them to provide service or support for others
Look for fairness and peace	Provide a relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they're appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate

Communicating with the CONSCIENTIOUS Style

C CHARACTERISTICS	SO YOU SHOULD...
Concerned with accurate approaches	Approach them in an indirect, nonthreatening way
Think logically	Show your reasoning
Seek data	Give data to them in writing
Need to know the process	Provide explanations and rationale
Utilise caution	Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	When delegating, let them check procedures, and other progress and performance before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or “correct” answer, within available limits
Like to contemplate	Tell them “why” and “how”

NEA GROUP

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ly, and do not reflect everything about each individual. Always choose care factor and empathy when communicating with others.

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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